

SHAREHOLDER CABINET SUB-COMMITTEE

MONDAY 16 SEPTEMBER 2019
10.00 AM

Bourges/Viersen Room - Town Hall

AGENDA

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Committee Members:

Councillors: Allen, M Cereste, W Fitzgerald (Chair), D Seaton and I Walsh

Further information about this meeting can be obtained from Pippa Turvey on telephone 01733 452460 or by email – philippa.turvey@peterborough.gov.uk

SHAREHOLDER CABINET SUB-COMMITTEE	AGENDA ITEM No. 3
16 SEPTEMBER 2019	PUBLIC REPORT

Report of:	Steve Cox - Executive Director Place & Economy, Cambridgeshire and Peterborough	
Cabinet Member(s) responsible:	Councillor Marco Cereste - Cabinet Member for Waste and Street Scene	
Contact Officer(s):	James Collingridge – Head of Environmental Partnerships	Tel. 864736

ARAGON DIRECT SERVICES

R E C O M M E N D A T I O N S	
From: Councillor Marco Cereste Cabinet Member for Waste and Street Scene	Deadline date: N/A
It is recommended that the Shareholder Cabinet Sub-Committee note the contents of this report.	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Shareholder Cabinet Sub-Committee on the progress of the Aragon Direct Services contract by the Cabinet Member for Waste and Street Scene.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The report is being presented to the Shareholder Cabinet Sub-Committee to provide an overview of all the key areas of the Aragon Direct Services contract. It will also provide an overview of KPI's (Key Performance Indicator) along with a general update on the mobilisation and performance of each of the departments within the contract.
- 2.2 Aragon Direct Services has taken on a like for like contract as was previously delivered by Amey, this contract delivers a breadth of services including:-
- Street Cleansing
 - Waste Management and Recycling
 - Grounds Maintenance and Arboriculture
 - Home to School Transport
 - Property Maintenance
- 2.3 This report is for Shareholder Cabinet Sub-Committee to consider under its Terms of Reference No. (a) *'To monitor performance and financial delivery of the companies, partnerships and charities set out above in line with Cabinet approved business plans by means of monthly performance monitoring and scrutiny'*.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

- 4.1.1 Aragon Direct Services had a phased mobilisation with Building Cleaning transferring in February 2019, Waste Management and Recycling in April 2019 and the remainder of the services transferred in May 2019. All staff received new PPE (Personal Protective Equipment) and received refresher training including Health and Safety. It should be noted all staff were also fully re-inducted before commencing any front line duties.
- 4.1.2 Aragon Direct Services has liaised with Peterborough City Council (PCC) and Amey throughout the transition to ensure a smooth mobilisation of staff through TUPE, they have also worked to transfer all fleet vehicles and assets to ensure that front line services have not been affected during the mobilisation period.
- 4.1.3 Back office support is being provided to Aragon Direct Services through current PCC departments and partners covering, Procurement, Legal, ICT, and Accounts Payable. HR is being provided by Vero HR and they have an onsite presence which has greatly improved service to employees.

Aragon Direct Services continue to bring on new suppliers, they currently have a core supplier base but they are looking to expand this to ensure when quotes are raised PCC are getting competitive rates and there are also the specialist contractors required on the system.

- 4.1.4 Aragon Direct Services is run by a board of directors including senior Aragon Direct Services officers and Councillors, the board is in place to oversee the running of the company and to also have an overarching view on spend and business development.

PCC have fortnightly contractual meetings with the Managing Director of Aragon and fortnightly operation meetings with the senior managers of Aragon Direct Services. Ultimately any changes to the governance or structure of Aragon Direct Services including performance will be reported into the Shareholder Cabinet Sub-Committee.

On a daily basis the contract will be monitored by the Head of Environmental Partnership who will also use contractual KPI's to ensure Aragon Direct Services are delivering cost effective services.

- 4.1.5 Growth of the company is key and as a result Aragon Direct Services have appointed a new Managing Director who will commence her post in September 2019; this role will be to look at how we can expand the services that Aragon Direct Services offer and increase third party works to increase external revenue.
- 4.1.6 Aragon Direct Services have invested in new software for both Waste and Recycling and Property Services this software should help to streamline the works carried out and offer more real time information on works completed. With regards to the Waste and Recycling it offers greater in-cab technology to allow crews to record when bins are not presented or if they are rejected for collection why this is this case, also allowing tracking of routes to see if they are completed. This results in Peterborough Direct having more information to inform residents when they call in as to why their bin may have been missed or if the crews are still working and have not completed their rounds.

Further work is being done to look at software for Street Cleansing and Grounds Maintenance again looking to provide real time information and reorganise work by priority / reducing the need for double keying when works are completed.

4.2 OVERVIEW OF SERVICE AREAS AND PERFORMANCE

4.2.1 Street Cleansing

- 4.2.1.1 Aragon Direct Services undertakes street cleansing throughout the city, they currently empty 1,341 litter bins and 305 dog waste bins and since May 2019 Aragon have already collected 340.14 tonnes of street sweepings.

The street hot washing of the city centre has not been conducted in Cathedral Square and Bridge Street so far this year as the current Hot Wash vehicle that Aragon Direct Services has is inoperable and is no longer supported for parts. Aragon Direct Services has been speaking with the market providers and hopes to have a new machine on site within the coming months and will then commence street washing, again it is also hoped that the temperature of the new machine will also help to remove chewing gum.

4.2.1.2 Aragon Direct Services have been liaising with the ‘Discarded Needles Group’ meetings and have procured new post / wall mounted needle bins that are going to be installed in hot spot areas across the city. They are also liaising with a company to see if sensors can be fitted to these bins which will inform them when they are 80% full, this will mean that there are never overflowing bins but also that we do not have unproductive time emptying bins that are not being used.

4.2.1.3 Fly tipping continues to be an issue across the city, Aragon Direct Services are working hard to clear it within the KPI timeframe of 24 hours for hazardous and 48 hours for non-hazardous once this is reported to them. Aragon Direct Services have also been providing information to the cross party working group on fly tipping and the current areas they find to be Hot Spots. Aragon Direct Services are also working with the PES team to look at the possibility to have in most case a single visit resolution, (in most cases) a fly tip requires an enforcement officer to attend before it can be removed. However we are looking at some of the more routine fly tips if Aragon Direct Services operatives can removed any evidence in situ so that fly tip can be remove quicker and completed in one visit.

Since May 2019 Aragon Direct Services have collected the following fly tips: -

May – 582

June – 653

July - 741

4.2.2 **Waste Management and Recycling**

4.2.2.1 Aragon Direct Services operate a fortnightly collection of residual and recycling waste from circa 85,000 properties with food waste being weekly. They continue to operate a chargeable Garden Waste scheme with 21,381 already subscribed which is only 59 subscriptions off what we achieved last year.

4.2.2.2 We are currently recycling 43.1% and the tonnage of kerbside recycling collected by Aragon Direct Services since mobilisation is shown below: -

May - 1,555.81 tonnes

June - 1,129.80 tonnes

July - 1,483.59 tonnes

The following tables shows the tonnage collected per waste stream since Aragon Direct Services has mobilised this is compared to the same 3 months last year which shows on average Aragon Direct Services are collecting the same recycling tonnages and the mobilisation has not had any detriment on service delivery.

	May-18	Jun-18	Jul-18
Kerbside Food	354.7	340.86	306.28
Kerbside DMR	1,453.48	1,480.82	1,420.98
Kerbside Garden	1,086.54	1,005.70	553.45
Kerbside Residual	3,833.88	3,454.67	3,136.52
	May-19	Jun-19	Jul-19
Kerbside Food	384.66	333.32	319.09

Kerbside DMR	1,555.81	1,129.80	1,483.59
Kerbside Garden	964.44	927.96	998.56
Kerbside Residual	3,762.47	3,215.82	3,568.77

4.2.2.3 The current fleet of Refuse and Recycling vehicles will be coming to the end of their economic life within the next two years. Aragon Direct Services are working with PCC to look at future options for new vehicles which could include electric RCV's. This work is in tandem with waiting on the government's paper on how they would like authorities to collect waste moving forwards as this could have a major impact of the types of vehicles that are procured.

4.2.2.4 Aragon Direct Services continue to deliver waste services in line with PCC policy that no residual side waste will be picked up and not collecting contaminated bins. However, they are finding that more HMO's and social landlords recycling bins are being contaminated and then left to overflow instead of contaminate being removed. Working with Cllr Cereste they are approaching social landlords to offer a collection service for an annual charge which means we will always clear the bins away rather than the current situation where the landlord has to pay a contractor each time they take a contaminated bin. This should help the landlords but also mean that bins stores and communal areas should not become overflowing and benefit the tenants.

4.2.2.5 Aragon Direct Services will continue to offer waste education to areas that have poor recycling rates and high levels of contamination; they will also be looking to carry out further events in schools.

4.2.3 **Grounds Maintenance - Parks and Open Spaces**

4.2.3.1 Aragon Direct Services are currently undertaking the 7th grass cut of the city with all the biodiversity areas having all had their annual cut. One biodiversity area suffered from several arson attempts this year which resulted in an additional cost to remove the arising's, PCC and Aragon Direct Services are exploring options for next season to see if there is a more cost effective way of carrying out the cut but also removing the arising's.

Aragon Direct Services have retained Green Flag status at 4 parks across the city and continue to work with friends of groups to improve park facilities, this also includes working closer with the groups to apply for external funding for improvements and events within the parks.

This financial year they are proposing to plant 220 trees across the city, Aragon Direct Services have also been using watering bags to allow the community to be involved with the tree planting and helping to ensure they survive, this has worked well in many areas of street tree planting. Aragon Direct Services are also continuing to liaise with both PECT and the PCC Tree Officers on the Woodland for Peterborough scheme looking at areas that would be suitable for Whip planting.

4.2.3.2 Capital investment has been made in a number of play areas across the city. Following the annual Health and Safety audit this highlighted a number of parks that need further investment in the coming years. PCC and Aragon Direct Services are jointly working to prioritise these works but also look at what external funding can be raised to help deliver these works.

A great example of this is the new park delivered by Aragon Direct Services in the CanDo area called Connect Park, this was built in an area of land that previously had issues with ASB and drug dealing. The park turned an area of grass into a great space for families to both play and socialise by providing new equipment such as table tennis, outdoor gym facilities and new shrub and tree planting.

This was in addition to the state of the art outdoor gym installed in New England Recreation area which was the first of its kind in Peterborough. The equipment offers better resistance

training and can use the kinetic energy produced through the equipment to charge mobile phones through a USB port.

4.2.4 **Home to School and Community Link**

4.2.4.1 Aragon Direct Services currently operate 24 Home to School routes for the City Council PCC, these are both main stream and SEN, they are also in the process of taking on a further 6 routes. They additionally operate the Community Link Service that takes residents who cannot use public transport to get their shopping and back home, this continues to be a well-used service and utilises the staff in between their school runs to undertake the work.

Aragon Direct Services are also looking to upskill their staff members as they have seen a lack of skilled PSV drivers in the market for the hours required to cover Home to School routes, as such they are training non PSV drivers and Passenger Assistants to obtain their PSV licence. This will allow greater flexibility in the services deliver and also offer the resilience needed to cover for sickness etc.

4.2.5 **Property Maintenance**

4.2.5.1 Aragon Direct Services Offer a Repairs and Maintenance helpdesks function for all PCC properties with a 24 hour on call service where required, they also ensure that all our statutory servicing obligations on our properties are fulfilled and a 3 yearly condition survey of our estate is conducted.

This is seen as an area of the business that can be further expanded with some school already signing up to SLA's with Aragon Direct Services, however further work is needed both commercially and with legal to get a more off the shelf contract that can be quickly put in place when signing up new customer.

4.2.6 **KPI's and Customer Interactions**

4.2.6.1 Aragon Direct Services have adopted the old KPI's that formed part of the Amey contract however they have taken these and added in some further KPI's to make them more robust; an example of this is adding in KPI's to cover Property Maintenance, Building Cleaning and the Courier Service. We are also looking to retain a financial penalty for each of the KPIs, how these will be calculated is described in the report attached in Appendix 1.0. As new software has had to be implemented for the daily running of these front line services to date we do not have meaningful KPI data, this is currently being cross checked and Aragon Direct Services hope to start producing monthly KPI data in the coming months.

Aragon Direct Services offer a dedicated Members email address to log any issues or concerns and this team also manages any complaints that come into Aragon Direct Services, the following tables show the current level of customer interactions (note the complaints figures have both justified and unjustified included).

	May	June	July
CLlr Requests	53	51	10
Customer Complaints	14	5	113

5. **CONSULTATION**

5.1 No further consultation has been undertaken beyond that of the Shareholder Cabinet Sub-Committee.

6. **ANTICIPATED OUTCOMES OR IMPACT**

6.1 It is anticipated that any comments of the Shareholder Cabinet Sub-Committee will be fed back to aid in future improvements to the services delivered.

7. REASON FOR THE RECOMMENDATION

7.1 The reason for the recommendation is to ensure that the Shareholder Cabinet Sub-Committee are up to date on the operation of the Aragon Direct Services and have an overview of the mobilisation and current service delivery.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 The alternative option was to not present this report to the Shareholder Cabinet Sub-Committee, this option was not taken forwards as it was important that the new contract arrangements will benefit from the input of the committee

9. IMPLICATIONS

Financial Implications

9.1 This report is to give an overview / progress update as such there are no financial implications.

Legal Implications

9.2 This report is to give an overview / progress update as such there are direct legal implications. As regards specific projects, legal advice has been sought on a case by case basis.

Equalities Implications

9.3 This report is to give an overview / progress update as such there are no anticipated equality implications.

10. BACKGROUND DOCUMENTS

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

10.1 None.

11. APPENDICES

11.1 Appendix 1.0 - Proposed KPI's

	Performance Standard Failure Number	What you can expect	Performance Standard Failure	Monitoring Frequency	Rectification Period	Performance Deduction	Basis of Calculation															
Household Waste Collection Service	1.1	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.	Missed Collection - all waste streams. Target 60 missed bins per 100,000 collections	Daily	1 Working Day	0.5 hours	Administrative Labour Cost in respect of each instance in excess of the target															
	1.2		Where two or more missed collection (from any waste stream) is missed from the same property in a two month period. Target is 10 repeat missed bins over a two month period.	Bi-monthly	1 Working Day	1 hour	Administrative Labour Cost in respect of each Missed Collection. Charge applied to each missed collection above the target. This target can be applied in addition to 1.1 and 1.5 and is calculated using data that forms 1.1 and 1.5 only.															
	1.3		Inappropriate collection (e.g. placing of containers inappropriately, collection of unauthorised waste) Target <10 per month	Monthly	1 Working Day	0.5 hours	Administrative Labour Cost in respect of each instance in excess of the target															
	1.4		Non-delivery of container within the required timescale. Target <10 per month	Monthly	1 Working Day	0.5 hours	Administrative Labour Cost in respect of each instance in excess of the target															
	1.5		Number of missed 'assisted collections' per	Monthly	1 Working Day	1 hour	Administrative Labour Cost in respect of each instance in excess of the target															
	1.6		Failure to offer a Bulky Waste Collection service to a household within the required timeframe	Monthly	1 week	0.5 hours	Administrative Labour Cost in respect of each instance in excess of the target															
	2.1	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.	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 as. <table border="1"> <tr> <td></td> <td>High</td> <td>Medium</td> </tr> <tr> <td>Grade A</td> <td>After Cleansing</td> <td></td> </tr> <tr> <td>Grade B</td> <td>6 hrs</td> <td>3 working days</td> </tr> <tr> <td>Grade C</td> <td>3 hrs</td> <td>2 working days</td> </tr> <tr> <td>Grade D</td> <td>1 hrs</td> <td>2 working days</td> </tr> </table>		High	Medium	Grade A	After Cleansing		Grade B	6 hrs	3 working days	Grade C	3 hrs	2 working days	Grade D	1 hrs	2 working days	Monthly	na	1 hour	A minimum of 40 surveys are to be undertaken each month such that failure will occur if two or more areas are not brought back to Grade A standard in accordance with the agreed timeframe.
			High	Medium																		
	Grade A		After Cleansing																			
	Grade B		6 hrs	3 working days																		
	Grade C		3 hrs	2 working days																		
Grade D	1 hrs	2 working days																				
2.2	Where a litter or dog bin is reported as full or over flowing the Aragon Direct Services will ensure that the bin is emptied in accordance with the following: * In City centre areas within 1 hour * In all other areas if reported before 1pm emptied the same day * If reported after 1 pm emptied the following working day	Monthly	Various	0.5 hours	Per instance of failure. One report per instance per day. Duplicate requests are to be disregarded. ADS to present photographic evidence where it wishes to refute an unfounded report.																	
2.3	Fly tipped waste removed within 24 hours where it is hazardous and 48 hours where it is deemed as non hazardous.	Monthly	na	1 hour	SLA applies to the working week only. If works are issued as non hazardous and then identified as hazardous; 48hours is to apply. If works are issued as hazardous and then identified as non-hazardous then 48hours is still to apply.																	
2.4	Failure to adhere to response times for removing graffiti, fly-posting, stickers or other defacing materials. Graffiti on Council property to be removed within 6 hours where it is offensive or in 3 working days if non offensive.	Monthly	na	1 hour	Where the graffiti is identified by ADS as being on private property; the SLA will start at the later of receipt of instructin and property permission to undertake the works. Determination of offensiveness is to be as per the Councils policy. Does this apply to standard operating hours or weekends also? SLA will not apply to deposits in excess of 10m3 due to logistical challenges. In such instances an SLA of four working days would apply.																	
2.5	Failure to remove a Sharpe within 1 hour of notification	Monthly	na	0.5 hours																		
	3.2	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.	Failure to maintain and regain Green Flag status in nominated parks	Annually	na	1 hour	KPI to not apply to parks in the first year they have been submitted for Green Flag status within the last four years.															
	3.3		Failure to meet agreed amenity grass cutting frequency (95% of the area) to an appropriate standard / finish for the specific area when cutting complete.	monthly	na	1 hour	KPI to apply per 'area' per cycle i.e. if four streets in the same area are failed; it counts as one area and thus one failure. If the same streets are failed in the next three-week cycle then it is a further failure.															
	3.4		Failure to carry out a yearly cut of all shrubs to a years growth.	Annually	na	10 hours	One instance per annum. Activity to apply against shrubs within areas agreed with the client as requiring cuts only and for areas forming part of the management plan for at least 4 months of the contract year															
	3.5		Maintain flowers beds and displays ensuring aesthetically pleasing (ensuring substantially free from weeds).	Monthly	na	0.5 hours	Number of instances in which the client function has substantiated as being below standard. Penalty to apply per bedding area.															
	3.6		Any shrub/greenery encroaching on site lines or affecting H&S to be cut back as required within 2 week.	Weekly	na	0.5 hours	Per instance of failure. One report per instance per day. Duplicate requests are to be disregarded. ADS to present photographic evidence where it wishes to refute an unfounded report.															
	3.7		Failure to inspect trees as instructed by the Authority within the set time period. These must be recorded and maintained on an up to date tree asset register • 2 hours if deemed as an emergency • 4 weeks if deemed as a priority • 8 weeks in all other cases	Annually	na	0.1 hours	Per instance of failure. One report per instance per day. Duplicate requests are to be disregarded. ADS to present photographic evidence where it wishes to refute an unfounded report.															
3.8	Failure to inspect, maintain and record play area inspections in accordance with the specification	Monthly	na	1 hour	Failure to inspect maintain and record constitutes one failure and not three.																	
Passenger Transport	4.1	The following services will be provided: 1) Mainstream School Transport, 2) Special Educational Needs transport, 3) Community Link bus service.	Failure to provide a vehicle for a route (this includes providing a qualified DBS checked driver and passenger assistant if required) within 30 minutes. This is capped at one failure per route per day.	Monthly	na	1 hour	Delay is based upon the variance from when the first child is meant to be collected vs. time actually collected.															
Building Cleaning	5.1	The service will clean the Authority premises in such a way as to maintain a clean healthy and safe environment for all users; allowing the Authority and other authorised users effective operational use of premises being	Failure to lock or unlock each public convenience facility in accordance with their scheduled opening and closing times	Daily	1 Hour	0.5 hours	Facility not opened within 15 minutes of stated opening time constitutes a failure. Failure of rectification constitutes a repeat failure.															
	5.2		Failure to maintain cleanliness of public conveniences	Daily	2 Hours	0.5 hours	To be assessed by either ADS staff, client function and or trained professionals															
	5.3		Public building not cleaned to acceptable standard	Monthly	na	0.5 hours	To be assessed by either ADS staff, client function and or trained professionals															
	5.4		Failure to maintain cleanliness of North Minster and Sand Martin House multi-storey carpark, including litter bins, stairwells and lift.	Daily	na	0.5 hours	To be assessed by either ADS staff, client function and or trained professionals															
Property Services	6.1	Provide a service which allows the Authority and its tenants to report building maintenance issues and service requests. Service requests will be responded to in accordance with the allocated priority and progress against timescales monitored.	% of Responsive repairs completed on time. Target is >95%	Monthly	1 week	2 hours	One-off charge where 95% target is not achieved															
	6.2		% of Inspections/planned work completed on time. Target is >95%	Monthly	1 week	2 hours	One-off charge where 95% target is not achieved															
	6.3		Quality of work assessed by post inspection regime. Target is >95%	Monthly	na	2 hours	One-off charge where 95% target is not achieved															
Courier Service	7.1	Provide a normal courier service that shall pick up from, transport and deliver to, various items of post and packages to Authority's, schools and other premises. The schools element is term time only.	A daily delivery service of DX documents between relevant buildings not being provided on an office working day when scheduled to do so	Daily	na	0.5 hours	Charge per site not visited that was programmed to be so.															

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SHAREHOLDER CABINET SUB-COMMITTEE	AGENDA ITEM No. 4
16 SEPTEMBER 2019	PUBLIC REPORT

Report of:	Pete Carpenter, Acting Corporate Director of Resources	
Cabinet Member(s) responsible:	Cabinet Member for Strategic Planning and Commercial Strategy and Investments	
Contact Officer(s):	Pete Carpenter, Acting Corporate Director of Resources	Tel. 01733 384564

NPS PETERBOROUGH LIMITED 2018-19

R E C O M M E N D A T I O N S	
FROM: Pete Carpenter, Acting Corporate Director of Resources	Deadline date: N/A
It is recommended that the Shareholder Cabinet Sub-Committee note the contents of this report.	

1. ORIGIN OF REPORT

- 1.1 This report has been requested by the Shareholder Cabinet Sub-Committee and the Interim Corporate Director of Resources.

2. PURPOSE AND REASON FOR REPORT

- 2.1 This is an opportunity for the Committee to hear from and question both officers of the Council and the NPS Peterborough Joint Venture Director, Alex Gee on the performance of NPS Peterborough during 2018/19.
- 2.2 This report is for the Shareholder Cabinet-Sub Committee to consider under its terms of reference 3.3.2. 'Functions of the Shareholder Cabinet Sub-Committee' (a), *"To monitor performance and financial delivery of the companies, partnerships and charities set out above in line with Cabinet approved business plans by means of monthly performance monitoring and scrutiny."*
- 2.3 NPS Peterborough continues to contribute to all of the Council's priorities.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

- 4.1 The NPS Joint Venture (JV) started in July 2016. There are 5 Directors, who are named in the Annual Report. Any profit derived from the JV is shared 50:50 between the JV Partners. Presently, the NPS JV covers Estate and Asset Management services across a portfolio of buildings with a Net Book Value of £346,898,000 excluding academy schools.

These include:

Operational Properties – 11 Offices buildings occupied by PCC staff
Farms – 21 tenants covering 2923 acres
Commercial / Retail - includes 134 units
Delivered Total Rental Income - £3,824,0291

Disposals Income achieved £7,918,000 against a target of £2,922,000.

4.2 The NPS Annual Report is attached at Appendix A. This sets out the financial performance of NPS Peterborough Limited. Overall:

- Revenues were increased compared to 2017/18.
- Costs increased roughly in line with the increase in revenues.
- Volume Discount to PCC for 2018/19 is £121,300* an increase of £33,587 when compared to 2017/18 (*subject to audit).

4.3 In terms of the range of work being carried out by the JV here is a summary for the Committee to note / comment upon as appropriate:

Operational Estate Management Services

Operational Estate Management Services has further strengthened its core team with a Building Services Manager but has lost one of the Strategic Asset Managers. The current focus has been to reduce the rental arrears with some notable success of closing out in excess of £260K of outstanding arrears.

Asset Review and Rationalisation (including disposals / acquisitions)

Disposals were a key primary focus of the team. A fortnightly report is issued to the PCC Head of Property. The 2018/19 end of year Disposals Income was £7,918,500 against a target of £2,922,000. There is no disposals target in 2019/20 FY.

Landlord & Tenant / Rent Reviews

Work has progressed well and the addition of a further Estates Surveyor has increased capacity. NPS Peterborough have strengthened our knowledge in Strategic Asset Management and CPOs.

Investment and Commercial Portfolio Management

Opportunities to review and maximise commercial and investment income remain a key priority. The JV is actively supporting the City Centre Development Framework; seeking investment opportunities and exploring opportunities to maximise office to residential conversions to alleviate the housing shortfall.

Rural Estate Management

The Rural Estate Manager continues to deliver the new rural action plan and is having some notable successes with existing tenants. 2 new grain stores have been delivered.

Valuations and Rating

The annual round of valuations was completed on time and fed into the year-end valuation figures. The programme completed in line with the PCC Finance / Audit team requirements, which were earlier than in previous years.

Premises Management/Contract Management of Building Maintenance Services

A Building Services Manager has successfully supported the occupation of SMH and Town Hall South (DWP). Soft FM contracts being managed by the JV on behalf of PCC account for £650K of spend.

Education Estate Management and Development

Support continues to be successfully provided to the PCC People and Communities Schools Capital / Infrastructure Team in terms of advice and guidance in relation to school development schemes, identification of potential sites for educational facilities (including Special Schools and

expansion schemes at both secondary and primary schools). A very good working relationship continues with the PCC Schools Infrastructure Team and the schools capital programme project management and PFI contract specialist support are all being delivered in line with the client team requirements.

Community Asset Transfers (CAT)

The approach to CAT transfers was submitted to scrutiny and a new client side structure has been put into place, led by Sarah Ferguson and Cate Harding. At the Year End, 6 had completed. 12 are currently with legal for completion.

Housing

The JV continues to support PCC, acting as corporate landlord for the 50 Homes and Syrian Refugee projects. The JV compile and manage the property and compliance related data; source new properties for the scheme; undertake housing condition surveys to Decent Homes standards, and manage the contract for the Lead Agents (Bee Lettings) on behalf of PCC.

2019/20 Focus

The JV will be looking to strengthen its scope of services, especially in the housing and strategic growth and development of the City. It is also seeking to grow its external market presence, capitalising on relationships it is building with South Kesteven District Council, South Holland District Council, Lincolnshire County Council, Melton Mowbray District Council and Cambridgeshire County Council.

Strategic Asset Management (SAM) and Projects

The current focus is on delivering Town Hall North renovations and supporting the occupation of 2nd floor of Sand Martin House by CITB.

Capital investment and development schemes

In addition to Sand Martin House, the JV team and wider NPS Group are providing support and other preparatory activities as the Council progresses its acquisitions and investments approach.

Annual Workbook Consultancy Services

The JV also facilitates work across People and Communities, and Leisure projects within PCC, providing design, surveying and other professional services as required either through the NPS Group or through relationships with local providers.

Statutory Inspection and Testing (STIM)

NPSP continue to monitor and receive data in respect of the STIM programme implemented by Aragon Direct Services and weekly meetings are held with PCC's Head of Property to monitor and plan Capital Programme spend.

5. CONSULTATION

- 5.1 The Acting Corporate Director of Resources, as contract owners continues to engage with stakeholders in relation to the services being provided.

6. ANTICIPATED OUTCOMES OR IMPACT

- 6.1 The expected outcomes and associated service impacts are set out in the report.

7. REASON FOR THE RECOMMENDATION

- 7.1 Service delivery of major partnership contracts should be reviewed annually and outcomes of these reviews should be used to improve service provision.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 This report sets out performance of an operational contract. Alternative options would be considered if service delivery is not being delivered, shown via budget spend and Performance

Indicator delivery.

9. IMPLICATIONS

Financial Implications

9.1 Full financial implications for the year are set out in Appendix A.

Legal Implications

9.2 This report gives a review of the delivery of the NPS Peterborough Joint Venture through the 2018/19 financial year. Delivery has been governed throughout the year by the agreed contracts and appropriate Change Control arrangements.

Equalities Implications

9.3 This contract delivers to a range of Peterborough City Council Stakeholders.

Rural Implications

9.4 A significant portion of this JV is the management of the Council's Farms portfolio.

10. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1988.

10.1 NPS Peterborough Joint Venture Arrangements

11. APPENDICES

11.1 Appendix A - NPS Peterborough Limited - Annual Report and Financial Statements for the Year Ended 31 March 2019

Registered number: 10213568

This draft produced on 26/7/2019 07:40

NPS PETERBOROUGH LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

DRAFT

NPS PETERBOROUGH LIMITED

COMPANY INFORMATION

DIRECTORS	D T Wetteland S C Hersey D A Seaton A Gee P L Carpenter
REGISTERED NUMBER	10213568
REGISTERED OFFICE	280 Fifers Lane Norwich Norfolk NR6 6EQ
INDEPENDENT AUDITORS	PricewaterhouseCoopers LLP Chartered Accountants & Statutory Auditors The Maurice Wilkes Building St John's Innovation Park Cowley Road Cambridge CB4 0DS
BANKERS	Barclays Bank Plc 5/6 Red Lion Street Norwich Norfolk NR1 3QH
SOLICITORS	nplaw Norfolk County Council County Hall Martineau Lane Norwich Norfolk NR1 2DH

NPS PETERBOROUGH LIMITED

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Statement of changes in equity	8
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NPS PETERBOROUGH LIMITED

**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2019**

The directors present their annual report and the audited financial statements for the year ended 31 March 2019.

PRINCIPAL ACTIVITIES

The company's principal activities are that of property consultancy in the areas of estates and property management.

RESULTS AND DIVIDENDS

The profit for the financial year, amounted to £98,175 (2018 - £87,713). The company's net assets as at 31 March 2019 are £222,015 (2018 - £123,840).

The directors have not recommended a dividend for the year (2018 - nil).

DIRECTORS

The directors who were in office during the year and up to the date of signing the financial statements were:

D T Wetteland (appointed 16 April 2018)

S C Hersey

S P Machen (resigned 13 February 2019)

D A Seaton

A Gee

P L Carpenter (appointed 19 March 2019)

QUALIFYING THIRD PARTY INDEMNITY PROVISIONS

The company has maintained liability insurance for its directors and officers throughout the year and up to the date of signing the financial statements. The directors and officers have also been granted a qualifying third party indemnity provision under section 234 of the Companies Act 2006 which is in force to the date of approval of the financial statements. Neither the company's indemnity nor insurance provides cover in the event that a director or officer is proved to have acted fraudulently or dishonestly.

NPS PETERBOROUGH LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019**

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS101 'Reduced Disclosure Framework' and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 101 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITORS

In the case of each director in office at the date the directors' report is approved:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

NPS PETERBOROUGH LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019**

INDEPENDENT AUDITORS

Pursuant to section 487 of the Companies Act 2006, the auditors will be deemed reappointed and PricewaterhouseCoopers LLP will therefore continue in office.

SMALL COMPANIES EXEMPTION

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board and signed on its behalf by:

D T Wetteland
Director
Date:

DRAFT

NPS PETERBOROUGH LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NPS PETERBOROUGH LIMITED

Report on the audit of the financial statements

Opinion

In our opinion, NPS Peterborough Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2019 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 "Reduced Disclosure Framework", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the statement of financial position as at 31 March 2019; the statement of comprehensive income, the statement of changes in equity for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

ISAs (UK) require us to report to you when:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of the above matters.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern. For example, the terms on which the United Kingdom may withdraw from the European Union are not clear, and it is difficult to evaluate all of the potential implications on the company's trade, customers, suppliers and the wider economy.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Directors' Report, we also consider whether the disclosures required by the UK Companies Act 2006 have been included.

NPS PETERBOROUGH LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NPS PETERBOROUGH LIMITED

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' Report for the year ended 31 March 2019 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Directors' Report.

Responsibilities for the financial statements and the audit***Responsibilities of the directors for the financial statements***

As explained more fully in the Directors' Responsibilities Statement set out on page [x], the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting**Companies Act 2006 exception reporting**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Entitlement to exemptions

Under the Companies Act 2006 we are required to report to you if, in our opinion, the directors were not entitled to: take advantage of the small companies exemption in preparing the Directors' Report; and take advantage of the small companies exemption from preparing a strategic report. We have no exceptions to report arising from this responsibility.

Andy Grimble (senior statutory auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Cambridge
Date:

NPS PETERBOROUGH LIMITED

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2019

	Note	2019 £	2018 £
Revenue	4	2,235,412	2,546,351
Cost of sales		(1,799,555)	(2,154,505)
GROSS PROFIT		435,857	391,846
Administrative expenses		(314,525)	(283,454)
OPERATING PROFIT	5	121,332	108,392
Interest receivable and similar income		6	-
Interest payable and similar expenses		(40)	-
PROFIT BEFORE TAX		121,298	108,392
Tax on profit	9	(23,123)	(20,679)
PROFIT AND TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		98,175	87,713

There were no recognised gains and losses for 2019 or 2018 other than those included in the statement of comprehensive income.

There was no other comprehensive income for 2019 (2018 - £NIL).

The notes on pages 9 to 26 form an integral part of these financial statements.

NPS PETERBOROUGH LIMITED
REGISTERED NUMBER: 10213568

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2019

	Note	2019 £	2018 £
FIXED ASSETS			
Property, plant and equipment	10	943	1,288
		<u>943</u>	<u>1,288</u>
CURRENT ASSETS			
Trade and other receivables: amounts falling due after more than one year	11	1,340	918
Trade and other receivables: amounts falling due within one year	11	155,174	175,672
Cash and cash equivalents	12	444,090	436,182
		<u>600,604</u>	<u>612,772</u>
Trade and other payables: amounts falling due within one year	13	(379,532)	(490,220)
NET CURRENT ASSETS		<u>221,072</u>	<u>122,552</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>222,015</u>	<u>123,840</u>
NET ASSETS		<u>222,015</u>	<u>123,840</u>
EQUITY			
Called up share capital	15	10	10
Retained earnings		222,005	123,830
TOTAL EQUITY		<u>222,015</u>	<u>123,840</u>

The company's financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements on pages 6 to 26 were approved and authorised for issue by the board and were signed on its behalf by:

D T Wetteland
 Director
 Date:

The notes on pages 9 to 26 form an integral part of these financial statements.

NPS PETERBOROUGH LIMITED

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2019

	Called up share capital	Retained earnings	Total equity
	£	£	£
At 1 April 2018	10	123,830	123,840
COMPREHENSIVE INCOME FOR THE YEAR			
Profit for the financial year	-	98,175	98,175
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	-	98,175	98,175
AT 31 MARCH 2019	10	222,005	222,015

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2018

	Called up share capital	Retained earnings	Total equity
	£	£	£
At 1 April 2017	10	36,117	36,127
COMPREHENSIVE INCOME FOR THE YEAR			
Profit for the financial year	-	87,713	87,713
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	-	87,713	87,713
AT 31 MARCH 2018	10	123,830	123,840

The notes on pages 9 to 26 form an integral part of these financial statements.

NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

1. GENERAL INFORMATION

The company is a private company, limited by shares, incorporated and domiciled in the UK and registered at 280 Fifers Lane, Norwich, Norfolk, NR6 6EQ. The reporting period is from 1 April 2018 to 31 March 2019.

The company's principal activities are that of property consultancy.

2. ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Financial Reporting Standard 101, 'Reduced Disclosure Framework' (FRS 101). The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006.

The preparation of financial statements in conformity with FRS 101 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3. The financial statements are presented in pound sterling (£).

NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

2. ACCOUNTING POLICIES (CONTINUED)**2.2 Financial reporting standard 101 - reduced disclosure exemptions**

The company has taken advantage of the following disclosure exemptions under FRS 101:

- the requirements of IFRS 7 Financial Instruments: Disclosures
- the requirements of paragraphs 91-99 of IFRS 13 Fair Value Measurement
- the requirements of the second sentence of paragraph 110 and paragraphs 113(a), 114, 115, 118, 119(a) to (c), 120 to 127 and 129 of IFRS 15 Revenue from Contracts with Customers
- the requirements of paragraph 52, the second sentence of paragraph 89, and paragraphs 90, 91 and 93 of IFRS 16 Leases. The requirements of paragraph 58 of IFRS 16, provided that the disclosure of details in indebtedness relating to amounts payable after 5 years required by company law is presented separately for lease liabilities and other liabilities, and in total
- the requirement in paragraph 38 of IAS 1 'Presentation of Financial Statements' to present comparative information in respect of:
 - paragraph 79(a)(iv) of IAS 1;
 - paragraph 73(e) of IAS 16 Property, Plant and Equipment;
 - paragraph 118(e) of IAS 38 Intangible Assets;
- the requirements of paragraphs 10(d), 10(f), 16, 38A, 38B, 38C, 38D, 40A, 40B, 40C, 40D, 111 and 134-136 of IAS 1 Presentation of Financial Statements
- the requirements of IAS 7 Statement of Cash Flows
- the requirements of paragraphs 30 and 31 of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors
- the requirements of paragraph 17 and 18A of IAS 24 Related Party Disclosures
- the requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member

2.3 Going concern

Whilst the entity remains profit making and has positive net current assets and net assets the entity operates as part of a wider group and as such the directors have received confirmation from Norse Group Limited that it will provide, for a period of at least 12 months from the date of the signing of these financial statements, such financial support as is necessary to allow the company to meet its liabilities as they fall due. Accordingly, the directors believe it remains appropriate to prepare the financial statements on a going concern basis.

NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

2. ACCOUNTING POLICIES (CONTINUED)**2.4 New standards, amendments and IFRIC interpretations**

IFRS 9 and IFRS 15 are new accounting standards that are effective for the year ended 31 March 2019. Further information on the impact of these new accounting standards is disclosed in note 20. There are no other new accounting standards, or amendments to accounting standards, or IFRIC interpretations that are effective for the year ended 31 March 2019 that have had a material impact on the company.

2.5 Revenue recognition

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The company recognises revenue when it transfers control over a product or service to a customer

The company does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the company does not adjust any of the transaction prices for the time value of money.

Rendering of services

Revenue from providing services is recognised in the accounting period in which the services are rendered.

For fixed-price contracts, revenue is recognised based on the actual service provided to the end of the reporting period as a proportion of the total services to be provided because the customer receives and uses the benefits simultaneously.

Where contracts include multiple performance obligations, the transaction price will be allocated to each performance obligation based on the stand alone selling prices. Where these are not directly observable, they are estimated based on expected cost plus margin. For service contracts including a goods element, revenue for the separate good is recognised at a point in time when the good is delivered, the legal title has passed and the customer has accepted the good.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the period in which the circumstances that give rise to the revision become known by management. In case of fixed price contracts, the customer pays the fixed amount based on a payment schedule. If the services rendered by the company exceed the payment, a contract asset is recognised. If the payments exceed the services rendered, a contract liability is recognised.

2.6 Property, plant and equipment

Property, plant and equipment under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

2. ACCOUNTING POLICIES (CONTINUED)**2.6 Property, plant and equipment (continued)**

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment - 20% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of comprehensive income.

2.7 Operating leases

Rentals paid under operating leases are charged to the statement of comprehensive income on a straight line basis over the lease term.

Associated costs such as maintenance and insurance are expensed as incurred.

2.8 Trade and other receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are initially recognised at fair value. The company holds the trade receivables with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost, less any provision for impairment. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss. Prior to the adoption of IFRS 9, allowances were made when there was objective evidence that the asset was impaired. From 1 April 2018, the company has applied IFRS 9 and has used the simplified approach to measuring credit losses, using a lifetime expected loss allowance for all trade receivables and contract assets. No material measurement changes were recorded as a result of adopting IFRS 9. When a trade receivable is considered uncollectable, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in profit or loss.

2.9 Cash and cash equivalents

Cash represents cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

NPS PETERBOROUGH LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

2. ACCOUNTING POLICIES (CONTINUED)

2.10 Financial instruments

The company recognises financial instruments when it becomes a party to the contractual arrangements of the instrument. Financial instruments are de-recognised when they are discharged or when the contractual terms expire. The company's accounting policies in respect of financial instruments transactions are explained below:

Financial assets and financial liabilities are initially measured at fair value.

Financial assets

All recognised financial assets are subsequently measured in their entirety at either fair value or amortised cost, depending on the classification of the financial assets.

Fair value through profit or loss

All of the company's financial assets are subsequently measured at fair value at the end of each reporting period, with any fair value gains or losses being recognised in profit or loss to the extent they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss includes any dividend or interest earned on the financial asset.

Impairment of financial assets

The company always recognises lifetime expected credit losses (ECL) for trade receivables and amounts due on contracts with customers. The expected credit losses on these financial assets are estimated based on the company's historical credit loss experience, adjusted for factors that are specific to the receivables, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument.

Financial liabilities**Fair value through profit or loss**

Financial liabilities are classified as at fair value through profit or loss, when the financial liability is held for trading, or is designated as at fair value through profit or loss. This designation may be made if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise, or the financial liability forms part of a group of financial instruments which is managed and its performance is evaluated on a fair value basis, or the financial liability forms part of a contract containing one or more embedded derivatives, and IFRS 9 permits the entire combined contract to be designated as at fair value through profit or loss. Any gains or losses arising on changes in fair value are recognised in profit or loss to the extent that they are not part of a designated hedging relationship.

At amortised cost

Financial liabilities which are neither contingent consideration of an acquirer in a business combination, held for trading, nor designated as at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. This is a method of calculating the

NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

2. ACCOUNTING POLICIES (CONTINUED)**2.10 Financial instruments (continued)**

amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or where appropriate a shorter period, to the amortised cost of a financial liability.

2.11 Trade and other payables

Trade and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers.

Short term payables are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value net of transaction costs and are measured subsequently at amortised cost using the effective interest method.

2.12 Called up share capital

Ordinary shares are classified as equity.

2.13 Employee benefits**Defined contribution pension plan**

The contributions to the company pension scheme have been treated as a money purchase scheme, despite employees being members of the local government pension scheme. Under the terms of the transfer agreement, the actuarial risks associated with the scheme remain with Peterborough City Council. The contributions paid by NPS Peterborough Limited are set in relation to the current service year only and as such the company has accounted for the contributions to the scheme as if it were a defined contributions scheme.

The contributions are recognised as an expense in the statement of comprehensive income when they fall due. Amounts not paid are shown in accruals as a liability on the statement of financial position. The assets of the plan are held separately from the company in independently administered funds.

NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

2. ACCOUNTING POLICIES (CONTINUED)**2.14 Current and deferred taxation**

The tax expense for the year comprises current and deferred tax. Tax is recognised in the statement of comprehensive income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the statement of financial position date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

**3. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION
UNCERTAINTY**

To be able to prepare the financial statements according to FRS 101, management must make estimates and assumptions that affect the asset and liability items and revenue and expense amounts recorded in the financial statements. These estimates are based on historic experience and various other assumptions that management and the Board of directors believe are reasonable under the circumstances. The results of this form the basis for making judgements about the carrying value of assets and liabilities that are not readily available from other sources.

The actual results are likely to differ from the judgements, estimates and assumptions made by management, and will seldom equal the estimated results.

Information about the significant judgements, estimates and assumptions that have the most significant effect on the recognition and measurement of assets, liabilities, income and expenses are discussed below.

Critical judgements**Revenue and profit on property consultancy contracts**

In respect of certain property consultancy services the stage of completion of any contract is assessed by management by taking into consideration all information available at the reporting date. In this process management carries out significant judgements about milestones, actual work performed and the estimated costs to complete the work. Further information on the company's accounting policy for these contracts is provided in note 2.5.

Critical estimates**Deferred tax assets**

The assessment of the probability of future taxable income in which deferred tax assets can be utilised is based on the company's latest approved budget forecast, which is adjusted for significant non-taxable income and expenses and specific limits to the use of any unused tax loss or credit. If a positive forecast of taxable income indicates the probable use of a deferred tax asset, especially when it can be utilised without a time limit, that deferred tax asset is usually recognised in full. The recognition of deferred tax assets that are subject to certain legal or economic limits or uncertainties is assessed individually by management based on the specific facts and circumstances.

4. REVENUE

All revenue arose within the United Kingdom and was entirely attributable to property consultancy.

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NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

5. OPERATING PROFIT

The operating profit is stated after charging:

	2019	2018
	£	£
Wages and salaries	495,505	380,209
Social security costs	51,969	40,775
Other pension cost	39,047	52,817
Depreciation of property, plant and equipment	345	344
Operating lease expense	43,340	50,000
	<u>43,340</u>	<u>50,000</u>

6. AUDITORS' REMUNERATION

	2019	2018
	£	£
Fees payable to the company's auditors for the audit of the company's annual financial statements	10,170	15,089
	<u>10,170</u>	<u>15,089</u>

The company has taken advantage of the exemption not to disclose amounts paid for non audit services as these are disclosed in the group financial statement of the parent company.

7. EMPLOYEES

The average monthly number of employees, including the directors, during the year was as follows:

	2019	2018
	No.	No.
Estates	14	11
Maintenance	2	-
	<u>16</u>	<u>11</u>

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NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

8. DIRECTORS' REMUNERATION

	2019 £	2018 £
Directors' emoluments	76,537	71,036
	<u>76,537</u>	<u>71,036</u>

Directors emoluments are borne by NPS Property Consultants Limited and recharged to the company. The disclosure above relates to services provided by one director (2018 - two).

The directors are directors of the parent company and a number of fellow subsidiaries and it is not possible to make an accurate apportionment of their emoluments in respect of each of the subsidiaries. Accordingly, the above details include no emoluments in respect of the directors. Their total emoluments are included in the aggregate of directors' emoluments disclosed in the financial statements of the parent company

9. TAX ON PROFIT

	2019 £	2018 £
CURRENT TAX		
UK corporation tax on profits for the year	23,553	20,710
Adjustments in respect of prior periods	(8)	134
TOTAL CURRENT TAX	<u>23,545</u>	<u>20,844</u>
DEFERRED TAX		
Origination and reversal of timing differences	(472)	(58)
Adjustments in respect of prior periods	50	(107)
TOTAL DEFERRED TAX	<u>(422)</u>	<u>(165)</u>
TAX ON PROFIT	<u>23,123</u>	<u>20,679</u>

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NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

9. TAX ON PROFIT (CONTINUED)**FACTORS AFFECTING TAX CHARGE FOR THE YEAR**

The tax assessed for the year is higher than (2018 - *higher than*) the standard rate of corporation tax in the UK of 19% (2018 - 19%). The differences are explained below:

	2019 £	2018 £
Profit before tax	121,298	108,392
Profit before tax multiplied by standard rate of corporation tax in the UK of 19% (2018 - 19%)	23,047	20,594
EFFECTS OF:		
Expenses not deductible for tax purposes	34	51
Adjustments in respect of prior periods	42	27
Changes in the rate of tax	-	7
TOTAL TAX CHARGE FOR THE YEAR	23,123	20,679

FACTORS THAT MAY AFFECT FUTURE TAX CHARGES

Changes to the UK corporation tax rates were substantively enacted as part of Finance Bill 2016 (on 6 September 2016). These include reductions to the main rate, to reduce the rate to 17% from 1 April 2020. Deferred taxes at the balance sheet date have been measured using these enacted tax rates and reflected in these financial statements.

NPS PETERBOROUGH LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

10. PROPERTY, PLANT AND EQUIPMENT

	Computer equipment £
COST	
At 1 April 2018	1,723
At 31 March 2019	<u>1,723</u>
ACCUMULATED DEPRECIATION	
At 1 April 2018	435
Charge for the year	345
At 31 March 2019	<u>780</u>
NET BOOK AMOUNT	
At 31 March 2019	<u>943</u>
At 31 March 2018	<u><u>1,288</u></u>

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NPS PETERBOROUGH LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

11. TRADE AND OTHER RECEIVABLES

		2019 £	2018 £
AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR			
Deferred tax asset	14	1,340	918
		<u>1,340</u>	<u>918</u>
		<u>2019 £</u>	<u>2018 £</u>
AMOUNTS FALLING DUE WITHIN ONE YEAR			
Trade receivables		139,435	173,856
Amounts owed by group undertakings		-	1,627
Other receivables		4,315	2
Prepayments and accrued income		11,424	187
		<u>155,174</u>	<u>175,672</u>

Amounts owed by group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand. There is no provision against this debt (2018 - £nil).

Trade receivables are stated after provision for impairment of £nil (2018 - £nil).

12. CASH AND CASH EQUIVALENTS

		2019 £	2018 £
Cash at bank and in hand		<u>444,090</u>	<u>436,182</u>

NPS PETERBOROUGH LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

13. TRADE AND OTHER PAYABLES: amounts falling due within one year

	2019 £	2018 £
Trade payables	1,491	-
Amounts owed to group undertakings	185,601	220,279
Corporation tax	23,553	14,710
Other taxation and social security	15,635	11,957
Other payables	10,474	5,995
Accruals and deferred income	142,778	237,279
	<u>379,532</u>	<u>490,220</u>

Amounts owed to group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

Included within other payables at the year end are outstanding pension contributions of £10,404 (2018 - £5,995).

14. DEFERRED TAXATION

The movement in the deferred taxation asset during the year was:

	2019 £	2018 £
At 1 April	918	753
Credited to profit or loss	422	165
AT 31 MARCH	<u>1,340</u>	<u>918</u>

Deferred tax is provided for at 17% (2018 - 17%) in the financial statements and consists of the following:

	2019 £	2018 £
Difference between depreciation and capital allowances	73	65
Other timing differences	1,267	853
	<u>1,340</u>	<u>918</u>

NPS PETERBOROUGH LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

15. CALLED UP SHARE CAPITAL

	2019 £	2018 £
Allotted, called up and fully paid		
8 (2018 - 8) Ordinary A shares of £1 each	8	8
2 (2018 - 2) Ordinary B shares of £1 each	2	2
	<u>10</u>	<u>10</u>

16. CONTINGENT LIABILITIES

The company is part of the NPS Property Consultants Limited group VAT registration and as such is jointly and severally liable for the VAT liability of the entire group. The group liability at the year end was £1,543,836 (2018 - £1,435,201).

A cross guarantee in favour of Barclays Bank plc is in place between NPS Peterborough Limited and the following group companies: NPS Property Consultants Limited, NPS North West Limited, NPS Humber Limited, NPS Barnsley Limited, NPS South West Limited, NPS London Limited, NPS Norwich Limited, NPS Leeds Limited, Norse Energy Limited, Norse Development Company Limited, International Aviation Academy-Norwich Limited, NPS Newport Limited, Hamson Barron Smith Limited, NPS Infinity Limited, NPS South East Limited. This cross guarantee is also in place between NPS Peterborough Limited and Beattie Passive Norse Limited, a joint venture company within the NPS Group. The indebtedness subject to this guarantee at the year end was £nil (2018 - £nil).

17. OTHER PROVISIONS

The nature of the company's activities, particularly in relation to its operations, is such that from time to time it faces challenges in respect of contractual disputes, laws and regulations and tax arising in the normal course of business. Provisions are made for these actions where this is appropriate. No provisions have been made in the financial statements for this year (2018 - £nil).

18. COMMITMENTS UNDER OPERATING LEASES

At 31 March the company had future minimum lease payments under non-cancellable operating leases as follows:

	2019 £	2018 £
Not later than 1 year	50,000	50,000
Later than 1 year and not later than 5 years	200,000	200,000
Later than 5 years	112,500	150,000
	<u>362,500</u>	<u>400,000</u>

NPS PETERBOROUGH LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

19. RELATED PARTY TRANSACTIONS

The company had the following transactions and balances in the normal course of trade with related parties within the Norse group, and the minority shareholder, Peterborough City Council:

	Year ended 31 March 2019 Sales £	Year ended 31 March 2019 Purchases £	31 March 2019 Receivables £	31 March 2019 Payables £
NPS Property Consultants Limited	-	280,733	-	76,030
NPS North West Limited	18,473	2,810	-	-
Hamson Barron Smith Limited	-	604,619	-	109,571
Peterborough City Council	1,976,153	57,515	109,625	121,300
	<u>1,994,626</u>	<u>645,667</u>	<u>109,625</u>	<u>206,901</u>
	Year ended 31 March 2018 Sales £	Year ended 31 March 2018 Purchases £	31 March 2018 Receivables £	31 March 2018 Payables £
NPS Property Consultants Limited	585	216,785	-	154,473
NPS North West Limited	1,627	-	1,627	-
NPS Leeds Limited	-	1,500	-	-
Hamson Barron Smith Limited	-	1,090,844	-	65,806
Peterborough City Council	2,525,095	58,795	171,216	108,391
	<u>2,526,707</u>	<u>1,367,124</u>	<u>171,216</u>	<u>228,670</u>

In addition to the above, management charges of £137,978 (2018 - £122,161) were charged to the company by NPS Property Consultants Limited.

NPS PETERBOROUGH LIMITED**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019****20. CHANGE IN ACCOUNTING STANDARDS**

Following the adoption in the year of IFRS 9, 'Financial Instruments' and IFRS 15, 'Revenue from Contracts with Customers', the following details the impact of the adoption on the company's financial statements.

IFRS 9, 'Financial Instruments'

As at 1 April 2018, the company assessed the requirements of IFRS 9. The standard includes requirements for impairment, classification and measurement.

IFRS 9 introduces an 'expected loss' model for recognising impairment of financial assets held at amortised cost. This is different from IAS 39, which had an incurred loss model where provisions were recognised only when there was objective evidence of impairment. This change of approach requires the company to consider forward looking information to calculate expected credit losses regardless of whether there has been an impairment trigger. Given the quality and short term nature of the trade receivables within the company, there is no material impact to the level of impairment required and as such no adjustment has been made to the opening balance of retained earnings as at 1 April 2018.

The application of IFRS 9 has also not resulted in a significant increase of impairment of financial assets measured at amortised cost in the current year as compared to impairment recognised under previous accounting policies.

The company has also considered the changes to classification and measurement of financial assets and liabilities and has concluded that these changes do not impact the company.

IFRS 15, 'Revenue from Contracts with Customers'

The adoption of IFRS 15 by the company from 1 April 2018 has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements. In accordance with the transition provisions in IFRS 15, the company has applied the modified retrospective approach, which results in the cumulative effect of initially applying this standard being an adjustment to the opening balance of accumulated losses as at 1 April 2018.

Under IFRS 15, revenue recognition is based on the principle that revenue is recognised when control of a good or service transfers to a customer. For the company, the transfer of control under IFRS 15 and the previous recognition criteria under IAS 18 are broadly consistent, except where the IAS 18 criteria are not met.

Previously under IAS 18, if the recognition criteria was not met, revenue was only recognised up to the extent of the expenses recognised that were recoverable (a "cost recovery approach"), with any additional payments deferred, until the recognition criteria was met. Under IFRS 15, this is no longer the case because revenue can be recognised when performance obligations are met.

There is no impact of the adoption of IFRS 15 on the company's opening balance sheet at 1 April 2018.

NPS PETERBOROUGH LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

21. CONTROLLING PARTY

The immediate parent undertaking and smallest group to consolidate these financial statements is NPS Property Consultants Limited and consolidated financial statements for this group are available from Companies House, Cardiff, CF14 3UZ.

The company's ultimate controlling party and largest group to consolidate these financial statements is Norfolk County Council by virtue of its ownership of 100% of the ordinary share capital of Norse Group Limited. Copies of the Norfolk County Council consolidated financial statements can be found online at the Council's website (www.norfolk.gov.uk).

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Shareholder Cabinet Sub-Committee Work Programme 2019/2020

Meeting Date	Item	Comments
24 JULY 2019 <i>Draft Report: 22 May 2019</i> <i>Final Report: 5 June 2019</i>	Shareholder Cabinet Sub-Committee Overview Report To agree to the appointment of co-opted members to the committee for the municipal year 2019/2020. Lead Officer: Peter Carpenter	
16 SEPTEMBER 2019 <i>Draft Report: 19 August 2019</i> <i>Final Report: 29 August 2019</i>	Aragon Direct Services Lead Officer: Steve Cox/James Collingridge	
	NPS Peterborough Limited (including links to the delivery of temporary accommodation) Lead Officer: Steve Cox/Peter Carpenter	
2 DECEMBER 2019 <i>Draft Report: 31 October 2019</i> <i>Final Report: 13 November 2019</i>	Medesham Homes LPP (including links to the delivery of temporary accommodation) Lead Officer: Steve Cox	
	Empower Peterborough Lead Officer: Peter Carpenter	
2 MARCH 2020 <i>Draft Report: 30 January 2020</i> <i>Final Report: 12 February 2010</i>	Opportunity Peterborough Lead Officer: Steve Cox	
	Peterborough Investment Partnership LLP	

	Lead Officer: Steve Cox/Howard Bright	
TBC 2020 <i>Draft Report: TBC</i> <i>Final Report: TBC</i>	Guidance for Member and Officers who Serve on Outside Bodies Lead Officer: Fiona McMillan	
	Vivacity Lead Officer: Adrian Chapman	
	Peterborough Museum and Art Gallery Lead Officer: Adrian Chapman	

Standing Items

- **Guidance for Member and Officers who Serve on Outside Bodies (Lead Officer: Fiona McMillan)**
First Meeting of the Municipal Year