



Public Private Partnerships Unit

BACKGROUND INFORMATION
and
SERVICE OVERVIEW

**Public Private Partnerships Unit
(PPPU)
September 2011**

Contents

Section 1 Introduction

Section 2 Our People

Section 3 Our Services

Section 4 Our Projects

Section 1

INTRODUCTION



OVERVIEW

The Public Private Partnerships Unit forms part of Leeds City Council. It was established in 2001 as a unique pathfinder to deliver major capital assets for the City Council.

To date the PPPU has assisted the Council in securing over £1bn of PPP/PFI investment into the city. The Unit's remit now extends to providing support to other public sector bodies in the region on a wide range of change management and procurement programmes, focusing on large scale and complex projects.

The Unit has built a strong reputation and has received national recognition for delivering its successful and sustained programme of large and complex projects, combining the skills of the Unit with colleagues in the public sector and the private sector.

The PPPU specialises in managing the commercial interface between the public and private sectors. It provides

guidance and support through all stages of the process including the preparation of business cases and options appraisals, project finance and procurement, project delivery and project management, facilities management and construction, contract management and change management.

We deliver these activities jointly with client service departments, drawing together multi-disciplinary project teams with complementary skills, including where appropriate, external advisors. We provide robust check and challenge to the teams throughout the full project lifecycle from inception through procurement into delivery and operation, and ensure appropriate project governance.

Every directorate across Leeds City Council is currently using the Unit's services and we are now also assisting external bodies in the delivery of their projects. These include West Yorkshire Police, Hull City Council, and Core Cities, by way of example.

OUR VALUES

Our values underpin the way in which we work:

- Teamwork
- Openness
- Diversity
- Citizen-focused
- Value for money.

OUR AMBITION

Our ambition is to be the best partnerships unit in the UK, sharing our expertise and tailoring our services to meet the needs of our clients and their diverse projects.

We are values led and our people are motivated and empowered. We marshal high quality information and intelligence to deliver better outcomes. And, we prioritise resources to provide excellent services and value for money.

OUR AWARDS

The Unit and the projects that it supports have been fortunate to secure a number of awards. The major achievements include:

- Public Private Finance Awards 2010: nominated for Best Local Government Project Team and also for the best designed building award in respect of Cockburn School, which forms part of the Leeds Building Schools for the Future Programme.
- Leeds Architecture Awards 2009: Best New Building was awarded to Pudsey Grangefield School, which also forms part of the Leeds BSF Programme.
- Public Private Finance Awards 2009: the Independent Living Project won an award for best community or user involvement in a project.
- Local Government: Make a Difference in Yorkshire and Humber Awards 2008: the Independent Living Project was highly commended in the improving lives category.
- Partnerships for Schools Excellence in BSF Awards 2008: the Leeds Building Schools for the Future Programme received two awards: Best Operational LEP and Innovation in ICT.
- National 4Ps Excellence Awards 2008: the Independent Living Project won an award for PPPs that provide services or facilities that have significantly improved

customer service and satisfaction levels.

- Leeds Architecture Awards 2007: commendation for Carr Manor High School.
- Public Private Finance Awards 2006: the PPPU won awards for Best Public Sector Project Team and Best Government / Government Agency Team for 'strong leadership, technical expertise and understanding of how private firms operate'. Leeds was the only local authority to win two awards.
- Quality Construction PFI Awards 2005: highly commended for the Primary Schools PFI Project.

The Unit has also contributed to Leeds City Council's success in securing a Beacon Award for Procurement and a Beacon Award for Asset Management. The Unit contributes to the City Council maintaining its Investors in People and Equality Standard status.



Section 2

OUR PEOPLE



The PPPU offers the full breadth of skills and experience necessary to provide an 'end to end' project support service.

Its specialist staff cover project and programme management, governance, legal, financial, design, construction, and facilities management disciplines. The Unit is organised within the following teams

- Projects and Technical
- Commercial and Governance
- Business.

The Unit is led by Chief Officer David Outram. The chart over the page shows the full staffing structure.

In 1999 David developed and led a small team to deliver the City Council's first PFI scheme, the Leeds 7 Schools Project. From that base he has gone on to establish and lead the Council's Public Private Partnerships Unit, growing it to its current team of 70 people.

Staff in the Unit are highly qualified and experienced in their respective fields. The Unit ensures that staff appraisals are undertaken and that all staff access professional development throughout

each year. This includes internal and external training courses, conferences and briefings. All staff also have access to good practice documents and lessons learned from each of our projects.

Unit staff work closely with client teams, and any internal and external advisors appointed to the relevant project, to ensure a balance of complementary skills, and promote an efficient and effective use of resources.

Consideration is given to co-location and virtual team structures for each project. Unit staff have access to IT systems which facilitate remote working, and the Unit's offices are arranged to allow client and advisor staff to be based with us for periods.

The Unit accesses additional support from external legal, financial, technical and insurance advisers through framework contracts. These have been established to assist in the delivery of the Council's portfolio of projects, but can in some cases be extended to cover work for our other public sector partners. We also work alongside Local Partnerships, Partnerships for Schools and others.

The Unit's costs are recovered through charges for work undertaken on behalf of clients, usually on a time-charge basis.

Public Private Partnerships Unit Structure 2010/11



For information about any current vacancies visit <http://jobs.leeds.gov.uk/Jobs.aspx> (department: public private partnerships unit)

Section 3

OUR SERVICES



Introduction

The PPPU provides guidance and support to clients on projects they wish to promote. The role encompasses co-ordinating the delivery of individual projects, considering cross cutting opportunities, disseminating best practice, or providing check and challenge to existing teams.

The Unit provides guidance and support throughout the life cycle of the project - from inception to full operation and beyond. This includes providing advice on setting realistic timetables and budgets, together with guidance on key financial, legal, project management and technical issues, including specialist risk transfer and payment considerations, as well as funding and procurement options including the use of competitive dialogue.

The PPPU has been successful in delivering projects in services as varied as education, social housing and waste disposal, and includes asset and service based assignments. The Unit has been identified as a model of best practice by the National Audit Office and HM Treasury.

Services Summary

The Unit was created specifically to deliver complex projects, and assists Council Departments and external clients in delivering their ambitions.

We provide advice and guidance, support and assistance, and independent scrutiny across a range of specialisms and across the project lifecycle.

The current range of specialisms that the Unit delivers includes:

- Strategic planning
- Change management
- Project management
- Project legals and finances
- Risk and value management
- Procurement
- Design and construction
- Facilities management
- Contract management.

The Unit supports clients in the delivery of their projects in a variety of different ways:

- Full project support
- Expert support on key tasks
- Workshops and training
- Reviews at key milestones
- Periodic check and challenge.

The PPPU's guidance and support is available at all stages in the project lifecycle:

- Inception
- Business case
- Procurement
- Mobilisation
- Operation
- End of project.

The following pages provide a more detailed description of the activities that we undertake.

Strategic Planning

The PPPU assists clients to confirm priorities, review their service vision, and consider the business pressures they are facing. The Unit also helps to structure an appropriate response, including options for delivery, procurement and funding. The Unit provides strategic advice to identify the preferred project approach and inform the development of feasibility studies and strategic business cases.



Business Cases

The Unit works with clients to develop their strategic thinking into formal and robust business cases for submission to internal and external decision making bodies. We provide advice, assistance and independent scrutiny to clients on the preparation of initial proposals and expressions of interest, including feasibility studies and options appraisals. Once the parameters of the project are confirmed more detailed work is undertaken to refine outputs, timescales, delivery vehicles and funding. We also provide guidance and support in presenting business cases to appropriate audiences, and managing queries which arise.

Change Management

The Unit assists clients to plan the wider change impacts that the project seeks to achieve, and to assess and address the other impacts that may occur. The Unit can provide strategic advice and support in managing this process to maximise project benefits, and minimise barriers to success.

Procurement

We manage (or support) the entire procurement procedure, from

considering procurement strategies through preparation of tender and contract documentation, advertisement in the Official Journal or the Council's e-tendering system, pre-qualification and tendering appraisal, to final selection and contract award. Staff in the Unit have experience of a variety of procurement routes, including restricted tender, negotiated procedure, and competitive dialogue, and the Unit holds a range of exemplar documents which can be used to smooth the process.

Contract Negotiation

The PPPU team has extensive experience managing and undertaking the commercial negotiation of complex project contracts on behalf of a wide range of organisations. As approaches to the structure and delivery of contracts changes the PPPU is able to respond through extensive exposure to multiple schemes. We are able to draw on lessons learned from a variety of sources, including feedback from tenderers, in order to drive further efficiencies.

Due Diligence

Each funding and contract structure comes with its own risk profile, and project success and value for money are driven by ensuring appropriate and effective risk transfer. PPPU has a dedicated commercial team (legal and financial) with experience in guiding projects through this process, negotiating with counter-parties to ensure appropriate funding structures and contractual obligations are put in place. We can also use our expertise to provide guidance and support in claims and dispute resolution.

Value Engineering

The PPPU has extensive experience of assisting clients to work through the difficult choices that need to be made balancing time, cost and quality within a project environment, and in engaging contractor partners within the process to secure optimum outcomes within affordability parameters.

Project Risk Management

Effective use of risk management techniques throughout the appraisal, definition, design, procurement, and implementation stages of a project, equip the project team to better identify and evaluate project uncertainties and to respond appropriately.

We use practical and proven processes, methodologies and documents to support effective risk management, integrating these within the core project procedures. This includes access to lessons learned, written guidance and template documentation, risk workshops, risk logs and ongoing risk management and review processes.

Benefits Management

A strong focus on benefit management at all stages of the project lifecycle improves decision making, project deliverability, and value for money.

The Unit has developed practical guidance and documentation to assist clients in managing project benefits, including workshops, logs, and ongoing review processes.



Equality Impact Assessments

All projects should assess their equality impacts. Again, the Unit has developed guidance and documentation to support projects in undertaking these assessments in a robust and cost effective manner.

Gateways and Assurance

The PPPU has a large number of experienced project management, procurement and technical specialists who are chosen to act as independent

and objective analysts in undertaking major project reviews. These may be conducted at pre-determined check-point stages in a project life or following unexpected key business events.

Lessons Learned

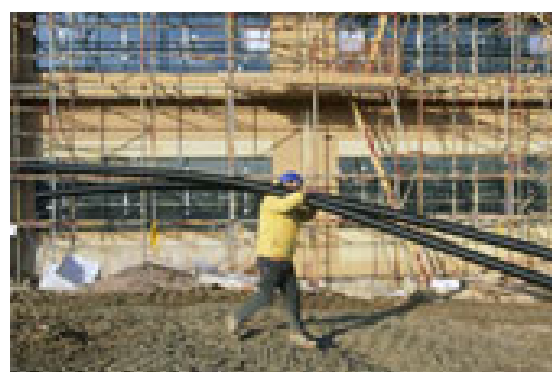
The PPPU has developed guidance and templates for maintaining project lessons logs and for conducting lessons learned reviews at key stages in a project life. Experienced staff from the Unit are able to lead and facilitate key workshops, or provide advice and guidance to allow project teams to undertake these activities themselves.

Training

The PPPU has an experienced team with a range of specialist backgrounds. We provide training and development for the various teams involved in a complex project to build capacity and ensure a common and structured approach is achieved. Staff from the Unit also present at national conferences and workshops.

Design and Construction

We have in-depth experience in the briefing and review of designs and construction proposals for buildings, landscaping and furniture specifications, whether input or output based, and including planning, highways and other approvals processes. We are aware from experience of both best practice and common pitfalls, and are well placed to structure specifications which address the functional as well as the aesthetic ambitions of the project.



Facilities Management

We have in-depth experience in the briefing, design and production of all FM service specifications, whether input or output based. We are aware from experience of both best practice and common pitfalls across the industry, and are well placed to design and cost service specifications which are affordable, measurable and deliver efficient solutions.

Contract Management

Active contract management is essential to ensuring the contract delivers value for money over the long term. The PPPU advises and assists in the establishment of contract management processes and staff, and can review existing arrangements to establish whether any improvements, savings or efficiencies can be made. PPPU staff also undertake the contract management role where requested, and will assist in the preparation of user handbooks and associated training.

Construction Monitoring

Once the contract is signed, we represent clients' interests on-site and at liaison meetings throughout the construction period, during commissioning, and at subsequent periodic audits. We also use our expertise to provide in-depth support reviewing design development submissions, and any requests for change or specification reviews. We have developed procedures for managing snagging and any defects liability period, and provide clients with strategic support in managing claims and disputes.

Mobilising Facilities Management

Early engagement with the facilities management providers will allow the operational stages of the project to be more efficient. This approach also allows all parties to understand the decisions and direction the project is taking, and to resolve interface issues prior to the 'go live' date. The Unit has FM expertise which can check and challenge the

project team and contractor to see whether all relevant issues have been addressed appropriately. We also provide support during the initial service period to ensure that good practice beds in.

Operational Reviews

Operational reviews (or 'health checks') aim to identify strategic recommendations across service delivery to ensure that the end user is receiving the requirements set out in the contract, and to check whether these still represent the needs of the business.

The reviews seek to identify any important trends and to identify detailed recommendations on the options and actions available to support effective solutions to facilities requirements, from maintenance regimes to implementing the most appropriate working practices.

Commercial Reviews

Receiving a value for money service is a fundamental success criterion for any contract. To ensure the contract still remains value for money the PPPU can review the contract, and the way in which it is being implemented, to establish whether any savings or efficiencies can be made. Recommendations may include tighter compliance regimes, closer testing of financial calculations, amendments to specification or to contractual obligations, or renegotiation of contract price.

Benchmarking and Market Testing

Benchmarking or market testing the cost and performance of the FM services are contractually required in all PFI contracts to ensure value for money. We assist clients in negotiating and managing these activities in a manner which provides an objective assessment of best value.

Refinancing

From time to time long-term PPP projects, such as PFI, may be refinanced. The Unit has experience of this process and can provide practical

guidance and support on how to plan for and respond to this process to ensure the client obtains best value.



Restructuring

Many of our long-term contracts have experienced some form of corporate restructuring since they were first let. We have experience of responding to changes in ownership in SPVs through sale of shares, and in change of sub-contractors as a result of corporate restructuring.

Changes have also arisen as a result of client decisions, for example some of our PFI schools have converted to Academy or Trust status, and we are building a bank of lessons and documents to support future changes of this nature.

Project Management

We have a structured project management methodology which is based on PRINCE 2 and on our years of experience delivering complex projects. We have processes and procedures which support the methodology and ensure that each project follows a structured approach and accesses good practice examples. To promote efficiency we have developed standard structures for Project Initiation Documents, Resource Plans, Milestone Plans, Stage Plans, Communications Plans and similar. These are then scaled and tailored to meet the needs of the specific project and client to ensure they are fit-for-purpose.

Governance

We have a structured and documented governance methodology, clearly identifying roles and responsibilities and the decision making process, and including templates for highlight and decision reports. This is supplemented at a project level with detailed RACIS matrices, identifying who has specific responsibility, accountability, consultative, information, and support roles for each key area of work. The governance methodology is based on a local government environment, addresses PRINCE 2 requirements, and builds on our years of experience delivering complex projects. The Unit's standard processes and documents are scaled and tailored to meet the needs of the specific project and client.

Information Management

The PPPU has a developed approach to information management which captures and manages the information that complex projects and programmes require. Project information is structured in a manner which allows easy access to key documentation to meet the needs of the project team and the need for both internal and external scrutiny. The system is a combination of technology based systems (databases, trackers, and electronic control files), physical information repositories (file stores and libraries) and the collective knowledge and experience of the staff.

We particularly work with IT systems that seek to organise and leverage unstructured data – including electronic control files, knowledge files, intranets, extranets, and systems that support effective voice and data communications.

Document Management

The PPPU has developed document management strategies for complex projects which aim to introduce consistency around the way in which the Unit manages its documents as well as setting clear processes for version control and data security.

Project teams are able to access information easily as a result of standardised logical file structures and the application of standard naming conventions and version control. Security, storage, retention and disposal guidance are applied to in relation to the storage of all information.

The guidance can also be made available for use by client teams, and, where requested, the Unit can assist in establishing appropriate structures and procedures for specific projects and programmes.



Section 4

OUR PROJECTS

Shared Services
Accommodation
Education
Housing
Infrastructure

SHARED SERVICES

AWYA Shared Services Programme

An initiative to identify and consider opportunities and options for the five local authorities in West Yorkshire to share services in order to derive efficiencies and other benefits. Projects currently being developed include legal services, regulatory services, revenues and benefits, and human resources.

The Unit is providing project and programme management support reporting to the Collaborative Working Group, and supporting the Leaders and Chief Executives of the authorities.

ACCOMMODATION

Re:Fit

Retro-fitting energy efficiency measures to existing public sector building stock, sharing risk with private sector providers, and utilising a framework contract developed for London. This pilot project, on behalf of Core Cities, aims to test the effectiveness and scalability of the framework, through specific proposals for Leeds and Sheffield.

The project is preparing to enter the procurement phase, with the first contracts planned to be let in summer 2011.

The Unit is providing project and programme management support to

the Core Cities Group and to the Leeds and Sheffield City Council pilots.

West Yorkshire Police



The design, construction, on-going maintenance, and facilities management of two new-build divisional headquarter buildings and a specialist training facility for West Yorkshire Police.

The project is funded through Home Office PFI credits, which have been confirmed post-spending review. Procurement is at detailed solutions stage (ISDS), and the project is programmed to reach commercial and financial close in [spring 2012], with the facilities operational by [summer 2013].

The PPPU is providing full project support to this project across project management, technical, legal and financial workstreams, working closely with the West Yorkshire Police team and their external advisors.

Holt Park Well Being Centre

The design, construction, on-going maintenance and facilities management of a new-build Well Being Centre, combining adult social care, leisure, and community facilities in one building.

The scheme is planned to be funded through Department of Health (DoH)

PFI credits, and delivered through Leeds Local Education Partnership. The Final Business Case has been submitted and is awaiting funding decision following the 2010 Comprehensive Spending Review.

The Unit has provided full project support to this project from the initial expression of interest, through procurement, to the Final Business Case. Should the scheme achieve final funding approval, the Unit will support the project through commercial and financial close, and construction and mobilisation.

New Leaf Leisure Centres



The design, construction, on-going maintenance and facilities management of two new-build leisure centres, linking sport and active recreation with health and learning in accessible and flexible buildings.

The centres have been funded through Department of Culture Media and Sport (DCMS) PFI credits, and delivered through the Leeds Local Education Partnership. Both centres became operational in summer 2010.

The Unit has provided full project support to this project from the initial expression of interest and business case, through procurement, commercial and financial close, and construction and mobilisation.

Joint Service Centres

These two centres (one in Chapeltown and one in Harehills) provide facilities for

a wide range of face-to-face services delivered by the local authority, the primary care trust, the police and other partners.

Funded through PFI credits from the Department for Communities and Local Government (CLG), the project has been procured through the Leeds Local Improvement Finance Trust (LIFT). The project includes design, construction and on-going maintenance of the centres through a lease-plus agreement, with a separate contract for soft facilities management services. Both centres opened in autumn 2010.

The Unit provided advice and guidance on the development of the initial business case, and subsequently provided expert support the latter stages of the procurement. The Unit is currently providing contract management services to the City Council and NHS Leeds at these centres.

EDUCATION

Building Schools for the Future Programme

The creation of a Local Education Partnership Company (LEP) to take responsibility for major construction and refurbishment works at secondary schools in Leeds, and similar capital projects.

The strategic partnering agreement was signed in spring 2007 with Environments for Learning (E4L), a consortium comprising Interserve, Barclays Private Equity and Mott MacDonald. The programme also includes ICT investment through a separate strategic partnership with RM.

The PPPU is providing full project support during the inception, procurement, construction and mobilisation stages of each phase of this programme. The Unit continues to

provide ad hoc guidance and support to phases that have reached the mature operational stage.



Phase 1

Four new-build high schools, delivered through BSF PFI, including design, construction, on-going maintenance and facilities management:

- Allerton High School
- Pudsey Grangefield High School
- Rodillian High School
- Allerton Grange High School

And two remodelled and refurbished high schools, using a BSF design-and-build contract:

- Cockburn High School
- Temple Moor High School

All six schools are now fully operational.

Phase 2

One new-build high school, delivered through BSF PFI, including design, construction, on-going maintenance and facilities management:

- Swallow Hill Community College (formally known as West Leeds High School)

And three remodelled and refurbished high schools, using BSF design-and-build contracts:

- Crawshaw High School
- Priesthorpe High School
- Farnley Park High School

Swallow Hill is now fully operational. The other three schools are currently in construction.

Phase 3

Two voluntary aided high schools, proposed to be remodelled and refurbished under BSF design-and-build contracts:

- Corpus Christi Catholic College
- Mount St Mary's High School

The procurement is nearing completion, and is awaiting funding decision post-spending review.

Phase 4

Leeds West Academy - a new-build high school, under a BSF design-and-build contract, currently in construction and on target to be operational by September 2011.

Phase 5

The redevelopment of Parklands Girls High School, and its transition to a co-educational Academy. The project is currently awaiting funding decision, but is currently programmed for completion by summer 2012.

East Moor

The redevelopment of a secure children's home. Initial feasibility work has been undertaken, and a business case is in preparation pending post-spending review funding decisions.

The Unit has provided ad hoc advice and technical support during the inception and initial business case stages of this project.

Leeds Combined Secondary Schools

The design, construction, on-going maintenance, and facilities management of five new-build high schools and one new-build primary school:

- Carr Manor High School
- South Leeds High School
- Primrose High School
- Shakespeare Primary School
- Ralph Thoresby High School
- John Smeaton High School



The project is funded through Department for Education (DfE) PFI credits, and delivered by a consortium now led by Land Securities Trillium, with Carillion as the construction and [FM] partner.

The contract was signed in April 2005. Four of the schools were completed in September 2006, and the final two schools were completed in September 2007. South Leeds has subsequently become an Academy.

The PPPU provided full project support during the inception, procurement, construction and mobilisation phases. The Unit continues to provide ad hoc guidance and support to the client on this project, including support to the transition of South Leeds High School to Academy status.

Leeds Primary Schools

The design, construction, on-going maintenance, and facilities management of ten new-build primary schools:

- Cookridge Primary School
- East Ardsley Primary School
- Horsforth St. Margaret's C of E Primary School
- Kippax Ash Tree Primary School
- Lower Wortley Primary School
- Methley Primary School
- Pudsey Bolton Royd Primary School
- Rawdon Littlemoor Primary School
- Rothwell Primary School
- Yeadon South View Primary School

This project is funded through Department for Education (DfE) PFI credits, and delivered by QED, a consortium led by Wates plc.

The contract was signed in spring 2004. The schools became operational on a phased basis between March 2005 and January 2006. The project has undertaken an operational review and its first Benchmark / Market Testing Review.

The PPPU provided full project support during the inception, procurement, construction and mobilisation phases. The Unit supported the operational review and benchmark / market test, and continues to provide ad hoc guidance and support to the client on this project.

Leeds 7 Schools

The design, construction, on-going maintenance, and facilities management of two new-build high schools and five new-build primary schools:

- Asquith Primary School
- Hill Top Primary School

- Oakwood Primary School
- Spring Bank Primary School
- Five Lanes Primary School
- Lawnswood High School
- Roundhay High School

The project was funded through DfE PFI credits, and was initially delivered by Mowlem, whose holding has since been bought out by Carillion.

The project was signed in autumn 2001. The Primary Schools achieved service commencement in summer 2002, with the high schools following in summer 2003.

The project has undertaken an operational review and its first Benchmark / Market Test Review.

The Unit provided full project support during the inception, business case and procurement phases, and in the operational review and benchmark / market test. The Unit continues to provide ad hoc guidance and support to this project.

Cardinal Heenan High School

The design, construction, on-going maintenance, and facilities management of a new-build high school for the Roman Catholic Diocese of Leeds.



This 25-year PFI contract was funded from Department for Education PFI credits, and was

delivered by Jarvis FM. It was a pathfinder PFI project in the education sector.

The new school opened in September 2000, and has gone on to obtain a specialist sports status. The project was refinanced in 2003 with 50% of the benefit of paid to the public sector partners.

[Benchmark/Market Test Review]

[Ownership changes]

[Subcontractor changes]

HOUSING

Hull Orchard Park

An estate regeneration project including refurbishment and new-build housing and external works.

The project is at outline business case stage, and was planned to be funded through PFI credits. The HCA has now confirmed post-spending review that the Round 6 funding programme has been withdrawn. Hull City Council is reviewing the options available.

The PPPU has provided guidance, support and scrutiny to Hull's project team on the development of their business case.

Lifetime Neighbourhoods for Leeds

The design, construction, on-going maintenance, facilities management, and housing management of council housing and extra care housing on fifteen sites across the city

The outline business case for this project has been submitted, and was planned to be funded through PFI credits. The HCA has now confirmed post-spending review that the Round 6 funding programme has been withdrawn.

The PPPU has provided full project support to the development of the expression of interest and the outline business case. We are currently working with the client departments to consider alternative funding routes for this project.

Little London and Beeston Hill & Holbeck Social Housing

Refurbishment and new-build housing in the Little London and Beeston Hill and Holbeck areas of Leeds. The scheme also includes environmental works and community facilities, together with on-going maintenance and estate management services.

The procurement phase is nearing completion, and Pre-Preferred Bidder Final Business Case has been submitted to HCA / CLG, who have confirmed that PFI credits remain available for the project post-spending review. Contract signature is planned for spring 2011, with works commencing three months later.

The Unit provided ad hoc support to the original Little London business case, and has provided full project support since the initial expression of interest for the Beeston Hill and Holbeck elements. We are currently providing full project support through the procurement of the joint scheme, and are programmed to provide advice and guidance during the mobilisation and construction phases.

Independent Living



The design, construction, on-going maintenance, facilities management, and housing management of housing for adults with learning disabilities and mental health needs, together with transitional care facilities for adults and a children's respite facility, over 39 sites across the city.

The scheme is funded through PFI credits from the Department of Communities and Local Government (CLG), the Department of Health (DoH) and the Department for Education (DfE). The project is being delivered by LiLAC, a consortium including Jack Lunn Construction and Progress Care Housing.

The contract for the adult services accommodation was signed in summer 2008, and the children's respite facility was added through the change mechanism in autumn 2008. Construction is on programme to be completed summer 2011, with several phases already successfully in use.

The PPPU has provided support and guidance throughout the project lifecycle to date, from initial expression of interest and through procurement. The Unit is currently providing a construction monitoring service for this project, and continues to provide general advice and guidance on the operation of the contract.

Swarcliffe Social Housing

Refurbishment and new-build housing in the Swarcliffe area of Leeds, and estate regeneration including remodelling the road network, new play areas and community facilities, together with on-going maintenance and estate management services.

The project is funded through CLG / HCA PFI credits, and is being delivered by Yorkshire Transformations, a

consortium now comprising Carillion and the Yorkshire Housing Group.

The Unit provided ad hoc advice during the inception, procurement and construction phases of this project, and we are now supporting the client team in the resolution of outstanding issues.

INFRASTRUCTURE

PSN for Yorkshire and Humber

An initiative to investigate the options, costs and benefits of delivering shared IT infrastructure across public sector organisations based in Yorkshire and the Humber.

The Unit is providing project management support to the development of the outline business case.

North Yorkshire Highways Maintenance

A ten-year framework contract for highways maintenance services across North Yorkshire, including gullies and verges and winter maintenance, and including TUPE and asset transfers from the existing provider.

The project is currently at the pre-qualification stage of procurement.

The Unit is providing project management support and independent guidance and scrutiny to the procurement phase of this project.

Residual Waste

The City Council's approved Integrated Waste Strategy sets out to reduce waste, increase recycling, and treat residual waste, combining to significantly reduce the amount of waste going to landfill.

The Comprehensive Spending Review 2010 confirmed continued Defra supported PFI credits for the delivery of a residual waste treatment plant in the city. Procurement is at refined solutions stage (ISRS), and the project is programmed to reach commercial and financial close in autumn 2011, with the facility operational by spring 2015.

The PPPU has provided full project support to this project since inception, is currently managing the procurement, and is programmed to provide support until the facility becomes fully operational.

Street Lighting



A contract to replace and maintain street lighting across the whole of the Leeds Metropolitan District. 80% of the existing lighting will have been replaced by summer 2011, making it one of the largest street lighting contracts in Europe.

The project has been funded with the support of Department for Transport PFI credits, and is being delivered by Tay Valley Lighting.

The Unit has provided full project support to this project since its inception, managed the procurement, and is continuing to provide advice and guidance through the 5-year capital investment programme.

Asset Investment Projects	Current Stage	Capital Investment £m
Cardinal Heenan High School	Operational	9
Leeds 7 Schools	Operational	38
Leeds Primary Schools	Operational	35
Swarcliffe Social Housing	Operational	43
Leeds Combined Secondary Schools	Operational	104
Street Lighting	Year Five Construction & Operational	105
Building Schools for the Future Programme	Phase 1 - Operational Phase 2 - Construction & Operational Phase 3 - Construction Phase 4 – Operational Phase 5 – Procurement	264
Independent Living	Construction & Operational	56
Joint Service Centres (LIFT)	Operational	11
New Leaf Leisure Centres	Operational	27
Little London and Beeston Hill & Holbeck Social Housing	Procurement	145
Residual Waste	Procurement	145
West Yorkshire Police Divisional HQs	Procurement	103
Holt Park	Procurement	16
East Moor Secure Unit	Project Initiation	19
TOTAL INVESTMENT		£1, 120m £1.12b



**Leeds City Council
Public Private Partnerships Unit
Telephone: 0113 3952451
Email: pppu@leeds.gov.uk**

Web: <http://www.leeds.gov.uk/pppu>