

**SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL  
SCRUTINY COMMITTEE**

**TUESDAY 15 SEPTEMBER 2015  
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 a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council. Members must also declare if they are subject to their party group whip in relation to any items under consideration.

**3. Minutes of Meeting held on 16 July 2015**

**3 - 10**

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

The decision notice for each decision will bear the date on which it is published and will specify that the decision may then be implemented on the expiry of 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.

**5. Report on the Review of the A1139 Fletton Parkway Junction 17 A1(M)  
- Junction 2 Scheme and Procurement Options for Major Highway  
Schemes**

**11 - 34**

**6. Amey Annual Partnership Report**

**35 - 42**

**7. Report on the Performance of the Serco Partnership (2014/15)**

**43 - 50**



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 Paulina Ford on 01733 452508 as soon as possible.

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|------------|--|----------------|
| <b>8.</b>  | <b>Forward Plan of Executive Decisions</b> | <b>51 - 72</b> |
| <b>9.</b>  | <b>Work Programme 2015/2016</b>            | <b>73 - 78</b> |
| <b>10.</b> | <b>Date of Next Meeting</b>                |                |

Thursday 12 November 2015

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<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>

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**Committee Members:**

Councillors: N Sandford (Chair), N Khan (Vice Chairman), M Jamil, D Over, A Iqbal, R Brown, C Harper, Bisby, J A Fox and J Whitby

Substitutes: Councillors: S Lane, M Nadeem, J Okonkowski, A Shaheed and L Forbes

Further information about this meeting can be obtained from Paulina Ford on telephone 01733 452508 or by email – [paulina.ford@peterborough.gov.uk](mailto:paulina.ford@peterborough.gov.uk)



**MINUTES OF A MEETING OF THE SUSTAINABLE GROWTH AND ENVIRONMENT  
CAPITAL SCRUTINY COMMITTEE  
HELD IN THE BOUGES/VIERSEN ROOMS, TOWN HALL  
ON 16 JULY 2015**

- Present:** Councillors Sandford (Chairman), N Khan MBE (Vice Chairman), D Over, R Brown, A Iqbal, C Harper, R Bisby, M Jamil, JA Fox, J Whitby
- Also Present:** Councillor JR Fox, Group Leader, Werrington First  
Hani Mustafa, Youth Council Representative
- Officers Present:** Simon Machen, Corporate Director, Growth and Regeneration  
Mark Speed, Commissioning Manager, Transport and Infrastructure  
James Fisher, Wildlife Officer  
Andy Tatt, Head of Peterborough Highways Services  
Amy Petrie, Principal Programme and Project Officer  
Paulina Ford, Senior Democratic Services Officer

**1. Apologies for Absence**

No apologies for absence were received.

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

There were no declarations of interest or whipping declarations.

**3. Minutes of Meetings held on 10 June 2015**

The minutes of the meeting held on 10 June 2015 were approved as an accurate record.

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

There were no requests for call-in to consider.

**5. Peterborough City Council's Biodiversity Strategy Progress Report**

The report was introduced by the Wildlife Officer and provided the Committee with information in respect of progress against the actions and targets contained in the Council's Biodiversity Strategy (2010).

Questions and observations were made around the following areas:

- Members congratulated the Wildlife Officer on the report and asked if a complete list of areas listed for biodiversity could be provided to the Committee.
- Members referred to page 15 of the progress report: "*Showing regard for biodiversity on public authority managed land and buildings: Roads & Verges*" and noted that some of the protected verges in rural areas which had been identified to be left to provide a wildlife corridor had on occasions been cut more than the specified once a year in September. *The Officer advised that he would speak to Amey to discuss the management of these areas.*
- Members commented that planning permission had been given on some new developments for the installation of bat boxes but this did not appear to have been

completed. *The Wildlife Officer advised that he would contact the Planning Enforcement Team to follow up.*

- *Members noted that the Broadway Cemetery was very overgrown in areas and left uncut. People did not understand that it was a designated wildlife site. Members were informed that as a designated wildlife site there was an interesting range of wild flowers and wild life, grass was therefore carefully managed to protect the site and at the same time provide a safe environment for people visiting the site. The Officer advised that he would speak to Bereavement Services to see if more information could be put on the notice board at the entrance to the site to explain why areas were being left uncut during the summer months.*
- *Members commented that there was a lack of communication with the public on what the biodiversity strategy was and therefore people often complained about the lack of grass cutting without understanding why it had not been cut. The Officer advised that there was signage in some areas to inform the public of why the grass was not being cut but agreed that more work needed to be done on communicating with the public.*
- *Members commented that there had been a noticeable increase in wildlife in some areas due to the implementation of the Biodiversity Strategy and congratulated the team on the work done so far.*
- *Members commented about the trial biodiversity areas and that comments had been received about the untidy verges. There should be a clear indication as to which areas were designated as biodiversity areas and which areas were part of the reduced cutting regime. The verges that were being cut needed to look as though they were being managed and not abandoned. Members were informed that there were a number of verges in rural areas which were specifically left uncut with only one cut in September. There was however normally site lines where the edging was cut back. There were benefits to leaving some areas uncut and DEFRA had recently issued a Pollinator Strategy to encourage land owners and managers of land to identify and promote pollinator-friendly land to others. There was a list of actions that could be taken and the Biodiversity Strategy covered several of the actions.*
- *The Chairman provided a copy of the actions listed in the Pollinator Strategy and noted that one of the actions was to grow more flowers, shrubs and trees that provided nectar and pollen as food for bees and other pollinators throughout the year. The Chairman suggested approaching Natural England to seek advice on how to manage biodiversity better. The Wildlife Officer advised that the council were already working closely with a conservation charity called Bug Life to look at sites which could be used to provide areas for wild flower seeding.*
- *Members sought clarification as to the criteria for choosing biodiversity sites. Members were informed that sites were selected through working with Amey to identify sites that:*
  - *would be supported by the public*
  - *that were currently underused and out of the way*
  - *suitable areas across all of the city**Last year was the first attempt at identifying sites but these could be changed.*
- *It would be beneficial if officers could attend public meetings to explain what the biodiversity strategy was.*
- *A member of the Youth Council referred to page 19, "the Council continues to provide support for small-scale community wildlife schemes". What support was the Council putting in place to support the wildlife schemes and how was this support being promoted. Members were informed support was given to local community groups by providing detailed advice and comments on conservation schemes through Parish Councils or community interest groups. Signposting and guidance was also provided for available funding opportunities.*
- *How do you control other plants seeding in the biodiversity areas? Members were informed that new areas created through the Bug Life project would have native wild flower seeds. There were some areas in the city where there had been problems with Japanese Knot Weed and if it was on council land officers would work with Amey to tackle the problem. During established wild flower areas work was undertaken to tackle*

*weeds prior to planting and this was continued after planting to ensure it did not become a perennial problem.*

- Councillor Ferris was in attendance in the public gallery and was invited to address the committee.
- Councillor Ferris made the following points:
  - Peterborough had a wealth of green space and biodiversity areas. More work needed to be done to engage with the public and local communities about the wealth of biodiversity in the city.
  - More work needed to be done with regard to joined up working with the health sector and biodiversity to encourage people to get out into the natural environment to enjoy its benefits.
  - Some parts of the city lacked accessibility to green space and work needed to be done on how people living in those areas could access and improve their experiences of biodiversity.
- The Wildlife Officer agreed with Councillor Ferris's comments regarding the public health benefits of the availability of green space. Work was being done with regard to tree canopy cover in areas where green open space was limited. There was also a Green Infrastructure Strategy in place which provided opportunity to put in place more green open space when opportunities arose.
- Mrs Joan Wilkinson a member of the public in attendance was invited to address the committee.
- Mrs Wilkinson made the following points:
  - Most difficult task was to change public perception of how public funds were being used. E.g. seeing the grass cut regularly as opposed to leaving it to become a biodiversity area.
  - Where grass was allowed to grow it looked much nicer.
  - Biodiversity areas attracted more diverse wildlife and insects.
  - Brown field sites were the most bio diverse and these sites should be kept.
- The Wildlife Officer responded that it was important to engage with all people to obtain different views on how open space should be managed. The Government was keen to develop brown field sites but when sites were identified for development, work was done to try and protect parts of the site.
- Members commented that the Governments Pollinator Strategy stated that herbicide should only be used when there was no other feasible alternative. There had appeared to have been an increase in the use of herbicide by Amey over the past year. Members sought assurance that herbicide was only used when absolutely necessary. *The Wildlife officer responded that he was not aware of an increase in the use of herbicide and would need to speak to Amey concerning this and about areas where they could reduce usage.*
- Members commented on the problems with Japanese Knotweed and asked if any proactive preventative work could be done. *Members were advised that the Environment Agency had recently launched an App that encouraged members of the public to report any sightings of Japanese Knotweed.*

## **RECOMMENDATIONS**

The Committee recommends that the Wildlife Officer:

- a) Look at better ways of communicating to the public about biodiversity and its benefits; and how Amey can communicate to the public which areas have been set aside for biodiversity and which areas have a management regime in place.
- b) That the Wildlife Officer contacts councillors in order to identify other areas across the city that would be suitable to become biodiversity areas.
- c) That the council as part of its general landscape management through Amey should seek to identify any areas of Japanese Knotweed and ensure the appropriate action is taken.

## **ACTIONS**

1. The Committee requested that the Wildlife Officer:
  - a) Provide a complete list of areas designated for biodiversity.
  - b) Provide the costs incurred to deal with Japanese Knotweed.
  - c) Speak to Bereavement Services to see if more information could be put on the notice board at the entrance to the Broadway Cemetery to explain why areas were being left uncut during the summer months.
  - d) Speak to Amey regarding reducing the usage of herbicide.
2. The Committee requested that the Director of Public Health provide a briefing note regarding the link between access to natural green open space and people having a healthier lifestyle to inform them of what action was being taken to address this and how Biodiversity is included in the Health and Wellbeing Strategy.

## 6. **Peterborough Long Term Transport Strategy (2011-2026) and Local Transport Plan (2016-2021)**

The report was introduced by the Head of Peterborough Highways Services and the Commissioning Manager, Transport and Infrastructure. Members were advised that the presentation of the report to the Committee was the start of the process for approval and provided suggestions and key themes for the review of the Peterborough Long Term Transport Strategy (2011-2026) and Local Transport Plan (2016-2021). The Commissioning Manager, Transport and Infrastructure provided the Committee with background context to the documents and the process that would be undertaken to update the Local Transport Plan.

The Chair thanked officers for bringing the report to the Committee at the beginning of the process.

Questions and observations were made around the following areas:

- The Youth Council Representative asked if the Council were working with Network Rail on the location of any new railway stations and had land been allocated in Hampton for a station. *Members were informed that land had been identified but the Council had no say in when and if a station would be built. Network Rail could not be made to put a station on the allocated land. As the city grows and sites start to develop operators would look more at the possibility of building additional stations.*
- Had the line that goes out to Spalding been considered for an additional station? Members were informed that officers were engaging with rail transport providers to consider this.
- Members referred to page 23, City Core and were concerned that not enough was being done with regard to the air quality in the city centre and suggested the use of air quality indicators in the city centre to monitor this. *Members were informed that the city had a very good sustainable transport agenda and Travel Choice had won awards. The City did not have any air quality management zones as the air quality was not that bad. The air quality was however monitored nationally.*
- Members also referred to page 24, City Centre and the aim to reduce the amount of traffic in the wider city centre. Members had noted the amount of vans in the city centre around 9.30am in the pedestrian areas and felt that they should not be there by this time of the morning. *The Corporate Director shared Members concerns and informed them that a solution was being worked on within the Public Realm improvement plan which would be to only allow taxis and buses to come into the city centre at that time.*
- The Corporate Director informed Members that his expectation was that the LTP would need to tie in with the Health and Wellbeing Board Agenda. An example of how this was already happening was with the recent Skanska contract where the ten One Planet Living principles had been used as an assessment tool for the contract and was now embedded

in the highway service. Public Health was fundamental to the future prosperity of the city and was taken into account across all service areas.

- Members referred to page 25, Rural and were pleased to note the proposals to make it easier for residents and visitors to travel to, from and around rural areas. Members suggested further use of old railway lines and the possibly of turning them into tram lines and level crossing improvements with a small station and car park at one of the rural crossings.
- Members were informed that in the long term there would be a review of the Local Plan which was the Core Strategy. This would provide an evidence base for long term planning. It would be difficult to get investment into new rail lines because of the HS2 project.
- Members noted that there was no mention of the Millfield Shopping area. Was this part of the City Core? This area needed to be looked at with regard to air quality and improving the area for people getting around. *Members were advised that the LTP was a strategy and therefore did not include specific area detail. The Corporate Director advised that these issues were being dealt with within the Commission for Can do Strategy which was a separate piece of work.*
- The Youth Council Representative wanted to know if there were plans for a permanent Park and Ride scheme in Peterborough. *Members were informed that there were plans in the long term strategy however there were many things to take into consideration before one could be put in place. The growth of Peterborough had not got to the position of warranting a Park and Ride scheme and therefore the demand was not there yet but it was still on the agenda.*
- Members noted that there was a lot of emphasis on buses, bus lanes and HGV lanes. This has proven to cause more congestion and poor air quality. *The officer advised that they may look at changing the wording in the document to say bus priority measures.*
- Members noted that the report advised that the city centre would become much more user friendly and wanted to know how this would be achieved. How would accessibility to the railway station be improved for people with disabilities? *Members were advised that in Annex 1 of the Local Transport Plan there was a section dedicated to mobility and there was money allocated to accessibility. The authority worked closely with organisations such as DIAL who had advised on accessibility needs both in the city centre and wider. The authority were also in discussions with Network Rail regarding accessibility around the station area.*
- Members commented that there were bridleways across Peterborough that had been neglected and should be opened up for use by cyclists, walkers and the use of mobility scooters. *Members were informed that the Government were looking to start a new cycle fund and to invest in cycling nationally. The Council had written to the Government to advise that they would like to get involved in the project at national level.*
- Members commented that the city centre was losing trade to out of city developments and therefore consideration must be given to not making it difficult for people to access the city centre. *The Corporate Director advised Members that footfall in the city centre was increasing due to the investment that had been made in the city centre.*
- Councillor Ferris who was in attendance was invited to address the committee.
- Councillor Ferris made the following points:
  - *The report was potentially exciting but there was a need to be proactive and drive a change in behaviour.*
  - *Concerned about air quality and the fact that some parts of the city were exceeding safe limits for nitrogen dioxide.*
  - *There were a number of diesel vehicles e.g. taxis, buses that used narrow roads which caused a build-up of pollutants. This needed to be looked at.*
  - *Consideration should be given to reducing the speed limit to 20mph in residential areas.*
- The Commissioning Manager, Transport and Infrastructure responded and advised that there had already been an in-depth review into reducing the speed limit to 20mph. Behaviour change was already part of the work being done through Travel Choice which

had been a huge success. Much work was being done with regard to changing people's behaviour and the authority had been identified as an exemplar authority in this area.

- Members commented that the current Local Transport Plan contained a policy which was a Transport User Hierarchy. It stated that in all aspects of transport planning where possible priority would be given first of all to pedestrians, cyclists, public transport and then car. Would this principle be kept throughout the new Local Transport Plan? *Members were advised that this was always used as a principle of any new design regarding transport.*

## **ACTIONS AGREED**

The Committee noted the report and requested that the consultation results be brought back to the Committee when available.

### **7. Street Lighting Replacement Programme**

The report was presented by the Commissioning Manager, Transport and Infrastructure and provided the Committee with information regarding the street lighting replacement programme.

Questions and observations were made around the following areas:

- Are new developments installing the correct lighting? *Members were informed that 'developer standards' were in place to ensure that all new developments were of the correct standard and with LED lighting.*
- Members congratulated officers on the street lighting replacement programme.
- Members commented that there had been some street lighting columns added to rural areas without consultation with the Parish Council and requested that going forward the Parish Councils should be consulted first before any new street lighting is put in place. It was also noted that the new street lighting had not been in keeping with the rural area and that if funds permitted consideration should be given to putting similar style street lighting in place. *Members were informed that recent work had taken place by one of the power distributors which was not part of the council's programme of works which may have accounted for the new street lighting and no consultation with the Parish Council. The officer would look into this and find out.*
- Members noted that in the older parts of Peterborough some individual columns were being replaced. Was this the most economical and practical way of dealing with replacements or would it be better to replace a whole area at a time. *Members were informed that electrical and structural testing was undertaken to establish if a column needed to be replaced to ensure that only those columns that were unsafe were replaced. This was the most cost effective way of replacing columns.*

## **ACTIONS AGREED**

The Committee noted the report.

### **8. Forward Plan of Executive Decisions**

The Committee received the latest version of the Forward Plan of Executive Decisions, containing key decisions that the Leader of the Council anticipated the Cabinet or individual Cabinet Members would make during the course of the following month. Members were invited to comment on the Forward Plan and where appropriate identify any relevant areas for inclusion in the Committee's work programme.

Members sought clarification on the following key decision:

- Sale of the Lindens, Lincoln Road – KEY/24JUL15/04.



## **ACTIONS AGREED**

The Committee noted the Forward Plan of Executive Decisions and requested a briefing note on the Sale of the Lindens, Lincoln Road – KEY/24JUL15/04.

### **9. Work Programme 2015/2016**

Members considered the Committee's Work Programme for 2015/16 and discussed possible items for inclusion.

## **ACTION AGREED**

To confirm the work programme for 2015/16 and the Senior Democratic Services Officer to include any additional items as requested during the meeting.

The meeting began at 7.00pm and ended at 9.00pm

CHAIRMAN

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<b>SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 5</b>
<b>15 SEPTEMBER 2015</b>	<b>Public Report</b>

<b>Report from the Corporate Director of Growth and Regeneration</b>		
<b>Contact Officer</b>	Amy Petrie (Principal Project and Programme Officer)	Tel. 01733 452272
	Simon Machen (Corporate Director of Growth and Regeneration)	Tel. 01733 453475

## **Report on the Review of the A1139 Fletton Parkway Junction 17 A1(M) – Junction 2 Scheme and Procurement Options for Major Highway Schemes**

### **1. PURPOSE**

1.1 At their meeting on the 16<sup>th</sup> February 2015 the Scrutiny Committee recommended that a report be brought back to the Committee providing a full review of the Fletton Parkway Scheme to include the following information:

- The different procurement options for highway contracts including fixed price and target cost contracts
- Details of the different stages of delivery of major highways schemes, using the Fletton Parkway Junction 17-2 Scheme as an example

### **2. RECOMMENDATIONS**

2.1 This Report and associated appendices is for information only and therefore no action is required.

### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

3.1 This scheme/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' and 'delivering substantial and truly sustainable growth'

The report also contributes to the following National Indicators:

- Principal road condition
- Total killed and seriously injured
- Reducing Congestion

### **4. BACKGROUND**

4.1 A report was submitted to Cabinet by the Cabinet Member for Planning and Housing Services on the 2<sup>nd</sup> February 2015 – this report outlined the challenges the construction project has faced and the associated financial impacts. Cabinet were asked to approve the appointment of the incumbent construction contractor (Balfour Beatty) to carry out the additional works necessary to complete the project.

4.2 Cabinet approved the recommendations in the Cabinet Report at their meeting on the 2<sup>nd</sup> February 2015. The decision was "called in" on the 5<sup>th</sup> February 2015 and referred to the Sustainable Growth and Environmental Capital Scrutiny Committee. The Scrutiny Committee

considered the issues raised in the Call In Notice at their meeting on the 16<sup>th</sup> February 2015, but did not agree with the call in and supported the original Cabinet decision.

- 4.3 The Scrutiny Committee did however recommend that a report be brought back to them at the beginning of the next municipal year providing a full review of the Fletton Parkway Scheme. This to include details of the different stages of delivery of major highways schemes, using Fletton Parkway Junction 17 -2 Scheme as an example. Further, the Committee also requested details on different procurement options for highways contracts.

## **5. KEY ISSUES**

- 5.1 None, the report is for information only

## **6. IMPLICATIONS**

- 6.1 The choice of procurement route and hence contract is important in harnessing best value. Some of the factors that may influence this choice are: scheme complexity; size and estimated cost of project; availability of materials, manpower and machinery; ground conditions; buried services; ease of access; highway constraints; environmental issues; planning permission requirements; weather and site safety. Many of these issues present risks to project delivery which if they manifest themselves can lead to delays and increased costs.

- 6.2 If a project is a known entity (repetitious task) where material, manpower resources and machinery are readily available, ground conditions are known, good and safe access is achievable and risks are extremely low, then a fixed price contract may be most appropriate from a Clients viewpoint. Conversely with a more complex scheme where a multitude of difficulties may exist, but due to restricted access it is difficult to determine likely costs, a fixed price contract would be unlikely to provide best value. In this later situation bidding contractors would assess all of the potential risks and allocate a sum to cover them. This sum would be added to the known build costs producing in all likelihood a highly inflated bid figure – under this scenario if a particular risk did not manifest itself then the client would still end up paying for it.

- 6.3 An alternative contract arrangement exists called ‘target cost with activities schedule’. This process encourages collaborative working between Client and Contractor, both parties proactively working together to deliver the project in the most cost effective manner and sharing in any savings that can be achieved. Under this process the client only pays actual build costs + fee, which from a risk perspective only includes the costs of risks occurred.

## **7. CONSULTATION**

- 7.1 Andy Cox (Head of Energy Programmes) Resources  
Ruth Lea (Acting Head of Legal Services)  
Stephen Pilsworth (Service Director Financial Services)  
Amy Petrie (Principal Programme and Project Officer)  
Simon Machen (Director of Growth and Regeneration)

## **8. NEXT STEPS**

- 8.1 This Report and associated appendices is for information only and therefore no action is required.

## **9. BACKGROUND DOCUMENTS**

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

- 9.1 None.

## **10. APPENDICES**

- 10.1 Appendix 1 – Procurement Options for Highway Scheme Delivery



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## **Appendix 1 of the Sustainable Growth and Environment Capital Scrutiny Committee Report dated 15<sup>th</sup> September 2015 - procurement options for highway contracts including fixed price and target cost contracts**

There are numerous procurement routes and contract options open to the Council to buy goods and services; The Peterborough City Council Contract Rules document contains detailed information on the mandatory consultation and approvals process required for differing levels of expenditure. Generally the more expensive a project is to procure the more stringent the approvals process.

Where a suitable Framework Agreement exists, you may use the Framework if the Council is mentioned as a potential purchaser under the Framework Agreement. A framework Agreement comprises pre-assessed suppliers and therefore simplifies the tendering process and offers considerable cost reduction.

Peterborough City Council is a member of the Midlands Highways Alliance (MHA) framework. The premise of the framework is to achieve efficiencies by working collaboratively. It is the expectation that all parties, clients and contractors alike, will share experiences and innovation for the mutual benefit of the whole Framework Community, thereby providing continuous improvement. Framework contracts can realise benefits to the MHA member and the supplier by forging long-term relationships focused on delivering a specific service consistently. These include fewer procurement actions, early involvement of the contractor (if required), fostering of relationships with suppliers and their sub-suppliers, (i.e. supply chain management), shorter lead-in times, faster delivery and an opportunity to demand high standards of training and health and safety awareness.

The MHA Medium Schemes Framework 2 (MSF2) contract that we use is based upon the NEC3 Framework Contract June 2005. This has six options (labelled A to F) as follows:

- Option A – Priced contract with activity schedule
- Option B – Priced contract with bill of quantities
- Option C – Target contract with activity schedule.
- Option D – Target contract with bill of quantities.
- Option E – Cost reimbursable contract
- Option F – management contract

The most widely used variants of the NEC are options C and D, both target contracts. The main difference between a target contract and a conventional contract is the mechanism for sharing risk and opportunity. While the client retains the cost and time risk linked to contractual changes, the financial effects of cost overruns can be shared between the client, contractor and supply chain. This is often termed the gain/pain share mechanism.

Target contracts are best used on well-defined projects, where the contractor has a motivation to reduce costs, rather than on projects that are loosely defined, as changes in project definition are likely to change the value of the target price.

Using this approach, equitable risk transfer is often adopted to encourage positive behaviour. That said, as contractual share of risk and gain/pain mechanism are set by the client, it can modulate its exposure to risk.

Used effectively, target contract options give the incentive to deliver a project on time and to budget. However, if costs fall out of control, the contractor may seek to increase the target via compensation events. In this case, a greater burden of cost overrun risk may transfer to the client than intended.

Within the actual MSF2 framework, four options are available for use for each work package:

1. NEC Short Contract.
2. NEC Engineering and Construction Contract
3. NEC3 Professional Services Contract
4. HA's Asset Management Framework.

Peterborough City Council usually exercise option 2.

The Framework information contains three options for selecting a framework contractor:

- Option 1 – a direct call off short process
- Option 2 – a direct call off long process
- Option 3 – a mini competition

We generally use Option 1 although a mini tender process can be used (as was the case for the Junction 8 scheme).

It is accepted that mini-tendering may well produce a lower initial Target Price. However, this does not necessarily lead to a lowest out turn cost, as under NEC3 Option C this will be based on the actual cost of the work (the defined cost), and this is much more likely to be influenced by successful early contractor involvement (ECI).

### **How a fixed price contract works**

Fixed price contract is not strictly correct as the final cost of a fixed price contract may exceed the tendered sum, the correct term is a Lump Sum contract.

Lump sum contracts are used on well-defined projects where changes to works are unlikely and details of required works and/or volumes of materials and resources can be accurately identified before the tender process.

A fixed price contract places minimum administrative burden on the contracting parties, but subjects the contractor to the maximum risk arising from full responsibility for all cost escalations associated with the works defined within the contractual documents.

Lump sum contracts assign a greater proportion of risk to the contractor and give the client some certainty about the likely cost of the works. Therefore a client can end up paying for risks that do not occur during the construction or implementation of a project.

However, it is important to note that a lump sum contract does not give all the project risk to the contractor and therefore the price of a lump sum contract can change. Mechanisms for varying the lump sum include:

- Changes to works instructions, given by the client



- Relevant events, for example failure by the client to provide information by certain deadlines, neutral events such as exceptionally bad weather.
- Risks not allocated to the contractor at the time of tender and agreement of contract

#### Advantages

- A good level of cost certainty for well-defined schemes where changes to works and volumes are unlikely
- Appropriate for schemes where risk to client is minimal
- Risks are owned by and within control of the contractor

#### Disadvantages

- Client can end up paying for risks that do not occur
- Changes to works instructions are not included in the lump sum and will be additional cost to the client
- The costs of risks not identified on the project risk register are borne by the client and will be additional to the lump sum submission

#### **How a target cost contract works**

Under a target contract, a contractor is reimbursed for the cost of the works, including those of subcontractors, some elements of establishing the site and the fee for the items listed in the contract as actual or defined costs. These include management costs, overheads and profit.

The contractor is contractually committed to meeting the target cost, which comprises the cost of the works described in the works information, activity schedule or bill of quantity, plus a fixed percentage fee.

The target cost and the contractor's reimbursement are not linked until the end of the project, when the gain/pain share mechanism is applied. What the contractor recovers through regular payments is the actual cost incurred, along with the percentage fee.

While the contractor is paid in accordance with a combination of lump-sum and actual costs incurred, the incentive mechanism and commitment to deliver the project on time are fixed. However, should any allowable compensation events occur that result in a change to cost or programme, the target will be adjusted by the actual cost incurred or by a lump sum, depending on how the contractor and project manager agree them?

After the project is completed, payments made to the contractor are compared to the revised target cost. Depending on the outcome, the gain/pain share mechanism agreed in the contract will come in to play.

Typically, the gain share involves splitting the amount of money saved, that is, the difference between the target cost and the actual expenditure, between the client and contractor.

If the project's costs exceed the target cost, the pain option is exercised. This could involve the contractor taking 100% of the liability and, as such, suffering the loss. Alternatively, the client may shoulder part of the loss.

The contractor would ideally meet the target cost, in which case it would receive full remuneration. Savings against the target would be shared with the client. The worst outcome for the client is the contractor being paid more than the revised target cost.

The difference between the target cost and the actual cost is, of course, fundamental to the incentive model. However, the lack of a direct link during construction means there is a risk that the project team could lose sight of its target and incentive. Therefore:

- The target cost should be realistic, based on a fully set of works information. Target cost contracts are sometimes misunderstood as being incentivised develop-and-construct approaches, where a project team is encouraged to work from an outline concept to deliver a solution focused on a client's needs. Unfortunately, a project let without well-defined works information resulting from incomplete design development is highly likely to require substantial changes and result in compensation events and amendments to the target cost. In reality, the documentation required to support the contract will be as detailed as a lump-sum contract.
- It should be set at a level that acts as an incentive. Too low, and the contractor will recover costs by other means. Too high, and inefficient working may be rewarded.
- It should be based on a detailed programme. The target cost mechanism cannot be properly administered without considering the impact of compensation events. Without this, it is not possible to assess the responsibility for delay.
- The client must understand that it is not a lump-sum contract and should co-operate with the project manager in administering the contract. Failing to comply with timescales can lead to a client creating liabilities for itself under the NEC.
- It is important for the contractor to keep track of costs incurred relative to the adjusted cost, so its own commercial position is protected. In some cases, where subcontractors are also incentivised, this may involve the project manager and contractor in the audit of material supply invoices and labour returns, to confirm levels of expenditure.

#### Advantages

- Provides contractors and subcontractors with an incentive to improve performance and enables the client to secure a share of the benefits of a well-managed project
- Encourages active and equitable risk sharing, based on a clearly defined allocation of risk agreed at the outset of the project.
- Can incorporate lump-sum and prime-cost subcontracts under a single target price
- Target costs provide incentive for the timely administration of change control mechanisms
- Provides an accountable mechanism to enable public sector clients to use incentives.
- Provides an incentive for the effective management of prime cost contracts.

#### Disadvantages

- Requires contractor to share savings derived from improved performance with the client and other members of the supply chain
- Client and contractor must share gain and pain if the full benefits are to be secured. The client may have greater exposure to cost risk
- Potential for failure on insufficiently defined projects owing to misunderstandings of the operation of the incentive mechanism
- Complex target price, gain/pain share and change controls may not be understood by all

- Separation of target and actual costs before completion creates the potential for loss of control
- Relies on administration best practice and a competent project manager.

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**Appendix 2 of the Sustainable Growth and Environment Capital Scrutiny Committee Report dated 15<sup>th</sup> September 2015 - Review of A1139 Fletton Parkway J17 A1(M) – J2 Scheme Delivery Stages**

**Scheme Identification**

Identification of the need for a particular transportation scheme is based on many information sources. High level planning documentation such as the Local Development Framework, Peterborough Core Strategy, Integrated Development Plan and the City Centre Area Action Plan would dictate future land use policy and hence supporting transportation requirements. This high level policy guidance informed the production of the Long Term Transport Strategy 2011-2026 (LTTS) and the Peterborough Local Transport Plan 3 2011-2016 (LTP3). The LTTS indicates the transport interventions required over a 15 year period to support planned growth and keep the highway network running efficiently. The LTP3 details the short term transport interventions required over a five year period.

Clearly there are many possible options to resolve transportation problems, but only finite resources to deliver them, so a selection process is employed. Information on transportation needs is gathered from numerous sources and via consultation with key stakeholders. All options are assessed to judge their relative merits and are checked against the following criteria:

- Policy fit – to ensure that they contribute to meeting the needs of Delivering a Sustainable Transport System (DaSTS)
- Cost Benefit Ratio – assessed against the core objectives of Practicality, Acceptability, Opportunity for Funding and Affordability to ensure value for money
- Network Improvement Impact Assessment – Using the Peterborough Transportation Model (software tool) to check scheme contributes towards reducing congestion and journey times
- Strategic Environmental Assessment – broad high level check to see if scheme has any detrimental effect on environment
- Habitat Regulation Assessment – checks to demonstrate scheme has no adverse effect on sites of European or International importance
- Equality Impact Assessment – to ensure no negative impacts on groups or individuals

Schemes that pass the requirements of the selection process are then allocated to a delivery time frame based on the growth outlined in the Core Strategy and the likely date the intervention is needed. Short term requirements were allocated to the LTP3 (2011 – 2016) period, medium term requirements to the 2016 – 2021 period and long term requirements to the 2021 – 2026 period. The Fletton Parkway Widening Scheme was initially allocated in the LTTS to the medium term requirement period of 2016 – 2021 and a budget pressure was placed in the Councils Medium Term Financial Plan. The timing was based on likely development trigger points for the Great Haddon site. An opportunity arose however, to bid for Government funding from the Local Enterprise Partnership and the Department for Transport (DfT) Pinch Point fund. The Council was successful in securing £6m in grant money and a further £3m in an interest free loan, allowing the scheme to be bought forward early.

## **Early Scheme Development and Corporate Approval**

### **Options Selection**

Initially the Peterborough Transportation Model was used to run various scenarios for potential widening solutions and junction improvements for the Fletton Parkway widening Scheme. Based on these results and the views of the Highways Agency (Highways England) a preferred option was selected. This included the following:

- Widening of the road between Junction 1 and Junction 2
- Link capacity improvements between Junction 17 A1(M) and Junction 2 Fletton Parkway
- Introduction of a new merge junction where the A1(M) link joins Fletton Parkway
- Complete reconstruction of the eastbound carriageway between Junction 1 and 2
- Replacement Street lighting between Junction 17 and 2
- Road resurfacing between Junction 17 and 2
- Replacement of signage as required
- Installation of Average Speed Cameras between Junction 17 and 3 to enforce the proposed 60 MPH speed limit
- Installation of Closed Circuit Television Cameras (CCTV)
- Installation of maintenance bays as required

### **Business Case**

Outline drawings were produced and a rough estimate of scheme costs were calculated based on a similar widening scheme between Junction 2 and 3 of the Fletton Parkway. Costs were factored up to account for inflation and any differences in scheme requirements. The Business Case was produced which detailed the project aims, provided a background history to the scheme and outlined the project proposal, - the negative implications of not implementing the scheme were also highlighted.

Furthermore, the scope of the scheme was listed, along with delivery options, likely impacts and the cashable and non-cashable benefits, proposed procurement method of holding a Mini Competition among contractors from the Midlands Highway Alliance (MHA), details of available funding for delivery of the scheme and potential risks were also detailed.

The Business Case authorising the scheme to proceed was approved in the spring of 2013.

## **Parallel Actions following Corporate Approval to proceed with Scheme Development**

### **Land Acquisition**

Major highways transportation schemes often require land take to achieve capacity improvements and alleviate traffic congestion. If the land is privately owned it may be necessary to carry out Compulsory Purchase action under the Land Compensation Act. If required this process can be extremely time consuming from a legal viewpoint and expensive from a procurement perspective. Fortunately the Crown owns quite a lot of land in and around existing highway networks which is categorised as Community Related Asset (CRA) land. If a local authority can evidence that the use of CRA land is of benefit to the wider community then permission can be granted to use the land for highway use at zero

cost. The Fletton Parkway Widening Scheme gained permission to use a certain amount of CRA land at zero cost to the project.

### **Identification of Scheme Designer**

Under normal circumstances the Councils Professional Service Provider for Highways would assume the role of Scheme Designer. At the time the design contract for the scheme needed to be awarded, the Councils Professional Services Highways Contract was up for renewal and there was no guarantee that the incumbent provider (Atkins) would win the contract. Because we were a member of the MHA we looked to the MHA Professional Service provider URS Ltd to take on the role.

### **Production of Design and Supervision Scoping Document**

URS worked collaboratively with the Council to produce a detailed design brief listing the scope of the construction project and detailing all of the expected functions of the design service. This document also encompassed the requirements of the Supervision and Administration of the Construction Contract and any post build requirements such as the defects correction maintenance period, post scheme noise surveys and post scheme Road Safety Audits (RSA4a and RSA4b). Also included in the document was a priced design and supervision activities schedule and an indication of drawdown of fees for services provided throughout the project.

### **Planning Approval or General Development Permissions**

Many major transportation schemes have to carry out a full Environmental Impact Assessment (EIA) to evaluate the overall effect the scheme proposals would have on the immediate surrounding area and wider afield. Issues considered would be things such as air quality, noise, vibration, water, ecology, contamination, heritage and landscape. Particular attention would be paid regarding any impacts on Sites of Special Scientific Interest (SSSI), Special Areas of Conservation (SAC), protected species and scheduled ancient monuments. A Planning Application supported by the EIA Report would then be submitted to the Local Planning Authority requesting permission to proceed. The Planning Authority would then consider the application and either: grant permission to build; grant permission to build with conditions; or refuse permission to build stating reasons.

The Fletton Parkway Scheme red line boundary was primarily within the confines of the existing highway, although it was adjacent to a SSSI containing Great Crested Newts which are a protected species. A decision was taken to carry out a shorter environmental opinion process in accordance with The Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 1999: Selection Criteria for Screening Schedule 2 Development Proposals. In July 2013 the Planning Authority considered the Screening Opinion Report and associated Annexes and ruled that a full EIA was not required as the scheme would not have a significant impact on the environment. The scheme therefore constituted permitted development under the Planning Acts. A Habitat Regulations Assessment was subsequently produced as a condition of the Screening Opinion Report. This concentrated primarily, but not solely, on the population of Great Crested Newts in the vicinity and how to manage and protect them before and during the construction programme.

### **Legal Agreement required to work on Highways Agency (Highways England) Road**

One of the main objectives of the Fletton Parkway Scheme, was to increase the capacity of the Highways England eastbound A1(M) link road from one lane to two lanes and introduce a new merge junction with the eastbound Fletton Parkway. In order to be able to carry out works on the Highways England road the Council needed to enter into a Section 6

Agreement in accordance with the Highways Act 1980. The Section 6 Agreement was signed off in June 2014 and detailed the works to be carried out, the roles of the respective parties and the commuted lump sum figure that the Council would pay to Highways England for the future maintenance costs of the works.

### **Developer Contributions and Funding Bids**

One of the primary drivers for the Fletton Parkway Widening Scheme is the development of the Great Haddon site to the east of the A1 and to the south of the Fletton Parkway. Once developed the Great Haddon site would take up all of the available road capacity, resulting in gridlock of the local road network. A condition of the Planning Approval for the Great Haddon site was a financial contribution of £3.8m towards the widening of the Fletton Parkway between Junction 17 of the A1 (M) and Junction 2 of the Fletton Parkway. This payment is due once certain build trigger points have been reached.

Numerous opportunities have presented themselves over the past few years to bid for funding from Government for major traffic schemes that unlock growth. Developing a successful funding bid is an onerous and time consuming business, involving much research and the generation of data to provide justification for the scheme. Funding bodies need to be convinced of the relative merits of a scheme and a full cost benefit analysis is required to achieve this. The Councils Transport and Infrastructure Planning Team have been successful in harnessing the following funding for the Fletton Scheme:

- Local Pinch Point grant from the Department for Transport (DfT) £4.5m
- Local Pinch Point grant from DfT for land contamination £0.9m
- Growing Places Fund grant through the Local Enterprise Partnership (LEP) £1.5m  
Growing Places Fund loan through the LEP £3.0m (to be repaid in instalments from 2018 from POIS / future CIL income).

### **Detailed Design Phase**

#### **Appointment of a Design Contractor**

The MHA Professional Services Provider URS Limited was appointed to the role. A Directors Decision Notice was produced providing the justification for the appointment - the decision was approved on the 23<sup>rd</sup> March 2013.

#### **Construction (Design and Management) Regulations 2007**

The aim of the CDM Regulations is to integrate health and safety into the management of the project and encourage everyone involved in the project to work co-operatively to achieve the following:

- Improved planning and management of projects from the outset
- Early identification of hazards so they can be eliminated at the design or planning stage and the remaining risks can be properly managed
- Target effort where it can do the most good in terms of health and safety and discourage unnecessary bureaucracy

URS/AECOM the Scheme Designers and Site Supervisors appointed a qualified person to carry out the important role of CDM Co-ordinator. The CDM Co-ordinator has many duties including the following:

- Key advisor to the Client on safety issues including the appointment of competent staff



- Act as an interface ensuring the flow of health and safety information between clients, designers and contractors
- Notifying the Health and Safety Executive about projects lasting longer than 30 days or involving more than 500 person days
- Identification, collection and distribution of pre-construction information to appropriate parties
- Advise the client on the suitability of the construction phase plan and associated site welfare facilities
- Production and updating of a Health and Safety File for use during the project and retention at the end of the construction phase

### **Surveys & Studies**

Numerous surveys/studies had been carried out by the Council as part of the scheme development and in support of various funding bids. Data made available to the Scheme Designer included: topographical surveys, traffic counts, accident statistics, road condition surveys, coring surveys, aerial photographs and some as built records. The designers carried out further testing in support of the design including: drainage surveys, utilities searches, trial holes, road condition surveys, signage survey and before scheme noise surveys.

### **Production of Preliminary Design Drawings**

These scaled drawings show a broad outline of the design proposal such as highway alignment and junctions, which would be set against a back ground of local topography and existing infrastructure. Also indicated on drawings would be a red line boundary indicating the scheme extents any constraints and land take requirements.

### **Road Safety Audit (RSA) Stage 1**

This is carried out after the Preliminary Design phase of a new road or highway improvement. The purpose of a road safety audit is to ensure that highways schemes operate as safely as possible for all users and reduce the amount and severity of road traffic accidents. A team of two auditors visit the site with the proposed scheme drawings and carry out a photographic survey to assess the local topography, site conditions, links with existing roads and any other potential operating constraints. An RSA Stage 1 Report (used to inform the detailed design) will then be produced, which will consider/address the following issues:

- Appropriate design speed
- Junction suitability
- Swept path of vehicles
- Visibility splays and stopping sight distances
- Pedestrian and cyclist safety
- Safety of visually and mobility impaired
- Operation of public transport
- Maintenance safety
- The safety impact on altered traffic patterns in the area

## **Detailed Design**

The detailed design for the Fletton Parkway Widening Scheme was informed by the design scoping document, preliminary design drawings, RSA1 Report and numerous surveys. The design was also influenced through consultation/agreement with several external agencies including the Highways Agency (now Highways England), Natural England and the Safety Camera Partnership.

The detailed design of all major highway schemes must comply with the Design Manual for Roads and Bridges (DMRB) and infrastructure must be installed to comply with the specifications and tolerances set out in the Manual of Contract Documents for Highway Works (MCDHW). The MCDHW provides detailed guidance on all elements of highway design, including specification requirements and any allowed relaxations in standards.

## **Departure from Standards**

The DMRB sets out the standards and criteria that should in normal circumstances be met in the design and implementation of highway schemes. There are numerous topics that are covered in the various Advice Notes and Technical Design documents such as Highway Link Design, Junction Design, Highways Structures, Drainage Design, Pavement Design, Traffic Signs and Lighting. .

The Fletton Parkway was built in the mid 1970's when the design standards were far less stringent than those recommended today in documents such as the DMRB. Because of this, when the review of existing highway links and junctions was carried numerous Departures from Standard were raised. This was because of the physical constraints of the topography and existing infrastructure - in many cases it was impossible to achieve the modern recommended standards. A typical example of this is the weaving distances required between junctions. For rural all-purpose roads the desirable minimum weaving length should be 1 kilometre. At almost all locations within the Fletton Scheme red line boundary this was unachievable due to existing geometric constraints. The only solution (which was not viable) would have been to close one of the roundabout junctions vital to the Peterborough road network.

In mitigation a reduced speed limit of 60 MPH has been introduced which will regulate traffic, improve safety and provide increased merge and diverge opportunities. Moreover, increasing the number of lanes from two to three on the approach at several merge points should spread the traffic, once again making merging easier. Numerous Departures have been approved based on the fact that all mitigation measures that are reasonably practicable have been included in the design and that this is the best outcome achievable. The Departure from Standard were considered as part of the design Road Safety Audit (RSA Stage 2) and the audit team did not have any concerns.

## **Design Road Safety Audit (RSA Stage 2)**

A road safety audit was carried out on completion of the detailed design phase. The Auditors reviewed the RSA Stage 1 Report recommendations to ensure they had been addressed in the detailed design. Further they considered the Departures from Standard submitted as part of the detailed design package to ensure that there were no safety concerns. The Audit comprised of a review of the design drawings for the various deliverables and a site visit on the 2<sup>nd</sup> December 2013.

The RSA2 raised several issues with the design which impacted on safety including: adequate provision of maintenance laybys, visibility issues with existing signage and

vegetation, changes to road markings to improve lane discipline and safety issues with the position and type of proposed lighting columns. Changes were made to the design to address the issues raised in the RSA2 Report.

### **Detailed Design Works Order Package**

The detailed design works order package consists of a series of documents as follows:

#### **Volume 1: Task Order**

Lists the different parties involved in the project like the Client (PCC), Designer (URS Ltd), Principle Contractor (Balfour Beatty), Site Supervisor (URS Ltd ) and Construction Design Management Co-ordinator (URS Ltd). Details the conditions of contract and the various clauses – the Fletton Scheme opted for the NEC3 Engineering and Construction Contract Option C June 2005 (with amendments June 2006), which is a target cost contract with activities schedule and a shared pain/gain agreement. Includes contract details like the start and completion dates, defects correction period, payment percentages, payment retentions compensation event data, risks and insurance and a summary of costs.

#### **Volume 2: Specification and Appendices**

These provide a written description of all of the applicable MCDHW categories as they apply to the Fletton Parkway Scheme. An individual document say Series 1100 Kerbs, footways and paved areas might describe the parameters under which a kerb would need to be laid. This would refer to different types of kerbs, materials to be used to lay the kerb, setting out and measuring equipment to be used, acceptable tolerances in height and alignment.

#### **Volume 3: Activity Schedule**

A list of all the activities required plus associated costs to physically deliver the constructed project.

#### **Volume 4A: Drawings: Roadworks**

This section would provide a suite of scaled drawings which would be referenced to the particular MCDHW series i.e. 1300 series for street lighting. In this instance there would be about ten scaled drawings showing where lamp columns were to be installed along the scheme alignment. There would be annotations on the drawing referring to written specifications giving details like column height and lantern type. There would also be references to standard drawings showing the various types of configuration with installation details.

#### **Volume 4B: Drawings: Standard Details**

With highway schemes like Fletton Parkway we quite often have to install large quantities of the same item. Examples of this would be road signs, drain covers, street lights, safety barriers etc. Producing a standard detail drawing saves time on the overall design, as items can just be given a global symbol on a drawing and referred to in a key on the side of the drawing.

### Volume 5: Site Information

This contained information such as existing 'as constructed records' including lighting, drainage, and signage. Other information provided included previous pavement surveys, topographical survey, environmental scoping report, habitat regulations assessment, aerial photography survey and utilities information.

### Volume 6: Works Information

Details on noise surveys, base plans, departures from standard, road safety audits, non-motorised user survey, risk register, traffic management proposals, traffic count data and road space booking information.

### Volume 7: Pre-Construction Information

Health and Safety Information relating to main construction risks and development of the Scheme Health and Safety File.

## **Scheme Consultation**

The scheme was included in the Peterborough Long Term Transport Strategy (2011-2026). Extensive consultation was carried out before publication to obtain the views of interested parties, from stakeholders to members of the public. The specific scheme has been widely consulted on within the Council and is included in the Medium Term Financial Strategy, has an approved Business Case and Environmental Screening Approval. Consultation with external stakeholders includes the Highways Agency, LEP, DfT, MHA and utility service providers. Once the design was sufficiently developed, two public engagement events were held in the autumn of 2013 - one in the Bushfields Centre Public Library and another in the Serpentine Green Shopping Centre at Hampton.

## **Identification and Appointment of a Construction Contractor**

### **General**

There are numerous procurement routes and contract options open to Council to buy goods and services; these are outlined in the Scrutiny Report's Appendix 1 'Procurement Options for Highway Scheme Delivery'. The Peterborough City Council Contract Rules document contains detailed information on the mandatory consultation and approvals process required for differing levels of expenditure

### **Construction Contractor Procurement Options and Midlands Highway Alliance**

The project team briefly considered holding an open tender competition to secure a contractor to build the scheme, but discounted this due to the tight delivery timetable required by DfT. Peterborough City Council (PCC) however is a member of the Midlands Highway Alliance (MHA); a formal collaboration of seventeen local authorities which has established and developed procurement frameworks in order to secure the delivery of major highway capital schemes, medium sized highway schemes and professional services. The Highways Agency (HA) is also a member and Leicestershire County Council is the 'host' authority.

MHA Framework Contractors:

- Balfour Beatty/Birse Civils Limited;
- BAM Nuttall;
- Ringway Infrastructure Services Limited; and
- Tarmac/Carillion Joint Venture Limited.

The premise of the framework is to achieve efficiencies by working collaboratively. It is the expectation that all parties, clients and contractors alike, will share experiences and innovation for the mutual benefit of the whole Framework Community, thereby providing continuous improvement.

### **Construction Contractor Selection Process for the Fletton Parkway Widening Scheme**

The MSF 1 Contract has four contractors pre-qualified for selection, based on six model schemes. Selection of a specific contractor is usually carried out based on their submission scores against one or more of these example schemes, although there is an option to undertake a competitive mini-tender approach. Past experience suggests that the mini-tender approach, whilst offering some value, can result in an unacceptable time delay. In this instance PCC selected the short call off process and used Model Scheme E as a basis for selection of the contractor, the scheme with most similarities to J17- J2.

The MSF 1 Contract assessment suggests a 70/30 quality/price split, but allows for variation. In this instance a 50/50 quality/price split was used due to the high financial cost of the project. Having completed the price assessment the quality scores for each contractor were added to produce a final assessment score. The quality assessment scores are calculated by the MHA. They are based upon the original submission of each contractor at tender stage and periodic adjustments based upon current performance received via feedback from MHA member authorities.

The assessment suggested that Balfour Beatty/Birse Civils Limited would offer the best value of the available contractors, based upon the combined price and quality scores. The decision giving permission to engage with the single contractor was subsequently approved by the MHA Framework Board. As a Commissioning Authority PCC were then in a position, at the appropriate time, to issue a contract to the preferred contractor for the delivery of a Package of Works based upon a negotiated Target Cost.

### **Early Contractor Involvement**

Following the MHA Short Call Off selection process, a decision was taken on the 28<sup>th</sup> August 2013 to enter into early contractor involvement with Balfour Beatty/Birse Civils Limited. Subsequently, Balfour Beatty attended Designer Progress Meetings and worked with URS (design and supervision contractors) and other parties, to inform on scheme design issues and establish the most effective delivery solution to provide best value and minimise disruption to the road network during construction.

### **Setting of Target Cost**

The use of a target cost contract is common in the construction industry. It provides a genuine estimate of all costs including, materials, labour, plant equipment, traffic management and site overheads. Further, it identifies a value for risk items that are to some extent unknown at the point of agreeing the target cost. There can be unforeseen items that occur during the construction of a scheme that change the scope of the original works. These items are referred to as 'compensation events' and are discussed, costed and if agreed change the value of the

project target cost. The use of a target cost contract facilitates a 'pain gain' mechanism and encourages both parties to actively manage the contract due to the potential benefits and risks of delivering a project below or over the agreed target cost. The pain or gain is shared between both contractor and client and is calculated by comparing the actual costs with the most recently revised and agreed target cost.

Establishing an initial target cost is a time consuming and complex task and is based on numerous factors such as: scheme design, required deliverables in the Works Package, risks to successful delivery of the project on the ground and any constraints placed on method of delivery. The design package was delivered in stages over several weeks in November 2013; as and when the various design elements were received they were passed to Balfour's to enable the target costing exercise to begin. The target cost was agreed in February 2014.

### **Appointment of Construction Contractor**

Due to time constraints a second CMDN was produced under Special Urgency measures to appoint Balfour Beatty as the scheme Construction Contractor – this was approved and came into effect on 12 February 2014. Balfour's were subsequently awarded a contract through the Midlands Highway Alliance's (MHA) Medium Schemes Framework 1 Contract under NEC3 Option C. Contractor mobilisation commenced during the third week of February 2014.

### **A1139 Fletton Parkway Scheme Construction**

#### **Contractor Mobilisation**

In February 2014 the contractor Balfour Beatty set up a Site Office/Compound near Serpentine Green in Hampton, in close proximity to the scheme location. . A contingent of four URS/AECOM staff were based at the Site Office throughout the scheme build phase whilst carrying out the Site Supervisory role. Balfour Beatty staff carrying out key roles such as Project Manager, Quantity Surveyor, Traffic Management, Programme Managers and Sub-contractor Supervisors were also based here.

After being awarded the contract as the schemes Prime Contractor, Balfour Beatty set about appointing staff either from within their own organisation or externally to fulfil the key supervisory, technical and admin roles. Following this they entered into negotiations with numerous specialist sub-contractors to address key works such as Traffic Management, Ecology, Average Speed Cameras, Street Lighting, Earthworks, Drainage, Safety Fencing, Concrete Barrier, Surfacing, Lining and Traffic Counters. On appointment sub-contractors would be responsible for ensuring they had access to appropriate resources such as materials, vehicles, safety equipment, machinery and suitably qualified staff.

#### **Construction Programme**

The first programme issued with the contract package order in February 2014 was the Clause 31 Programme dated the 30<sup>th</sup> January 2014. This programme, in the form of a Ghant Chart, gave a high level overview of key milestones such as task order date, contract start date and planned completion date. It also details project constraints, enabling works, statutory undertaker works, traffic management requirements and the various phases and timings of the construction works. As the construction project moved forward the programme would be updated and re-issued to reflect any changes to activities and timings. An example might be re-sequencing of works to avoid a road space conflict with another agencies works such as Highways England. It is not uncommon for the final programme to

vary considerably from the original one, if a project has numerous constraints or experiences significant problems.

### **Enabling Works**

Prior to the commencement of construction activities on site certain enabling works have to be carried out to allow access to work areas and make the area safe for construction operatives. An initial concern was the clearance of vegetation from the central reserve between Junction 1 and Junction 2 before the start of the birds nesting season – this was achieved in the last two weeks of February 2014. During March 2014 temporary lighting was installed in the eastbound and westbound verges and a temporary 50 MPH average speed camera system was installed for the safety of the workforce. Following this a varioguard system was installed to protect workers in the central reserve and two narrow carriageway lanes established in each direction to allow a steady flow of traffic during the works. Information boards were placed on the approaches to the scheme to advise the travelling public of the duration of the works.

### **Traffic Regulation Orders (TRO)**

Legal orders in the form of TRO's and Temporary Traffic Regulation Orders (TTRO's) were required to enable the works to be carried out. TTRO's were required to allow the legal enforcement of the temporary 50MPH speed limit monitored by the average speed camera system. Because the speed limit enforcement affected both the Highways England road and a PCC road it was necessary to produce two separate TTRO's. Similarly it was necessary to produce two permanent TRO's in support of the new 60MPH speed limit on the A1(M) link road and the Fletton Parkway. All TRO/TTRO's are published in the Peterborough Telegraph, firstly advising the general public and other stakeholders of the intention to introduce new measures and again to inform them that the new measures have been implemented. This process allows the public and stakeholders to comment or object on proposals.

### **Construction Phases**

Following the enabling works detailed above, construction works commenced in early April 2014. The scheme programme deliverables were as follows:

- Widening of the road between Junction 1 and Junction 2
- Link capacity improvements between Junction 17 A1(M) and Junction 2 Fletton Parkway
- A new merge junction where the Fletton Parkway joins the A1(M) link road
- Installation of Average Speed Cameras to enforce the 60 MPH speed limit past the new junction where the Fletton Parkway merges with traffic from the A1(M) slip road
- Replacement Street lighting between Junction 17 and 2
- Road resurfacing and repairs between Junction 17 and 2
- Replacement of signage as required
- Survey of drainage – repair/replacement and capacity upgrades as required
- Installation of Closed Circuit Television Cameras (CCTV)
- Installation of maintenance bays as required

Delivery of the Fletton Parkway Widening Scheme was broken down into three phases as follows:

### **Phase 1: Central Reservation**

Work on the central carriageway widening started on 7<sup>th</sup> April 2014 following the placement of narrow lane varioguard barriers and other traffic management. The works involved the excavation of large amounts of soil and the construction of two lanes of new carriageway. Associated with this was site clearance of vegetation and the removal of old street lighting and signage from the central reserve. In addition there was significant work carried out to improve drainage systems, upgrade safety barriers and the provision of new kerbing and signage. Works in the central reserve were substantially complete on the 31<sup>st</sup> October 2014.

### **Phase 2: Verge Works**

Verge works commenced on the 3<sup>rd</sup> November 2014 following the switch of varioguard barriers and traffic management from the central reserve to the verges over two weekends. The verge work basically involved the upgrade of junction merge and diverge facilities and the provision of an average speed camera system to enforce the new 60MPH speed limit. These works involved site clearance of vegetation, the removal of a significant amount of soil and localised full depth carriageway construction for junction upgrades. Associated with these works was a significant capacity improvement upgrade to the drainage system, a new street lighting system, localised road restraint barrier upgrades, kerbing refurbishment, new road signs and the installation of average speed cameras to monitor the A1 (M) link road merge with the Fletton Parkway.

### **Phase 3: Resurfacing and Crack Repair Works + Lining**

These works were all carried out at night under road closure and diversion. The works involved the removal of the existing top layer of the road surface, inspection and repair of cracks, the laying of a grid asphalt reinforcing layer, road resurfacing and finally thermoplastic lining. Night resurfacing works on the westbound carriageway commenced on 27<sup>th</sup> April 2015 and took about a month to complete. Work on the eastbound resurfacing commenced on the 28<sup>th</sup> May 2015 and completed on the 2<sup>nd</sup> July 2015.

### **Defects Correction/Maintenance Period**

The defects correction period is for a year after the works completion date. This is an opportunity for the contractor to make adjustments to the delivered infrastructure to correct work classed as defective and bring it back within acceptable tolerances. The Site Supervisors URS/AECOM would be responsible for identifying defects and ensuring that they get corrected within the defects correction period. If the contractor failed in any aspect to resolve issues then the Client could withhold some of the retention money to correct the issue themselves.

### **Handover to PCC**

The scheme designers/supervisors URS/AECOM are responsible for ensuring that construction drawings are updated to reflect what was eventually installed. These are called 'As Built' drawings and form part of the Health and Safety File which is presented to the Client to assist with future scheme maintenance. The H&S File will also include test records, material specifications, maintenance agreements, Departures from Standard and RSA Reports.

### **Road Safety Audit (RSA Stage 4) – Accident Analysis**

The fourth stage of the road safety audit process involves a study of the accident history over a one year period after opening. A comparison is made with the three year accident history prior to opening, to see if any new accident patterns have emerged and also to see if



the scheme has improved the safety situation generally. If any patterns do emerge the design solution may be revisited to see if improvements can be made to resolve issues.

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<b>SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 6</b>
<b>15 SEPTEMBER 2015</b>	<b>Public Report</b>

## **Report from PCC's Amey Partnership Manager and Amey's Account Director**

**Report Author - James Collingridge – Amey Partnership Manager  
Martin Raper – Account Director**

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### **AMEY ANNUAL PARTNERSHIP REPORT**

#### **1. PURPOSE**

1.1 This is an opportunity for the Committee to hear from and question officers of the Council and the Amey Account Director, on their current performance.

#### **2. RECOMMENDATIONS**

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

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

3.1 The Amey Peterborough partnership contributes to all the priorities in the Sustainable Community Strategy:-

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

#### **4. BACKGROUND AND CONTEXT**

4.1 Amey reported to the committee in September 2014 since that time we have implemented the new set of Key Performance Indicators (KPI's) governing the contract and have implemented the contractual changes as a result of the 14 /15 budget. The following report gives details on the implementation of these changes and the KPI performance.

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

##### **5.1 Update**

5.1.1 This paper summarises the developments on the Amey partnership over the past year and details the current KPI performance.

## **5.2 Update Street Cleansing**

5.2.1 The new Street Cleansing model is being embedded across the City, this has been introduced following the 14 / 15 budget process, the outcome has seen changes in cleansing frequencies and capital investment to mechanise the service this includes the introduction of six mechanical sweepers, replacement of all post mounted litter bins and pedestrian operated vacuums (Gluttons) .

### **5.2.2 Gluttons**

Glutton are mechanical pedestrianised cleansing vacuum machines, they allow the operative to clean up small items such as cigarette butts and larger items like coke cans. The Glutton has been initially deployed within the City Centre to great affect giving a high end finish and allowing extra attention to detail.

They will be now be deployed across the City with the first 5 arriving within the coming weeks and being deployed in: -

- City Centre (2)
- Central Park
- Central Ward
- Bretton

5.2.2.1 The aim is to have the Gluttons utilised by both Amey and community groups, Parish Councils and other organisations to enable areas to have extra cleansing as required above what is offered through the contract.

### **Litter Bins**

#### **5.2.3**

The replacement of the small post mounted bins is fully underway with around 350 already being replaced in the first phase, it is hoped the whole roll out will be completed by the end of September 2015.

We are investigating the introduction of solar powered compacting litter bins with fill sensors known as 'Big Belly' to see if these can be utilised in high profile areas such as the City Centre and Parks, or for use in rural areas to reduce the amount of miles to collect a bin that may not require being emptied.

We will be trialling a number of these units to see how effective they are and if they would offer further long term savings to the council and help reduce littering in high profile areas.

## **5.3 Update Parks Trees and Open Spaces**

5.3.1 The new horticultural maintenance model is being introduced following the 14/15 budget process, this has included changes to park features and maintenance, general grass cutting and shrub maintenance. The new grass cutting and shrub cutting regime have now been implemented City wide, this has resulted in a number of grassed areas only having three cuts per year and certain areas being reduced to one.

The reduced grass cutting regime was met with some complaints from local residents, as a result, a decision was taken to move certain areas back to be cut 8 times per year where significant complaints had been received. All further complaints will be dealt with on their own merits to ascertain the environmental benefits against those impacts to the local community.

Amey and the Client team will also be liaising with Natural England to look at the most effective way to manage grass within the City to benefit both wildlife and local residents.

Shrubs City wide have move to bi-annual cutting with 50% of the City being cut this year and the rest being cut next year. Sight lines and Health and Safety issues will be cut during the year as required.

5.3.2 The arboriculture team continues to manage trees within Peterborough's unitary boundaries and have developed an inspection regime which will allow maintenance to be completed in line with current industry best practice and government guidelines to ensure that the authority's duty of care in relation to tree management is effectively discharged.

As part of the program of works we have planted over 1000 trees within highways, parks and open spaces and have been able to achieve significant levels of retention rates of over twice the UK average with 89.9% survival rates. Unfortunately 10% of these losses have been due to vandalism.

## **5.4 Update Refuse and Recycling**

5.4.1 Amey continue to work with the authority to improve recycling rates across the City, over the past year they have bolstered communications to residents through the 'Clean and Green' campaign, this has included new bin hangers, educational information in 'Your Peterborough', 'Term Time' magazine, several road shows giving away information and free food bags and a number of school assembly's. The current recycling rate is 34.35% for the last 12 months this is based on analysis of food, and household recycling (excluding garden waste), this has shown a decrease in food waste recycling for the period.

5.4.2 The composition analysis conducted in 2014 gave a snap shot of waste and recycling presented by a representative sample of 240 homes across a two weekly collection cycle. It should be noted that although representative of waste presented it is, by definition, a snapshot view of waste presented.

The headline findings of this study are as follows:

- Over 60% of the waste presented in the black bin could be removed and placed into containers already in use to collect recyclable and compostable wastes in Peterborough.
- Kitchen organic waste makes up 28.3% of the contents of the average black bin collected in Peterborough
- Garden organic wastes make up 17.3% of the contents of the average black bin collected in Peterborough
- If the Council and its partners Amey were able to improve the success of both the food waste and the garden waste schemes, so that half of the garden and food waste being put in the black bin were diverted then around £470,000 could be saved from the treatment budget.

5.4.2 Unfortunately we continue to see a decline in the food waste tonnages, as a result further investigation has been undertaken into the provision of free food bags as the decline started when the original free supply ran out. The Waste and Resources Action Program (WRAP) reports demonstrate that giving free bags to residents should help to increase tonnage. The first supply of bags has now been ordered and Amey have agreed as part of their commitment to increase recycling rates within the City to distribute the initial supply to resident free of charge.

## 5.5 Garden Waste

5.5.1 The current garden waste subscriptions are at 19603 this is comparable to 19238 at the same stage last year. The subscriptions are made up from the following payment methods: -

Cash Office	1089
Debit / Credit Card ( <i>Online Payment</i> )	9184
Direct Debit	3257
Intranet (Peterborough Direct)	6069
Invoice	4
<b>Total</b>	<b>19603</b>

There have been 32 subsidised home composter sold so far this financial year.

A targeted communications campaign has been introduced in areas of the City where it is felt that the current take up is lower than expected. Through this campaign all black bins will be stickered advertising how to sign up to the scheme.

## 5.6 Update Property Service, Design and Project Management

5.6.1 Amey provide a range of property services to the City's portfolio and continue to operate a 24 hr response service. During the early part of 2015 the Design and Project Management Team has been rationalised. This has been required to meet the challenges of expenditure changes, resulting in this department being closed in Peterborough and this scope of works being delivered by the Amey consulting division.

## 5.7 Update Transport

5.7.1 Amey provide transport provision for the City's schools and community link service, during late 2014 Amey invested in updating the coach fleet operated with five new fifty seven seat vehicles for the main stream home to school education service.

## 5.8 Update Managed Services

5.8.1 Amey provide cleaning and catering services for the City's corporate buildings and a number schools, 2014/15 has seen an increase in the provision of school meals at the sites we provide this service due to the governments initiative to increase age of free meals.

## 5.9 Clean and Green

5.9.1 Amey and PCC continue to work jointly on the 'Clean and Green' campaign with various schemes being offer over the past year, these included pictorial bin hangers, signage in low recycling take up streets, 3 months environmental hit squad, dog fouling

stencils and 4 sites where bulky waste was removed free of charge to residents.

Thought provoking communications were used to advise residents of the costs to the authority of many environmental related issues e.g. littering, graffiti and fly tipping. This also included messages around food waste and recycling to show residents what could be saved by doing the right thing.

It was noted from our Facebook and Twitter feed that this received positive comments from residents and notably we had positive responses to the dog fouling stencils with many residents requesting them for their streets.

- 5.9.2 Over the coming year we are looking to implement further schemes which will include: -
- Recycling rewards scheme (this is being back by the DCLG funding bid that PCC and Amey have successfully secured)
  - Covert cameras to target fly tipping
  - 4 site bulky waste collection
  - 3 month environmental hit squad

## **5.10 KPI Performance Update**

- 5.10.1 Amey have performed to a satisfactory level over the past year on the new set of KPI's as demonstrated in Appendix 1.0. We have seen favourable results from the customer satisfaction survey with all areas improving on last year's scores, this in the context of cuts to resident facing services e.g. grass cutting and street cleansing.

The KPI targets for Missed Bins have been set to a level to drive improvement this has been achieved, however we believe this area requires further attention to reduce the numbers of missed bins further, notably also around missed assisted collections. Amey have entered into a process with the individual collection crews discussing complaints and setting targets for rectifying the problems which have occurred and monitoring the outcomes.

We have also had some contextual research conducted to look into why miss bins happen and looking at the whole customer experience. This has involved speaking to residents who have experienced miss bins, PCC staff, Peterborough Direct Staff, Amey managers and going out with crews on their rounds. The initial analysis of this data shows that the main issues are with communication on how to use the bins correctly, this is mainly down to the 'one size fits all' method that is currently being used, which is felt does not effectively communicate to the complete demographic in City .

- 5.10.2 Customer perception survey results have seen an improvement in residents' perception of the services being provided. This is very positive given the service reductions that have been implemented.

General Survey Overview based on Customers being very satisfied and fairly satisfied.

<b>Service Area</b>	<b>2013</b>	<b>2014</b>
Maintenance and cleanliness of parks	68.7%	83.1%
Cleanliness and maintenance of the City Centre	65.0%	73.1%
Street Cleansing	61.8%	69.4%

5.10.3 Survey overview of operations undergoing service change during 2014 based on customers being very good and fairly good.

<b>Service Area</b>	<b>2013</b>	<b>2014</b>
Waste and recycling	82.0%	85.5%
Grass Cutting	75.7%	76.6%
Street Cleansing	61.8%	69.4%

Financial penalties have been applied for the following areas Recycling, Passenger Transport and Street Cleansing.

## **6.0 IMPLICATIONS**

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

## **7.0 CONSULTATION**

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

## **8.0 NEXT STEPS**

8.1 Amey will continue to work with the authority to improve service levels whilst offering value for money.

The main focus and aims for the coming year will be to improve recycling rates across the City offering large savings to the authority as a direct result and maintain service standards.

This will including working on effective communications to promote the service across the complete demographic of the City.

## **9.0 BACKGROUND DOCUMENTS**

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

9.1 None

## **10.0 APPENDICES**

10.1 Appendix 1.0 - KPI report



30.09.14 Key Performance Indicators

Service	What you can expect	Ref	How we will measure	Monitoring Frequency	How to report an issue	Ratchet	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-14	Feb-15	Mar-15	Apr-15	May-15	Jun-15	
1. Household Waste Collection	You can expect, on alternate weeks, your black then green and brown bins (if part of the charged service) to be emptied, with the food caddy emptied weekly; in the event that your bin is missed, if you report this by 12.00 it will be collected the same day, if reported after 12 then it will be emptied the following day. All bins will be returned to the point of presentations and assisted collections will be offered where required.	1.1	Where the same property is missed twice or more for a particular waste service (e.g food waste collection) in 2 months. Target < 30	Bi Monthly	Resident calls Peterborough Direct, or Amey Peterborough helpdesk	Monthly	2	5	4	8	20	21	4	0	11	16	21	21	24	20	27	
		1.2	Number of missed collections at assisted collection properties. Target < 70	Monthly	Resident calls Peterborough Direct, or Amey Peterborough helpdesk	Monthly	12	61	20	62	26	57	8	9	28	32	28	42	10	67	66	
		1.3	Number of complaints received with regards to replacement of waste containers. Target < 12 per month	Monthly	Resident calls Peterborough Direct, or Amey Peterborough helpdesk	Monthly	5	1	1	1	0	3	1	1	0	0	2	0	0	0	0	
		1.4	Overall household waste collection customer satisfaction from the Citizens panel survey to be above 87.5 % (see appendix 1a) ; taking into account any factors that may reduce satisfaction as a direct result of Council Policy. To be revised annually.	Annually	Survey sent to residents of Peterborough	None	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month
		1.5	Failure to achieve the following recycling performance in the specified contract year (please note these figures will need to be adjusted to take into account the charged garden waste scheme) : 2013/14 - 60% 2014/15 - 61%	Annually	PCC produce statistical information each month with the data provided by Amey Peterborough	None	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month
2. Street Sweeping, Washing, Litter Collection and Bin Emptying	All 1981 streets will be cleansed within Peterborough and brought back to Grade A standard, this will include road sweeping, litter collection, leaf clearance and street washing. All full litter / dog bins that are reported before 13:00 will be emptied the same day there after the next working day. Graffiti will be removed from PCC land within 6 hours if it is offensive and 3 days for non offensive, while fly tipping will be removed within 24 hours where it is hazardous and within 2 days for all other instances. All PCC highways will be cleansed and central reservations cleared of detritus and weeds. These operations will be carried out in compliance with the street cleansing plan to maintain High, Medium and Low intensity areas.	2.1	Overall Street Cleansing customer satisfaction from the Citizens panel survey to be above 61.9% (see appendix 1a) taking into account any factors that may reduce satisfaction as a direct result of Council Policy. To be revised annually.	Annually	Survey sent to residents of Peterborough	None	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	
		2.2	Failure to bring an area back to Grade A standard in accordance with the agreed timeframe set out below demonstrated through 95% of quality audits. The streets are split 41 High intensity 29 Medium and 1911 Low. High intensity being the City centre areas. for grading image see appendix 1b  High Medium Low Grade A After Cleansing Grade B 6 hrs 3 working days 3 wks Grade C 3 hrs 2 working days 1 wk Grade D 1 hrs 2 working days 1wk	Monthly	Report is made to Peterborough Direct, or Amey Peterborough helpdesk	Monthly	2 require further investigation as inputting error	1 requires further investigation as inputting error	All complete	All complete	All complete	All complete	All complete	All complete	All complete	All complete	All complete	All complete	All complete	All complete	All complete	
		2.3	Where a litter or dog bin is reported as full or over flowing the Partner will ensure that the bin is emptied in accordance with the following:  * In City centre areas within 30 minutes * In all other areas if reported before 1pm emptied the same day * If reported after 1 pm emptied the following working day	Monthly	Report is made to Peterborough Direct, or Amey Peterborough helpdesk	Monthly	6 Works manager regime did not match KPI requirement	14 Works manager regime did not match KPI requirement	5 - WM updated part way through the month	0	0	0	0	0	0 (39 collected)	4 (37 Collected)	0 (32 Collected)	0/57 collected	0/52	0/67	0/69	
		2.4	Fly tipped waste removed within 24 hours where it is hazardous and 48 hours where it is deemed as non hazardous.	Monthly	Report is made to Peterborough Direct, or Amey Peterborough helpdesk	Monthly	0 (930 collected)	2 (714 collected)	0 (753 collected)	0 (872 collected)	0 (645 collected)	0 (886 collected)	0 (726 collected)	0 (707 collected)	0 (622 collected)	1 (736 Collected)	0 (609 Collected)	0/732	0/693	0/769	0/836	
		2.5	Graffiti on Council property to be removed within 6 hours where it is offensive or in 3 working days if non offensive.	Monthly	Report is made to Peterborough Direct, or Amey Peterborough helpdesk	Monthly	N/A	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0/9	0/9	0/7
		2.6	Agree a target reduction level and associated work plans with Peterborough City Council. Target becomes binding if enforcement responsibility is delegated to Amey Peterborough.	TBC	TBC	TBC																
3. Grounds Maintenance	An annual plan of shrub, grass and bedding maintenance will be produced to detail the frequency of maintenance in a given area. Amenity grassed areas will be cut on a regular cycle and shrubs will be cut once to a years growth with any health and safety or sightline issues being cut throughout the year. They will supply and maintain all hanging baskets and winter and summer bedding plants. All Trees within Peterborough will be inspected and recorded on a comprehensive risk management database with any remedial work being carried out as and when required. All emergency work will be carried out within 1 day, 6 weeks for a priority and all else within 12 weeks. Litter will be removed from all PCC open space areas to maintain a grade A standard. Green Flag sites will retain their awards and proposals put in place to increase the numbers of across the City. All play equipment and park furniture will be inspected and maintenance carried out where required.	3.1	Overall Grounds Maintenance customer satisfaction from the Citizens panel survey to be above 73.6% (see appendix 1a) taking into account any factors that may reduce satisfaction as a direct result of Council Policy. To be revised annually.	Annually	Survey sent to residents of Peterborough	None	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month	Not Applicable this month		
		3.2	Failure to maintain and regain Green Flag status in Central Park, Itter Park, Victoria Gardens and Eye Open Space	Annually	Green flag awarded / not awarded	None	Not Applicable this month - GF prep work in progress, Management plans complete	Not Applicable this month - Judging taken place, awaiting feedback	Not Applicable this month - Judging taken place, awaiting feedback	Not Applicable this month - Judging taken place, awaiting feedback	Not Applicable this month - Judging taken place, awaiting feedback	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	Green Flags awarded Summer 2014 - Central Park, Itter Park, Victoria Gardens and Eye Open Space	

3. Parks, Trees, Grass Cutting, Shrubs and Flowers	3.3	Failure to meet amenity grass cutting frequency (3 weekly from April for 95% of the area) to an appropriate standard / finish for the specific area when cutting complete. <i>Image to be added</i>	Monthly	Quality checks performed by Amey / PCC	Monthly	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	
	3.4	Failure to carry out a yearly cut of all shrubs to a years growth.	Annually	Thorough the yearly shrub cutting plan	Yearly	N/A	N/A	N/A	N/A	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	Works in progress as per annual plan.	
	3.5	Maintain flowers beds and displays ensuring aesthetically pleasing (ensuring substantially free from weeds).	Monthly	Quality checks performed by Amey / PCC	Monthly	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
	3.6	Any shrub/greenery encroaching on site lines or affecting H&S to be cut back as required within 1 week.	Monthly	Report is made to Peterborough Direct, or Amey Peterborough helpdesk	Monthly					0	0	0	0	0	0	0	0	0	0	0	0
	3.7	Failure to inspect trees as instructed by the Authority within the time period set out below. These must be recorded and maintained on an up to date tree asset register  <ul style="list-style-type: none"> <li>• 2 hours if deemed as an emergency</li> <li>• 4 weeks if deemed as a priority</li> <li>• 8 weeks in all other cases</li> </ul>	Monthly	Statistical information taken from Works manager	Monthly	0	0	0	0	72	53	1 (change reason from previous month: one works not linked to KPIs failures, 1 was incorrectly closed day before)	2	0	0	0	2	0	0	0	
	3.8	Failure to inspect, maintain and record play area inspections in accordance with the spec	Monthly	Statistical information taken from Works manager	Monthly	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
4. City Centre	You can expect the City Centre to have a designated team which will carry out a daily cleanse of benches and bike shelters on Long Causeway, Bridge Street and Lower Bridge street. They will remove pigeon faeces from hard surfaces and remove chewing gum from Cathedral square. There will also be 4 hot washes carried out on the pavement areas per year, a hit squad will be available for spills. Litter bins will be emptied through the day and litter collected from the streets to maintain a Grade A standard	4	Overall household waste collection customer satisfaction from the Citizens panel survey to be above 75.3% (see appendix 1a); taking into account any factors that may reduce satisfaction as a direct result of Council Policy. To be revised annually.	Annually	Survey sent to residents of Peterborough	No	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	Not applicable this month	
5. Travellers	All unauthorised encampments will be visited within 24 hours and communicated to the authority a suitable removal date. Regular visits will be made to ensure that the encampment is not causing anti social behaviour or carrying out any criminal offences. Assistance will also be given when required to evict encampments and arrange for subsequent clear up and securing of the land. Authorised Sites will be maintained and have regular Health and Safety risk assessments carried out including a weekly inspection of the sites. Remedial work will be carried out to the sites as and when required.	5	Cleanse and secure unauthorised traveller sites within 24 hours of departure	Monthly	Statistical information taken from Works manager	Monthly	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	
6. Complaints	The partner will adopt the PCC complaints procedure which is a 3 stage procedure with all complaints being responded to within 10 working days. If the partner wishes to change this policy they must set out their proposals and allow 10 working days for the Authority to respond. This excludes complaints specifically regarding Peterborough City Council Policy (for example the introduction of the charged garden waste collection).	6	Number of stage 2 complaints target < 2 per month	Monthly	Statistical information taken from Works manager	Monthly	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
7. Passenger Transport	Failure to provide a vehicle for a route (this includes providing a qualified DBS checked Driver and passenger assistant if required) within 30 minutes	7	This is capped at one failure per route per day.	Monthly	Amey monthly performance report	Monthly	N/A	N/A	N/A	N/A	N/A	0	0	0	0	0	2	0	0	0	

<b>SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 7</b>
<b>15 SEPTEMBER 2015</b>	<b>Public Report</b>

## **Report of Service Director Financial Services and Serco's Interim Partnership Director**

**Report Author – Steven Pilsworth, Service Director Financial Services and Paul Richards, Interim Partnership Director, Serco**

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### **REPORT ON THE PERFORMANCE OF THE SERCO PARTNERSHIP (2014/15)**

#### **1 PURPOSE**

1.1 This is an opportunity for the Committee to hear from and question both officers of the Council and the Serco Interim Partnership Director, Paul Richards on the performance of Serco during 2014/15.

#### **2 RECOMMENDATION**

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

#### **3 LINKS TO SUSTAINABLE COMMUNITY STRATEGY**

3.1 The Serco 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 13 October 2011 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 Service.

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 The ICT Managed Service has been operated by Serco Limited since 1 October 2009.

4.4 These contracts were previously managed by a Strategic Client team within the council. Following a senior management council restructure implemented on 2 March 2015 these contracts are now managed by the Service Director Financial Services. This restructure included the creation of the post Assistant Director Digital Peterborough. The Financial Services team has been restructured to implement appropriate support to manage both contracts which was formally implemented on 17 August 2015. As such there has been some interim arrangements during this time with some new roles created which are currently being recruited to including the role of ICT Manager to operationally manage the ICT contract.

## 5 ANNUAL REPORT FOR 2014/15

5.1 The PSSP is structured in four areas namely

- Operations;
- Growth;
- Transformation; and
- Procurement.

5.2 **Operations** –In accordance with the original agreement between Serco and the Council the Partnership continues to drive continuous improvement, preparing for strategic service improvements and continuing the change in culture. Whilst the operational environment remains challenging the contract has exceeded a number of Key Performance Indicators (KPIs). In those services where this was not the case both parties agreed mutually to exclude the KPIs and actions have been put in place.

5.2.1 Service delivery and improvements:

- Strategic partnership governance arrangements have been set up including reporting mechanisms via an Operational Delivery Group;
- The Serco Operations Director oversees the Serco operations with a management team of Heads of Service in the relevant business areas; and
- Process and procedures are in place that aligns to both PCC requirements and the Serco Management System.

5.2.2 Service Improvement Plans are in place for each service. Examples of these projects are:-

- The implementation of new technologies in Benefits to improve productivity and the customer experience. The eForms pilot was extremely successful and all new claims are now made online;
- Commitment to improve debt collection. In the current economic climate this continues to be a challenge; and
- Developing the Customer Services service model to reduce handling times and improved first call resolution. The Customer Service Centre has achieved the prestigious Customer Service Excellence award for the seventh year in a row

5.3 **Growth** – One of the key objectives of the PSSP was to strive for continued growth. The Council remains committed to sharing the benefits of the forward-thinking and wide-ranging OJEU notice which allows for services to be carried out on behalf of other public sector bodies in partnership. The initial three years of the partnership has seen a focus on the improvement of existing services and internal business cases (for example the transfer of around 50 PCC Adult Social Care staff to Serco in 2013). Future years are likely to see the Council and Serco bidding together for a range of opportunities which could include shared service and ICT opportunities.

5.4 **Transformation** – There has been progress in some areas, particularly in supporting the Council's Customer Strategy which is now taking shape within the redefined Customer Experience programme, and in supporting Adult Social Care deliver the personalisation agenda. This year, the Adult Social Care inform and advice service function was transferred to Serco. This new service saw five new Serco team members provide the service from within the Customer Contact Centre in Bayard Place.

5.5 **Procurement** - the PSSP contract requires Serco to commit to guaranteed savings on the overall Council procurement spend but currently excludes adult social care spend as at the time the PSSP contract was awarded, adult social care services was delivered by the Primary Care Trust.

## 6 PERFORMANCE DATA

6.1 The Operational Services Agreement (OSA) between the Council and Serco contains Key Performance Indicators (KPIs) and Performance Indicators (PIs) against which the service performance is measured.

6.2 As part of the Monitoring and Reporting Framework and under the OSA, Serco provides reports to both the PSSP Strategic Partnership Board (Chaired by Cllr Seaton) and the Financial Services team within the council. The reports demonstrate to the Council which performance levels are being achieved against all of the KPIs and PIs and also to highlight any trends in service performance.

6.3 Contract performance has been good in the period with just one key performance indicator (KPI) failure (ICT Oracle support call – 1 missed call in period). However a number of KPIs are excluded from imposing financial penalties by agreement from both parties. These exclusions relate to (a) increased volumes associated mainly with the introduction of Welfare Reform, (b) the collection of council tax and (c) the introduction of the pilot Customer Relationship Management system in the contact centre.

6.4 Under the contract, there are mechanisms in place to exclude KPIs and put in place appropriate actions to address excluded KPIs and also to review KPIs to ensure that they focus on financial performance, quality, and client / customer satisfaction whilst still achieving the objectives of the partnership agreements. The current KPIs are under review with Serco to better reflect the current circumstances of the existing partnership arrangement.

6.5 **Customer Services (CS)** - Serco has carried out the following performance activities in CS

- In January 2015 the Customer Services team started to deliver the new Inform & Advice team as a key early part of the Adult Social Care (ASC) transformation programme. The team is co-located with the PCC See & Solve team in the Customer Service Centre to enable a fully integrated service to be delivered.
- Also in January the call centre team have supported the implementation of a Customer Relationship Management (CRM) system which is a key enabler in advance of the full implementation of the council's Customer Strategy through the Customer Experience programme.
- In June Customer Services were successful in retaining the Customer Service accreditation for another year for the Peterborough Direct Service. The award has now been continuously held since 2009. The assessor advised that all criteria have been fully met and two areas have, for the first time, been assessed as being 'compliance plus'. The two areas are (a) "empowering our staff to participate in the customer-focussed culture of the organisation" and (b) "we identify individual customer needs at the first point of contact and ensure the most appropriate person deals with their query". During the assessment the assessor spoke to five customers and all were positive about the service both now and in the past.  
The assessor was also complimentary about the observations he made of customer services staff and shared positive feedback he received from internal 'customers' of the services delivered by Peterborough Direct.
- The team again assisted the council and Amey in signing up customers for the garden waste collection service. Numbers subscribed are similar to last year with over 19,000 sign ups across all access channels including the call centre and cash office.
- Customer surveys completed for the call centre and face to face services confirmed customer satisfaction levels have remained high with 95% of customers participating stating they were either satisfied or very satisfied with the service provided.

Customer Service performance data for 2014/15 is as follows:

Measure	KPI	Actual to March 14	Variance	KPI	Actual to March 15	Variance
Customer Satisfaction	95%	95%	0%	95%	95%	0%
Percentage of calls answered	91%	85%	-6%	91%	90%	-1% but KPI suspended for May 2014 and from 1/1/15. 92% up to 31/12/14
Percentage of face to face customers with an appointment seen within 30mins	95%	99%	+4%	95%	100%	+5%
Percentage of calls answered in 20 seconds	63%	59%	-4%	63%	57%	-6% but KPI suspended for April and May 2014 and from 1/1/15. 64% performance outside exclude periods
Average times to answer	25 secs	25 secs	0 secs	25 secs	34 secs	-9% but KPI suspended for April and May 2014 and from 1/1/15. 19 secs performance outside exclude periods
First call resolution	85%	86%	+1%	85%	89%	+4%

\*April – May 2014 exclusion is due to excessive demand within the contact centre following the introduction of garden waste charges

\* 1 January 2015 exclusion is due to the introduction of the pilot Customer Relationship Management system in the contact centre

#### 6.6 Shared Transactional Services (STS) - Serco has carried out the following performance activities in Shared Transactional Services:

- The Benefits team has continued to improve the service following the successful introduction of the on line claim form. The focus this year has been on improving the speed of processing new claims for benefit and reported changes to existing claims. This has seen all new claims and changes being processed more quickly with pending work being reduced by 80%. New claims are currently being processed in an average of 16 days and changes in 13 days.
- The Business Rates team delivered a similar notable improvement by collecting 97.8% of rates due by 31 March 2015. This was not only an improvement of 0.9% on last year but the highest achieved in Peterborough for seven years.
- The challenge of collecting council tax has continued following the implementation of the council tax support (CTS) scheme in 2013 when 11,000 households in Peterborough either had to pay council tax for the first time or had to pay more. However there are signs that customer demand is reducing as those impacted most by CTS are becoming more familiar with the scheme. Although 'in year' council tax collection is recorded it is important to also consider 'current' council tax collection levels to highlight that recovery action does not stop on 31 March which is 96.1% for 2014/15 and 97.5% for 2013/14. The council continues to collect outstanding council tax.

6.6.1 In-year Business Rates and Council Tax performance for 2014/15 is as follows (with a comparison to the last reporting periods):

	09/10	10/11	11/12	12/13	13/14	14/15
<b>NDR collection</b>	95.06%	96.31%	96.37%	97.15%	96.92%	97.78%
<b>CTX collection</b>	96.06%	95.76%	95.73%	96.15%	95.26%	94.78%
<b>CTX collection as at 31 August 2015</b>					97.50%	96.10%

6.6.2 Benefits performance (average number of days to process) for the last 6 years is shown in the table below:

	09/10	10/11	11/12	12/13	13/14	14/15
<b>new claims / changes</b>	13.52	18.54	28.75	29.28	24.04	22.55
<b>new claims</b>	23.33	35.18	48.51	46.62	32.24	25.66
<b>changes</b>	10.28	14.10	23.44	25.74	22.72	22.12

6.6.3 **Invoice Payments** - Performance information in relation to payment of Invoices is as follows:

<b>Serco &amp; PCC Performance combined</b>	<b>Target</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
<b>Ensure all statutory Accounts Payable returns meet deadlines</b>	100.0%	100.0%	100.0%	100%	100%
<b>Percentage of invoices paid within 30 days of receipt BVPI8</b>	97.00%	93.54%	93.63%	90.84%	90.58%

<b>Serco only performance</b>	<b>Mar 13</b>	<b>Mar 14</b>	<b>Mar 15</b>
<b>Percentage of invoices paid within 30 days of receipt BVPI8</b>	99.49%	99.82%	99.73%

6.7 **Business Support (BS)** - Serco has carried out the following performance activities in Business Support:-

- The new Head of Business Support, Chris Nixon, commenced on 11 May 2015.
- Achievement of business support savings within Children Services and Public Health for 2014/15.
- A number of meetings have taken place with council Service Directors, Assistant Directors and Heads of Service with regards to the reduction to the level of Business Support to enable savings to be made in 2015/16 savings. Initial proposals for savings have been reviewed and discussed and further analysis has been carried out by Business Support.
- 125 Business Support staff who primarily work in Children's Social Care and Adults Social Care have had standard DBS checks carried out and have received clearance.

6.8 **Strategic Property** - Serco has carried out the following performance activities in Strategic Property services:-

- Managed the marketing and letting of Bridge Street units and continued to manage the tenants on the industrial estates on behalf of the council. For example, the opening of the Argo Lounge on Bridge Street before Christmas and has continued to trade well and meeting the letting agents to agree a new marketing budget ad strategy for the Alfric Square.
- The Team has continued to support the fit-out of the Skills Centre at the Moyes End Stand at PUFC. This work has included supporting the Growth Team with showing parties over the building together with match day duties. Recently a team member has been seconded for a day a week in March to support the Growth Team in their work at Fenland BC.

- The Team have supported the Transparency Agenda Team in providing property records for the new website

6.9 **Procurement** - Serco has carried out the following performance activities in Procurement.

- Team resources have been reviewed with experienced Category Managers now appointed to replace procurement generalists. The procurement approach for current procurement activity is now outlined in sourcing and category plans documentation.
- Procurement team are supporting the delivery of the adult social care savings programme on a times and material basis. By working with the Council commissioning teams, significant savings have been achieved with more identified for 2015/16.
- A commercial review of the contract year three milestone payment is under review.

6.10 **ICT** - Serco has carried out the following performance activities

- A support model for the new Agresso Financial system has been proposed. The new model will be delivered from the Serco Shared Service Centre to provide the specialist knowledge when required. Migration to the new model is well underway to ensure that there is a seamless transition when the new system goes live.
- A project has been proposed and is currently being evaluated to migrate the remaining one hundred and twenty active machines running Windows XP to Windows 7. The Microsoft XP operating system is now obsolete and is not supported by Microsoft and is therefore a potential security threat to the PCC infrastructure.
- Of the 107 sites included in the CityFibre phase 1 project only 8 remain outstanding to be connected. The timeline has been extended to address dependencies such as diocese and wayleave approvals being delayed.
- The Partnership continues to develop innovative solutions to deliver ICT that supports modern day service delivery. Two examples of that are the work to migrate the server estate to Amazon Web Services and the piloting of Google Chrome books as an alternative to more traditional hardware. We will update Members on the progress of these initiatives

Measure	KPI	Actual to Mar 15	Variance
Percentage of calls answered in 20 seconds	80%	84.75%	+4.75%
First call resolution	50%	59.47%	+9.47%
Network availability	99%	98.36%	-0.64% <sup>1</sup>
Percentage of incidents resolved on time	90%	95.44%	+5.44%
Percentage of service requests resolved on time	90%	96.57%	+6.57%
Customer Satisfaction	70%	84.41%	+14.41%

6.11 **Business Transformation and Strategic Improvement (BT&SI)** - Serco has provided project resource and expertise to support the council in delivering the following programmes during 2014/15 :-

- Customer Experience Programme – Project Management and Business Analysts
- Adult Social Care Front Door – Project Management and Business Analysis

<sup>1</sup> The Network availability network KPI is shown as failed however is report as compliant in the monthly report. Users at remote sites shut down their network which means that we are unable to monitor the service



- Adult Social Care Transformation Programme Implementation – Care Act, Better Care Fund and Savings Initiatives. Transformation and Project Management and project support.
- Business Intelligence to include Customer Access Hub, customer insight, Digital Inclusion, analysis and Customer Relationship Management (CRM) system administration.

These programmes have continued into 2015/16 and has highlighted a requirement for further resource in relation to project management, project support, business analysis and Project Management Office and has been planned into the Annual Delivery Plan for 2015/16.

## 7 COMPLAINTS

7.1 There has been a significant improvement with regards to a reduction in complaints compared to 2013/14. The following complaints have been received regarding Shared Transactional Services & Customer Services during the 2014/ 2015 financial year:

Department	2014/15	2013/14
Customer Services	29	63
Shared Transactional Services	128	185

7.2 The following table breaks down the number of complaints in that the complaint was either not upheld, partially upheld or fully upheld.

	Customer Services	Shared Transactional Services
Not Upheld	7	63
Partially Upheld	6	26
Fully Upheld	16	39
	<b>29</b>	<b>128</b>

7.3 The complaints about Customer Services relate to:-

- Staff Attitude/Conduct 15
- Delayed/Failed Service 11
- Lack of/Incorrect Info about a service 1
- Poor Facilities/Building 0
- Denial/Withdrawal of Service 0
- Other 2

7.4 The Complaints related to Shared Transactional Services refer to:-

- delayed / failed service - 120
- Denial and/or withdrawal of service 2
- Staff attitude / conduct - 6
- Query about legislation - 0
- Other 0

7.5 Customer Service complaints were resolved at stage 1 except 2 cases which went to Stage 2. Shared Transactional Services had eight cases which escalated to Stage 2, two of these were escalated to Stage 3.

## 8 IMPLICATIONS

8.1 The partnership enables the Council to continue to provide efficient, economic and effective services through its strategic partner.

## **9 CONSULTATION**

9.1 The Financial Services team continues to engage with stakeholders in relation to the services being provided.

## **10 EXPECTED OUTCOMES**

10.1 The expected outcomes are set out in the report.

## **11 BACKGROUND DOCUMENTS:**

11.1 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)

## **12 APPENDICES:**

None

<b>SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 8</b>
<b>15 SEPTEMBER 2015</b>	<b>Public Report</b>

## **Report of the Director of Governance**

**Report Author** – Paulina Ford, Senior Democratic Services Officer

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

### **FORWARD PLAN OF EXECUTIVE DECISIONS**

#### **1. PURPOSE**

- 1.1 This is a regular report to the Sustainable Growth and Environment Capital Scrutiny Committee outlining the content of the Forward Plan of Executive Decisions.

#### **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 of Executive Decisions is attached at Appendix 1. The Forward Plan contains those Executive decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new Executive decisions to be taken after 2 October 2015.
- 3.2 The information in the Forward Plan of Executive Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these Executive decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the Executive decisions, consideration would need to be given as to how this could be accommodated within the work programme.
- 3.4 As the Forward Plan is published fortnightly any version of the Forward Plan published after dispatch of this agenda will be tabled at the meeting.

#### **4. CONSULTATION**

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

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

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

None

#### **6. APPENDICES**

Appendix 1 – Forward Plan of Executive Decisions

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# **PETERBOROUGH CITY COUNCIL'S FORWARD PLAN OF EXECUTIVE DECISIONS**

PUBLISHED: 4 SEPTEMBER 2015

## FORWARD PLAN

### **PART 1 – KEY DECISIONS**

In the period commencing 28 days after the date of publication of this Plan, Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below in **Part 1**. 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.

If the decision is to be taken by an individual Cabinet Member, the name of the Cabinet Member is shown against the decision, in addition to details of the Councillor's portfolio. If the decision is to be taken by the Cabinet, this too is shown against the decision and its members are as listed below:  
Cllr Holdich (Leader); Cllr Coles; Cllr Elsey; Cllr Fitzgerald (Deputy Leader); Cllr Hiller, Cllr Lamb; Cllr North; Cllr Seaton; Cllr Serluca.

This Plan should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis to reflect new key-decisions. Each new Plan supersedes the previous Plan and items may be carried over into forthcoming Plans. 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 Gemma George, Democratic Services Manager, Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388039). Alternatively, you can submit your views via e-mail to [gemma.george@peterborough.gov.uk](mailto:gemma.george@peterborough.gov.uk) or by telephone on 01733 452268. For each decision a public report will be available from the Governance Team one week before the decision is taken.

### **PART 2 – NOTICE OF INTENTION TO TAKE DECISION IN PRIVATE**

Whilst the majority of the Executive's business at the Cabinet meetings listed in this Plan will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. In these circumstances the meeting may be held in private, and on the rare occasion this applies, notice will be given within **Part 2** of this document, 'notice of intention to hold meeting in private'. A further formal notice of the intention to hold the meeting, or part of it, in private, will also be given 28 clear days in advance of any private meeting in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed (unless a notice of intention to hold the meeting in private has been given).

### **PART 3 – NOTIFICATION OF NON-KEY DECISIONS**

For complete transparency relating to the work of the Executive, this Plan also includes an overview of non-key decisions to be taken by the Cabinet or individual Cabinet Members, these decisions are listed at **Part 3** and will be updated on a weekly basis.

You are entitled to view any documents listed on the Plan, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Gemma George, Democratic Services Manager, Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388038), e-mail to [gemma.george@peterborough.gov.uk](mailto:gemma.george@peterborough.gov.uk) or by telephone on 01733 452268.

All decisions will be posted on the Council's website: [www.peterborough.gov.uk/executivedecisions](http://www.peterborough.gov.uk/executivedecisions). If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Democratic Services Manager using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this Plan.

**PART 1 – FORWARD PLAN OF KEY DECISIONS**

**KEY DECISIONS FROM 2 OCTOBER 2015**

<i><b>KEY DECISION REQUIRED</b></i>	<i><b>DECISION MAKER</b></i>	<i><b>DATE DECISION EXPECTED</b></i>	<i><b>RELEVANT SCRUTINY COMMITTEE</b></i>	<i><b>CONSULTATION</b></i>	<i><b>CONTACT DETAILS / REPORT AUTHORS</b></i>	<i><b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b></i>
<b>Award of Contract for Car Leasing – KEY/02OCT15/01</b> To award a contract to enable the Council to provide a salary sacrifice car leasing scheme.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>October 2015</b>	Sustainable Growth and Environment Capital	Employment Committee and Trade Unions	Paul Smith HR Consultant Tel: 01733 863629 Paul.smith@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b>The report will contain an exempt annex.</b>
<b>Future of America Farm Solar and Wind Project – KEY/02OCT15/02</b> For Cabinet to agree the future of the project at America Farm.	<b>Cabinet</b>	<b>9 November 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	John Harrison Corporate Director Resources Tel: 01733 452520 John.harrison@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Installation of Solar Panels on Roof Tops – KEY/02OCT15/03</b> To approve the extension of scope to the scheme and additional finance arrangements.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>October 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	John Harrison Corporate Director Resources Tel: 01733 452520 John.harrison@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<b>PREVIOUSLY ADVERTISED DECISIONS</b>						
<p><b>Delivery of the Council's Capital Receipt Programme through the Sale of Dickens Street Car Park - KEY/03JUL/11</b></p> <p>To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Dickens Street Car Park.</p> <p>For Cabinet to consider future options for service delivery.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	<p><b>September 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments &amp; external stakeholders as appropriate.</p>	<p>Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Sale of the Herlington Centre - KEY/21MAR14/03</b></p> <p>Delivery of the Council's capital receipts programme through the sale of the Herlington Centre, Orton Malborne.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	<p><b>September 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Simon Webber Capital Projects Officer Tel: 01733 384545 simon.webber@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>



<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<b>Formalise Integrated Community Equipment Service Funding and Commissioning Arrangements - KEY/18APR14/01</b> To formalise integrated community equipment service joint funding arrangements.	<b>Councillor Wayne Fitzgerald Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b>	<b>September 2015</b>	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Nick Blake Head of Commissioning for Older People, Physical Disabilities and Sensory Impairment Tel: 01733 452406 nick.blake@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Award of Contract for Build of a Waste Transfer Station - KEY/18APR14/02</b> To award a contract for the build of a waste transfer station.	<b>Councillor Gavin Eley Cabinet Member for Digital, Waste and Street Scene</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Paul Robertson Waste Project Officer Tel: 01733 864740 paul.robertson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Print Managed Services - KEY/13JUN14/01</b> To enable Council officers to be able to print, copy and scan.	<b>Councillor David Seaton Cabinet Member for Resources</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Vicki Palazon Financial Services Manager – Planning and Reporting Tel: 01733 864104 Vicki.palazon@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Selective Licensing - KEY/17OCT14/01</b> To improve standards and management of properties in the private rented sector.	<b>Councillor Peter Hiller Cabinet Member for Growth, Planning, Housing &amp; Economic Development</b>	<b>September 2015</b>	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders	Belinda Child Housing Strategic Manager Tel: 01733 863769 Belinda.child@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Peterborough Visitor Economy Strategy 2015-2020 (Draft) – KEY/06JAN15/13</b> To approve the strategy and recommend that Council adopt as a major policy document.</p>	<b>Cabinet</b>	<b>9 November 2015</b>	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders.	Douglas Gyte Strategic Tourism Manager Tel: 01733 453490 Douglas.gyte@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p><b>Classroom Extension and Associated Works Heltwate School - KEY/06MAR15/01</b> To authorise the construction of an extension at Heltwate School and give authority to the Executive Director of Resources to award the construction contract within the approved budget.</p>	<b>Councillor John Holdich Leader of the Council and Cabinet Member for Education, Skills and University</b>	<b>September 2015</b>	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Alison Chambers Assets and School Place Planning Officer Tel: 01733 863975 Alison.chambers@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p><b>St Michaels Expansion – KEY/06MAR15/07</b> Award of contract for the expansion of St Michaels Church School to a 2FE, including the approval of property, legal and financial arrangements for various enabling agreements and third parties.</p>	<b>Councillor David Seaton Cabinet Member for Resources</b>	<b>September 2015</b>	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Brian Howard Head of Schools Infrastructure 01733 863976 Brian.howard@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<b>Fletton Quays – KEY/06MAR15/08</b> Disposal of Fletton Quays land and property assets to Peterborough Investment Partnership.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Pleasure Fair Meadow – KEY/06MAR15/09</b> Disposal of Pleasure Fair Meadow Car Park to Peterborough Investment Partnership.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Wirrina Car Park – KEY/06MAR15/10</b> Disposal of Wirrina Car Park to Peterborough Investment Partnership.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Mobile Homes Charging Schedule – KEY/01MAY15/04</b> To approve the mobile homes charging schedule.	<b>Councillor Peter Hiller</b> <b>Cabinet Member for Growth, Planning, Housing &amp; Economic Development</b>	<b>September 2015</b>	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders during eight week consultation.	Belinda Child Head of Housing and Health Improvement Tel: 01733 873769 Belinda.child@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<p><b>Novation of Contract Regarding Temporary Staff – KEY/15MAY15/01</b> To approve the novation of the temporary staff contract.</p>	<p><b>Councillor John Holdich</b> Leader of the Council and Cabinet Member for Education, Skills and University</p>	<p><b>September 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>James Fordham Recruitment and Retention Officer Tel: 01733 864581 James.fordham@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Extension and Variation to the Integrated Sexual Health Service Contract – KEY/26JUNE15/02</b> To extend the current contract for the two additional years specified in the original contract. In addition, this decision will reduce to current contract value.</p>	<p><b>Councillor Diane Lamb</b> Cabinet Member for Public Health</p>	<p><b>September 2015</b></p>	<p>Scrutiny Commission for Health Issues</p>	<p>Relevant internal and external stakeholders.</p>	<p>Wendi Ogle-Welbourn, Director of People and Communities Tel: 01733 863749 Wendi.Ogle-welbourn@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Offtake Arrangements for Power from the Energy from Waste Plant - KEY/10JUL15/01</b> To approve the offtake arrangements.</p>	<p><b>Councillor Gavin Elsey</b> Cabinet Member for Digital, Waste and Street Scene</p>	<p><b>September 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal external stakeholders.</p>	<p>Richard Pearn Waste Partnership Manager Tel: 01733 864739 richard.pearn@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p><b><i>The decision will include an exempt annex.</i></b></p>

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<b>Real Time Passenger Information – KEY/10JUL15/02</b> To approve the expansion and maintenance contract.	<b>Councillor Peter Hiller</b> <b>Cabinet Member for Growth, Planning, Housing &amp; Economic Development</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and External stakeholders.	Amy Pickstone Senior ITS Officer Tel: 01733 317481 Amy.pickstone@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Delivery of the Council's Capital Receipt Programme through the sale of Welland House, Dogsthorpe – KEY/24JUL15/01</b> To authorise the sale of Welland House, Dogsthorpe.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Simon Webber Strategic Projects Officer Tel: 01733 384545 Simon.webber@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Delivery of the Council's Capital Receipt Programme through the sale of Pyramid Centre, Bretton North – KEY/24JUL15/02</b> To authorise the sale of the Pyramid Centre, Bretton North.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>September 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Gareth Dawkins Capital Projects Officer Tel: 01733 384618 Gareth.dawkins@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b><i>The decision will include an exempt annexe.</i></b>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Sale of Land at Rear of Braybrook School, Orton Longueville – KEY/24JUL15/03</b> To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Land.</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>December 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Davies Sales and Acquisitions Tel: 01733 384547 Brian.davies@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Sale of the Lindens, Lincoln Road – KEY/24JUL15/04</b> To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale.</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>December 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Davies Sales and Acquisitions Tel: 01733 384547 Brian.davies@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p><b>Sale of Bretton Court, Bretton North – KEY/24JUL15/05</b> To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	<p><b>December 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Davies Sales and Acquisitions Tel: 01733 384547 Brian.davies@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Expansion by One Form of Entry to Jack Hunt Secondary School – KEY/07AUG15/02</b> To approve expansion by 1 form of entry of Jack Hunt Secondary School to include award of building contracts for the required enhancement of facilities and any legal changes to the schools PFI contract.</p>	<p><b>Councillor John Holdich</b> <b>Leader of the Council and Cabinet Member for Education, Skills and University</b></p>	<p><b>September 2015</b></p>	<p>Strong and Supportive Communities Scrutiny Committee</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Howard Head of Schools Infrastructure Tel: 01733 863976 Brian.howard@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Procurement Strategy - KEY/21AUG15/01</b> To approve the Procurement Strategy.</p>	<p><b>Cabinet</b></p>	<p><b>9 November 2015</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Vicki Palazon Financial Services Manager – Planning and Reporting Tel: 01733 864104 Vicki.palazon@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p><b>Care Act 2014 Framework – KEY/21AUG15/02</b> Approval of publication of the Council's framework for delivery of the statutory obligations and powers introduced by the Care Act 2014.</p>	<b>Cabinet</b>	<b>9 November 2015</b>	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Tina Hornsby Assistant Director, Quality Information and Performance Tel: 01733 752427 tina.hornsby@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p><b>Changes to the Council's Adult Social Care Charging Policy – KEY/21AUG15/03</b> Consultation around proposed changes to the Council's charging policy in recognition of the statutory obligations and powers introduced by the Care Act 2014.</p>	<b>Councillor Wayne Fitzgerald Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b>	<b>September 2015</b>	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders	Mark Gedney Financial Systems Manager Tel: 01733 452335 Mark.gedney@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p><b>Integrated Substance Misuse Treatment System – KEY/21AUG15/06</b> To approve the contract award for the Integrated Substance Misuse Treatment System.</p>	<b>Councillor Diane Lamb Cabinet Member for Public Health</b>	<b>September 2015</b>	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Wendi Ogle-Welbourn Corporate Director People and Communities Tel: 01733 863749 Wendi.ogle-welbourn@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.



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<p><b>Subsidised Passenger Transport Service Provision – KEY/04SEPT15/05</b> Following a Cross Party Working Group a report will be submitted to cabinet outlining their recommendations regarding maintaining and/or enhancing the Subsidised Passenger Transport Service Provision in Peterborough</p>	<b>Cabinet</b>	<b>9 November 2015</b>	Sustainable Growth and Environment Capital Scrutiny Committee	Cross Party Working Group	Richard Mayes, Principal Passenger Transport Contracts and Planning Officer Tel: 01733 317451 richard.mayes@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p><b>Peterborough Local Plan (Preliminary Draft version) - KEY/04SEPT15/04</b> Cabinet to approve the first draft of the updated Local Plan for public consultation in January 2016</p>	<b>Cabinet</b>	<b>14 December 2015</b>	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Kay Head of Sustainable Growth Tel: 01733 863795 richard.kay@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<p><b>Installation of solar power on roof tops: extension of scheme to Axiom Housing Association Limited - KEY/04SEPT15/03</b></p> <p>To approve the extension of the scheme to Axiom Housing Association Limited.</p>	<p><b>Councillor David Seaton, Cabinet Member for Resources</b></p>	<p><b>September 2015</b></p>	<p>Sustainable growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>John Harrison Corporate Director Resources Tel: 01733 452520 John.harrison@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Installation of Solar Panels on Roof Tops: Extension of Initial Target Area and Extension of Qualifying Property Ownership - KEY/04SEPT15/02</b></p> <p>To approve the extension of the scheme's initial target area and extension of qualifying property ownership.</p>	<p><b>Councillor David Seaton, Cabinet Member for Resources</b></p>	<p><b>October 2015</b></p>	<p>Sustainable growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>John Harrison Corporate Director Resources Tel: 01733 452520 John.harrison@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>Installation of Solar Panels on Residential Roof Tops: Change in Initial Investment – KEY/04SEPT15/01</b></p> <p>To approve the change in initial investment</p>	<p><b>Councillor David Seaton, Cabinet Member for Resources</b></p>	<p><b>September 2015</b></p>	<p>Sustainable growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>John Harrison Corporate Director Resources Tel: 01733 452520 John.harrison@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Peterborough Statement of Community Involvement (SCI) – KEY/21SEPT15/01</b> For Cabinet to approve the Statement of Community Involvement.</p>	<b>Cabinet</b>	<b>14 December 2015</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	<p>Richard Kay Head of Sustainable Growth Strategy Tel: 01733 863795 Richard.kay@peterborough.gov.uk</p> <p>Gemma Wildman Principal Strategic Planning Officer Tel: 01733 863824 Gemma.wildman@peterborough.gov.uk</p>	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p><b>Eyrescroft Primary School – KEY/21SEPT15/02</b> Closure of Eyrescroft Primary School, academy transfer agreement and lease of premises.</p>	<b>Councillor John Holdich Leader of the Council and Cabinet Member for Education, Skills and University</b>	<b>September 2015</b>	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	<p>Alison Chambers Assets and School Place Planning Officer Alison.chambers@peterborough.gov.uk Tel: 01733 863975</p>	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p><b>Draft Housing Strategy – KEY/21SEPT15/03</b> For Cabinet to approve the Strategy for public consultation.</p>	<b>Cabinet</b>	<b>8 February 2016</b>	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	<p>Anne Keogh Housing and Strategic Planning Manager Anne.keogh1@peterborough.gov.uk Tel: 01733 863815</p>	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

**PART 2 – NOTICE OF INTENTION TO TAKE DECISIONS IN PRIVATE**

**KEY DECISIONS TO BE TAKEN IN PRIVATE**

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER</i>
<b>NONE AT THE CURRENT TIME</b>						

**PART 3 – NOTIFICATION OF NON-KEY DECISIONS**

<b>NON-KEY DECISIONS</b>						
<b><i>DECISION REQUIRED</i></b>	<b><i>DECISION MAKER</i></b>	<b><i>DATE DECISION EXPECTED</i></b>	<b><i>RELEVANT SCRUTINY COMMITTEE</i></b>	<b><i>CONSULTATION</i></b>	<b><i>CONTACT DETAILS / REPORT AUTHORS</i></b>	<b><i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i></b>
<b>Registration of the Mayor's Charity</b> To approve the registration of the Mayor's Charity with the Charity Commission.	<b>Councillor John Holdich</b> <b>Leader of the Council and Cabinet Member for Education, Skills and University</b>	<b>September 2015</b>	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Natalie Moulton Assistant Lawyer (Contracts and Procurement) Tel: 01733 452527 Natalie.moulton@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Vivacity Premier Fitness – Invest to Save Scheme</b> To authorise investment in developing Vivacity Premier Fitness on an invest to save basis	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>September 2015</b>	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	John Harrison Corporate Director Resources Tel: 01733 452520 John.harrison@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b><i>The decision will include an exempt annex.</i></b>
<b>Extension of Current Adult Social Care Contracts</b> – To approve the extension of Mental Health Employment, Wellbeing and Recovery Services contracts from 1 October 2015 and 30 Nov 2016 due to reconfiguration of the contract.	<b>Councillor Wayne Fitzgerald</b> <b>Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b>	<b>September 2015</b>	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Mubarak Darbar Head of Commissioning Learning Disabilities Tel: 01733 452509 Mubarak.darbar@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b><i>DECISION REQUIRED</i></b>	<b><i>DECISION MAKER</i></b>	<b><i>DATE DECISION EXPECTED</i></b>	<b><i>RELEVANT SCRUTINY COMMITTEE</i></b>	<b><i>CONSULTATION</i></b>	<b><i>CONTACT DETAILS / REPORT AUTHORS</i></b>	<b><i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i></b>
<b>Delegation of Authority -</b> To delegate authority for funding governance arrangements for care placements for Looked After Children to the Service Director – Safeguarding and Children for a period of 12 months.	<b>Councillor Andy Coles</b> <b>Cabinet Member for Children’s Services</b>	<b>September 2015</b>	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Helene Carr Head of Service, Access to Resources and Specialist Commissioning Tel: 01733 863901 Helene.car@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>Personal Budgets in Peterborough</b> To agree to adopt Peterborough’s Personal Budget Policy Statement as part of the revised statutory duties that apply to the Council as part of the SEND reforms, under the Children and Families Act 2014.	<b>Councillor John Holdich</b> <b>Leader of the Council and Cabinet Member for Education, Skills and University</b>	<b>September 2015</b>	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders	Carrie Gamble Commissioner Tel: 01733 863931 Carrie.gamble@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## **DIRECTORATE RESPONSIBILITIES**

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

Strategic Finance

Internal Audit

Schools Infrastructure (Assets and School Place Planning)

Corporate Property

Waste and Energy

Strategic Client Services (Enterprise Peterborough / Vivacity / SERCO including Customer Services, ICT and Business Support)

### **PEOPLE AND COMMUNITIES DEPARTMENT Director's Office at Bayard Place, Broadway, PE1 1FB**

Adult Services and Communities (Adult Social Care Operations, Adult Social Care and Quality Assurance, Adult Social Care Commissioning, Early Help – Adults, Children and Families, Housing and Health Improvement, Community and Safety Services, Offender Services)

Children's Services and Safeguarding (Children's Social Care Operations, Children's Social Care Quality Assurance, Safeguarding Boards – Adults and Children's, Child Health, Clare Lodge (Operations), Access to Resources)

Education, People Resources and Corporate Property (Special Educational Needs and Inclusion, School Improvement, City College Peterborough, Pupil Referral Units, Schools Infrastructure)

Business Management and Commercial Operations (Commissioning, Recruitment and Retention, Clare Lodge (Commercial), Early Years and Quality Improvement)

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

Legal and Democratic Services

Human Resources (Business Relations, HR Policy and Rewards, Training and Development, Occupational Health and Workforce Development)

City Services and Communications (Markets and Street Trading, City Centre Management including Events, Regulatory Services, Parking Services, Vivacity Contract, CCTV and Out of Hours Calls, Marketing and Communications, Tourism and Bus Station, Resilience)

Performance and Information (Performance Management, Information Governance, Systems Support Team, Coroner's Office, Freedom of Information)

### **GROWTH AND REGENERATION DEPARTMENT Director's Office Stuart House, St Johns Street, Peterborough, PE1 5DD**

Development and Construction (Development Management, Planning Compliance, Building Control)

Sustainable Growth Strategy (Strategic Planning, Housing Strategy and Affordable Housing, Climate Change and Environment Capital, Natural and Built Environment)

Opportunity Peterborough

Peterborough Highway Services (Network Management, Highways Maintenance, Street Naming and Numbering, Street Lighting, Design and Adoption of Roads,

Drainage and Flood Risk Management, Transport Policy and Sustainable Transport, Public Transport)

Peterborough Investment Partnership

### **PUBLIC HEALTH DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG**

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**SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE  
WORK PROGRAMME 2015/16**

Updated: 24 August 2015

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Meeting Date	Item	NOTES
<b>10 June 2015</b> <i>Draft Report 22 May</i> <i>Final Report 29 May</i>	<b>Growth and Regeneration Directorate Overview</b>  <b>Contact Officer: Richard Kay</b>	
	<b>Establishment of Task and Finish Group to review Housing Strategy</b>  <b>Contact Officer: Anne Keogh</b>	
	<b>Review of 2014/15 and Future Work Programme 2015/2016</b> To review the work undertaken during 2014/15 and to consider the future work programme of the Committee. <b>Contact Officer: Paulina Ford</b>	
<b>16 July 2015</b> <i>Draft Report 29 June</i> <i>Final Report 6 July</i>	<b>PCC Biodiversity Strategy 2014/15 Annual Report</b>  <b>Contact Officer: James Fisher</b>	
	<b>Local Transport Plan</b>  <b>Contact Officer: Andy Tatt</b>	
	<b>Street Lighting Replacement Programme</b>  <b>Contact Officer: Andy Tatt</b>	

Meeting Date	Item	NOTES
<b>15 September 2015</b> <i>Draft Report 27 Aug</i> <i>Final Report 3 Sept</i>	<b>Amey Annual Partnership Report</b>  <b>Contact Officer: Martin Raper / James Collingridge</b>	
	<b>Major Highway Schemes and Contract Reports</b>  <b>Contact Officer: Michael Stevenson / Andy Tatt</b>	
	<b>Serco Partnership Performance Report 2014/2015</b>  <b>Contact Officer: Paul Richards / Steven Pilsworth</b>	
<b>8 October 2015</b> <i>Draft Report 23 Sept</i> <i>Final Report 28 Sept</i>	<b>Joint Meeting of Scrutiny Committee and Commissions</b>  To discuss and comment on the proposals for the Alternative Governance arrangements.  <b>Contact Officer: Kim Sawyer</b>	
<b>12 November 2015</b> <i>Draft Report 26 Oct</i> <i>Final Report 2 Nov</i>	<b>Carbon Emissions Management Action Plan - Annual Update</b>  To Scrutinise the Peterborough City Council's 2013/14 carbon dioxide emissions report and make any recommendations necessary.  <b>Contact Officer: Charlotte Palmer</b>	

Meeting Date	Item	NOTES
	<p><b>Portfolio Progress Report from the Cabinet Member for Communities and Environment Capital including Environment Capital Annual Report</b></p> <p>To scrutinise and comment on the progress of the portfolio of the Cabinet Member</p> <p>Contact Officer: Charlotte Palmer</p>	
	<p><b>Progress Report from the Cabinet Member for Digital, Waste and Street Scene</b></p> <p>To scrutinise and comment on the progress of the portfolio of the Cabinet Member.</p>	
	<p><b>Peterborough Statement of Community Involvement (SCI)</b></p> <p><b>Contact Officer: Gemma Wildman</b></p>	<p>Added at the request of the officer on 11 August. Approved by Chair and Group Representatives.</p>
	<p><b>Preliminary Draft of Local Plan</b></p> <p><b>Contact Officer: Gemma Wildman</b></p>	
<p><b>25 January 2016</b></p> <p><i>Draft Report 6 Jan</i></p> <p><i>Final Report 13 Jan</i></p>	<p><b>Local Transport Plan Programme of Works 2015/16</b></p> <p>To consider the Local Transport Plan Programme of Works for 2015/2016.</p> <p><b>Contact Officer: Lewis Banks / Andy Tatt</b></p>	
	<p><b>Task and Finish Group Report – Review of Strategic Housing Strategy</b></p> <p><b>Contact Officer: Anne Keogh</b></p>	

Meeting Date	Item	NOTES
	<p><b>Progress Report from the Cabinet Member for Growth, Planning, Housing and Economic Development</b></p> <p>To scrutinise and comment on the progress of the portfolio of the Cabinet Member.</p> <p><b>Peterborough Investment Partnership- Strategic Overview</b></p> <p><b>Contact Officer: Simon Machen</b></p>	
<p><b>10 February 2016</b>  <b>(Joint Meeting of the Scrutiny Committees and Commissions)</b></p>	<p><b>Budget 2016/17 and Medium Term Financial Strategy to 2025/26</b></p> <p>To scrutinise the Executive's proposals for the Budget 2016/17 and Medium Term Financial Plan 2025/26.</p> <p><b>Contact Officer: John Harrison/Steven Pilsworth</b></p>	
<p><b>23 March 2016</b>  <i>Draft Report 4 March</i>  <i>Final Report 11 March</i></p>	<p><b>Opportunity Peterborough – Annual Report</b></p> <p><b>Peterborough Highway Service Annual Report 2015</b></p> <p><b>Contact Officer: Andy Tatt / Andrew Denman</b></p>	

Meeting Date	Item	NOTES
	<p><b>Local Enterprise Partnership – Outcomes and Objectives</b></p> <p><b>Contact Officer: Neil Darwin</b></p>	

**TO BE PROGRAMMED 2015/2016**

Item	Comments
Opportunity Peterborough Annual Progress Report including Draft Economic Action Plan	

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