

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE

**THURSDAY 12 JULY 2012
7.00 PM**

Bourges/Viersen Room - Town Hall

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. 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 3 working days after the publication of the decision (not including the date of publication), unless a request for call-in of the decision is received from any 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.

4. Interim Report on the Performance of Serco Partnership	1 - 10
5. Enterprise Peterborough	11 - 20
6. Delivery Strategy For South Bank And Surrounding Areas	21 - 66
7. Environment Capital Progress Report	67 - 88
8. Forward Plan of Key Decisions	89 - 104
9. Work Programme	105 - 110



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact on as soon as possible.

10. Date of Next Meeting

Thursday 6 September 2012

Committee Members:

Councillors: M Todd (Chairman), G Casey (Vice Chairman), M Nadeem, Maqbool, S Martin, Thurlbourn and J A Fox

Substitutes: Councillors: McKean, Forbes and C Ash

Further information about this meeting can be obtained from on telephone or by email –

Emergency Evacuation Procedure – Outside Normal Office Hours

In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front of the Cathedral. The duty Beadle will assume overall control during any evacuation, however in the unlikely event the Beadle is unavailable, this responsibility will be assumed by the Committee Chair.

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 4
July 2012	Public Report

Report of Executive Director – Strategic Resources

Report Author – John Harrison, Executive Director – Strategic Resources
Contact Details - John Harrison, Executive Director – Strategic Resources
Tel: 01733 452520
Email: john.harrison@peterborough.gov.uk

INTERIM REPORT ON THE PERFORMANCE OF THE SERCO PARTNERSHIP

1 PURPOSE

This report is submitted at the request of the Chairman of this Scrutiny Committee to give the Committee an overview of the performance of Serco under the partnership arrangements with the City Council

2 RECOMMENDATION

The Committee notes the report.

3 LINKS TO SUSTAINABLE COMMUNITY STRATEGY

3.1 The Peterborough – Serco Strategic Partnership contributes to all the priorities in the Sustainable Community Strategy which are :

- Creating opportunities – tackling inequalities;
- Creating strong and supportive communities;
- Creating the UK’s environmental capital; and
- Delivering substantial and truly sustainable growth

4 BACKGROUND

4.1 On 13 October 2011 the Committee received a report on the procurement process, the outcome of the evaluation and award to Serco Limited of services formerly included in the Manor Drive Managed Services.

4.2 The Peterborough – Serco Strategic Partnership went live on 28 November 2011 and included the following services:-

- Shared Transactional Services (e.g. Council tax, business rates, benefits, accounts payable and receivable, payroll and back-office parking);
- Customer Services;
- Strategic Property;
- Operational Procurement;
- Business Transformation and Strategic Improvement;
- Business Support; and
- Financial Systems Support.

- 4.3 This is the second quarterly report to the Committee; the first quarterly report was submitted 6 March 2012
- 4.4 Serco has been contacted by the Scrutiny Officers about further regular reporting to the Committee and, recognising that the Committee has a busy agenda, the officers have therefore proposed that the Committee may in future prefer to have informal reports or briefings on performance so that it can identify any specific matters upon which it may wish to receive a report at a meeting or it may choose to meet informally with officers of Serco to put any specific questions on the operation of the partnership or it might simply wish to continue with the routine quarterly reporting. This is entirely a matter for the Committee and these proposals are made with the intention of assisting the scrutiny function within the resources available to the Committee.
- 4.5 Performance management of the partnership is the responsibility of the Strategic Commissioning team. The team hold regular meetings (the partnership board) to review performance under the chairmanship of the relevant Cabinet member.

5 SERCO PETERBOROUGH - OUR OPERATIONS

- 5.1 Since the last report, the Partnership has been focused on delivering 'business as usual'; driving continuous improvement, preparing for strategic service improvements and driving a change in culture. A process has been implemented to drive the SIPs forward. Project managers have been assigned and are currently defining the scope of individual SIPs, identifying the service improvements which can be implemented quickly as business as usual and those service improvements which are transformational.
- 5.2 Specifically in Shared Transactional Service, a review is continuing with the aim of deploying online claims and self service capability and to move from paper based claims to online submissions. This will enable staff to increase face to face contact, creating better communications and faster resolution of issues.

6. PERFORMANCE DATA

- 6.1 Performance data is provided by Serco on a monthly basis and reviewed with officers as part of the formal governance process that has been set up for the partnership. Serco is driving service excellence in a number of key services:
- 6.2 Serco has carried out the following performance activities in Customer Services:-

Serco listening have been deployed in the contact centre and have introduced a quality management performance framework which is used at other Serco call centre sites. This along with improved resource planning has contributed to a reduction in average call handling times and a year on year improvement in service.

Admin tasks including the printing and enveloping of documents have been removed from the call centre to enable staff to focus on call handling. These letters were predominantly Revenues and Benefits related and so these have been moved into the back office and are sent out from Manor Drive.

The complaints team has continued to support the wider organisation. In particular the Children's Social Care team has included the introduction of conciliation meetings prior to escalation to independent investigators when appropriate. This initiative has the potential to resolve issues face to face before engaging the expense of an investigator.

Customer Service performance for the first 6 months of the partnership is detailed below and compared with corresponding period for previous year for information. In the tables below and

information contained within this report there is a reference to base targets and aspirational targets. The base targets are those that were originally set by the the contract as a starting point for the baseline exercise. The aspirational target is the proposed change to the performance measures.

	28 Nov 2010 to 31 May 2011	28 Nov 2011 to 31 May 2012
Customer satisfaction (over 92%)	93.6%	95%
% of calls answered	86.4%	90.6%
% of F2F customers with an appt seen within 30 mins	95.8%	98.4%
% of calls answered in 20 secs	61.9%	67.8%
Average time to answer (General Q)	26 secs	17 secs
First call resolution (exc switch) (%)	81.3%	85.4%
First call resolution (inc switch) (%)	55.9%	65.8%

	Base Target	Aspirational Target	Dec	Jan	Feb	Mar	April	May
Customer satisfaction (over 92%)	89.7%	95%	0	0	95.3%	94.5%	0	0
% of calls answered	82.6%	93%	90.48%	91.06%	88.1%	89.7%	90.9%	93.2%
% of F2F customers with an appt seen within 30 mins	95.0%	95.6%	94.37%	98.79%	99.7%	99.5%	98.5%	99.3%
% of calls answered in 20 secs	54.5%	70%	73.82%	68.1%	62.9%	63.8%	65.9%	72.8%
Average time to answer (General Q)	30 secs	25 secs	9	16	20	21	21	15
First call resolution (exc switch) (%)	76.9%	85%	80.16%	80.62%	80.6%	85.8%	87.9%	85.6%
First call resolution (inc switch) (%)	52.5%	60%	62.17%	62.41%	61.9%	65.9%	70.1%	65.5%

6.3 Serco has carried out the following performance activities in Shared Transactional Services ` (Council Tax Collections, Benefits and Invoices):

New roles have been established focussing on specific service tasks which will lead to people becoming experts in their field.

The management structure is currently under review, aligning people to services and KPI's, therefore driving accountability and improved delivery.

Regular review meetings between Team Leaders to ensure that operational issues and conflicts are quickly resolved, resulting in improved staff engagement.

Business Rates and Council Tax performance is measured annually with performance in the table below:

	08/09	09/10	10/11	11/12
NNDR collection	96.90%	95.33%	96.31%	96.37%
CTX collection	96.24%	96.06%	95.76%	95.73%

The annual Council Tax review, conducted in October 2011, reported that Peterborough City Council had a total of 77,975 chargeable dwellings. For an outline of our approach to collections please see appendix one.

During the last quarter of 2011/12 Serco conducted a Single Person Discount review by comparing Peterborough City Council's data against data held by the leading credit agency, Experian. A total of 3,738 customers were identified as possible risks and were contacted to confirm their eligibility to the Single Person Discount. As a result, 899 discounts were cancelled resulting in an increase of £170k of Council Tax net liability, without this review the overall council tax collection performance would have been better.

Excluding exempt properties (for example, lived in by students, all aged under 18), 26,103 were awarded a single person discount. This equates to 34.55% of the caseload. This is just below the national average of 34.62%.

Benefits performance (average number of days to process) for the last 4 years is shown in the table below:

	08/09	09/10	10/11	11/12
NI 181	18.82	13.52	18.54	27.72
new claims	31.22	23.33	35.18	46.78
changes	13.47	10.28	14.10	22.66

ATLAS (the DWP Automated Transfer to Local Authority Systems) went live with phase two in the first quarter of this year. Changes to benefits within DWP including the end of year review of Tax Credits and changes to the JSA which went live on 1st May, has caused a higher than predicted number of cases being received by the team – we expected approximately 100 cases per day and are receiving over 300. The long term benefits of the automated system are that we are informed of changes directly from DWP rather than relying on individuals telling us of changes to their circumstances and then seeking to recover monies. In the short term the volumes coming in during the reported period has impacted on our efficiency in processing these cases.

Serco performance (average number of days to process) against claims received from commencement of the contract is:

	Dec and Jan 2012	Feb 12	Mar 12	Apr 12	May 12
NI 181	11.41	15.08	7.10	20.46	27.39
new claims	9.55	24.14	27.64	32.53	33.14
changes	13.79	12.61	5.54	18.00	26.94

Performance information in relation to payment of Invoices is as follows:

	Base Target	YTD Nov 11	YTD Jan 12	Mar 12	11/12	Apr 12	May 12
Ensure all statutory Accounts Payable returns meet deadlines	100%	100%	100%	100%	100%	100%	100%
Percentage of invoices paid within 30 days of receipt BVPI8	*TBA	92.9%	93.2%	95.8%	93.54%	96.55%	96.06%

*TBA: This measure is being redefined to measure Serco's performance rather than the joint performance of the Council and Serco. It is anticipated that both the measure and target will be agreed by August 2012.

7. COMPLIMENTS & COMPLAINTS March – May

Serco has received 41 compliments during this reporting period, 35 of these were received from satisfied members of the public and the remaining six from other Serco and PCC departments. Serco are developing a compliments log to be used in future reporting.

In addition to these compliments, Serco has been awarded the Customer Excellence Award. This is a real achievement, especially in relation to the amount of change that the team has undergone since the transition.

7.1 Complaints are handled in a two stage process; a *Stage One* complaint is handled by the line manager. If a complaint cannot be resolved at *Stage One* this is escalated to the Strategic Client Team and the Head of Service as a *Stage Two* complaint.

7.2 The following complaints have been received by the Central Complaints Team since 1st March 2012 till 31st May 2012.

Department	Nov – February	March - May
Customer Services	5	5
Shared Transactional Services	21	17

7.3 Stage One Complaints:

7.3.1 Customer Service : the Customer Services Centre received 372,000 calls in 2011/12 this equates to circa 93,000 per quarter. In addition to this the Walk in Centre handles around 45,000 customers per quarter.

Category	Upheld	Partially Upheld	Not upheld /Withdrawn
Staff Attitude / Conduct	3	0	0
Delayed services/Service failure	1	0	0
Lack of / Incorrect information about Service	0	0	1
Not to Promised Standard	0	0	0
Total	4	0	1

The Staff attitude/conduct complaints were verified by listening to the call, and one to one mentoring has been given to the CSOs, with learning points noted and shared with the team

The Delayed services/Service failure complaint relates to a misdirected call. The CS Officer received a call regarding policy and directed it to Enterprise Peterborough. However Enterprise does not set policy. As a result of this all CSOs were reminded of the distinction between the responsibilities of the service providers in their relationships with the council.

7.3.2 Revenues and Benefits: the case load for the revenues and benefits department includes 18,500 benefits cases, 5200 business rates accounts and 78,000 council tax bills. The complaints for benefits are detailed below:

Category	Upheld	Partially Upheld	Not upheld /Withdrawn
Delayed Services/Service Failure	1	1	1
Lack of / Incorrect information about Service	One under investigation at time of writing		
Not to Standard	1	1	0
Totals	2	2	1

The complaint referring to delay in processing of a discretionary housing benefit payment was upheld. The customer's communication was not entered into the system by staff. The other complaint referred to the late payment of housing benefit and is partially upheld due to cheque being delayed in the post.

Of the non standard complaints one was upheld as the complaint referred to a letter received which didn't have the correct postage paid. When the claimant visited the call centre they were reimbursed for their costs. The other non standard complaint was partially upheld it related to an over payment of housing benefit. The overpayment was due to the customer not advising us of their change in circumstances. This has now been resolved.

7.3.3 The Stage One Complaints for Business Rates are detailed below:

Category	Upheld	Partially Upheld	Not upheld /Withdrawn
Not to Standard	1	0	0
Disputing Liability	One under investigation at time of writing		
Totals	1	0	0

One complaint related to a rate payer seeking to contact the business rates team by phone. One person now acts as a dedicated resource to ensure that customers can get through to the correct team.

More details of the other complaint will be provided once the investigation is complete.

7.3.4 The Stage One complaints received for council tax were:

Category	Upheld	Partially Upheld	Not upheld /Withdrawn
Delayed services/Service failure	1	0	0
Disputing liability	1	0	1
Not to Standard	1	1	0
Policy	0	0	4
Totals	3	1	5

The Delayed services complaint relates to a council tax benefit application, The complaint was partially upheld, the tax payer was liable for the payment whether he was in award of the benefit or not. This matter was resolved by an earnings order being submitted through the employer.

The disputing liability complaint was a tenant being chased for a previous tenants arrears The claim was not upheld as the the letting agent had not supplied the revenues team with the new tenant details.

The upheld Not to Standard complaint was an objection to the Council Tax department not liaising with Equita Bailiffs regarding money outstanding. Our agent Equita, had failed to update their systems when informed by ourselves.

The partially upheld Not to Standard complaint, relates to a failure change details on a council tax account. Correspondence had not been updated correctly to represent a change in circumstances.

7.4 Stage Two Complaints

The Strategic Client Team received two complaints, one of which has been investigated by Mark Sandhu, Head of Customer Services. And the other by Amanda Stevens, Head of Shared Transactional Services.

The Customer Services complaint related to non collection of bins by Enterprise and a specific customer who called to ask when his bins would be collected.

The Shared Transaction Services complaint related an enquiry about benefits the CS Officer, advised they were entitled to full benefits, this was incorrect. This has been investigated and is currently on course to be resolved.

8.0 Corporate Social Responsibility

- 8.1 We recognise that our own staff are both ambassadors and key stakeholders in, the organisation forming a bridge between Serco and the community. This is not only during the working week but also in their wider lives, we therefore include them as part of our Corporate Social Responsibility (CSR) programme.. It is our ambition to make Serco an employer of choice in the local economy, and building our reputation for CSR and community involvement will be a key part of this.
- 8.2 Our CSR model is built on four pillars: Our pillars, Our communities, Health and Safety and the Environment
- 8.3 The theme of employability has long been a focus for Serco and given the current difficult economic climate, this has become an even greater priority. Employability will form the core of our CSR work in Peterborough. As part of the partnership agreement we have under taken to deliver 80 apprenticeships and 200 work placements over the course of the Partnership agreement. Key partners for delivering this are the Job Centre Plus, Peterborough Prison and the Troubled Families Programme.
- 8.4 We will be developing a programme of employee volunteering this will allow us to improve our people's skills and engagement, adding variety to their roles and allowing us to develop future leaders.. We are liaising with the Peterborough CSR Forum to establish a route to deliver maximised benefits for Serco, our people and Peterborough

9.0 PETERBOROUGH – SERCO – THE NEXT THREE MONTHS

- 9.1 In the next three months, Serco is working on the following:-
- Continuing to develop Service Improvement to deliver improved customer service and performance, creating a high performing organisation.
 - Developing the Serco Peterborough CSR programme.
 - Phil Thorne Interim Income Manager will be moving over to support the council with localisation and the changes to Council Tax Benefits. The council will be defining a draft scheme by September this year in order to meet the deadlines for implementation in 2013.
 - Developing our newly acquired Ideal shopping account to build relationships and benefits for Serco and Peterborough.

10 IMPLICATIONS

- 10.1 The partnership enables the Council to continue to provide efficient, economic and effective services through its strategic partner.
- 10.2 The partnership is a contractual arrangement which is monitored regularly by the Strategic Commissioning team who report to an internal board on the performance of the contract. Legal issues regarding the contractual arrangements are dealt with at the board meetings.

11 CONSULTATION

The Strategic Client Team continues to engage with stakeholders in relation to the services being provided.

12 EXPECTED OUTCOMES

12.1 The expected outcomes are set out in the report.

13 BACKGROUND DOCUMENTS:

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

Operational Services Agreement with Serco Limited (parts of which are exempt)

14 APPENDICES:

Appendix 1 – Process for Collecting Overdue Revenues

APPENDIX A

SAMPLE PERFORMANCE DASHBOARD

Appendix One

Procedures surrounding Council Tax Collections

We adhere to government legislation on Council Tax collection and around this we apply a common sense approach with the aim being to get tax payers back into payment as soon as possible.

Under the Legislation council tax is payable in advance at the start of the financial year. Tax payers then have the right to pay it all or, as most choose to do, pay in 10 monthly instalments. If someone does not pay an instalment then a demand may be issued for the full amount.

In practice many people chose to pay monthly by direct debit and so their payments are sent and received automatically. For those who manage their payments themselves, in which cases the dates payments are received will vary month to month, there are a few days grace before reminders are sent out.

The system runs automatically, with reminder letters being sent out 14 days after the due date to late payers. These letters give the customer a final due date usually 14 days after that.

If this date is exceeded the late payer becomes regarded as a non payer forfeiting their right to pay monthly. At this point a court summons is issued for the balance of their payments for the year.

If someone has contacted us during the month prior to the final demand being sent then it is natural for us to see how we can work with them to ensure that they get back into payment and we can work out a payment plan if they are having difficulty, however if they do not contact us the system proceeds around due dates and court proceedings are initiated.

The objective of the summons again is to get them back into payment, it is a short sharp shock, we recognise that not everyone has the funds available to pay their council tax up front and so we will often put the payer back onto a monthly payment plan as soon as the outstanding balance is settled. If they continue to default then we will pursue court action.

This page is intentionally left blank

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 5
12 July 2012	Public Report

Report of Executive Director – Strategic Resources

Report Author – John Harrison, Executive Director – Strategic Resources
Contact Details - John Harrison, Executive Director – Strategic Resources and Paul Tonks, Head of Business Transformation
Tel: 01733 452520 and 07872 603938
Email: john.harrison@peterborough.gov.uk
paul.tonks@peterborough.gov.uk

ENTERPRISE PETERBOROUGH

1. PURPOSE

- 1.1 This report is submitted to Sustainable Growth and Environment Capital Scrutiny Committee to consider in line with 8.3 of Part 4, Section 9 (Scrutiny Procedure Rules) of the Council's constitution.
- 1.2 Under paragraph 8.1 of Part 4, Section 9 (Scrutiny Procedure Rules) of the constitution any Councillor may require that an item be placed on the agenda of a Scrutiny Committee.
- 1.3 The Chair of Sustainable Growth and Environment Capital Scrutiny Committee has requested this matter be placed before the Committee for consideration.

2. RECOMMENDATION:

- 2.1 Committee notes the progress made over the last year, and the actions planned for the next three months, of the Enterprise Peterborough partnership.

3. LINKS TO 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

- 4.1. On 1 March 2011, Enterprise Managed Services Limited was appointed as the Council's partner and the services provided by, and the staff engaged in, Peterborough City Services transferred to Enterprise following a rigorous procurement process. Enterprise Peterborough are responsible for:
 - 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.

5. OVERVIEW OF SERVICES OVER 12 MONTHS TO END MAY 2012

- 5.1 At the time of the last scrutiny report in July 2011 the service was going through its initial transformation stage, with new systems, processes and reporting regimes being rolled out across the contract.
- 5.2 After the first 6 months of operations the contract management team structure was change with the management team reporting directly to the Regional Managing Director, supported by a transformational director. The role of the transformation director was to re-start the transformation process, supporting the staff in the utilisation of planned processes and systems. The transformation was supported with the commencement of a full Business Process Review to map the "as is" status of each business stream and to map out the planned processes working with the management of each business stream. The objective is to embed the processes that will deliver the planned efficiencies. This process is on going with a plan completion in July 2012.
- 5.3 The review identified the opportunity to deliver a number of operational efficiencies which resulted in a restructure of a number of business streams and the creation of a central administration team under the leadership of the Customer and Performance Manager.
- 5.4 The review also identified a number of scope, quantum and due diligence issues resulting in the development of a series of Notice Of Changes being issued to the client team in November 2011. The negotiation on the NOCs will be concluded by the end of July.
- 5.5 In the last 2 months there have been a number of incidents where the waste and recycling collection has failed to complete rounds on the set day. This has been rectified within the allowed period for missed bins, with less than 100 exceptions. The service failures were caused by vehicle breakdowns and staff shortages. These have both been addressed, through the following
- The drivers are rigorously adhering to the required reporting of vehicle defects
 - The service from the workshop has been enhanced
 - The spare vehicles in the fleet has been increased from 2 to 6
 - Additional drivers and loaders have been secured by our recruitment agency ERS, to be available on standby each day
- 5.6 The exceptional weather conditions of April, May and June have resulted in higher than average rainfall, 240% in April, coupled with periods of warm weather. This has created exceptional growing conditions for grass and weeds at the same time as producing several days when operations were halted because of the rainfall and soaked ground conditions. These challenges have been addressed through the following:
- Increase in StreetCare staff by 20%, deployed on grass cutting and shrub bed weeding

- Weekend and evening working shifts for grass cutting
 - The delivery of rotary grass cutting machinery in late June, the delay is the result of demands from across the UK for this type of equipment to address the same challenges nationally
 - Prioritisation of grass cutting crews to the city centre and the main routes
- 5.7 The grass cutting regime is under review in order to implement the £100,000 cost reduction in the service. The specification for defined areas is to be changed from an output based specification to a defined number of 8 cuts per season. The areas to be changed have been measured and presented to the authority team for review. Implementation is expected in August. Parts of the Ravensthorpe area have been subject to a change of regime, to support the authority's biodiversity strategy. The verges and shelterbelts bordering Gresley Way and Hartwell Way are left to naturalise with the exception of a 1.5m strip along the road edge.
- 5.8 Fly tipping incidents in the period have averaged 540 per month. This is in line with previous years. Enterprise continues to work closely with the Council's enforcement team to gather evidence to assist in enforcement action against unlawful fly tipping.
- 5.9 There were 20 specific complaints about litter during the reporting period. The "Love Where You Live" campaign was launched in May to focus attention on unacceptable littering behaviour and support for community litter picking groups.
- 5.10 A trial of the benefit of communal skips, organised by the Fire Brigade, was rolled out at the PSL Club and the Gladstone Community Centre over the course of one weekend. The take up was minimal. A review of the approach to a second trial is under review.

6. HIGHLIGHTS FOR LAST 3 MONTHS

- 6.1 A new street cleansing waste recycling initiative commenced which sees all street cleansing waste now sent to Mid UK for recycling. This initiative achieved levels of 90% recycling for street sweepings and litter picking material with 50% of bulky and fly-tipped loads being recycled where it would previously have been landfilled. All non-recyclable material is made into refuse derived fuel and none of this is being landfilled
- 6.2 An average of 35.44 tonnes of fly-tipped waste was collected per month over the reporting period, compared with 64.59 tonnes average per month as recorded in the previous Scrutiny report.
- 6.3 Action has had to be taken to remove 18 unauthorised traveller encampments within the Council's boundaries over this reporting period.
- 6.4 A new management plan has been drawn up for Central and Itter Parks and has been submitted for the 2012 Green Flag Award. The results of the assessment are due in July 2012.
- 6.5 Enterprise Peterborough have completed 76 talks, events, presentations and tours of the Materials Recycling Facility (MRF), educating on the importance of recycling to the Peterborough community. As an integral part of the community engagement to assist recycling Enterprise Peterborough visited 5,989 households from August to December with a total of 47% engagement
- 6.6 Introduction of the StreetCare service model
- 6.7 Introduction of Work Manager across the contract streamlining service operation and measuring improvements in productivity and operational performance
- 6.8 Integration with the Neighbourhoods team ensuring our services are aligned with Neighbourhood priorities

- 6.9 Attendance at Neighbourhood committees providing the opportunity to both present our service objectives and provide residents with the opportunity to feedback their issues
- 6.10 Introduction of Ward Walks for all councillors. All 24 Wards were visited in 2011. The 2012 walks have been set up for the first half of the Council year with 12 complete and 13 scheduled up to August to fit in with Councillor's schedules. 25 Ward walkabouts are planned as Eye and Thorney have been split.
- 6.11 Attendance at All Party Policy Drop in sessions providing Councillors with an opportunity to meet with us and discuss issues that they may have with services in their Wards
- 6.12 Replacement of 4 Local Link Buses with more fuel efficient vehicles supporting our carbon reduction target and providing a more comfortable experience for passengers
- 6.13 Re-launch of the street bus, with funding from the Enterprise Community Engagement budget, supporting the NACRO team in working with young people in deprived communities across the city
- 6.14 Installation of fuel efficiency devices on 36 vehicles delivering a 10% carbon reduction
- 6.15 20 new fuel efficient vehicles added to the fleet delivering an expected 15% carbon reduction
- 6.16 Launch of the Community Engagement Plan and 25 commitments.
- 6.17 Provided 2 apprenticeships and offered 2 college students work
- 6.19 Offered work experience opportunities to 4 young people
- 6.19 Engaged with 9 schools, a fairly low figure as schools were focussing on the Jubilee and Olympics
- 6.20 Invested £10,000 in the Mayor's charities
- 6.21 Supported the Peterborough Green Awards and the Green Festival
- 6.22 Working towards Silver awards status for Investors in the Environment
- 6.23 Establishment of the Divisional Commercial Hub in Peterborough
- 6.24 Councillors have been given a dedicated e-mail address and telephone number to report issues in their Wards, where their concerns are recorded and consistent responses provided.

7. LOWLIGHTS FOR LAST 3 MONTHS

- 7.1 Environmental services have been subject to resourcing challenges during May and additional resourcing have been identified
- 7.2 An increase in grass cutting complaints were received during the latter part of this report due to the exceptionally wet conditions across the city. Additional resources are being allocated to grass cutting and weed clearing to deal with the backlog of maintenance
- 7.3 May was a difficult month on the refuse and recycling service with a high number of vehicle breakdowns necessitating some delayed collections. A new freighter fleet has been ordered for the autumn to replace the ageing vehicles in current use and processes put in place to ensure the vehicles remain as mechanically reliable as is possible.
- 7.4 Recycling levels averaged 45.2% per month against a 46% target for 2011/12;
- 7.5 Catering lost one school during the reporting period where the school had chosen to self deliver their school meals service.

7.6 There has been a significant increase in absence amongst the workforce, both long and short term and an in-depth review is currently being undertaken to identify and address the problems.

8. OVERVIEW OF KPI PERFORMANCE

8.1 The Contract Performance is measured through 100 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, for the 12 month period 1 June 2011 to 31 May 2012.

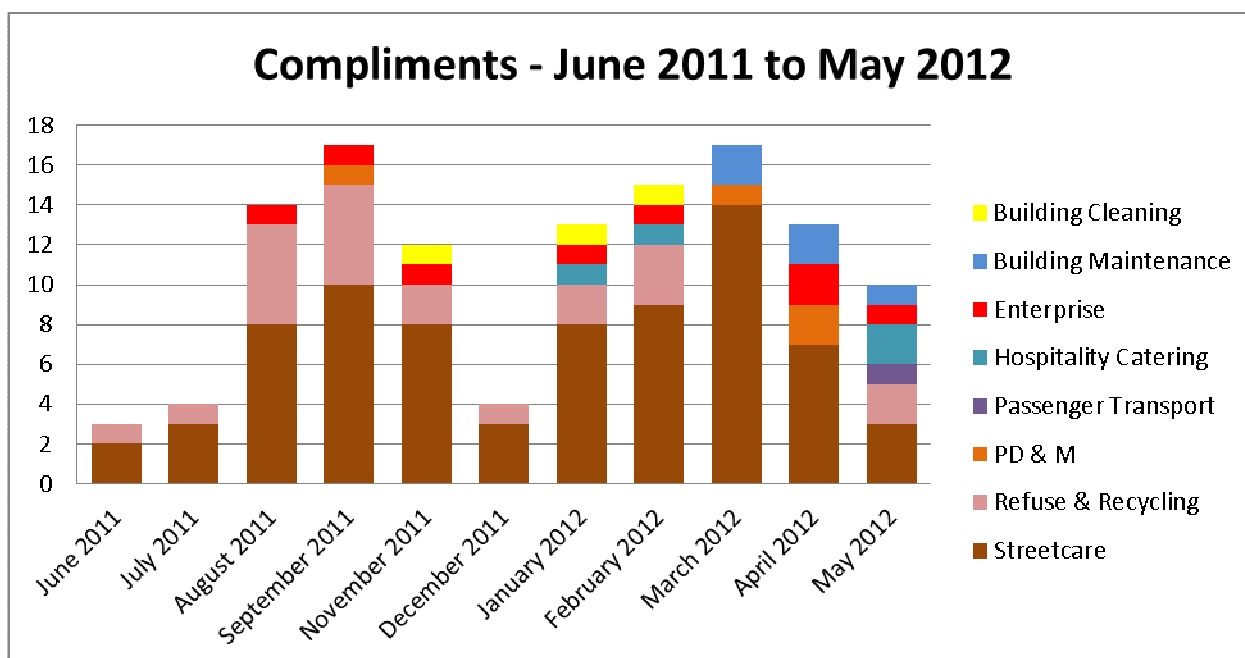
Performance RAG KEY						
	Non- Performance attracting performance deduction					
	Non-Performance in the month, or cumulatively that is not attracting a penalty, but management attention is being applied					
	No Non-Performance in the month or cumulatively					
KPI Performance						
		KPIs per service	Validated failures	Measurable Events	% performance	
A	Contract Plans and Reports	8 KPIs	0	390	100%	No performance deductions identified
B	Health & Safety & Welfare Reporting	9 KPIs	0	6,101	100%	No performance deductions identified
C	Waste & Recycling	8 KPIs	0	6,960	99.97%	KPI Deductions identified & Performance under review
D	Street Care	32 KPIs	35	40,078	99.88%	KPI Deductions identified & Performance under review
E	Property Design & Management	9 KPIs	0	52,845	100%	No performance deductions identified
F	Catering	6 KPIs	0	4,521	100%	No performance deductions identified
G	Authority Fleet Management	5 KPIs	0	575	100%	No performance deductions identified
H	Traveller Site management	1 KPI	0	124	100%	No performance deductions identified
I	Courier Service	3 KPIs	0	14,088	100%	No performance deductions identified
J	Passenger Transport	18 KPIs	46	127,669	99.7%	KPI Deductions identified & Performance under review

8.1.1 In the Waste & Recycling service the percentage of waste recycled in the 12 month period is being evaluated by the authority

- 8.1.2 In StreetCare the service failings occurred in response to requests for: Tree inspections; Graffiti Removal; Fly Tip Collections; Litter Bin Emptying
- 8.1.3 In property design and management the service performance data is being reviewed by the authority. No KPI deductions were applicable in the period
- 8.1.4 In Passenger Transport the service failings were as a result of: bus breakdowns; failure to stop at a designated stop (1); failure to comply with the School timetable (1)
- 8.1.5 The service performance under review by the authority may result in a KPI penalty deduction of £102,000, equivalent to 1.25% of the fixed annual service fee.

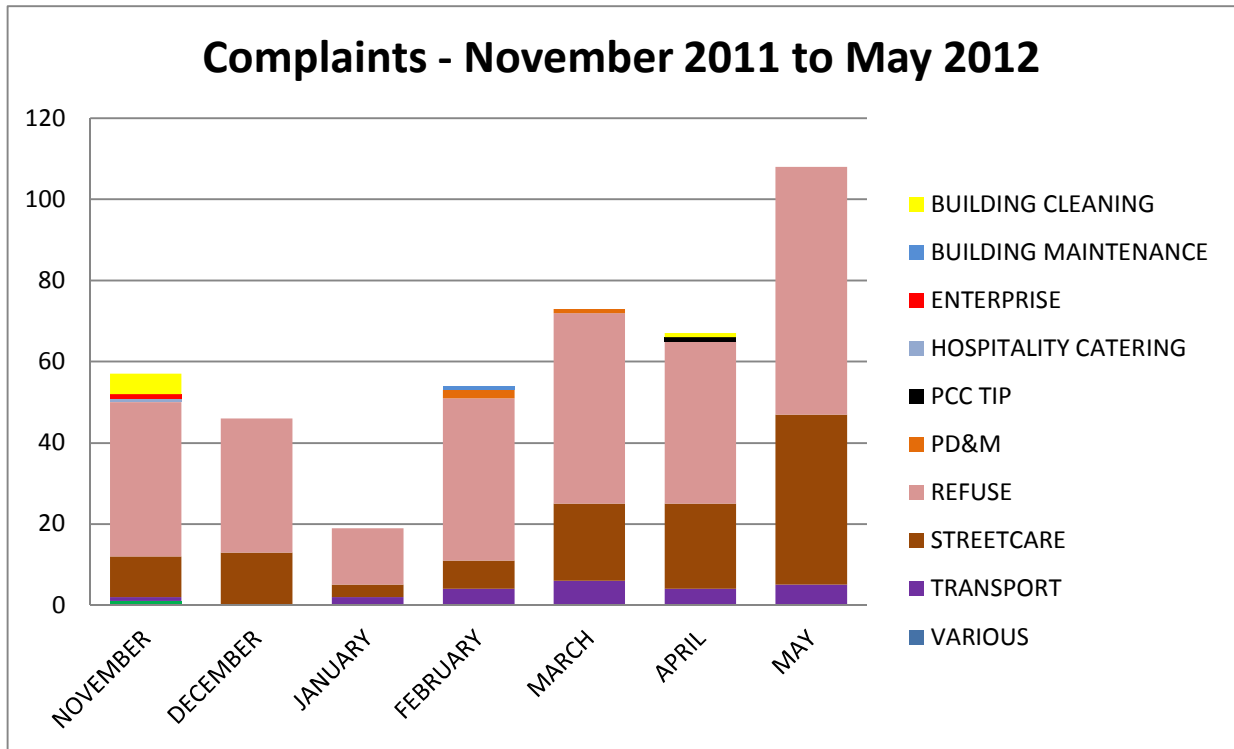
9 COMPLIMENTS AND COMPLAINTS OVER THE REPORTING PERIOD

- 9.1 A total of 122 compliments were received during the reporting period as well as 123 individual letters received in March 2012 from the children at Hampton Hargate Primary School writing to thank the Property Design and Maintenance team for their new facilities including the large assembly room, the large, airy and light classrooms, corridors, IT rooms, ball areas etc.



9.2 Complaints against Enterprise Peterborough

Monitoring complaints against the partner is part of the day to day management of the partnership and the following table indicates the number of service complaints received by Enterprise Peterborough during the period of this report. It should be remembered that front-line services such as those provided here are more likely to attract complaints because of the visibility of the services. A total of 424 complaints were received during the period November 2011 to May 2012. The data sets were redesigned in November 2011 and Enterprise are therefore unable to provide data in the correct format before that date.



10. WORKFORCE RELATIONSHIPS AND DEVELOPMENT

10.1 The management and workforce are on a journey of cultural change to the performance focused and commercial culture of Enterprise, which is required to deliver the requirements of the contract. This process will take some time, on less complex contracts a period of some 2 years has been required to bed in processes, systems and culture.

10.2 Relationships with the Unions remain good. Monthly Employee Consultative Forum (ECF) meetings are held with service updates provided

10.3 The cultural change process across the contract is on going. This is supported through the following:

10.3.1 Operations director from our Facilities Management services seconded to the contract for 9 months to September 2012, to act as interim head of Property Design and Management.

10.3.2 General Manager from our Environmental services seconded to the contract for 6 months to September 2012, to act as interim head of Environmental services.

10.3.3 Business Process Review team of between 4 and 12 staff, depending on activities. The team are operating across all seven principle business streams implementing the Business Process Review (BPR) programme of:

- Service Review
- Process mapping
- Revised service design
- New processes

10.3.4 Systems development and introduction, including:

- Developing 3 versions of the Enterprise Work Manager System
- Introduction of the Performance Management System (PMS) to monitor service quality performance in Environmental Services

- Introduction of the Cypad system to monitor service quality in Catering and Cleaning
- Introduction of the Audit Management System (AMS) to manage and monitor Health and Safety performance and Audits
- Introduction of the Key 2 system (fleet vehicle management system) to manage the Fleet Management and Maintenance programme
- Introduction of the Easy Treev system (tree asset register) to manage tree surveys and works
- Development of WorkManager to manage the play equipment asset database, inspections and works
- Training of staff in the new process and systems
- On going support for staff following system upgrades and role outs

10.3.5 Health and Safety training and development:

- Updating of 3,500 training activities and records
- Monthly Tool Box talks (staff health and safety briefings) for each of the seven service streams
- 20 management and supervisory staff taking the 5 day IOSH (Institute of Operational Safety and Health) course

11 LOOK FORWARD IN THE NEXT 3 MONTHS.

11.1 Service delivery and improvements

11.1.1 The Business Process Review has been concluded for Street Care, Waste and Recycling and Property Management. The reviews of Transport, Building Cleaning and Catering are in progress.

11.1.2 Work Manager upgrades have been delivered for:

- Planned Maintenance
- Design and Project Management

11.1.3 The PMS system has been introduced into the Street Care and Waste and Recycling services to schedule supervisor and manager Daily Service Quality checks

11.1.4 The EasyTreeve system has been purchased to support the management of the Peterborough City Council Tree Strategy

11.1.5 A Work Manager module for Play Equipment Inspections and Management is in development

11.1.6 Contracts with 9 local suppliers have been agreed and 6 more are pending. These companies will carry out work on Repair and Maintenance and minor projects

11.1.7 Five contractors are about to be appointed to undertake the Inspection Testing and Servicing works, replacing the previous framework

11.1.8 Enterprise Peterborough has appointed an external adviser to provide support and guidance to its contract team on the availability of grants and third party funding, to support delivery of Neighbourhood objectives and achieving biodiversity targets. The initial workshops within Enterprise Peterborough itself are to be followed with workshops with the Neighbourhood Teams to identify the local groups which would be eligible to make applications for funds for Neighbourhood projects and to provide support for preparing and submitting these kinds of applications.

11.1.9 Through the Community Engagement Plan Enterprise Peterborough will establish the following:

- 4 Apprenticeships
- 20 NEET (Not in Education, Employment or Training) opportunities
- 20 work experience opportunities
- 300 hours of the 600 hour commitment of voluntary work

11.2 **Service Investment**

11.2.1 The new fleet has been ordered for the Waste and Recycling Service to commence operations in October

11.2.2 The planned replacement programme of 30 vehicles is due for completion at the end of June. This will provide a significant improvement in fuel efficiency and carbon reduction.

11.3 **Marketing Plan Summary**

11.3.1 The Sales and Marketing Plan for third party income services has now been developed. Initially the plan will focus on cleaning, catering, building maintenance services and then professional services over a longer timeline once transformation plans are finalised.

11.3.2 The plans identify and develop potential customers, potential market size, and strategies to market services to potential customers. It also includes details of competitor activity in surrounding local authorities.

11.3.3 The Enterprise Peterborough Board has secured additional resources to support the Sales and Marketing activity from the central business development team

11.3.4 A Total Facilities Management brochure has been created and is awaiting sign off from the Board.

11.3.5 Promotional service leaflets have been signed off. 300 copies of each service leaflet have been ordered and received distribution to potential customer has begun. Leaflets have been created for the following:

- Property Design and Project Management
- Building Maintenance
- Street Care
- School Catering
- Passenger Transport
- Waste and Recycling
- Hospitality and Catering
- Building Cleaning

11.3.6 All enquiries directly as a result of the service leaflets are received and logged by the helpdesk in order to track what additional work the leaflets are responsible for. Going forward this will be collated on a monthly basis.

11.3.7 The service to clean the buildings operated by Vivacity was lost through a competitive tendering process.

12 **IMPLICATIONS**

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

13 CONSULTATION

- 13.1 Observations made by Councillors and other stakeholders have been taken into account in this report.

14 EXPECTED OUTCOMES

- 14.1 The expected outcomes are set out in the report.

15 BACKGROUND DOCUMENTS

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

There are no background documents to this report

16 APPENDICES

There are no Appendices to this report.

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 6
12 JULY 2012	Public Report

Report of the Chief Executive

Contact Officer(s) – Andrew Edwards
Contact Details - 01733 452303

DELIVERY STRATEGY FOR SOUTH BANK AND SURROUNDING AREAS

1. PURPOSE

- 1.1 The report is being brought to the Committee at the request of the Chair of Sustainable Growth and Environment Capital Scrutiny Committee.

2. RECOMMENDATIONS

- 2.1 To note the contents of the report and accept regular updates on progress.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 This project will lead to the regeneration of a key site in Peterborough. This will directly support the corporate priority of delivering substantial and truly sustainable growth.

4. BACKGROUND

- 4.1 The attached report to Cabinet sets out how the Council will take forward the development of the South Bank and adjoining areas.

5. KEY ISSUES

- 5.1 The recommendations are set out in the report. However a key point to note is that this report does not seek agreement for any particular development – it just seeks approval for the procurement method.

6. IMPLICATIONS

- 6.1 The implications are set out in the attached report. The proposals will have a direct impact on three wards – Fletton and Woodston, East, and to a lesser extent Central. Indirectly this will have a Council wide impact due to the scale of the regeneration.

7. CONSULTATION

- 7.1 To date consultation has taken place with Ward Members, Cabinet and Neighbourhood Committee Chairs.

8. NEXT STEPS

- 8.1 Future decisions will be referred to Cabinet or covered under a CMDN as appropriate.

9. BACKGROUND DOCUMENTS

Report to Cabinet 10th July 2012

10. APPENDICES

10.1 Report to Cabinet 10 July 2012

CABINET	AGENDA ITEM No. 6(b)
10 JULY 2012	PUBLIC REPORT

Cabinet Member(s) responsible:	Cllr Cereste, Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital	
Contact Officer(s):	Andrew Edwards, Head of Growth & Regeneration	Tel. 452303

DELIVERY STRATEGY FOR SOUTH BANK AND SURROUNDING AREAS

R E C O M M E N D A T I O N S	
FROM : Head of Growth & Regeneration	Deadline date : <i>n/a</i>
<ol style="list-style-type: none"> 1. That the South Bank Opportunity Area (SBOA) is renamed as the Riverside Opportunity Area (ROA). 2. That the embankment and areas north of the river and Pleasure Fair Meadows car park are included within the ROA as shown in the plan at Appendix 1. 3. That Cabinet agree the proposed delivery strategy for ROA and the outline scope of development as detailed in the report. 4. That Cabinet delegate authority to the Head of Growth & Regeneration in consultation with the Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital, the Executive Director Strategic Resources and the Solicitor to the Council to procure a joint venture partner(s) to participate in a corporate joint venture with the council for the delivery of parts of the ROA including but not limited to Fletton Quays. 5. That Cabinet delegate authority to the Head of Growth & Regeneration in consultation with the Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital, the Executive Director Strategic Resources and the Solicitor to the Council to negotiate with the freeholders to acquire land and assets necessary to support the successful development of the ROA up to a limit of £3m, subject to due diligence and a viable business case; to be funded through: <ol style="list-style-type: none"> a. Up to £1m through the existing corporate Invest To Save budget in this financial year, for those assets where a clear Invest To Save business case can be demonstrated; and b. Up to £2m for other assets, for which Cabinet is asked to support a growth bid for the FY13/14 budget process. 6. That Cabinet support a growth bid in FY13/14 for £600k to cover the procurement and establishment of the Joint Venture. 	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following a request from the Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to consider the outcomes of the review of the options for delivery of the Riverside Opportunity Area and to agree the way forward.
- 2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.3, to take a leading role in promoting the economic, environmental and social well-being of the area; and 3.2.7, to be responsible for the Council's overall budget and determine action required to ensure that the overall budget remains within the total cash limit.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	n/a
---	-----------	---	-----

4. RIVERSIDE DELIVERY STRATEGY

4.1 Background

The brownfield land known as the South Bank Opportunity Area (SBOA) in Peterborough is strategically located to the south of the city centre adjacent to a main access route to the city centre and alongside the River Nene. The council, through Cabinet, has previously committed to leading the regeneration of this site of around 17 hectares (42 acres) – see also section 9 – Background Documents. In particular Cabinet, at its meeting of 26th April 2004, agreed strategic objectives for the area:

1. To deliver the comprehensive regeneration of the South Bank site creating a high quality and lasting contribution to the success of the city centre
2. The provision of a significant element of residential accommodation, at a density appropriate to help sustain other uses, and with a mix which creates a socially and economically integrated community
 - to include a rich mix of other uses that fully respond to the location in the city centre, the river and riverside/parkside, the football ground and adjacent residential communities, including uses that create a significant number of new employment opportunities, such as offices, workspaces, leisure, cultural and small-scale retail uses
 - for the planning and design of the development to be of the highest quality, including respect for the setting (including cathedral views), high quality building and public spaces design, providing a safe environment, and sustainable design and construction measures
 - to ensure the site is accessible (by all modes of transport), provides an integrated network, and seeks to optimise the flow of traffic on London Road and around the city centre
 - the development of the South Bank will include explicit sustainable development measures and promote the dissemination of the experience of these measures to promoting their wider application for the city

4.2 The SBOA is divided into a number of phases, as shown in the plan at Appendix 1:

1. Carbon Challenge (sustainable housing development)
2. Football stadium (redevelopment as community stadium)
3. Fletton Quays (riverside regeneration opportunity)
4. London Road allotments (future development possibility)

There has been significant progress in delivering the objectives set out in 2004: the first two phases (Carbon Challenge and the football stadium) are already underway. Therefore this proposed delivery strategy focuses on the best way to bring forward the Fletton Quays element as the third phase. This area has also seen major steps forward in terms of land assembly and site clearance; however the economic climate has prevented further progress to date. The fourth phase, London Road, is also included in the proposed delivery strategy so that it can be progressed as and when development opportunities arise, and the option to include further stages of phase 3, the football stadium is also allowed for.

4.3 The proposal is now to also include areas north of the river (known as north embankment) and Pleasure Fair Meadows as a fifth phase in the delivery strategy to allow for development where opportunities arise; hence the proposal to rename the development area as the Riverside Opportunity Area (ROA). The proposed extension of the opportunity area is identified in the plan at Appendix 1.

4.4 **Fletton Quays**

Fletton Quays is defined as the land bounded by the River Nene in the north, Frank Perkins Parkway in the east, the railway line to March in the south and Town Bridge in the west. As a riverside site it is considered to be an excellent development opportunity, but in the current economic climate it is essential to choose the correct delivery strategy in order to make best use of available development funding.

4.5 The site is expected to be developed as a mixed use scheme, probably including elements of residential, leisure, cultural and commercial uses. However the exact mix will depend on the market. Due to the strategic gateway nature of the site it is considered not likely to be suitable for a supermarket. Sustainable and comprehensive regeneration is sought as this will fulfil the corporate priority of delivering substantial and truly sustainable growth. Overall the objectives for the delivery strategy are:

- To create a deliverable scheme
- To avoid cherry-picking of parts of the site and the risk of landbanking
- To transform the utilities infrastructure requirements from being a cost burden to an investment opportunity and achieve returns to the public sector as a consequence
- To enable the council to assure the clean/green credentials of the scheme's utilities infrastructure and services
- To provide financial, governance and management architecture that give the best possible chance of using the lowest cost money throughout the scheme
- To provide the council with control based on the positive provision of equity (land), investment and capability (utilities) to augment the influence it has as Planning Authority.

4.6 **Site Preparation**

The Fletton Quays site is largely in the ownership of the council. The two exceptions to this are Whitworth Bros Ltd's mill (on the river at the eastern end of the site) and the Environment Agency's Aqua House (next to London Road at the western edge of the site). The former Matalan and B&Q plots have now been cleared and demolition of Bridge House is complete. This will make the site more marketable, helping to ensure the best regeneration scheme can be secured.

4.7 A set of technical studies on Fletton Quays have been commissioned to give certainty about the conditions of the site. This includes information about flood risk, contamination and ground stability. These studies will give potential developers clarity on the site constraints – if this is clear upfront then developers will not need to price for unknown risks and so development will be more viable.

- 4.8 The two listed railway sheds on the site have been made weatherproof; however they will still require significant further work to convert them to a long term use. Various options for this are being explored with partners. Determining the future use of the railway sheds will be incorporated as a key part of the delivery strategy.
- 4.9 **Delivery Options**
There are a number of ways that the council could deliver Fletton Quays. These include variations on directly selling the site to a developer or appointing a joint venture partner. In order to ensure the best strategy is chosen for this site the council has explored the options with legal advisors Pinsent Masons and developed a recommendation on the strategy that best matches the council's needs, as detailed in the report attached at Appendix 2. It explains the options available to the council, in light of the current economic climate, and ranks them according to the council's objectives given at paragraph 4.5 above.
- 4.10 The recommended delivery strategy is to procure a joint venture partner to participate in a corporate joint venture with the council to deliver regeneration on Fletton Quays. This option would allow the council to fully participate in decision making processes over time. It is flexible enough to adapt to changes in internal and external circumstances. It would also create a true, transparent profit sharing arrangement. It can also deliver the sustainable infrastructure that is essential to the development of this gateway site. Finally, it would also have the ability to deliver other ROA phases as and when opportunities arise, as described in the following two paragraphs.
- 4.11 **Site Assembly**
As noted elsewhere in this report the site is not in 100% Council ownership. Whilst the acquisition of the outstanding sites is not essential their inclusion within the scope would make sense from a development perspective and ensure the comprehensive regeneration of the area.
- 4.12 In theory it is possible that it could be a task for the proposed joint venture to acquire these sites directly once established, but it is considered that completing site assembly in advance of forming the joint venture will give bidders greater confidence during the procurement process and thus increase the council's prospects of achieving the best value possible. Therefore the recommendation is to negotiate to acquire outstanding land assets subject to appropriate due diligence and a viable business case.
- 4.13 The proposed maximum budget in total for any outstanding assets is £3m, although it is anticipated that actual costs may be lower. This is made up of up to £1m on assets through the existing corporate Invest To Save budget in this financial year, and up to £2m for other assets, for which a growth bid will be submitted for the FY13/14 budget process. It should be noted that if acquisition is not possible in the short term then the option of the joint venture buying the sites at a later date, possibly with the assistance of the council's compulsory purchase powers, is not precluded.
- 4.14 **Football Stadium**
The first stage of redevelopment of the football stadium as a community stadium is already being brought forward under a separate project. However it is possible that the proposed delivery strategy will present good opportunities to bring future stages of the stadium redevelopment forward. The scope of proposed delivery strategy for the ROA will therefore allow for this option.
- 4.15 **London Road Allotments**
The former allotment site on London Road lay unused for a number of years before being brought back into use as the Green Backyard. However it has always been included within the South Bank Opportunity Area as a future development site. It is potentially attractive for development because of its excellent location on a key access route into the city, adjacent to other growth sites. It is considered prudent for it to be included within the scope of the overall delivery strategy proposals for the ROA so that opportunities can be followed up as and when they arise. Officers are separately working on options to relocate the Green

Backyard to ensure that this important community project can continue to make a positive contribution in the city.

4.16 **North Embankment**

The north embankment covers the entire area bounded by the river in the south and Rivergate, Bishops Road, Fengate and Frank Perkins Parkway to the north. With the exception of the combined court building it is entirely in council control. There are currently no specific proposals for this site, and the public open space element is considered a key asset for the city. However the surrounding facilities (Key Theatre, Lido, car parks, regional pool and athletics track) may have potential for development or expansion in the future. Therefore it is considered prudent for the whole north embankment area to be included in the additional fifth phase within the scope of the overall delivery strategy proposals for the ROA so that opportunities can be followed up as and when they arise.

4.17 **Pleasure Fair Meadows**

The car park at Pleasure Fair Meadows is also included within the additional proposed fifth phase as this allows the possibility of it also being included in the scope of the overall delivery strategy. This may be useful to support the development of viable bids. However any such proposals will be evaluated in the context of overall city car parking provision.

4.18 **Procurement**

The procurement of a joint venture partner will need to be under a formal European procurement process (known as 'OJEU' after the Official Journal of the European Union in which it must be advertised). The council has significant recent experience of carrying out OJEU procurement processes. This indicates a likely timescale of approximately 1 year to appoint a partner from the start of the process. More detail on expected timescales is set out in the report at Appendix 2.

4.19 The procurement process will require specialist advice to support the council's in-house teams in three areas:

- Legal – specialist advice on the legal structure of bids will be required. An advisor will be appointed through available frameworks
- Financial – specialist advice on the financial architecture of bids will be required. An advisor will be appointed through available frameworks
- Property – specialist advice on the property market and viability of bids will be required. An advisor will be appointed through available frameworks.

4.20 Although the focus of this delivery strategy is Fletton Quays it may be pertinent in the future for the proposed joint venture to work on other ROA sites, as described at paragraphs 4.14 to 4.17 above. Therefore the terms of the procurement of the joint venture partner will allow for this possibility.

4.21 It is proposed that the procurement process will be overseen by a Strategic Project Board consisting of senior officers and at least three Members. The Strategic Project Board will approve the short listing of bidders up to the final stage of dialogue, and will make a recommendation to Cabinet for the final selection of a preferred bidder.

4.22 The proposals for the area shown in Appendix 1 align with current planning policy for this area. Whilst further work is taking place to support the development of City Centre Development Plan Document the proposals are not anticipated to differ from existing policy.

4.23 The option of bringing the council's Energy Services Company (ESCO) into the arrangements in a structured way will also be allowed for in the procurement. This may assist in particular in delivering two of the aims outlined at paragraph 4.5 above:

- To transform the utilities infrastructure requirements from being a cost burden to an investment opportunity and achieve returns to the public sector as a consequence

- To enable the council to assure the clean/green credentials of the scheme's utilities infrastructure and services.

5. CONSULTATION

The following groups will be briefed in advance of Cabinet and their comments reported to Cabinet at the meeting:

- Ward Councillors
- Neighbourhood Committee chairs
- Chair of Sustainable Growth & Environment Capital Scrutiny Committee and group leads for that committee

6. ANTICIPATED OUTCOMES

The anticipated outcome is that the Head of Growth & Regeneration will be able to progress the delivery of regeneration on the South Bank, now to be extended known as the Riverside Opportunity Area, according to the agreed delivery strategy, including in particular through the creation of a joint venture vehicle via an OJEU procurement and completion of land assembly through acquisition of the remaining sites.

7. REASONS FOR RECOMMENDATIONS

The recommendations are made to enable the delivery of regeneration on the South Bank area of Peterborough, now to be extended known as the Riverside Opportunity Area. It is considered that without these steps it will not be possible to deliver timely and comprehensive regeneration on this key city centre site.

8. ALTERNATIVE OPTIONS CONSIDERED

The alternative options are considered in the report at Appendix 2 and the reasons that these alternatives are not being taken forward are given.

9. IMPLICATIONS

The implications of the project have been considered as follows:

- Financial:
 - a) Project costs: an initial budget of £925k is available from existing budgets for the procurement and establishment of the JV; however it is proposed that a growth bid for £600k is made during the FY13/14 budget process. This will support the establishment of the JV through additional risk mitigation, which may include (but not be limited to) site preparation work such as further investigatory studies, land remediation and flood risk mitigation.
 - b) Site assembly: Cabinet is requested to support the acquisition of remaining land assets in the area up to a value of £3m. This will consist of up to £1m on assets through the existing corporate Invest To Save budget in this financial year, and up to £2m for other assets, for which a growth bid will be submitted for the FY13/14 budget process.
- Legal: the process anticipated fulfils all legal requirements
- Corporate Priorities: the aim of the delivery strategy is to help realise the corporate priority of delivering substantial and truly sustainable growth
- Environment Capital: the objectives of the delivery strategy at 4.5 above encompass ensuring the scheme has good green credentials including sustainable utilities infrastructure
- Property: advisors are to be appointed as described above

- Procurement: internal advice will be sought to support the expected OJEU procurement
- Cross-Service Implications: the planning team is developing its policy regarding the city centre and is aware of the proposed delivery strategy. This link will be maintained through the procurement process to ensure developing bids are appropriate in general terms, without compromising the statutory position of the council as planning authority
- Risk Assessment: the report at Appendix 2 contains an initial risk assessment with mitigation measures. Once the delivery strategy is approved a more detailed risk register will be developed alongside the procurement programme.

10. BACKGROUND DOCUMENTS

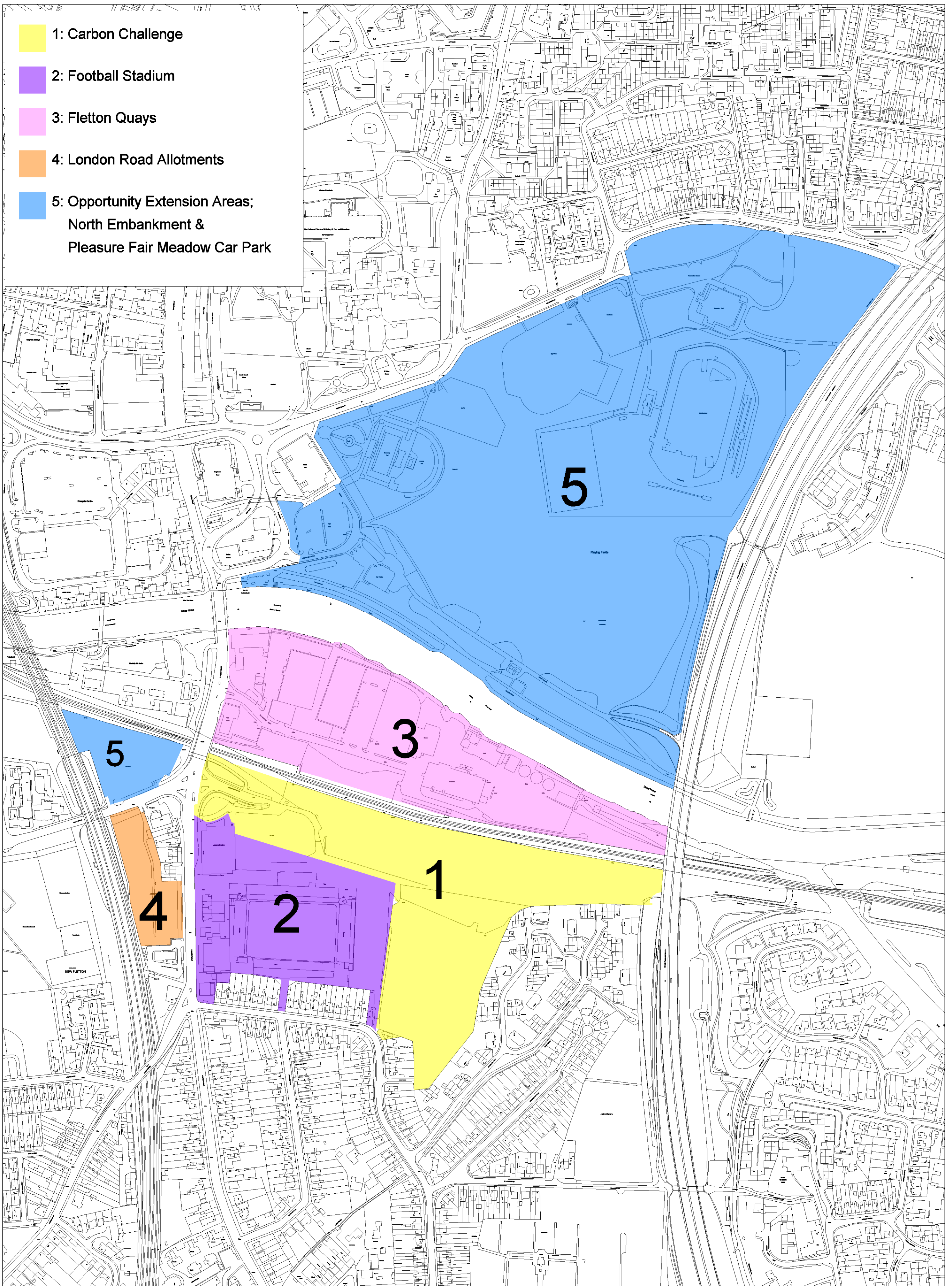
Previous reports and decisions regarding the South Bank area:

19/05/2011	Acquisition of Freehold Interest in the land and buildings known as the Engine Sheds on Fletton Quays, South Bank - MAY11/CMDN/050 ref:475	Cabinet Member Decision
05/03/2010	Carbon Challenge - Option Agreement and Collaboration Agreement MAR10/CMDN/023 ref:274	Cabinet Member Decision
06/05/2009	Affordable Housing Grant Funding for Southbank Phase 1 – Carbon Challenge site ref:159	Cabinet Member Decision
25/07/2008	Delivering Sustainable Development - Southbank Phase 1 - Carbon Challenge Site	Cabinet Member Decision
05/12/2005	South Bank Development	Cabinet
26/04/2004	South Bank Development (Ref. KD/11/06/2003)	Cabinet
16/07/2003	South Bank Development - Progress Report	Cabinet
16/09/2002	Peterborough South Bank Partnership (Ref. KD/02/06/2002)	Cabinet

Appendix 1 – South Bank plan

Appendix 2 – Options Appraisal report

This page is intentionally left blank



This page is intentionally left blank

PETERBOROUGH CITY COUNCIL
FLETTON QUAYS PROJECT
INITIAL OPTIONS APPRAISAL

CONTENTS

		Page
1	EXECUTIVE SUMMARY	3
2	THE STRATEGIC POSITION	9
3	DELIVERY OPTIONS	13
4	EXAMINATION OF SHORTLISTED OPTIONS	19
5	PROCUREMENT ISSUES	28
6	FINANCIAL ISSUES	30
7	RISK AND RISK MITIGATION	32
8	CONCLUSION AND NEXT STEPS	34

1. EXECUTIVE SUMMARY

1.1 Introduction

Peterborough City Council (PCC) is committed to leading the regeneration of around 17 hectares (42 acres) of brownfield land known as the Southbank Opportunity Area (SBOA) of Peterborough.

The site is strategically located to the south of the city centre adjacent to a main access route to the city centre and alongside the River Nene. It is seeking to do this in a sustainable and comprehensive manner through a range of direct and indirect interventions such as its own investment into infrastructure and facilities and indirectly through making land available for third party development.

Fletton Quays (which is the basis of this report) forms Phase 3 of the SBOA, with a site area of approximately 7ha (17 acres).

The purpose of this document is to examine the different options available and identify the preferred option to be recommended to Cabinet for the delivery of a mixed use scheme on the Fletton Quays site as described in this paper.

This paper has been prepared to underpin decisions on the optimal way forward.

1.2 Project Objectives

The objectives of this project are:-

- 1.2.1 To create a deliverable scheme
- 1.2.2 To avoid cherry-picking and the risk of landbanking
- 1.2.3 To transform the utilities infrastructure requirements from being a cost burden to an investment opportunity and achieve returns to the public sector as a consequence
- 1.2.4 To enable PCC to assure the clean/green credentials of the scheme's utilities infrastructure and services
- 1.2.5 To provide financial, governance and management architecture that give the best possible chance of using the lowest cost money throughout the scheme
- 1.2.6 To provide PCC with control based on the positive provision of equity (land), investment and capability (utilities) to augment the influence it has as Planning Authority

1.3 Project Team and Strategic Project Board

- 1.3.1 In order to progress the project in an efficient manner, a Project Team has been established to which it is proposed that authority will be delegated to take the scheme forward. The Project Team comprises:-

- (a) Head of Growth and Regeneration
- (b) Executive Director Strategic Resources
- (c) Solicitor to the Council

in consultation with the Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement

and Environment Capital; and with input from others as the Project Team consider necessary or appropriate to involve from time to time.

- 1.3.2 The Project Team will report into the Strategic Project Board, which will comprise the Leader of the Council, the Deputy Leader and the Cabinet Member with responsibility for Housing. The Strategic Project Board will have responsibility for approving proposals put to it by the Project Team from time to time in relation to the project.

1.4 **Strategic Commentary**

- 1.4.1 It is recognised that in the current economic climate, a different approach is required by the public sector in order to bring forward cohesive regeneration projects which would otherwise suffer from viability and developer appetite issues.

- 1.4.2 Against this backdrop, Fletton Quays is a highly strategic site not only as an integral part of the South Bank Opportunity Area but also in terms of its gateway position towards the city centre and its prominent riverside frontage. The site has the potential to be used for a wide variety of uses. There is an opportunity here to make a step change on this site in terms of a high quality sustainable development and an exemplar scheme contributing to PCC's clean/green agenda. However, this ambition can only be realised if:-

- (a) Site assembly continues and is completed by PCC where possible and supported by a viable business case; and
- (b) Comprehensive infrastructure is delivered on the site to enable the scheme to come forward in a cohesive manner.

- 1.4.3 In order to realise this ambition it will be necessary for PCC to engage in a strategic fashion with the private sector, to ensure it retains control over what is delivered and when, that opportunities for its ESCO are maximised; and that the optimum financial position for PCC is achieved.

1.5 **Option Appraisal**

The following options were shortlisted:-

1.5.1 **Option 2 - straight sale**

- (a) PCC could sell Fletton Quays, most likely in plots, on the open market, either with or without a planning brief. The purchaser would (subject to any planning constraints) be open to deal with the land as it wished.
- (b) This option is not likely to deliver PCC's objectives to any significant degree but the values yielded by this option could prove a useful benchmark.

1.5.2 **Option 3 – sale restricted as to uses and delivery**

- (a) PCC could constrain its purchaser in the sale agreement as to the use to which the site could be put, and a right to take the land back if any proposed scheme was not delivered.
- (b) This option could potentially deliver a number of PCC's objectives regarding sale but there is unlikely to be any ongoing involvement

for PCC in the scheme. Again, development would likely be piecemeal.

1.5.3 Option 5 – joint venture (contractual)

- (a) PCC would create a contractual joint venture (development agreement) to develop the Fletton Quays site.
- (b) This option can deliver most if not all of PCC's objectives. However in a purely contractual situation there can be little incentive to resolve disputes and find solutions as matters change over time. PCC's ongoing involvement may be limited.

1.5.4 Option 7 – joint venture (corporate – master developer)

- (a) PCC would create a corporate joint venture vehicle (likely a Limited Liability Partnership) with its selected partner. The partnership would be likely to be a 50/50 model. The partnership would deliver infrastructure and carry out enabling works to enable the cohesive delivery of the site. It would not carry out vertical development itself.
- (b) This option can deliver most if not all of PCC's objectives. The "seat around the board table" should enable PCC to truly participate in decision making processes over time. The model is flexible enough to adapt to changes in internal and external circumstances. It should create a true, transparent profit sharing arrangement. It also delivers the infrastructure that is essential to the development of this gateway site.

1.5.5 Option 8 - Joint Venture (corporate – integrated model)

- (a) This model builds upon Option 7 but as well as creating development platforms within the Fletton Quays site, the partnership also carries out all of the development activity on site, capturing all of the available profit.
- (b) Given the wide range of uses on site it may not be appropriate for this option to be selected as different elements are likely to require different development specialisms. There is likely to be limited appetite within PCC to share in the full range of development and sales risk across the whole site that this model entails.

1.6 Scoring the shortlist and preferred option

The shortlisted options were scored against criteria reflecting PCC's objectives for the Project, which were weighted according to their relative importance to PCC. The results are set out in the table below.

	WEIGHTINGS	WEIGHTED SCORES				
Shortlisted options		2: sale	3: restr. sale	5: cont. JV	7: corp JV (master dev)	8: corp JV (integrated)
Scoring criteria						
Deliverable	25%	15	15	20	25	20
Avoids cherry-picking/ landbanking	20%	4	8	12	20	20

Generates returns from infrastructure investment requirements	5%	0	0	0	5	5
Clean/green credentials	5%	1	1	1	4	4
Financial/management/governance allow for lowest cost money	20%	0	0	0	20	16
Control for PCC	25%	5	10	15	20	20
	TOTAL WEIGHTED SCORE	25	34	48	94	85
	RANKING	5	4	3	1	2

1.7 Preferred structure and additional options

Following the identification of the preferred structure, the following additional elements were added:-

1.7.1 Hybrid option

It is acknowledged that it may be useful to allow the partnership to build out a limited proportion of the development platforms within the site in order to enhance the attractiveness of the opportunity to the market - this would effectively be a **hybrid model between Option 7 and Option 8**.

1.7.2 Development subsidiaries

In order to ringfence development and finance risk between disparate elements of the scheme, where the partnership is carrying out development activity it is suggested that this should be done through discrete wholly owned subsidiary companies or partnerships.

1.7.3 ESCO involvement

In order to bring the ESCO into the arrangements in a structured way that allows for "clean" governance of the public/private joint venture, it is suggested that the ESCO and PCC could if desired form a corporate vehicle between them, which itself will be the public sector participant in the public/private joint venture vehicle.

1.8 Procurement issues

1.8.1 The selected procurement route for this project is the creation of a public/private partnership using the OJEU competitive dialogue process.

1.8.2 Key dates for the procurement are as set out below, together with the parameters for decisions that are anticipated to be required:-

MILESTONE	ANTICIPATED TIMESCALE	DECISION MAKING
-----------	-----------------------	-----------------

Approval to structure of Project	July 2012	Cabinet
OJEU notice issued	September 2012	Project team
Pre-qualification	November 2012	Project team
Long-listed bidders invited to participate in Competitive Dialogue	November 2012	Project team
Competitive dialogue	December 2012 – May 2013	End of stage 1: Strategic Project Board to approve shortlisted bidders
Final tender	June – July 2013	Presentation to all Members
Preferred bidder and contract finalisation	July – September 2013	Cabinet
Financial close (establishment of joint venture partnership)	September 2013	Project team

This procurement timetable is tight and has been prepared on the assumption that all organisational elements are in place at the right time so as not to delay the process. Clearly, it is possible that external circumstances and influences may influence the timetable.

1.8.3 Once financial close has taken place, some possible timescales moving forward include:-

- (a) Obtain outline (or hybrid) planning permission for the scheme: a further 12 months, around September 2014
- (b) Start on site: around December 2014
- (c) Construction period: around ten years.

1.9 Financial issues

At this early stage it is impossible to interrogate the potential financial implications of the preferred delivery route in any detail. However, in broad terms it has been identified that whilst Options 2, 3 and 5 (*sale, restricted sale and development agreement*) would yield a capital receipt, Options 7 and 8 (*corporate joint venture – master developer and integrated model*) would yield an ongoing income stream over the medium to longer term. This is in line with PCC's aspirations to release revenue for investment in accordance with its Medium Term Financial Strategy.

1.10 Conclusions and Recommendation

This report identifies that the preferred solution against the different objectives of PCC for the Fletton Quays site is the creation of a corporate joint venture. The preferred option is examined in more detail in Sections 4.4-4.7 inclusive. Whilst it is acknowledged that there is no "perfect" solution, this route delivers more effectively against PCC's objectives than any other route that has been identified. The creation of a corporate joint venture is therefore recommended as the most effective, credible

and robust methodology for delivery of PCC's aspirations for Fletton Quays as part of the broader SBOA.

2. THE STRATEGIC POSITION

2.1 National Context

The Coalition Government's deficit reduction plan and localism agenda, together with the current fragile economy are currently creating an uncertain and changing property and regeneration market. In the face of this economic climate property development and regeneration over the next ten years is expected to be very different. With increasing scrutiny on public sector bodies, their asset portfolios and revenue and capital budgets, the public sector will need to step up and play a more significant role in bringing forward sites if regeneration, development, investment and housing projects are to continue.

There are now a number of challenges being faced within the current market:

- Reduction in bank lending and debt finance. Banks have taken a more risk adverse approach with an increased reluctance to provide finance particularly for speculative development schemes
- Reduction in funding. There has been a contraction in the availability of funding to take projects forward for both the private and public sector. Issues such as the tightening of public sector finance and grant funding within development opportunities has been under scrutiny, with the Comprehensive Spending Review marking the implementation of further cuts
- Reduction in market values. Regardless of whether it is thought that the UK has come out of the recession, there is still considerable uncertainty surrounding the recovery of the market and the speed of this recovery. It may be a number of years before the market reaches the values seen prior to the recession, with an ongoing north-south divide and a wide divergence in values between primary and secondary property being experienced
- The need by the public sector to ensure that limited budgets are used for maximum benefit. It is evident that assets and property holdings need to be exploited both efficiently and effectively in order that regeneration and development objectives can still be achieved despite the spending cuts. PCC has already recognised this in its Medium Term Financial Strategy and the problem remains as acute as ever
- The need to continue to deliver regeneration projects even within the current difficult economic climate and to present these opportunities to the market in a way that is both attractive and market acceptable

We have, for the foreseeable future, seen the end of regeneration being driven by short term speculative gains and readily available funding. Instead regeneration will need to be driven by longer term strategies and delivery structures, such as delivery vehicles and funds.

2.2 The local context

In light of the above macro constraints, PCC has recognised that a different approach is required in order to bring forward the SBOA and specifically Fletton Quays.

The SBOA is divided into four phases:-

1. Carbon Challenge
2. Football stadium
3. Fletton Quays
4. London Road allotments

It will therefore be seen that Fletton Quays is an integral part of the overall scheme, both in terms of its sequential place within the overarching delivery strategy, and also in terms of its strategic location on the banks of the River Nene and in a high profile gateway site to the city centre.

PCC has now adopted its Core Strategy, which provides a robust planning backdrop against which further planning guidance and strategies can be developed. It is noted that the draft City Centre DPD will not be published until early 2013.

Because of the location and physical make-up of the Fletton Quays site, in order to unlock the site it is necessary to carry out two principal activities, namely site assembly and infrastructure provision. We comment on each of these in turn below.

2.2.1 **Site Assembly**

It is recognised that PCC has a key and leading role to play here in creating a development opportunity of sufficient scale, and with few enough physical impediments, to render it attractive to the market.

Consequently PCC has been acquiring key assets from both the private and public sectors. These include the former Matalan and B&Q units and the listed railway sheds on Fletton Quays.

In addition, negotiations are proposed to start with the Environment Agency regarding the acquisition of Aqua House as a future development site with some possible interim PCC occupation (potential relocation space for leased in properties with imminent expiries/lease breaks and decant space following the demolition of Bridge House).

Talks are also proposed with the owners of the mill at Fletton Quays (a building of "local interest" not listed but with the potential to be) about achieving vacant possession and including the mill either as a refurbishment or as a land only asset (assumes demolition). The mill is owned by Milton Estates a major landowner in this area and occupied and operated (limited operation now) by Whitworth Bros Ltd for specialist flour production.

2.2.2 **Infrastructure provision**

It is recognised that in order to facilitate the comprehensive development of Fletton Quays, it will be necessary to provide infrastructure at an early stage in order to create the appropriate linkages in spatial planning terms between the various phases within the SBOA and also strategically along the riverbank and across the river to the city centre. Significantly, PCC is likely to require a bridge spanning the River Nene and a riverside promenade.

Whilst these are essential and fundamental pieces of the jigsaw for the proposed approach to the site, in themselves they will represent pure capital expenditure and investment in the overall scheme. In light of the national economic picture outlined above, and the constraints placed on PCC in the current CSR, PCC does not have funds available to deliver these unilaterally.

As such PCC's view is that the provision of main infrastructure for the Fletton Quays site is best delivered through joint venture arrangements with the private sector whereby the cost and risks associated with this can be shared and the consequent value uplift in the developable land within the site is also shared.

2.3 **Proposed uses for Fletton Quays**

Initial work has been undertaken to ascertain appropriate uses for the site in terms of PCC's aspirations as a land owner. The final proposal will be determined based upon both financial and environmental viability and planning policy. As a result any list developed now will be likely to change but an indication of future potential uses is set out below:-

- 2.3.1 Leisure uses (eg cinema; restaurant/bars)
- 2.3.2 Hotel
- 2.3.3 Arts and/or educational facility
- 2.3.4 Footbridge
- 2.3.5 Residential (premium apartments/crescents of houses taking advantage of the river frontage and proximity to the station with its links to the City of London)
- 2.3.6 An energy centre
- 2.3.7 Parking

2.4 In considering these potential uses the following issues have been considered:-

2.4.1 **Financial viability**

The hotel concept is generally felt to be valid over the long term because of the quality of the location and the simple facts about projected growth, but the market is characterised by operator caution at the present time.

The probability is that, taken together, these considerations mean that there will be a phased implementation of any scheme in order to maximise viability on site and facilitate the sequential development of Fletton Quays.

2.4.2 **Parking**

Any parking solution that seeks to meet all parking demand on site is likely to produce an unattractive scheme. The scheme will need to draw on some of the existing parking capacity in nearby sites.

2.4.3 **The football stadium**

There have been discussions about development nearby and in front of the stadium. PCC is aware of the reality that if commercial or residential premises are constructed here, they will absorb some of the demand that will be required to make a scheme at Fletton Quays stack financially. PCC's thinking about what surrounds the stadium, and how its implementation is phased, should be informed by a recognition of the likely impracticability of delivering both opportunities at the same time.

2.4.4 **Arts facility**

Discussions are progressing with The Arts Council (East) over arts provision in the city. Whilst these are looking at the whole city, interest is focusing at present on the Fletton Quays Railway Sheds which have recently come into the ownership of PCC. These discussions are progressing well and an option study is shortly to be commissioned that will examine potential uses.

Whatever is provided will require revenue support from benefactors, sponsors and/or taxpayers, and a credible business model endorsed by such organisations will be needed in advance of a facility being commissioned – although it could be integrated into a Fletton Quays development on the basis that it belongs to a secondary or subsequent phase.

2.4.5 **Strategic nature of site**

What is clear is that this strategic gateway site represents a significant opportunity to deliver a step change in the quality of development within the Peterborough city centre and that it has the potential to become home to a flagship scheme in terms of quality of design, regional profile and sustainability. There are few sites like this in Peterborough and the potential of Fletton Quays for a high quality mixed use scheme should be safeguarded through the masterplanning, design and development process.

3. DELIVERY OPTIONS

3.1 Introduction

This section of the paper looks at the different delivery models that are available to PCC and assesses them by reference to the strategic and economic background outlined above.

3.2 Long-listed options

The long list of options for Fletton Quays are:

- 3.2.1 Do nothing
- 3.2.2 Straight sale on the open market
- 3.2.3 Sale with restrictions re use and delivery
- 3.2.4 Carry out direct development of scheme
- 3.2.5 Joint venture (contractual)
- 3.2.6 Joint venture (corporate) – vehicle acts as fund
- 3.2.7 Joint venture (corporate) – vehicle acts as master developer
- 3.2.8 Joint venture (corporate) – integrated model

3.3 Shortlisted options

A short listing of the above options was carried out as set out on the following pages.

This process yielded a shortlist of the following five options:-

- Option 2:** Straight sale
- Option 3:** Sale with restrictions on use and delivery
- Option 5:** Joint venture (contractual)
- Option 7:** Joint venture (corporate) – master developer
- Option 8:** Joint venture (corporate) – integrated model

Option	Description	Shortlist	Reason
1. Do nothing	The property is vacated (where not vacant already). There is no change to the existing accommodation	No	No regeneration delivered. Contributes nothing to PCC's overarching plans for city centre and its MTFS
2. Straight sale	PCC sell the property for highest price attainable	Yes	This will likely fail to deliver a number of PCC's objectives but is useful to consider as a financial benchmark
3. Sale with restrictions on use and delivery	PCC sells site (as a whole or in parts) with restriction on use; and ability to take land back if proposed development not delivered within certain timescale	Yes	This has the potential to deliver a number of PCC's objectives. Sale could potentially be on the basis of a ground lease or capital receipt
4. Carry out direct development of scheme	PCC acts as developer, delivering all infrastructure and vertical development to create finished product	No	It is not considered realistic that PCC could identify the significant funding to pay for this. Also it is not as skilled as potential partners in relation to delivering infrastructure and mixed use development. It would channel resource away from core business
5. Joint Venture (contractual)	PCC procures a joint venture partner (by way of a Development Agreement) to deliver the scheme	Yes	This option has potential to deliver all objectives, provide a level of control and share in on-going returns but is less flexible than option 7 if the deliverables and/or objectives change over time
6. Joint Venture (corporate) – acting as a fund	PCC procures a joint venture partner to enter into a corporate vehicle simply to provide funding to facilitate delivery of infrastructure	No	This option has potential to provide a level control and share in on-going returns. It is flexible enough to involve PCC truly in the ongoing decision making process and to deal with external and internal changes over time. However it does not provide any significant degree of involvement in physical delivery

Option	Description	Shortlist	Reason
			on site. This route is more fitted for a site where there is one fairly simple constraint against immediate delivery: here the site is complex and the opportunity requires a significant degree of development expertise as opposed simply to funding. Given the nature of the opportunity and the requirement for significant infrastructure, this route is likely to be of very limited interest to the market
7. Joint Venture (corporate) – acting as a master developer	As 6 above - vehicle acts as master developer – obtaining planning permission, delivering infrastructure etc to create serviced sites to expose to the market	Yes	This option has potential to deliver all objectives, provide a level control and share in on-going returns. It is flexible enough to involve PCC truly in the ongoing decision making process and to deal with external and internal changes over time
8. Joint Venture (corporate) – integrated model	As 6 above – vehicle carries out all development activity from "cradle to grave" including all delivery of vertical development	Yes	This option has potential to deliver all objectives, provide a level control and share in on-going returns. It is flexible enough to involve PCC truly in the ongoing decision making process and to deal with external and internal changes over time. Maximum opportunity for profit but maximum risk; different elements of scheme may require specialist developers

3.4 The Appraisal Criteria

Set out below are the appraisal criteria key headings against which the shortlisted options were assessed.

- 3.4.1 Creates a deliverable scheme
- 3.4.2 Avoids cherry-picking and the risk of landbanking
- 3.4.3 Transforms the utilities infrastructure requirements from being a cost burden to an investment opportunity and achieves returns to the public sector as a consequence
- 3.4.4 Enables PCC to assure the clean/green credentials of the scheme's utilities infrastructure and services
- 3.4.5 Provides financial, governance and management architecture that give the best possible chance of using the lowest cost money throughout the scheme
- 3.4.6 Provides PCC with control over the direction and delivery of the scheme based on the positive provision of equity (land), investment and capability (utilities) to augment the influence it has as Planning Authority

3.5 Weighting the Benefits Criteria

The criteria have been weighted out of a total of 100 to reflect PCC's view of how important that criteria should be in the overall decision making process. The weightings are as below:-

CRITERIA	WEIGHTING (%)
Deliverable	25
Avoids cherry-picking/landbanking	20
Generates returns from infrastructure investment requirements	5
Clean/green credentials	5
Financial/management/governance allow for lowest cost money	20
Control for PCC	25
TOTAL	100%

3.6 Scoring the Options

The shortlisted options were scored on the basis of 0-5, as follows:-

- 0 = completely fails to achieve the objective
- 1 = achieves the objective in a minimal way
- 2 = achieves the objective to some (inadequate) extent
- 3 = achieves the objective to an adequate extent

4 = achieves the objective to a good extent, is more than adequate

5 = achieves the objective completely or in a superlative way

Criteria	2: sale	3: restr. sale	5: cont. JV	7: corp JV (master dev)	8: corp JV (integrated)
Deliverable	3	3	4	5	4
Avoids cherry-picking/landbanking	1	2	3	5	5
Generates returns from infrastructure investment requirements	0	0	0	5	5
Clean/green credentials	1	1	1	4	4
Financial/management/governance allow for lowest cost money	0	0	0	5	4
Control for PCC	1	2	3	4	4

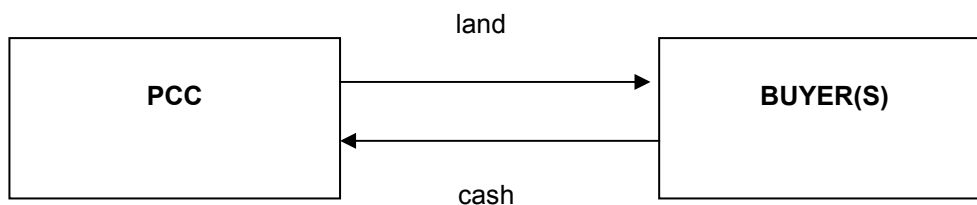
After the weightings were applied, the scores were as set out overleaf.

	NON WEIGHTED SCORES					WEIGHTINGS	WEIGHTED SCORES				
Shortlisted options	2: sale	3: restr. sale	5: cont. JV	7: corp JV (master dev)	8: corp JV (integrated)		2: sale	3: restr. sale	5: cont. JV	7: corp JV (master dev)	8: corp JV (integrated)
Scoring criteria											
Deliverable	3	3	4	5	4	25	15	15	20	25	20
Avoids cherry-picking/landbanking	1	2	3	5	5	20	4	8	12	20	20
Generates returns from infrastructure investment requirements	0	0	0	5	5	5	0	0	0	5	5
Clean/green credentials	1	1	1	4	4	5	1	1	1	4	4
Financial/management/governance allow for lowest cost money	0	0	0	5	4	20	0	0	0	20	16
Control for PCC	1	2	3	4	4	25	5	10	15	20	20
						TOTAL WEIGHTED SCORE	25	34	48	94	85
						RANKING	5	4	3	1	2

4. EXAMINATION OF SHORTLISTED OPTIONS

4.1 Straight sale

4.1.1 Structure diagram



4.1.2 Key features:-

- The land is parcelled up into separate sites and exposed to the open market.
- Bids are received and the land will be sold to the highest bidder.
- A capital receipt is received on Day One, possibly with some overage at a later date.
- No separate legal entity created: each party simply contracts as itself.

4.1.3 Pros:-

- Well understood by the market: a tried and tested model
- Relatively cheap to put in place
- This is likely to yield the highest, earliest capital receipt for the land
- No requirement for OJEU procurement process

4.1.4 Cons:-

- Does not deliver the infrastructure required to unlock the site
- Does not deliver a comprehensive scheme
- No ability to control what is delivered on the site (apart from as planning authority)
- Does not prevent landbanking
- Difficult to guarantee use of ESCO energy: so limited clean/green credentials
- Inflexible

4.2 Sale with restrictions on use and delivery

4.2.1 Structure diagram



4.2.2 Key features:-

- The land is parcelled up into separate sites and exposed to the open market.
- Bids are received and the land will be sold to the highest bidder.
- The sale documentation will contain restrictive covenants so that the buyer can only use for certain uses; it also contains a right for PCC to take the land back if the proposed scheme is not delivered.
- A capital receipt is received on Day One, possibly with some overage at a later date.
- No separate legal entity created: each party simply contracts as itself.

4.2.3 Pros:-

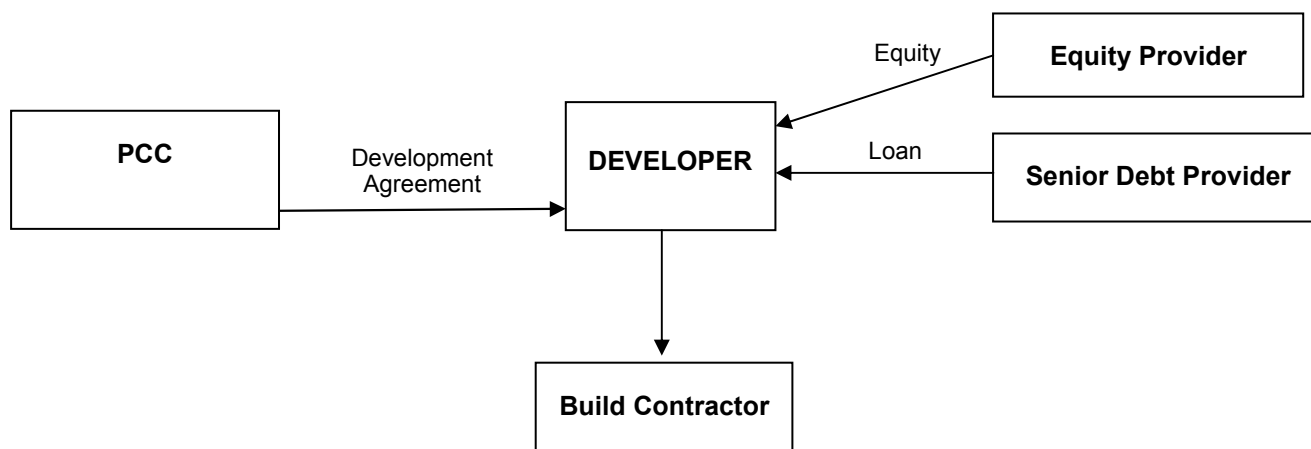
- Well understood by the market: a tried and tested model
- Relatively cheap to put in place
- Capital receipt received
- Possibility of overage
- No requirement for OJEU procurement process (as long as correctly structured)

4.2.4 Cons:-

- Does not deliver the infrastructure required to unlock the site
- Does not deliver a comprehensive scheme
- Profit share unlikely to be transparent in practice (overage can be difficult to extract)
- Limited ability to control what is delivered on the site (apart from as planning authority)
- Difficult to guarantee use of ESCO energy: so limited clean/green credentials
- Inflexible

4.3 Contractual joint venture – development agreement

4.3.1 Structure diagram



This model is a standard route which has been adopted by the public and private sector over many years. It can be described as a joint venture; however it is a contractual rather than a corporate joint venture. This means that no separate legal entity is created: rather, the public sector will enter into a contract with its private sector partner under which the private sector partner will commit to develop a site for the public sector. Typically this will also cater for the transfer of the site to the private sector once built out.

4.3.2 Pros:-

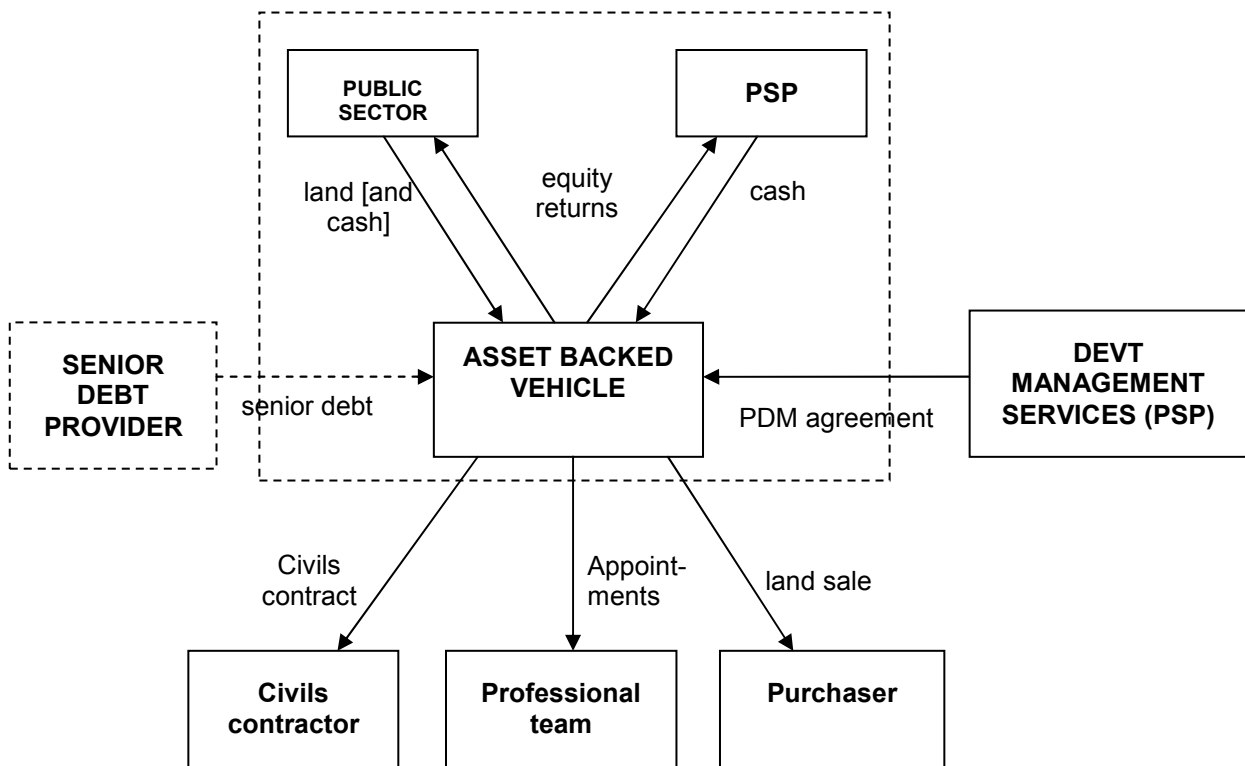
- Well understood by the market: a tried and tested model
- Capital receipt received
- Public sector can share in the success of the scheme through overage

4.3.3 Cons:-

- Unlikely to deliver the infrastructure required to unlock the site
- May not deliver a comprehensive scheme
- Limited ability to adapt to any changing requirements as to what is delivered on the site (apart from as planning authority)
- Profit share unlikely to be transparent in practice (overage can be difficult to extract)
- Difficult to guarantee use of ESCO energy: so limited clean/green credentials
- Requirement to procure through OJEU process (and most likely competitive dialogue)

4.4 Corporate Joint Venture: master developer

4.4.1 Description and structure diagram:



In this structure, the public sector body procures a private sector partner to participate in a joint venture vehicle. It is likely that the vehicle will be a 50/50 deadlock structure. Commonly these are set up as Limited Liability Partnerships (or sometimes Limited Partnerships where a tax exempt investor like a pension fund is involved) which are tax efficient (the public sector partner will not be taxed).

The authority will contribute assets to the vehicle the value of which is usually matched in cash by the private sector partner ("PSP"). The vehicle is thus endowed with land plus cash, enabling it to take forward development activities.

If the vehicle is a 50/50 structure, profits are distributed on a pari passu basis to reflect the 50/50 nature of the vehicle. Profits are typically distributed proportionately to the relative investments of the partners in the vehicle.

In this model the vehicle is acting as a "master developer" – ie it will obtain planning permission, ready the site for development, oversee the building contractor and potentially also find occupiers – the one thing that the private sector partner does not automatically do here is to bring the construction supply chain with it. The vehicle will procure this separately once set up.

The partner will take its return in two or three ways:-

- It will take an equity return from the profits made by the ABV itself.

- It is likely to provide development or estate management services to the vehicle: it will charge a fee for this.
- It may also participate in the supply chain (eg building contractor) where again it will take a return for works carried out. However the vehicle will need to procure this separately.

4.4.2 **Pros?**

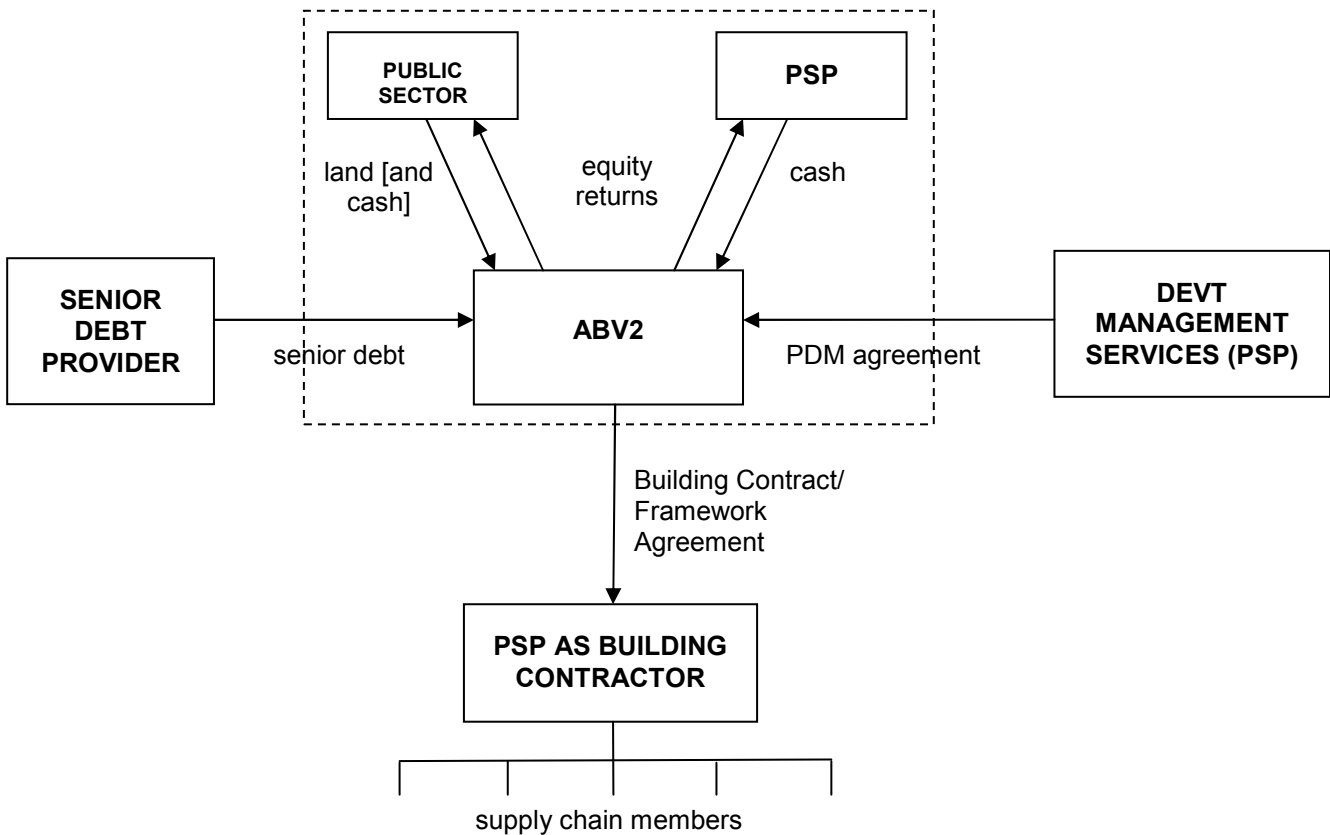
- Flexible structure which adapts to complex sites and changing situations over time
- The public sector body will obtain a greater degree of "control" and an ongoing involvement, through the constitution of the vehicle, including prohibiting cherry picking and landbanking
- Only one procurement required for multiple or complex projects to be delivered
- Does not necessarily require injection of cash by public sector body
- A true joint venture where in return for equal contribution the two parties realise an equal share in the net uplift in value as a consequence of investment
- Can be a more effective way of capturing uplift over time rather than through contractual overage

4.4.3 **Cons?**

- Procurement – competitive dialogue – expensive and time consuming
- Reliant upon one partner to oversee the strategic delivery of entire project – therefore need to be careful in selecting the right master development partner for a long term relationship

4.5 Corporate Joint Venture: integrated model

4.5.1 Description and structure diagram:



This structure is a variation on the "master developer" model described above, and involves the vehicle actively developing out the whole scheme. This variant was designed to deliver mixed tenure housing including social and affordable housing as currently defined by the HCA.

This structure is again likely to be a 50/50 deadlock vehicle, commonly an LLP again for tax efficiency reasons (as a development vehicle, tax exempt investors are unlikely to be involved so unlikely to be a LP). Again, the authority will contribute assets to the vehicle the value of which is usually matched in cash by the private sector partner. Profits are typically distributed proportionately to the relative investments of the partners in the vehicle.

The key difference with this model is that it acts as a builder and as a consequence the partner will bring the supply chain (ie construction contractors etc) with it, and this will be tested/benchmarked as part of the procurement process. So, for example, a housebuilder or registered provider may become the PSP. It will provide development management services. It will also act as master contractor for delivery of the project. It will typically use its established supply chain to maximise efficiencies and drive prices down for the vehicle.

The partner will take its return in three ways:-

- It will take an equity return from the profits made by the vehicle itself.
- It is likely to provide development or estate management services to the vehicle: it will charge a fee for this.
- It will also head up the supply chain (as building contractor) where again it will take a return for works carried out.

4.5.2 **Pros?**

- The Council will obtain a greater degree of "control" through the constitution of the vehicle, including prohibiting cherry picking and landbanking
- A true joint venture where in return for equal contribution the two parties realise an equal share in the development profit (depending upon risk allocation)
- Only one procurement required for multiple projects to be delivered
- Does not necessarily require injection of cash by public sector body
- Can be a more effective way of capturing uplift over time rather than through overage

4.5.3 **Cons?**

- Procurement – competitive dialogue – expensive and time consuming.
- Reliant upon one partner to deliver the entire project – therefore need to be careful in selecting the right partner for a long term relationship – especially where there are specialist elements within the scheme
- Can be challenging to demonstrate value for money through supply chain when this is being put in place over life of project on day one

4.6 Variations on the Corporate Joint Venture model

4.6.1 Hybrid option

A hybrid option is available between the Master Developer and the Integrated model. Here, in order to enhance the attractiveness of the offer to the market, which it is understood from experience has an appetite for participation in the development and delivery of these types of joint venture schemes, the vehicle will directly develop a certain proportion of the platforms that it has created through the delivery of infrastructure on site. This will be limited and the extent of that limit will be ascertained prior to commencing the procurement process.

4.6.2 Subsidiaries carrying out development

In order to ringfence the risk between the developments of different parts of the overall site, different elements of development may sit in separate wholly-owned subsidiaries of the main vehicle. They will be funded by, and distribute profits to, their parent – the main vehicle. These subsidiaries are also capable of entering into separate joint venture arrangements as appropriate with third parties, and obtaining non-recourse development finance.

4.6.3 ESCO involvement

Key to the success of Fletton Quays as an integral part of the South Bank Opportunity Area, is PCC's ability to ensure that end users of the scheme purchase energy from PCC's ESCO, which is currently a wholly owned subsidiary.

In order to keep the governance arrangements within the joint venture vehicle as simple as possible it is not recommended that the ESCO directly participates in the vehicle. Instead, it is possible for PCC and the ESCO to form a jointly owned subsidiary between them, which will itself be the public sector participant in the public/private corporate joint venture. This structure would avoid governance difficulties if the ESCO were to cease to be wholly owned at a later date.

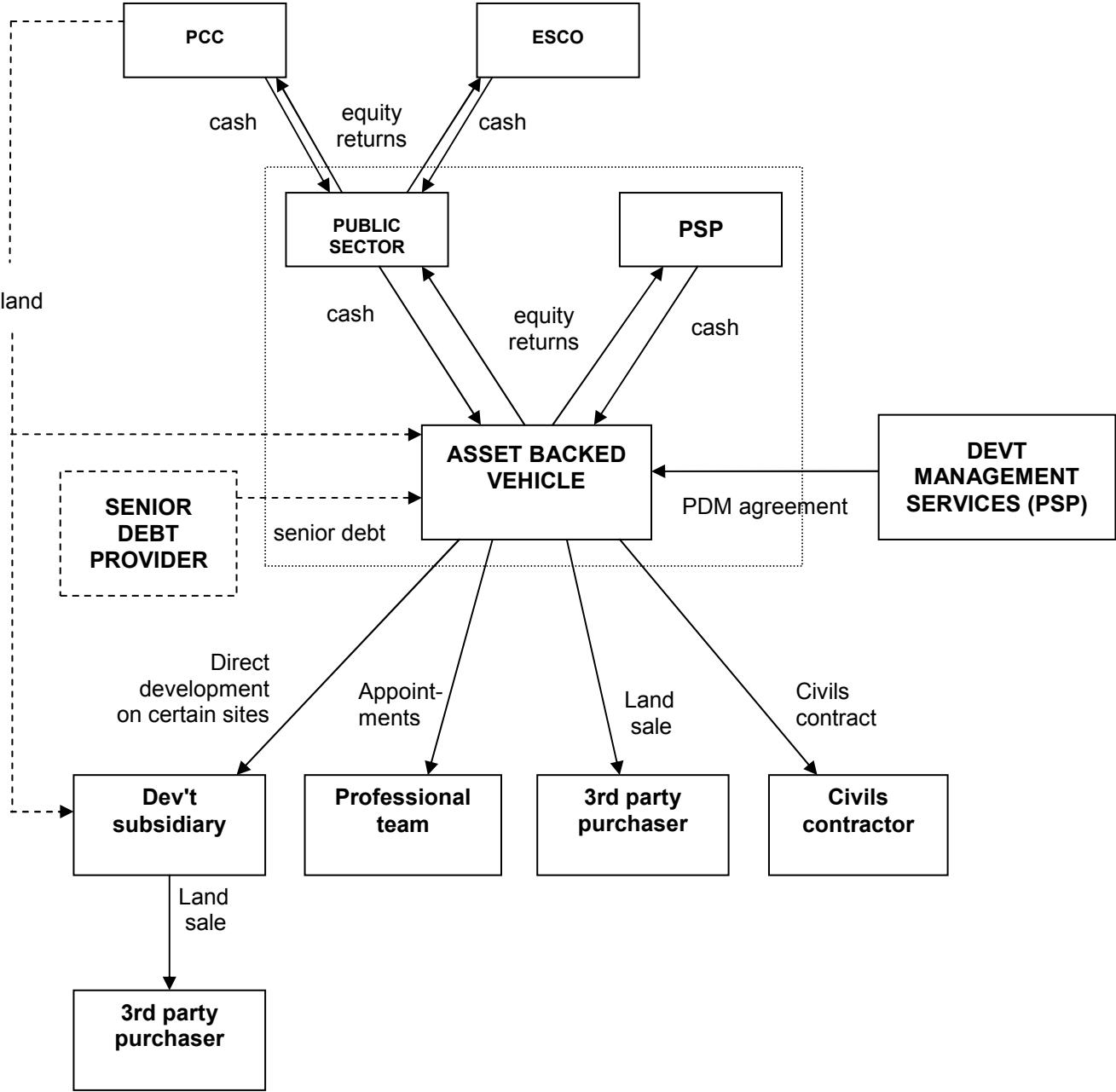
As an alternative the ESCO could remain separate in a corporate sense (ie with no participation in the ownership of any partnerships referred to in this document), but simply with a contractual structure that –

- (a) Gives the ESCO the ownership of the infrastructure required to deliver energy to the phases within the site; and also possibly
- (b) Gives the ESCO the rights to supply the energy to the phases within the site; and also possibly
- (c) Creates a position where the ESCO has sole supplier status to the plots within the site.

These alternatives are being explored and pending the results of further investigations it is acknowledged that the ESCO's final or preferred position need not be ascertained at this early stage.

4.7 Composite suggested model incorporating variants

In light of the above a composite model, reflecting the above and presenting the overall favoured option, would resemble the following (subject to final confirmation of the ESCO's position):-



4.8 Summary

The preferred option, selected through the appraisal process, is the creation of a corporate joint venture vehicle with the addition of the optional items referred to at 4.7. It will be seen from the evidence in this section that this most closely fits PCC's objectives and is the route most likely to deliver against the greatest number of objectives.

5. **PROCUREMENT ISSUES**

5.1 **Introduction**

It is clear from the options analysis that has been undertaken, that PCC's objectives for Fletton Quays will most readily be achieved by way of some form of corporate joint venture.

If a joint venture is to be brought forward then this will need to be formally procured by PCC in accordance with the EU Procurement Regulations, and in particular using the Competitive Dialogue procedure. The construction tender will be a matter for the joint venture partnership once established.

5.2 **Competitive dialogue procurement process - outline**

- 5.2.1 Once PCC is ready to commence the formal procurement process, it will issue an OJEU notice which will be backed up by a memorandum of information and a pre-qualification questionnaire.
- 5.2.2 The intention behind the MOI and PQQ is to establish a long list of participants who will be invited to participate in the competitive dialogue stage of the competition. We anticipate that number to be 6-8.
- 5.2.3 The competitive dialogue will be run in two stages, with an evaluation/shortlisting exercise carried out at the end of Stage 1. Therefore, 6-8 participants are likely to participate in Stage 1; and then a short list of circa 3 participants will be invited to continue dialogue in Stage 2.
- 5.2.4 The bidders' solutions for the Fletton Quays Project will be discussed and negotiated in increasing detail during the two stages of dialogue. During Stage 2 bidders will be asked to produce detailed designs for the development and business plans detailing the occupation and services to be operated from the site.
- 5.2.5 The aim of the competitive dialogue stage of the competition is to drive out sufficiently advanced solutions from bidders that will meet PCC's objectives in relation to Fletton Quays. Once PCC, advised by its external consultants, considers that these solutions are suitably detailed and fit for purposes, it may then close dialogue and invite final tenders from the remaining bidders.
- 5.2.6 The final tenders will be evaluated and a preferred bidder selected. Before the preferred bidder can be announced, Cabinet approval will be obtained to that preferred bidder and the basis upon which the project is to be brought forward.
- 5.2.7 The preferred bidder will be required to present their proposals to the team for review. Final clarifications may be required at this stage.
- 5.2.8 Upon financial close, it is anticipated that the preferred bidder will establish a corporate vehicle jointly with PCC which will then act as the master developer of Fletton Quays with the ability to develop a certain amount of the overall scheme directly, by way of development subsidiary companies.

5.3 **Scope of bidders' responses**

- 5.3.1 As there will be limited information, including no up-front design works, the joint venture bidders will be expected to develop outline design

solutions as part of their tender submission and in conjunction with local planning constraints.

- 5.3.2 Due to the limited information, tender returns are likely to be wide ranging and it will be important for enough time to be dedicated to assessing the returns and reviewing qualifications. There is likely to be a significant clarifications period to ensure that the bidders are being assessed on a like-for-like basis.

5.4 Personnel Implications (including TUPE)

TUPE (Transfer of Undertaking and Protection of Employee) will not apply to this procurement.

5.5 Procurement Route and Implementation Timescales

- 5.5.1 The appropriate procurement route is the creation of a joint venture vehicle with a private sector partner, through competitive dialogue.
- 5.5.2 The implementation milestones are set out below.
- 5.5.3 Project milestones:

STAGE	Actual or Planned Date
Cabinet Approval	July 2012
Appoint commercial advisors	August 2012
OJEU notice	September 2012
Return of pre-qualification questionnaires	November 2012
Long-listing of bidders	November 2012
Stage 1 dialogue opens – long list	December 2012
Stage 1 dialogue closes	February 2013
Evaluation of Stage 1 submissions	March 2013
Stage 2 dialogue opens – short list	March 2013
Stage 2 dialogue closes	May 2013
Invitation to submit final tenders	June 2013
Receive final tenders	July 2013
Identify preferred bidder	July 2013
Finalise contract	July – September 2013
Financial Close	September 2013

6. FINANCIAL ISSUES

6.1 Introduction

6.1.1 It is impossible at this stage to carry out detailed financial analysis of the costs and benefits to PCC of the different options that have been analysed during the outline business case process.

6.1.2 However, it is possible to make some general high level comments in relation to each of the shortlisted options, as set out in this section.

6.2 Straight sale

6.2.1 This option would generate a capital receipt for PCC, which could be released to invest in other activities as set out in its various strategies.

6.2.2 It would also in theory be possible to carry out the straight disposal by way of the grant of a long lease, which would yield ground rent revenue over the term of the lease. However, this is less likely to be attractive to the market, and the ground rent yielded would be likely to be minimal. As such this route would not be recommended.

6.2.3 Clearly a straight sale does not of itself yield an ongoing income for PCC.

6.3 Restricted sale

6.3.1 This route would yield both a capital receipt and the potential for overage over time.

6.3.2 As overage is characterised as a capital receipt for accounting purposes; therefore, the restricted sale route does not yield an ongoing income for PCC.

6.4 Contractual joint venture

6.4.1 This route would typically involve a development agreement or joint venture agreement, with a purchase price payable (either upon completion or deferred until a later date), plus overage or other profit share. It may also involve participation in profits generated through development activities at the site.

6.4.2 The contractual JV route would therefore yield both a capital receipt and potential for income over time.

6.5 Corporate joint venture

6.5.1 This route would typically involve the establishment of a separate legal entity such as a partnership or a company. The company would purchase the land from PCC, with the land comprising PCC's "equity" in the vehicle. Profits generated by the vehicle's activities on site would be split between the partners in accordance with the corporate documentation.

6.5.2 The principal financial return yielded by this route is therefore revenue income over time. This route is likely to give the most transparent methodology for PCC of identifying and pursuing a genuine profit share through its part ownership of the vehicle.

- 6.5.3 However, this route could potentially involve injection of capital by PCC in order to "prop up" the activities of the vehicle, particularly in the early days. This capital would be protected by an appropriate cascade of profit payments within the vehicle, and so PCC could take comfort that any cash injected would be secured for future repayment.
- 6.5.4 This route is the most complex and difficult to predict, because it involves the creation of a living, discrete business that will operate in accordance with principles agreed between the partners, which are capable of adapting to changes in internal and external circumstances over time. However, it is fair to say that this route has the most potential to create true value for PCC in the medium to longer term, through the injection of the Fletton Quays site as its equity into a separate business venture.

6.6 **Conclusion and recommendation**

All of the above routes have potentially beneficial financial implications. However the joint venture routes (and specifically the corporate joint venture routes) have the potential to provide the most transparent and "full" profit sharing outcome for PCC from Fletton Quays.

7. RISK AND RISK MITIGATION

The following risks have been identified in relation to the preferred route and also the project generally, together with the potential mitigating factors and/or actions set out opposite them in the table below:-

RISK	MITIGATION
Over-aspirational expectations of stakeholders outside the Project Team re outputs from project	<p>Good communications</p> <p>Involve stakeholders in the procurement process (eg Members briefings and interviews) for transparency re what bidders are offering – and what they are not</p>
Viability issues arising from land values in particular	<p>Running a competition will ensure the best possible financial offer to the Council and demonstrate value for money</p> <p>The site is more likely to demonstrate viability when developed as a whole through the preferred route, than if sold off piecemeal: this options appraisal demonstrates that the best overall financial out-turn for the Council is achieved through the preferred delivery route</p>
Constraints presented by any preferred uses required by the Council on site	<p>Bidders will see and understand these constraints from Day One of the procurement exercise and will work around them. The Council will need to acknowledge that an increased number of constraints on physical delivery for onward disposal will mean increased viability issues (see above). The commercial architecture that will be put in place to govern the vehicle's business plan will assist in ensuring consistency and proportionality of approach</p>
Timescale for procurement	<p>A robust timescale has been developed and is attached to this Options Appraisal document, by Pinsent Masons (legal advisers to the Council on this project). This timetable draws from Pinsent Masons' extensive and market leading experience of running other similar procurements for other local authorities across the country and reflects a tight but realistic timeline</p>
Timescale for delivery on site once joint venture has been formed	<p>A delivery business plan, with timescales, will be worked up with the preferred bidder prior to formation of the joint venture. The joint venture will be required to adhere to this plan</p> <p>The private sector partner will be selected pursuant to various criteria, a key one of which will be the development expertise, experience and approach of bidders. The selected partner will be required to demonstrate its ability to mitigate external factors affecting development and to apply that expertise in delivering against the business plan</p>

Planning delays and problems	See above re timescales for delivery. The selected partner will be one that demonstrates relevant experience and a robust approach to delivery within timescales and according to business plans, and will be expected to comply with the business plan that is worked up with the Council during the procurement process
Scope creep	The Fletton Quays site is a discrete site with easily understood and defined boundaries. The Council as joint venture partner within the delivery vehicle will be able to constrain its private sector partner not to attempt to widen the scope of the vehicle's activities unless the Council agrees
Third party land interests	It will be necessary to acquire the third party interests on site. If this cannot be achieved through voluntary sale then the Council is prepared to consider the use of its CPO powers.
Planning policy delays	<p>At present there is no adopted City Centre DPD. This would be required for example to underpin a CPO of third party land interests on site</p> <p>However this is being progressed and the draft for public consultation will be issued in early 2013. Therefore during the procurement process there will be an opportunity for bidders to make representations and potentially influence the development of the DPD in a positive way for the site. The adoption of the DPD is anticipated to take place in December 2014, which could coincide with start on site by the joint venture vehicle. Therefore no significant delays to the vehicle's activities are anticipated and there will be the opportunity to plan around this timeline with the selected partner in order to minimise any impact on the project.</p>

8. CONCLUSION AND NEXT STEPS

8.1 Conclusion

8.1.1 It will be seen from this paper that the recommended option for the delivery of Fletton Quays is the establishment of a corporate joint venture, potentially with the ESCO participating at a "public/public" level, and the opportunity for the vehicle not only to deliver infrastructure but also to build out certain segments of the site through development subsidiaries.

8.1.2 It is considered that this model will fulfil the maximum number of PCC's objectives for the scheme as identified and measured in this paper.

8.2 Next Steps

8.3 The next steps that PCC should consider are set out below:-

No.	STEP	TIMESCALE
1	Seek to obtain Cabinet approval to the proposals	July 2012
2	Appointment of commercial advisers to advise on the financial and commercial arrangements and support the procurement exercise	By August 2012
3	Carry out financial appraisals/modelling regarding possible outcomes	August/September 2012
4	Progress planning allocation for site as part of DPD	Ongoing – late 2012/early 2013
5	Gather together due diligence information in relation to the site	Ongoing – by Sept 2012
6	Progress site assembly	Ongoing – preferably by Sept 2012

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 7
12 JULY 2012	Public Report

Report of the Executive Director of Operations

Contact Officer(s) - Richard Kay, Strategic Planning and Enabling
Contact Details – 01733 863795

ENVIRONMENT CAPITAL PROGRESS

1. PURPOSE

- 1.1 This report provides the Committee with an update on key elements associated with the future delivery of the Environment Capital core priority.

2. RECOMMENDATIONS

- 2.1 The Committee is asked to note the report and provide comments accordingly.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 This report directly contributes to the objectives and outcomes contained in the Sustainable Community Strategy and, in particular, the aspiration to 'create the UK's Environment Capital'.

4. BACKGROUND

- 4.1 At its meeting on the 13 June 2012, the Sustainable Growth and Environment Capital Scrutiny committee were given an overview of the Environment Capital core priority and informed that they would be consulted on key documents as part of the future delivery of the Environment Capital work. As such the following documents are presented to the committee for their comment:

Annex A: Environment Capital Delivery Framework - The Home of Environment Capital Major Policy, adopted at Full Council in October 2010, briefly outlines a wide range of policies, strategies and plans that support the delivery of the policy. Lots of other activities, plans and strategies across the council also contribute towards its delivery. The Environment Capital Delivery Framework, a 'work in progress' of which is attached at Annex A, brings together and explains in more detail all of these policies, strategies and plans into a single document for the first time. It has been designed to be predominantly web based, with an interactive front sheet so that the user can quickly be directed to the part of the document of interest to them. Subject to Committee comments today, we intend to have the Framework completed and uploaded to the website by August.

Annex B: Environment Capital headline targets – The Environment Capital Steering Group have discussed and agreed this set of Environment Capital headline targets as the short term targets to continue the delivery of the Environment Capital ambition. These headline targets are presented for consideration by the committee as a set of short term targets on which officers can report to this committee and the Greater Peterborough Partnership Executive as required.

It is important to note that they are short term, interim targets, to ensure momentum is maintained. However, a larger package of short, medium and longer term targets are intended to be set as part of a 'One Planet Living' framework, which will be presented to the committee in due course (though should Members be interested in reading up on this policy area prior to those future presentations, then please see <http://www.oneplanetliving.org>).

Annex C: Environment Capital action plan 2012-13 - This action plan for 2012/13 captures some

short term actions that are required to ensure momentum is maintained and communications and branding guidelines are reviewed, agreed and adhered to. The One Planet Living Framework will have a more detailed and longer term action plan.

- 4.2 Further reports, updates and information on the Environment Capital ambition, as detailed in the Sustainable Growth and Environment Capital Scrutiny report presented on the 13 June 2012, will be presented to subsequent committee meetings.

5. KEY ISSUES

- 5.1 Within the scope of this Committee's responsibilities, Members are asked to note the content of this report and the progress of Environment Capital work.

6. IMPLICATIONS

- 6.1 For the city to achieve its ambition of becoming the UK's Environment Capital, it must show a strong and evidenced track record of environmental achievement backed by a focus on addressing areas for improvement. This report provides documentation that will ensure Peterborough is able to direct its resources to the Environment Capital outcomes with a consistent and cohesive approach.

7. CONSULTATION

- 7.1 The Environment Capital documents outlined in this report have been subject to internal and partner consultation as part of their development.

8. NEXT STEPS

- 8.1 Feedback from the committee will help to inform the future of the Environment Capital ambition.

9. BACKGROUND DOCUMENTS

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

- 9.1 Home of Environment Capital Major Policy – October 2010

10. APPENDICES

- 10.1 Annex A: Environment Capital Delivery Framework – Draft document
Annex B: Environment Capital headline targets
Annex C: Environment Capital action plan 2012-13

What Environment Capital means for Peterborough

In 1992, Peterborough was designated as one of only four UK Environment Cities and Peterborough Environment City Trust was set up in 1993 to drive environmental work across the city.

In recent years the city council and local partners have committed to developing the 'Home of Environment Capital' in Peterborough. Quite simply this is a challenge that Peterborough has set itself to deliver truly sustainable growth, ensuring a cleaner, healthier and more vibrant Peterborough for the future. Home of Environment Capital means that Peterborough is a city which places environmental issues at its heart, a city which aspires to be a role model in all aspects of sustainable development.

Background

Sustainable Community Strategy

Peterborough's Sustainable Community Strategy (SCS) is the plan for the future of our city, the surrounding villages and rural areas. It is an ambitious and far reaching plan. It aims to substantially improve the quality of life of the people of Peterborough and to raise the profile and reputation of our city as a great place in which to live, work and visit. The plan is specifically designed to bring clear benefits to the people of Peterborough. Where we have advantages already, we want to build on them. We will seek to inject quality into everything we do, ensuring that as we build the bigger Peterborough, it is also very much a better Peterborough.

The SCS is the plan that will guide the work of all the partners in Peterborough – public, private, voluntary and community. It is also the plan for every individual. We all have a role to play if we are to build a Peterborough that is not only bigger, but very noticeably better – a Peterborough we can be even more proud of.

Vision

A bigger and better Peterborough that grows the right way – and through truly sustainable development and growth:

- Improves the quality of life of all its people and communities, and ensures that all communities benefit from growth and the opportunities it brings.
- Creates a truly sustainable Peterborough, the urban centre of a thriving sub-regional community of villages and market towns, a healthy, safe and exciting place to live, work and visit, famous as the Home of Environment Capital.

Priorities and Outcomes

The partners have identified the following four priorities which we need to deliver in order to achieve our vision:

1. Creating opportunities - tackling inequalities
2. Creating strong and supportive communities
3. Creating the UK's environment capital
4. Delivering substantial and truly sustainable growth

For the Environment Capital priority the following four outcomes have been identified:

OUTCOME 1 – Making Peterborough Cleaner and Greener - so that we become the UK's greenest city with attractive neighbourhoods, surrounded by beautiful countryside and thriving biodiversity

Outcome 2 – Conserving natural resources - so that we reduce Peterborough's overall consumption of the Earth's natural resources

Outcome 3 – Growing our Environmental Business Sector - so Peterborough is the natural location for green businesses

Outcome 4 – Increasing use of Sustainable Transport - so that Peterborough has the highest proportion of citizens using sustainable transport modes in the UK

In addition, and to fully meet the priority to grow Peterborough sustainably, a supplementary outcome has been added:

Supplementary outcome – Delivering Sustainable Growth - so that we provide better places to live for both new and existing communities, ensuring the highest environmental standards of new buildings

Single Delivery Plan

The Single Delivery Plan underpins Peterborough's Sustainable Community Strategy and is the delivery model for the Greater Peterborough Partnership core priorities. Programme Four 'A single framework for behaviour change in Peterborough with a focus on environment and health' draws together the environment and health agenda under the umbrella of 'Live Health Live Green' and has the following objectives:

- To increase active travel
- To increase sustainable foods and healthy eating
- To reduce domestic fuel poverty

Home of Environment Capital Major Policy

A major milestone in Peterborough's plans to create the UK's Environment Capital was reached in October 2010 when Peterborough City Council became the first UK city to sign a new high level eco policy commitment. This vital step forward demonstrates that even in tough times the environment is at the top of the council's agenda. This new policy sits above all others and every decision the council now takes must contribute towards protecting and preserving Peterborough's environment. With the adoption of the major policy, the council has voted for Peterborough to be known as Home of Environment Capital.

To view the full Home of Environment Capital Major Policy visit:

<http://www.peterborough.gov.uk/pdf/Environment-HomeOfEnvironmentCapital-MajorPolicy2012.pdf>

Communications and Marketing Strategy

The Environment Capital Communications and Marketing Strategy is currently being reviewed and rewritten and will be available in Autumn 2012.

Case Studies

A number of case studies have been developed to highlight projects that have taken place recently in the city. This includes:

Title	Web link
Powerdown Peterborough	http://www.peterborough.gov.uk/environment/climate_change/i_am_a_school/powerdown_fortnight_2011/school_case_studies.aspx

Salix – Regional Swimming Pool Voltage Optimisation	http://www.peterborough.gov.uk/environment/climate_change/what is the council doing/salix funding.aspx
Salix – Northborough Primary School Lighting Upgrade	http://www.peterborough.gov.uk/environment/climate_change/what is the council doing/salix funding.aspx
Salix – Town Hall Radiator Reflective Foil	http://www.peterborough.gov.uk/environment/climate_change/what is the council doing/salix funding.aspx
Gillian’s Footprint Counts	To be uploaded shortly
Real Time Energy Display	To be uploaded shortly

OUTCOME 1 – Making Peterborough Cleaner and Greener

So that we become the UK's greenest city with attractive neighbourhoods, surrounded by beautiful countryside and thriving biodiversity

Biodiversity Strategy and Action Plans

Peterborough City Council's Biodiversity Strategy was approved by Full Council on 13 October 2010 to be adopted as part of the council's Major Policy Framework. The strategy was an update of the 2004 document which was subject to external consultation throughout 2009/10. The decision to update our current Biodiversity Strategy was taken to take account of the biodiversity duty brought in by the Natural Environment and Rural Communities Act as well as other changes that have taken place since the 2004 strategy was written. The biodiversity duty stipulates that:

"Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity"

The strategy currently consists of the following documents:

Appendix A – Vision statement and broad approach

<http://www.peterborough.gov.uk/pdf/env-bio-annexAvisionstatement.pdf>

Appendix B – Specific action to deliver vision and broad approach

<http://www.peterborough.gov.uk/pdf/env-bio-annexBactions.pdf>

Appendix C – Extraction of specific action and resource implications

<http://www.peterborough.gov.uk/pdf/env-bio-annexCextraction.pdf>

Appendix D – Consideration of external feedback on update of PCC Biodiversity Strategy

<http://www.peterborough.gov.uk/pdf/env-bio-annexDfeedback.pdf>

Local Nature Partnership

Following a series of capacity-building activities to gain cross sector support a proposal for a Local Nature Partnership (LNP) for Cambridgeshire and Peterborough was submitted to DEFRA in early July. The outcome of this bid should be known by the end of July. The LNP is hoped to promote strategic and integrated working to benefit the natural environment.

Nene Valley Nature Improvement Area

Peterborough forms part of one of 12 Nature Improvement areas (NIA) within the UK. The aim of the Nene Valley NIA (41,350 hectares) is to achieve a step-change in the mechanisms for delivering nature conservation to create a resilient ecological network in the Nene Valley.

Uniquely, the Nene Valley NIA is situated within one of the highest growth areas in the UK with many competing pressures on land use, the ecosystem services it provides and the wildlife it supports. Many of these pressures also present opportunities to build upon its core area through the engagement of stakeholders, strategic planning of resources and economic investment, allowing restoration areas, buffer zones and stepping stones to be created. The Nene Valley NIA will bring partners together from every sector to facilitate a joined up approach in creating a coherent and resilient ecological network. The approach will be structured around five objectives which together will achieve the following aims:

1. Growth and Development will support, value and benefit the natural environment resulting in net gain in biodiversity by 2020.
2. Enhance public awareness, access and benefits of the NIA in a sustainable and sympathetic way, while ensuring that the designated sites at the core remain in favourable condition.
3. Improve ecological status of the river and enhance ecosystem service provision.
4. Strengthen the ecological network through effective engagement with farmers and landowners.
5. Investigate the potential to market the ecosystem services provided by the Nene Valley.

Trees and Woodlands Strategy

Peterborough City Council's Trees and Woodlands Strategy was approved by Full Council on 18 April 2012 to be adopted as part of the council's Major Policy Framework. The strategy was an update of the 1998 document which was subject to external consultation throughout 2011.

The decision to update our current Trees and Woodlands Strategy was taken to take account of the significant changes that have taken place over the last thirteen years. The updated draft strategy includes a number of key issues including a proposal to move away from response based reactive works to a programme of inspections, followed by tree works based upon those findings. A 'right tree in the right place' framework is also being developed which is hoped to avoid the selection and planting of inappropriate tree species.

The Trees and Woodlands Strategy can be viewed at:

<http://www.peterborough.gov.uk/pdf/Appendix%20A%20Trees%20and%20Woodland%20Strategy%20Master.pdf>

Green Grid Strategy

The natural networks partnership is a group of organisations (including Natural England, PECT, The Wildlife Trust and Peterborough City Council) that work to deliver the Green Grid Strategy. The partnership represents a network of local organisations working together towards a shared vision.

A Green Grid is the sub regional network of protected sites, nature reserves, green spaces, and greenway linkages. The linkages include river corridors and flood planes, migration routes, Rights of Way and features of the landscape such as parks and open spaces, which are of importance as wildlife and pedestrian corridors.

The Green Grid Strategy will provide for multi-functional use e.g. wildlife, recreational and cultural experience, as well as delivering ecological services, such as flood protection and microclimate control. It should operate at all spatial scales from urban centers through to open countryside. The strategy will identify missing links within the network and potential projects that will provide new links and improve the existing network.

Forest for Peterborough

We're creating a Forest for Peterborough. Peterborough Environment City Trust is working with a range of partners, including Peterborough City Council, to plant a

forest for Peterborough. The full Business Plan and further information on joining the planting sessions can be viewed at: <http://www.pect.org.uk/forest>

OUTCOME 2 – Conserving natural resources

So that we reduce Peterborough's overall consumption of the Earth's natural resources

Carbon Management Action Plan

Peterborough City Council is committed to reducing its CO₂ emissions created through the running of our services. In April 2010, the council adopted its Carbon Management Action Plan (CMAP), which was the result of a nine month partnership with the Carbon Trust through the local authority carbon management programme. The CMAP describes a model for how we intend to achieve our ambitious 35% reduction in CO₂ emissions from 2008-09 levels by 2014. It also outlines steps to ensure carbon management is integrated into the council and maintained.

Through implementing this CMAP we commit to working at a local level to contribute to the UK Climate Change Act (2008). Taking action to put our house in order will also provide leadership to Peterborough's businesses and residential communities. The CMAP is available to view at: <http://www.peterborough.gov.uk/pdf/env-cc-ct-cmap.pdf>

Your Footprint Counts Action Plan

The Climate Change Team are currently in the process of developing a Your Footprint Counts Action Plan for the city. It is envisaged that this document will be written with the public in mind, providing simple facts and actions that individuals can choose to take on board and reduce their carbon footprint accordingly. The exact timescales have yet to be confirmed.

Waste 65+

As a City we currently produce approximately 100,000 tonnes of waste per year and it is predicted that this amount could increase by 45 per cent by 2030. Almost 45 per cent of the City's waste is currently recycled; the rest goes to landfill. The City's landfills are near capacity and the cost of disposing of waste in this way is increasing dramatically. Peterborough City Council is therefore working with residents to increase the amount recycled to at least 65 per cent by 2020. At the same time, rather than just throwing away non-recyclable 'black bin' waste, we are looking at ways to recover value from it by generating energy.

The Joint Municipal Waste Management Strategy for Cambridgeshire and Peterborough 2008 to 2022 can be viewed at:

http://www.peterborough.gov.uk/PDF/env-waste-recycling-waste_management_strategy.pdf

Street Lighting Efficiency Project

New energy efficient street lighting which will reduce carbon emissions, cut energy bills and reduce long-term maintenance costs is being installed across Peterborough. The programme, originally outlined in the Medium Term Financial Strategy as an invest-to-save project for 2011 to 2016, will see 6,000 street lights across Peterborough upgraded to LED. The LED lanterns direct bright white light downwards onto the roads and footways reducing the amount of light pollution caused by the existing street lights.

The first phase of the project, commencing in February 2012, to install 1,200 energy efficient lamps will provide an annual carbon saving of approximately 132 tonnes. A further 5,000 lanterns will be changed over the next two years as part of the efficiency project which is due to be completed by 2013/14.

For further information on the Street Lighting Efficiency Project visit:
http://www.peterborough.gov.uk/traffic_travel_and_parking/roads_and_pavements/street_lighting/efficiency_programme.aspx

Energy Services Company (ESCo)

Energy Services Company (ESCo) is a broad term used to describe an independent agency that develops, installs, and finances projects designed to improve energy efficiency, usually featuring sustainable energy sources. ESCOs are becoming an increasingly important tool for local authorities to take a more active role in developing the UK's low carbon infrastructure.

An ESCO usually takes the form of a limited company, although other delivery vehicles are possible. It may be wholly owned by the public or private sector, or a joint venture. A greater degree of local authority ownership allows the authority to secure additional objectives such as the alleviation of fuel poverty, rather than pure profit.

It is generally accepted that large, centralised energy generating stations waste a considerable amount of the energy they produce. By locating energy production close to where it is used, energy can be produced more efficiently, reducing the impact on the environment. Changes to regulations, concern about climate change, growing costs of traditional energy, together with the opportunity to make money from low and zero-carbon energy are increasingly focussing attention onto decentralised energy.

Decentralised energy forms an important part of the government's localism agenda. For the first time, communities, local authorities and other public sector organisations are being actively encouraged to become energy producers as well as consumers. There are increasing opportunities to make money and put assets to more productive use, whilst at the same time meeting wider social and environmental objectives.

In June 2011, the council approved the establishment of an ESCo to pursue the provision of low and zero-carbon energy schemes. The intention is to produce and supply energy, of various types, but initially the main supply source would be through photovoltaic cells (PV), commonly known as solar energy. In the future the council will look at other sources, for example wind. The energy produced will be made available for use in the Peterborough area, both by domestic and business users. One key advantage of this is that it allows everyone to potentially have access to energy from renewable sources, including those for whom domestic solar panels are not an option, for example those who live in flats, or whose roofs are unsuitable. This is an important benefit that supports Peterborough's status as Environment Capital.

Green Deal

Peterborough is currently assessing its position on the Green Deal and this section will be updated in due course.

Climate Change Adaptation

Regardless of any mitigation efforts to reduce greenhouse gas emissions, we are now committed to facing a changing climate due to the 30-40 year time lag inherent within the climate system. Being unprepared could lead to costs, disruption and distress from the projected increase in frequency and severity of extreme weather events under climate change. There is thus a growing urgency to begin to *adapt* to the climate change that is already unavoidable because of our historical emissions.

Adaptation is the process or outcome of a process that addresses how we identify, cope with, and manage the impacts of climate change. It should help ensure services, assets, businesses and the economy are resilient to a changing climate. Although the UK central government and Defra direct the formulation of adaptation policy, the focus of delivery is expected to be at the regional and local level, since it is here that climate impacts are most directly felt. Local authorities have the capability to effectively address the impacts of climate change through their roles as providers of services such as housing and building control, waste, leisure and environmental health, as well as through their functions as planning authorities, community leaders and estate owners.

Adaptation is not cost-free, but planned adaptation is usually less expensive than responding to an emergency or retrofitting to cope with altered climate risks. Unlike mitigation, adaptation may provide immediate local benefits as adaptation measures could equip us to cope better with current extreme weather events.

The council therefore intends to progress the process of introducing climate change adaptation within the organisation, and hence begin to prepare itself to provide continuity of service to its community in the face of climate change. We aim to firstly review and update the work of a previous Local Climate Impacts Profile (LCLIP) by incorporating recent local extreme weather events. We shall then proceed to develop and undertake a risk-based assessment of significant vulnerabilities and opportunities to weather and climate, both now and in the future, and to identify and prioritise risks to be considered for action. The council shall then propose and undertake a methodology for identifying appropriate adaptive responses to these risks, and formulate a draft adaptation action plan for publication in early 2013.

Flood and Water Management

As a Lead Local Flood Authority, Peterborough City Council has a key role to play in the delivery of flood and water management. The council is working on the following projects:

- Producing planning policy to guide new developments towards both better protection against flood risk and the protection of aquatic environments.
- Preparing a Local Flood Risk Management Strategy to detail how the council and partners will manage flood risk in the future – linked to the Flood and Water Management Act 2010
- Undertaking a project to look at opportunities for improvement to habitats and water quality along the Nene – linked to the Water Framework Directive
- Working with partners to look at ways of reducing the water consumption of the council and Peterborough's communities.
- Preparing to be able to adopt drainage systems in new developments as part of a national move to ensure more effective site drainage that creates wider amenity benefits as well as greater protection from surface water flooding
- Strengthening emergency planning practises and raising community awareness of flood risk through working with the emergency services, community flood wardens and the Neighbourhood Management team.

For more information please visit www.peterborough.gov.uk/water

OUTCOME 3 – Growing our Environmental Business Sector

So Peterborough is the natural location for green businesses

Opportunity Peterborough

Opportunity Peterborough (OP) is the city's economic development company. It has a key role in supporting business and growing the number of jobs in the city. The city has strength in a number of core sectors. The Environmental Goods and Services sector is one with a growing presence in the city. Working with local partners OP is seeking to encourage greater inward investment and job growth in this sector in support of the city's Home of Environment Capital ambition.

During 2012/13, OP is focusing on the following five priorities:

- a) Ensuring that Peterborough is visible to investors
- b) Supporting local business ambitions
- c) Creating conditions to increase skills level across our communities
- d) Increasing our knowledge of the local economy and utilising intelligence effectively
- e) Ensuring that Peterborough gets maximum value from the Greater Cambridge Greater Peterborough Local Enterprise Partnership

For more information visit: <http://www.opportunitypeterborough.co.uk/>

Investors in the Environment

Operated by the environment charity Peterborough Environment City Trust (PECT) Investors in the Environment is a not for profit environmental accreditation scheme. It is designed to help businesses save money and reduce their impact on the environment. Investors in the Environment provides all of the help and support a business needs to get started and ensures recognition is received.

Participating businesses can work towards one of three levels of accreditation: Bronze, Silver and Green or begin by simply making a free pledge? This demonstrates commitment to the environment and means participants will receive a monthly newsletter packed full of events, hints, tips and news.

For more information on Investors in the Environment visit: <http://www.ije.uk.com/>

EnviroCluster Business Plan 2012-13

Greater Peterborough is home to 340 environmental businesses which contribute £560m to the local economy each year and employs 5,800 people. These businesses are part of a triple helix, along with the public and academic sectors, which together create a substantial cleantech cluster.

UK CEED, a 28 year old not-for-profit organisation which focuses on supporting eco-innovation and environmental enterprises, identified the potential for Peterborough to harness this cluster and create synergies between the cluster participants to create a strengthened local economy in the field of the environmental industries. Through this cluster, companies can become more innovative, more competitive and more economically active, through partnerships with other cluster participants. This effectively drives growth in new business opportunities, jobs, Peterborough's reputation and ultimately in the local economy. It was these benefits which led UK CEED to launch the Encluster (now EnviroCluster), in 2002.

For more information on the EnviroCluster and the 2012-13 EnviroCluster Business Plan visit: <http://www.envirocluster.co.uk/>

For more information on UK CEED visit: <http://ukceed.org/>

OUTCOME 4 – Increasing use of Sustainable Transport

So that Peterborough has the highest proportion of citizens using sustainable transport modes in the UK

Local Transport Plan

Improving transport for everyone who lives, works or travels in Peterborough is a priority for Peterborough City Council. To enable us to provide the best possible transport service in and around the city, we produce a Local Transport Plan (LTP) every five years.

The city's third transport plan (LTP3) came into effect in April 2011 and contains the transport high level strategy up to 2026 and the more detailed plan covering the period up to 2016. It sets out the challenges and issues for our existing and future transport systems and how we will seek to address them.

The LTP3, and past LTPs, can be viewed at:

http://www.peterborough.gov.uk/traffic_travel_and_parking/strategies_policies_and_plans/transport_planning.aspx

The integrated transport programme of works for 2012/13 can be viewed at:

<http://democracy.peterborough.gov.uk/mgConvert2PDF.aspx?ID=10368>

Travelchoice

In 2004, the Department for Transport (DfT) awarded Peterborough city (along with Darlington and Worcester) Sustainable Travel Demonstration Town status. The five year project, branded locally as Travelchoice, brought an additional £3.24m funding for projects aimed at showcasing initiatives to encourage sustainable travel and to reduce the need to travel by car, underpinned by high quality research to understand people's travel behaviour and the underlying reasons for dependence on the car.

Extensive research during the period 2004 to 2008 demonstrated that these interventions realised a 9% relative reduction in car use in the targeted areas (35% increase in public transport, 14% increase in walking and 12% increase in cycling).

This research, and that of Darlington and Worcester, is available at:

http://www.peterborough.gov.uk/travelchoice/innovation/about_travelchoice.aspx

In 2009, following a successful five years, the council made the decision to embed Travelchoice into core business and the project continues today and has been further enhanced through a further DfT grant, Local Sustainable Transport Fund, providing funding to 2014/15.

Check out how you can walking, cycling, use public transport or car share more at:

<http://www.peterborough.gov.uk/travelchoice.aspx>

Local Sustainable Transport Fund

The Government announced, as part of the Local Transport White Paper, the creation of a Local Sustainable Transport Fund to help build strong local economies and address the urgent challenges of climate change. It reflects the Government's core objectives of supporting economic growth by improving the links that move goods and people and meeting its commitment to reducing greenhouse gas emissions. The aim is to facilitate best practice in the delivery of a wide range of sustainable transport packages and presents local authorities with the opportunity to

introduce a package of sustainable travel solutions that will support economic growth while reducing carbon.

Peterborough City Council completed and submitted its proposal to the Department for Transport and was successfully awarded the maximum grant of £5m. The bid includes sustainable transport improvements, both soft measures and infrastructure, and aims at increasingly integrating sustainable travel into our mainstream travel planning. The bid is grouped under four key packages:

1. Working with individuals, communities and neighbourhoods
2. Workplace travel planning
3. Healthier travel
4. Young people's travel

Each package contains a number of measures; for instance package 1 Working with individuals, communities and neighbourhoods includes infrastructure and soft measures to integrate travel modes at the bus and rail station and improve accessibility in and to the city centre as well as a mini park and ride facility and improved walking and cycling links in rural areas. Package 4 Young people's travel includes provision for a bike it officer to work in schools and independent travel training amongst other initiatives.

The full bid document can be viewed at:

<http://www.peterborough.gov.uk/pdf/LSTF%20Bid%20document.pdf>

SUPPLEMENTARY OUTCOME – Delivering Sustainable Growth

So that we provide better places to live for both new and existing communities, ensuring the highest environmental standards of new buildings

Local Plan

The Peterborough [Local Plan \(First Replacement \) 2005](#) is part of the Statutory Development Plan for Peterborough. It was adopted on 20 July 2005, but its policies are gradually being replaced by policies in separate documents. This collection of separate documents is sometimes referred to as the [Local Development Framework](#) or, more simply, as the 'Local Plan'. It includes the Core Strategy and the Site Allocations Document.

The Local Plan is an essential set of documents to help deliver sustainable growth in the city. Collectively they set planning policies on a wide range of matters, including the need for sustainable transport, open space and eco-friendly homes and businesses.

Supplementary Planning Document – Live Healthy Live Green

As part of the council's commitment to Environment Capital, there is an opportunity for new development, especially large scale development, to make a significant contribution to facilitating healthy and green lifestyles. To make this happen, it has been agreed that a Supplementary Planning Document and associated programme is prepared.

This document will be available in draft around the end of 2012 and finalised by June 2013 and will include a period of public consultation.

Housing Strategy (including Fuel Poverty)

The Housing Strategy 2011-15 (adopted February 2012) sets out the council's housing-related agenda over the next four years, and identifies the four overarching objectives that will drive the housing agenda in Peterborough over this period. These are:

- To support the delivery of substantial yet truly sustainable growth
- To secure the regeneration of and improvements to Peterborough's housing stock
- To meet existing and future housing need
- To create mixed and sustainable communities

The strategy covers a wide range of housing issues and sets out a series of measures designed to help tackle fuel poverty, to increase the supply of prestige and affordable homes, to support the accommodation requirements of our fledging university, to reduce levels of rough sleeping, and to meet a range of housing needs, including households with a need for specialist housing.

The Peterborough Housing Strategy 2011 to 2015 and a separate executive summary can be downloaded below.

<http://www.peterborough.gov.uk/pdf/env-cc-Housing%20Strat.pdf>

<http://www.peterborough.gov.uk/pdf/env-cc-HSExecSummary.pdf>

ENVIRONMENT CAPITAL SHORT TERM HEADLINE TARGETS						
Outcome	Description	Lead officer	Trajectories			
			2012/13	2013/14	2014/15	2015/16 (2020)
Cleaner and greener	Local nature sites under High Level Stewardship (defined by Natural England)	Darren Sharpe, PCC	tbc	tbc	tbc	tbc
	Local nature sites that have undergone conservation management		76%	78%	tbc	tbc
	Reduction in kg residual waste collected per household (Baseline 2010 - 581 kg)	Richard Pearn, PCC	540kg	tbc	tbc	458kg
	Increase % of waste recycled in the city		47%	tbc	tbc	65%+
Conserving natural resources	Renewable electricity produced in Peterborough Unitary Area	John Harrison, PCC	2MW	80MW	85MW	TBC
Environmental businesses	Number of accreditations to Investors in the Environment.	Rachel Huxley, PECT	tbc	200	tbc	tbc
	New businesses joining the EnviroCluster	Gareth Jones, UK CEED	tbc	20 committed 50 active	tbc	tbc
Sustainable transport	Residents cycling, walking and public transport	Mark Speed, PCC	41%	41.30%	41.60%	tbc
Sustainable built environment	Adopt a Sustainable Development Supplementary Planning Document	Richard Kay, PCC	Ongoing	Completed document	n/a	n/a
	All approved developments over 10 new homes or 1,000 square metres floor area shall achieve a target emission ratio at least 10% better than building regulations standards	Nick Harding, PCC	100%	100%	100%	100%

This page is intentionally left blank

ENVIRONMENT CAPITAL ACTION PLAN 2012-13

RED	AMBER	GREEN	Identify RAG status in 'Action' box
-----	-------	-------	-------------------------------------

Action 1 Amber	Activity	Approve and adopt short term headline targets (present to scrutiny, publish and deliver)
	Timescale	July 2012
	Resources	Officer time only
	Measures	Publish headline targets
	Impact	Greater understanding of and commitment to Environment Capital

Action 2 Red	Activity	Establish a delivery plan for each short term headline target
	Timescale	September 2012
	Resources	Officer time only
	Measures	Delivery plans completed
	Impact	Greater commitment to Environment Capital objectives

Action 3 Green	Activity	Undertake research and develop a One Planet Living framework (using an intern?) setting the medium and long term targets and vision for Environment Capital to 2050
	Timescale	Early 2013/14
	Resources	tbd
	Measures	One Planet Living framework approved
	Impact	Demonstrates a longer term commitment to sustainable living and Environment Capital

Action 4 Green	Activity	Develop a robust Environment Capital Communications and Marketing Strategy (see separate action plan for more detail)
	Timescale	Autumn 2012
	Resources	Officer time – Comms res in PCC, OP and PECT
	Measures	Completed document
	Impact	Consistent Environment Capital messages and branding across all partners

Action 5 Green	Activity	Ensure link between Environment Capital and LHLG plans/work
	Timescale	Ongoing
	Resources	Officer time
	Measures	10 year LHLG programme to include elements of Environment Capital work
	Impact	Consistent approach and wider understanding of links between Environment Capital and LHLG

Action 6 Green	Activity	Investigate the IBM Smart City Challenge – how we could maximise the impact of Environment Capital through smart/interactive signage
	Timescale	March 2013
	Resources	PECT internship??
	Measures	Support received from IBM
	Impact	National and international promotion of Peterborough’s ambition to be Environment Capital Reputational impact

Action 7 Green	Activity	Research and apply for funding for Environment Capital ie WREN, ESRH
	Timescale	March 2013
	Resources	PECT funding officer
	Measures	Funding bid submitted / funding received
	Impact	National (and international?) promotion of Peterborough’s ambition to be Environment Capital

ACTION PLAN TO DELIVER AN ENVIRONMENT CAPITAL COMMUNICATIONS AND MARKETING STRATEGY

RED	AMBER	GREEN	Identify RAG status in 'Action' box
-----	-------	-------	-------------------------------------

Action 1 Amber	Activity	Review and refresh the Environment Capital Comms Strategy and gain approval for a new Strategy – includes brand guidelines, Environment Capital logo, embedding guidelines with key staff and partners
	Timescale	October 2012
	Resources	Officer time
	Measures	Completed and approved document
	Impact	Consistent Environment Capital messages and branding across all partners

Action 2 Amber	Activity	Establish and agree a design and produce a bi-monthly Environment Capital Enewsletter
	Timescale	September 2012
	Resources	Set up cost plus an annual maintenance fee
	Measures	Enewsletter produced bi-monthly
	Impact	Wider awareness of Environment Capital projects

Action 3 Amber	Activity	Undertake a review of the Environment Capital social media and provide recommendations to the Steering Group
	Timescale	March 2013
	Resources	Officer time
	Measures	Live website and associated promotion of the website
	Impact	Wider awareness of Environment Capital Reputational impact

Action 4 Amber	Activity	Replace 'Welcome to Peterborough' signs x 9 with appropriate Peterborough Environment Capital signage – including the rail station
	Timescale	Potential capacity bid for 2013/14
	Resources	tbd
	Measures	Signage in place

	Impact	Wider awareness of Environment Capital Reputational impact
Action 5 Amber	Activity	Design and publish a timeline (road map) for Environment Capital
	Timescale	September 2012
	Resources	tbd + officer time
	Measures	Completed and published document
	Impact	Wider awareness of Environment Capital Reputational impact
Action 6 Green	Activity	Publish the Green Directory 2012-13
	Timescale	Autumn 2012
	Resources	tbd + officer time
	Measures	Completed and published document
	Impact	Wider awareness of Environment Capital Reputational impact
Action 7 Red	Activity	Organise an Environment Capital London event
	Timescale	Awaiting information from Westminster
	Resources	tbd
	Measures	Successful event and wider contacts
	Impact	National awareness of Peterborough's ambition to be Environment Capital Reputational impact
Action 9 Green	Activity	Agree theme and organise the 2 nd Peterborough Environment Capital Conference – 28.2.13
	Timescale	Event booked for 28.2.13
	Resources	tbd
	Measures	Successful event and wider communication of Environment Capital
	Impact	Wider awareness of Environment Capital Reputational impact

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 8
12 JULY 2012	Public Report

Report of the Solicitor to the Council

Report Author – Paulina Ford, Senior Governance Officer, Scrutiny

Contact Details – 01733 452508 or email paulina.ford@peterborough.gov.uk

FORWARD PLAN OF KEY DECISIONS

1. PURPOSE

- 1.1 This is a regular report to the Sustainable Growth and 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

This page is intentionally left blank

PETERBOROUGH CITY COUNCIL'S FORWARD PLAN 1 JULY 2012 TO 31 OCTOBER 2012



FORWARD PLAN OF KEY DECISIONS - 1 JULY 2012 TO 31 OCTOBER 2012

During the period from 1 July 2012 To 31 October 2012 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 Alex Daynes, 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 alexander.daynes@peterborough.gov.uk or by telephone on 01733 452447.

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. If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Governance Support 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:

Delivery of the Council's Capital Receipt Programme through the Sale of Dickens Street Car Park - KEY/03JUL/11
Delivery Strategy for South Bank & Surrounding Areas - KEY/04JUL/12
Community Infrastructure Levy (CIL) – Preliminary Draft Charging Schedule (PDCS) - KEY/01SEP/12

JULY

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Sale of surplus former residential care home - Eye - KEY/01OCT/11 To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member for Resources, to negotiate and conclude the sale of a former care home now surplus to requirement - The Croft, Eye.</p>	July 2012	Cabinet Member for Resources	Sustainable Growth and Environment Capital	Consultation will take place with the Cabinet Member, & Ward councillors, as appropriate	Simon Webber Capital Receipts Officer Tel: 01733 384545 simon.webber@peterborough.gov.uk	A public report will be available from the Governance team one week before the decision is taken.
<p>Section 75 agreement with Cambridgeshire and Peterborough Foundation Trust - KEY/03OCT/11 To approve the section 75 agreement with CPFT for the provision of mental health services.</p>	July 2012	Cabinet Member for Adult Social Care	Health Issues	Internal and external stakeholders as appropriate.	Terry Rich Executive Director Adult Social Services (interim) Tel: 01733 758444 terry.rich@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken.

<p>Peterborough's Transport Partnership Policy for pupils aged 4-16 years - KEY/01NOV/11 To approve the new policy for September 2012.</p>	<p>July 2012</p>	<p>Cabinet Member for Education, Skills and University</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and public consultation</p>	<p>Isabel Clark Head of Assets and School Place Planning Tel: 01733 863914 isabel.clark@peterborough.gov.uk</p>	<p>A public report will be available from the Governance team one week before the decision is taken.</p>
<p>Traffic Signals LED Project - award of contract - KEY/03SEP/11 Contract to replace all traffic signal head lamps in Peterborough with LED Heads.</p>	<p>July 2012</p>	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and external stakeholders as appropriate</p>	<p>Amy Wardell Team Manager - Passenger Transport Projects Tel: 01733 317481 amy.wardell@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Cowgate Enhancement Scheme - KEY/05JAN/12 To award the contract to undertake engineering works as part of the Cowgate Enhancement Scheme.</p>	<p>July 2012</p>	<p>Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders</p>	<p>Stuart Mounfield Senior Engineer Tel: 01733 453598 stuart.mounfield@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>All Saints Junior School - Extension of Age Range - KEY/03FEB/12 To commission a new all through Voluntary Aided Primary School to enable the extension of the age range of All Saints Junior School.</p>	<p>July 2012</p>	<p>Cabinet Member for Education, Skills and University</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal stakeholders as appropriate.</p>	<p>Alison Chambers Principal Assets Officer (Schools) Tel: 01733 863975 alison.chambers@peterborough.gov.uk</p>	<p>A public report will be available from the Governance team one week before the decision is taken.</p>
<p>Award of Contract - Bus Shelter Provision and Maintenance - KEY/01APR/12 Award of contract for the provision, installation, cleaning and maintenance of Bus Shelters.</p>	<p>July 2012</p>	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Darren Deadman Travel Information and Monitoring Officer Tel: 01733 317464 darren.deadman@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Award of Transport Contracts - KEY/02APR/12 To award contracts for Mainstream, Special Educational Needs and Children in Social Care.</p>	<p>July 2012</p>	<p>Cabinet Member for Education, Skills and University</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal departments as appropriate.</p>	<p>Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>Moy's End Stand Demolition and Reconstruction - KEY/03APR/12 Award of Contract for the Demolition of the Moy's End Stand and Reconstruction</p>	<p>July 2012</p>	<p>Cabinet Member for Education, Skills and University, Cabinet Member for Resources</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and External Stakeholders as appropriate.</p>	<p>Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Clare Lodge – additional four lounge areas - KEY/04APR/12 To award the contract for the construction of four new lounge areas.</p>	<p>July 2012</p>	<p>Cabinet Member for Children's Services</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal stakeholders as appropriate</p>	<p>Sharon Bishop Assets Officer Tel: 01733 863997 sharon.bishop@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Energy Services Company - KEY/05APR/12 To consider potential future developments of energy related products</p>	<p>July 2012</p>	<p>Cabinet</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and external stakeholders.</p>	<p>John Harrison Executive Director-Strategic Resources Tel: 01733 452398 john.harrison@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>Organic and Food Waste Treatment Services Contract - KEY/01MAY/12 To Award a contract for Organic and Food Waste Treatment Services.</p>	<p>July 2012</p>	<p>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Amy Nebel Recycling Contracts Officer Tel: 01733 864727 amy.nebel@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team on week before the decision is taken.</p>
<p>Bridge Street Public Realm Improvements - KEY/02MAY/12 To award the contract to undertake engineering works as part of the Bridge Street Public Realm Improvement works.</p>	<p>July 2012</p>	<p>Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Energy from Waste Facility and associated works and services - KEY/01 JUN/12 To appoint a preferred bidder and award the contract for an energy from waste facility along with associated works and services.</p>	<p>July 2012</p>	<p>Deputy leader and Cabinet Member for Culture, Recreation and Strategic Commissioning; and Cabinet Member for Resources.</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Margaret Welton Principal Lawyer (Special Projects/Waste 2020) Tel: 01733 452226 margaret.welton@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>Street Lighting Efficiency Programme (2012/13 and 2013/14) and Street Lighting Column Replacement Programme (2012/13) - KEY/02JUN/12 To approve the award of a contract for Street Lighting Works.</p>	<p>July 2012</p>	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Sally Savage Senior Project Support Worker sally.savage@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Opportunity Peterborough Business Plan - KEY/03JUN/12 To approve the Business Plan for Opportunity Peterborough for 2012/13.</p>	<p>July 2012</p>	<p>Cabinet</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Neil Darwin Director of Economic Development neil.darwin@opportunitypeterborough.co.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Roundabout Junction 5 and Boongate West Widening Scheme - Contract Award - KEY/04JUN/12 To approve the award of a contract for construction of the Roundabout Junction 5 and Boongate West Widening Scheme to the successful Midlands Highways Alliance (MHA) contractor (tbc).</p>	<p>July 2012</p>	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Consultation on scheme was carried out in 2010 /11 Financial Year and budget allocated in the Medium Term Financial Strategy for implementation in the 2012/13 Financial Year.</p>	<p>Stuart Mounfield Senior Engineer Tel: 01733 453598 stuart.mounfield@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>Rolling Select List - Independent Fostering Agencies - KEY/01 JUL/12 To approve the list for independent fostering agencies.</p>	<p>July 2012</p>	<p>Cabinet Member for Children's Services</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Wendi Ogle-Welbourn Assistant Director for Strategy, Commissioning and Prevention wendi.ogle-welbourn@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Consultation on the Review of the Older Peoples Accommodation Strategy and Options for the future of Care Homes in Peterborough - KEY/02 JUL/12 To approve the consultation on the outcomes of the review of the Older Peoples Accommodation Strategy and options for the way forward.</p>	<p>July 2012</p>	<p>Cabinet</p>	<p>Scrutiny Commission for Health Issues</p>	<p>Public consultation with all relevant parties.</p>	<p>Terry Rich Executive Director Adult Social Services (interim) Tel: 01733 758444 terry.rich@peterborough.gov.uk</p>	<p>Public report will be available from the Governance Team one week before the decision is made.</p>

<p>Delivery of the Council's Capital Receipt Programme through the Sale of Dickens Street Car Park - KEY/03JUL/11 To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Dickens Street Car Park.</p>	<p>July 2012</p>	<p>Cabinet Member for Resources</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate.</p>	<p>Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterborou.gh.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is made.</p>
<p>Delivery Strategy for South Bank & Surrounding Areas - KEY/04JUL/12 To agree a refreshed delivery strategy for the regeneration of South Bank and surrounding areas.</p>	<p>July 2012</p>	<p>Cabinet</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and external stakeholders as appropriate</p>	<p>Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborou.gh.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken.</p>

AUGUST

There are currently no Key Decisions scheduled for August.

SEPTEMBER						
KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
Community Infrastructure Levy (CIL) – Preliminary Draft Charging Schedule (PDCS) - KEY/01SEP/12 To approve the draft CIL for public consultation.	September 2012	Cabinet	Sustainable Growth and Environment Capital	Six week public consultation including Planning and Environmental Protection Committee.	Richard Kay Policy and Strategy Manager richard.kay@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken.

OCTOBER
There are currently no Key Decisions scheduled for October.

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

Communications
Strategic Growth and Development Services
Legal and Governance Services
Policy and Research
Economic and Community Regeneration
HR Business Relations, Training & Development, Occupational Health & Reward & Policy

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

Finance
Internal Audit
Information Communications Technology (ICT)
Business Transformation
Strategic Improvement
Strategic Property
Waste
Customer Services
Business Support
Shared Transactional Services
Cultural Trust Client

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

Safeguarding, Family & Communities
Education & Resources
Strategic Commissioning & Prevention

OPERATIONS DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management, Passenger Transport)
Commercial Operations (Strategic Parking and Commercial CCTV, City Centre, Markets & Commercial Trading, Tourism)
Neighbourhoods (Strategic Regulatory Services, Safer Peterborough, Strategic Housing, Cohesion, Social Inclusion, Neighbourhood Management)
Operations Business Support (Finance)

ADULT SOCIAL CARE DEPARTMENT Town Hall, Bridge Street, Peterborough, PE1 1FA

Care Services Delivery
Strategic Commissioning
Performance, Quality and Information

This page is intentionally left blank

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE
WORK PROGRAMME 2012/13

Meeting Date	Item	Progress
13 June 2012 <i>Draft Report 24 May</i> <i>Final Report 31 May</i>	<p>Energy from Waste and Associated Works and Services</p> <p>To note the actions taken, and to be taken, in connection with the procurement, of the Energy from Waste Facility.</p> <p>Contact Officer: Margaret Welton</p>	
	<p>Overview of Environment Capital Programmes/Projects</p> <p>To receive an update on the Environment Capital Programmes and Projects currently in place.</p> <p>Contact Officer: Teresa Wood</p>	Items from this report to be programmed into the work programme.
	<p>Sustainable Growth: Introduction, Overview and Work Programme</p> <p>To receive and comment on a report on the operational overview of the growth and planning service areas.</p>	Items from this report to be programmed into the work programme.
	<p>Contact Officer: Andrew Edwards/Simon Machen/Neil Darwin</p> <p>Review of 2011/12 and Future Work Programme</p> <p>To review the work undertaken during 2011/12 and to consider the future work programme of the Committee.</p>	Items from this report to be programmed into the work programme.
	Contact Officer: Paulina Ford	
12 July 2012 <i>Draft Report 26 June</i> <i>Final Report 3 July</i>	<p>Peterborough – Serco Strategic Partnership Quarterly Performance Report</p> <p>To scrutinise the Serco Strategic Partnership Quarterly Performance and make any recommendations.</p> <p>Contact Officer: John Harrison/Margaret Welton</p>	

Meeting Date	Item	Progress
	<p>Enterprise Peterborough Partnership Quarterly Performance Report To scrutinise the Enterprise Partnership Contract Quarterly Performance and make any recommendations. Contact Officer: John Harrison/Margaret Welton</p> <p>Environment Capital Progress Report To scrutinise the progress of the Environment Capital and make any recommendations. Contact Officer: Richard Kay</p> <p>Delivery Strategy For South Bank And Surrounding Areas To scrutinise the Strategy for South Bank and Surrounding Areas and make any recommendations. Contact Officer: Andrew Edwards</p>	
<p>6 September 2012 <i>Draft Report 21 Aug</i> <i>Final Report 28 Aug</i></p>	<p>Progress Report from the Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital</p> <p>Progress Report on the Carbon Reduction Commitment Energy Efficiency Scheme and Carbon Management Action Plan To receive an annual report on our progress under the Carbon Reduction Commitment Energy Efficiency Scheme and Carbon Management Action Plan. Contact Officer: Charlotte Palmer</p>	

Meeting Date	Item	Progress
	<p>Public Realm: Bridge Street – Progress Report</p> <p>Contact Officer: Andrew Edwards</p> <p>Community Infrastructure Levy (CIL): Preliminary Draft Charging Schedule (PDCS)</p> <p>To scrutinise the Community Infrastructure Levy and how the council proposes to implement it and make recommendations.</p> <p>Contact Officer: Simon Pickstone</p>	
<p>8 November 2012</p> <p><i>Draft Report 23 Oct</i></p> <p><i>Final Report 30 Oct</i></p>	<p>Opportunity Peterborough – Update Report</p> <p>To scrutinise and comment on an update report on the work of Opportunity Peterborough and make any recommendations</p> <p>Contact Officer: Neil Darwin</p> <p>South Bank</p> <p>Contact Officer: Andrew Edwards</p> <p>Enterprise Peterborough Partnership Quarterly Performance Report</p> <p>To scrutinize the Enterprise Partnership Contract and make any recommendations.</p> <p>Contact Officer: John Harrison/Margaret Welton</p> <p>Peterborough – Serco Strategic Partnership Quarterly Performance Report</p> <p>Contact Officer: John Harrison/Margaret Welton</p>	

Meeting Date	Item	Progress
<p>28 January 2013 <i>Draft Report 10 Jan</i> <i>Final Report 17 Jan</i></p>	<p>Annual Human Resources Monitoring Report To scrutinise the Annual HR Monitoring Report. Contact Officer: Mike Kealey</p> <p>Station Quarter</p> <p>Contact Officer: Andrew Edwards</p>	
<p>9 or 21 January 2013 (Joint Meeting of the Scrutiny Committees and Commissions)</p>	<p>Budget 2012/13 and Medium Term Financial Plan To scrutinise the Executive's proposals for the Budget 2012/13 and Medium Term Financial Plan. Contact Officer: John Harrison/Steven Pilsworth</p>	
<p>18 March 2013 <i>Draft Report 28 Feb</i> <i>Final Report 7 March</i></p>	<p>Peterborough – Serco Strategic Partnership Quarterly Performance Report Contact Officer: John Harrison/Margaret Welton</p> <p>Enterprise Peterborough Partnership Quarterly Performance Report To scrutinize the Enterprise Partnership Contract and make any recommendations. Contact Officer: John Harrison/Margaret Welton</p>	

Meeting Date	Item	Progress
	<p>Corporate Complaints Monitoring Report 2011/12 To scrutinise the complaints monitoring report 2011/12 and identify any areas of concern. Contact Officer: Mark Sandhu/Belinda Evans</p>	

TO BE PROGRAMMED

Item	Comments
<p>Your Footprint Counts Action Plan (Formerly Climate Change Strategy) Contact Officer: Jenna Hiley / Charlotte Palmer</p>	To be programmed in
<p>City Centre Development Plan Document To Scrutinise the City Centre Development Plan Document and make any recommendations. Contact Officer: Richard Kay</p>	To be programmed in
<p>One Planet Living (OPL) framework Rachel Huxley, PECT</p>	To be programmed in

This page is intentionally left blank