



Making growth and regeneration services pay



A case study - Peterborough City Council



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Peterborough — 3,500BC to 2015

- Bronze Age
- Iron Age
- Roman 9th Legion
- 12th Century Cathedral
- Napoleonic prisoner of war camp
- A New Town - 1967
- A City





Our growth and economy – a snapshot today

Out of 62 cities, Peterborough is:-

- 1st for annual housing stock growth (1.7%)
- 4th fastest growing city by population (1.8% annual growth)
- 10th highest for housing price growth (8.1% annual growth)
- 7th highest for the proportion of private sector jobs (3.8 private to 1.0 public)

But:

- Has a GVA of £50,200 (£54,700 UK average)
- 9.1% of people have no formal qualifications (8.8% UK average)
- Does not yet have a full university offer



Our Financial Challenges

- Peterborough has one of the lowest Council Tax levels in the country
- We saved £21m in 2017/18 without significant cuts to services
- We need to save a further £36m over the next 3 years
- Increased cost pressures in all people based services
- Spiralling cost of homelessness



Our financial approach





Place based services in 2012

- Fragmented services
- Poor reputation
- Anti growth culture in some services
- Lack of strategic vision – operational focus

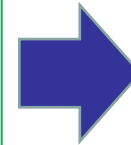




Transforming to deliver growth and generate income

Inputs

- Alignment of growth functions in one directorate
 - planning (policy & applications)
 - building control
 - biodiversity
 - heritage
 - climate change
 - highways & transport
 - drainage and flood risk
 - housing strategy
 - economic development
 - growth and infrastructure delivery
 - property



Outcomes

- Less (but better) staff
- Less cost
- Greater efficiency
- More income
- Strong reputation
- Staff retention
- Clear vision & strategy
- Commercial nous
- Developer & investor confidence
- Commercial trading
- Strategic use of assets



The building blocks for growth – some of our partners



Opportunity Peterborough



Medesham
Homes

Peterborough
Highway Services

Delivered by

SKANSKA

PETERBOROUGH
CITY COUNCIL



Commercialising regulatory services - Planning

- Voted the UK's best local authority planning team by the RTPI in 2015
- Provider of choice in the region
- Generate £1m+ in fees and £750k+ pa in trading services to other councils
- Full shared service provider to Fenland District Council and a strategy to incorporate a third council
- Contracts to prepare local plans for 5 other councils





Planning service clients





Commercialising statutory services - highways

Highway services commercial offer

- Innovative partnership with Skanska
- Design & build of highway assets through the partnership for the public & private sector – profit share
- OJEU notice allows other councils to use the contract and avoid costly & lengthy procurement
- First private sector commissions delivered



Peterborough Highway Services

Delivered by

SKANSKA

PETERBOROUGH
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Economic development – doing it differently

- Not-for-profit Economic Development Company, wholly owned by the council
- £100k core grant from the Council
- Works in 4 key areas:
 1. Supporting business growth
 2. Attracting inward investment
 3. Skills
 4. Leading the Future Cities agenda
- Manages relationships with UKTI, Local Enterprise Partnership, EU, SFA etc



Opportunity Peterborough



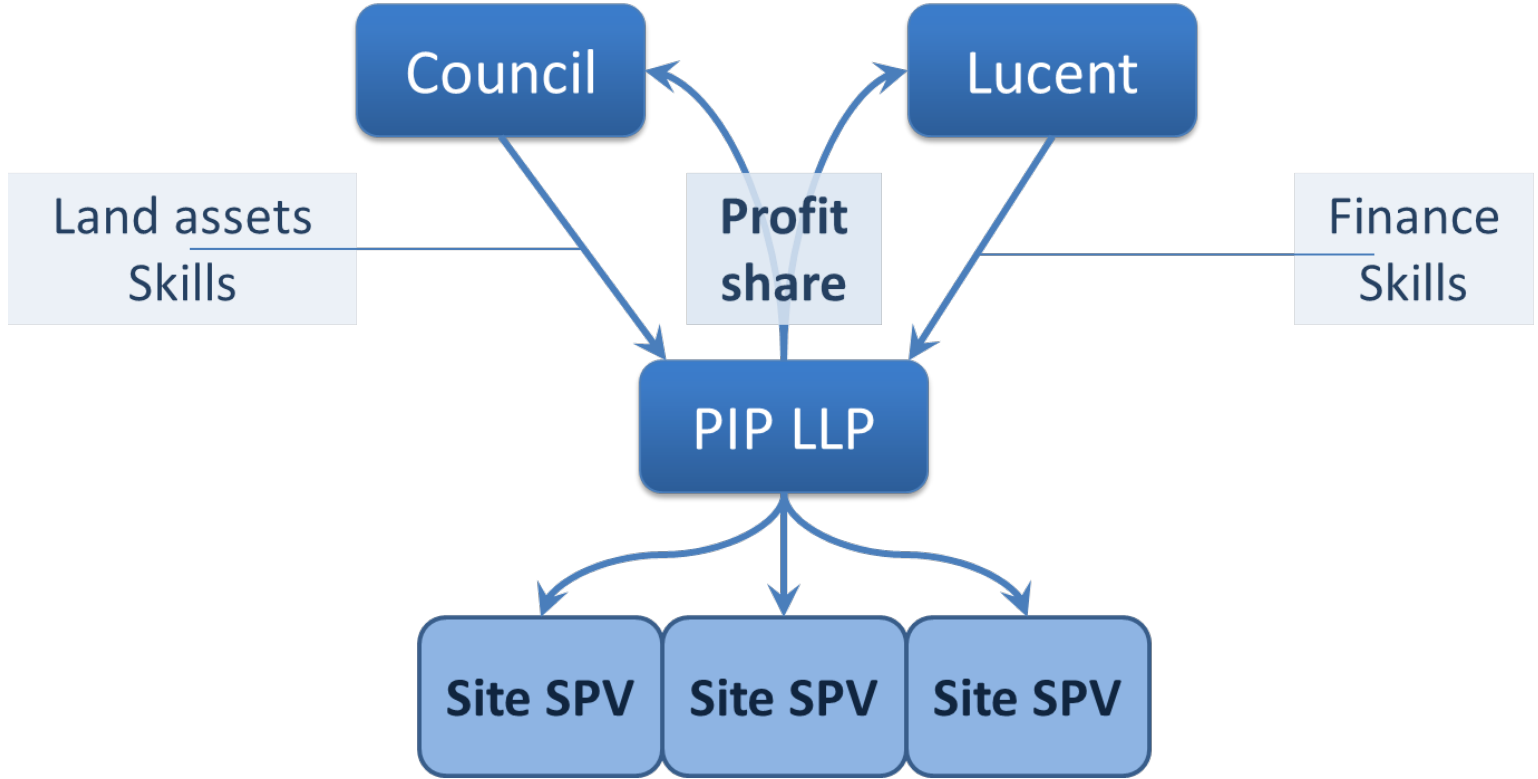


Peterborough Investment Partnership

- A 50-50 controlled joint venture partnership (LLP) between the Council and the Lucent Strategic Land Fund
- The Council provides land to the Partnership, and Lucent cover the costs of taking a scheme through to planning permission
- Council staff costs are funded through the PIP
- Consented schemes then sold and uplift split equitably between partners
- Redevelopment of key city centre sites including Council office rationalisation
- The Council provides consultancy services and infrastructure through its partnerships and takes a fee



Peterborough Investment Partnership





Fletton Quays in 2014



- 7 hectare river-fronted site, 5 minutes walk from the city centre
- Redevelopment discussions for 20 years, largely derelict since 2008



Fletton Quays





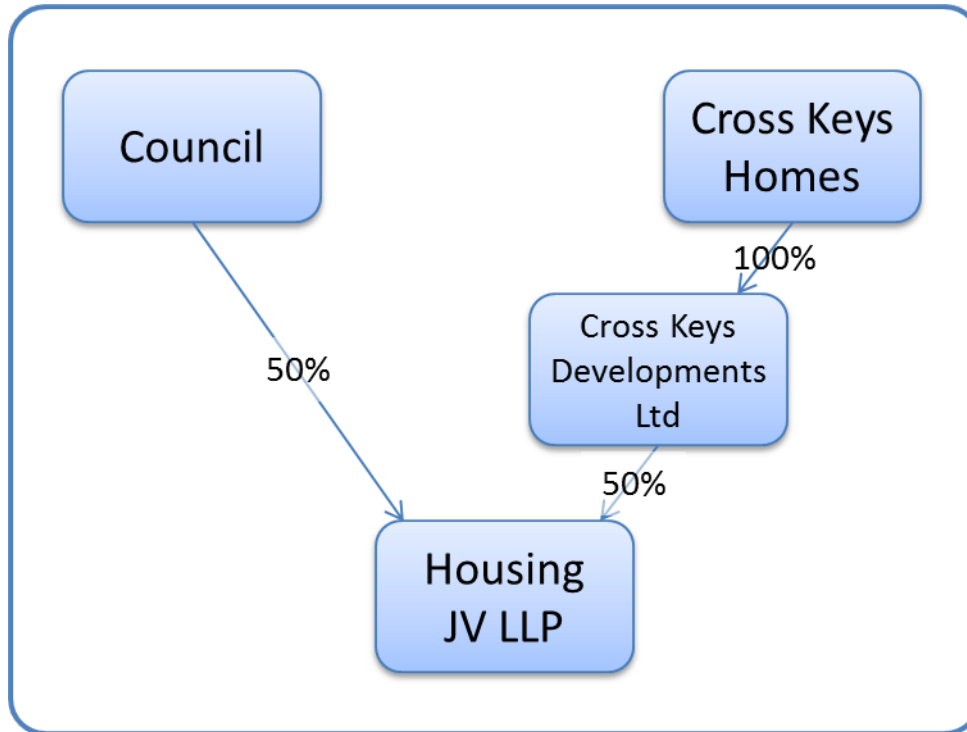
The Fletton Quays scheme

- **Planning consent granted in December 2015 for:**
 - 160-bed hotel
 - 400 riverside apartments
 - 400 space multi storey car park
 - 3 office buildings
 - Refurbishment of 2 Grade II Listed buildings
 - Restaurants, bars, supporting retail
- **Start on site late autumn 2016**
- **Majority of site will be built by the end of 2019**





- A 50/50 joint venture with decision making by consensus



- Delivering new housing of all types and tenures at a range of scales, including
 - affordable rent, starter homes and shared equity
 - market sale and private rented
 - student accommodation
 - housing solutions for vulnerable groups
- First schemes being planned now for start on site in 2018



A digital Peterborough

- £4m investment by the Council = £5m saving
- Over 90km of core fibre network
- Over 100 council, education and health sites now connected
- ‘Gig-Up Peterborough’
- Inward investment attracted to the UK’s first Gigabit City

