



Oversight and Governance

Chief Executive's Department
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CABINET – SUPPLEMENT PACK

Tuesday 11 January 2022
4.00 pm
Council House, Plymouth

Members:

Councillor Kelly, Chair

Councillor Nicholson, Vice Chair

Councillors Mrs Bridgeman, Deacon, Downie, Drear, Mrs Pengelly and Riley.

Members are invited to attend the above meeting to consider the items of business overleaf.

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Tracey Lee

Chief Executive

Cabinet

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| 3. Minutes | (Pages 1 - 18) |
| To sign and confirm as a correct record the minutes of the meeting held on 21 December 21. | |
| 9. Commitments | (Pages 19 - 32) |
| 10. Response to Scrutiny Recommendations | (Pages 33 - 36) |
| 11. Finance Monitoring Report November 2021 | (Pages 37 - 46) |
| 12. Tamar Bridge and Torpoint Ferry Future Financing | (Pages 47 - 84) |
| 13. Tamar Bridge and Torpoint Ferry 2022-2023 Revenue and Capital Estimates | (Pages 85 - 124) |

Cabinet

Tuesday 21 December 2021

PRESENT:

Councillor Kelly, in the Chair.

Councillor Nicholson, Vice Chair.

Councillors Mrs Bridgeman, Deacon, Downie (Virtual), Drear, Mrs Pengelly and Riley (Virtual).

The meeting started at 4.00 pm and finished at 6.19 pm.

203. **Declarations of Interest**

There were no declarations of interest submitted by cabinet members.

204. **Minutes**

The minutes from 9 November 2021 were signed as a true and accurate record.

205. **Questions from the Public**

There were no public questions.

206. **Chair's Urgent Business**

There were no items of business from the Chair.

207. **COVID 19 Update**

Dr Ruth Harrell, Director of Public Health provided an update for members and went through the following key points:

- (a) Omicron was a new variant which was highly infectious even more so than the Delta variant. The speed of the spread had been very high and this had been seen in London. There had been many things that were unknown about the new variant, however it was seen as being similar to the Delta variant;
- (b) Plymouth had many cases of the Delta variant and this wave had been reducing due in part to many having already been infected and on top of vaccination, the infection had nowhere to go. Restrictions were in place and people trying to minimise risk to themselves and to others had also contributed to the reduction in Delta cases. Plymouth's rates had been 743 people per 100,000 in a week;
- (c) The reduction meant that Plymouth's rates were now below the England average; England rates had been 840 people per 100,000 in a week. It was noted that the large increase had been driven by Omicron;

- (d) Although the decline in infection was positive, the number of cases in the city that were Omicron were increasing with data suggesting a 40% increase. Dr Ruth Harrell advised members that due to the increase the rates within the city could rise again;
- (e) An unknown of the variant was how many people would be admitted to hospital with the new variant and what the impact would be. Derriford Hospital had over 60 patients in hospital with COVID-19; there had been a high in January 2021 of 120. This meant that the healthcare system had been under huge pressure and operations were cancelled and people requiring surgery had not been completed;
- (f) The Governments 'Plan B' had been brought in to keep cases and hospitalisations down; people were required to wear face coverings in indoor settings, work from home where possible and the need to prove either vaccination status or negative lateral flow tests to attend some venues;
- (g) Plymouth residents had been coming forward for vaccination and the capacity to deliver vaccines had increased, these two factors enabled two times as many people to be vaccinated compared to the previous high. Uptake in Plymouth had been very good and was in line with England levels by age group;
- (h) Many people had been accessing boosters too with the take up in the high 80's for older adults. Many people had booked in for their boosters and others had been making use of the walk-in clinics. The location and times of appointments had been on the national NHS website as well as Plymouth City Council's website;
- (i) Vaccination helped to reduce transmission and helped to reduce severe disease; the protection had increased once people had the booster;
- (j) An Ipsos MORI poll reported that many people were going over and above any restrictions in place as they wanted to keep themselves and their colleagues, friends and loved ones safe.

Dr Ruth Harrell (Director for Public Health) requested people to:-

- Limit social contact to those who really matter to them;
- Take a lateral flow test prior to visiting other people and make sure there was no faint line on the test;
- To follow guidance if contact had been made with someone that had tested positive for COVID-19. Whilst there had been no need to isolate, caution had been advised as people could test positive at any point;
- Seek a PCR test if they had been feeling unwell;
- Limit indoor contact.

Plymouth had the lowest death rate due to COVID based on medical certification of all upper tier local authorities in the UK; 114 deaths per 100,000 population.

Members discussed the following:

- (a) Councillors thanked Ruth Harrell (Director for Public Health) and the staff

deployed in their efforts to help roll out the booster and vaccination programme;

- (b) There had been discussions with Devon CCG to open further venues for the programme, however at this time no further venues would be used. Home Park and other venues being used were operating at higher capacity to accommodate the high demand. It was acknowledged that the programme doesn't fit everyone's needs but that the department had been working to ensure that the sites are accessible to many people;
- (c) The Home Park facility had a late clinic, more had been planned for the future. The booster programmes social media had been effective in providing updates, Councillors and members of the public were advised to follow this with regards to up to date news on the booster programme;
- (d) Uptake of the programme in Plymouth had been good; the uptake had been lower towards the lower age groups which had been due to those groups not having the opportunity to be vaccinated; Lower age groups had also been affected due to contracting the virus which meant the vaccination could not be administered for a period of 28 days for adults and 12 weeks for children. There had been a small minority of people in Plymouth who had chosen not to have the vaccination. Data continued to evidence the safety efficiency of the programme and continued community conversations with COVID champions had been on-going to encourage those not already vaccinated to get the vaccine. Numbers of people having their first vaccination continued at 80 people per day.

208. **Leader's Announcements**

Councillor Nick Kelly, Leader of the Council announced the following:

- (a) Plymouth City Council had been successful in winning the opportunity to host Sail GP next year;
- (b) Plymouth City Council had been working in partnership with South Hams District Council and Devon County Council and an outline business case had been submitted to government which would create a Plymouth and South Devon Freezone and unlock millions of pounds worth of public and private investments. The Business case focussed on the City's engineering and advanced manufacturing sectors and would build on Plymouth's strengths in the marine and defence sectors;
- (c) The Leader unveiled Haxter Court last month and was privileged to get a look behind the scenes at Plymouth Argyle's warehouse which was one of the units. There had been great demand in the city for quality employment space and it was great to see businesses thriving in those units;
- (d) The pandemic had a huge impact on businesses, this administration wanted to build back better in Plymouth and had worked hard to support the local economy, helping local businesses and creating and protecting jobs. Plymouth City Council helped to pay out £92 mil in government grants which had

supported 7,440 Plymouth businesses;

- (e) Local spend had exceeded the target of 10% with £40 million more spent with local businesses this financial year;
- (f) 10 new commercial units at Plymouth International Medical and Technology Park had been completed;
- (g) The third phase of development at Header Court on the Langage had started;
- (h) Big investments had been secured in the city to create jobs by providing a new home for the Valuation Office Agency which opened in September. Marks and Spencer's and Aldi would become new tenants at Plymouth's newest district shopping centre of the former Seaton Barracks;
- (i) The pandemic highlighted how critical good digital connectivity was for the city, and the first school in Plymouth was able to access download speeds of up to 1 Gigabit per second thanks to the Plymouth and South West Devon Local Fast Fibre Network scheme;
- (j) Fishing was at the heart of Plymouth's economy for centuries Councillor Kelly had been talking with partners and those working in the industry about the exciting plan for a bigger and better fish market;
- (k) Plymouth had made progress in the past seven months and had secured £9.5 million for the UK's first National Marine Park in Plymouth Sound;

The Council had:

- (e) Repaired slipways, steps and railings along the waterfront as part of physical improvements;
- (f) Installed a new welcome sign below the Citadel, surrounded by wildflowers, and restored some of Plymouth's landmarks at Gydria Fountain on St Andrews Cross and the San Sebastian Fountain. Erected a new flagpole on the Council House to fly the Union Jack flag;
- (g) Started the third phase of the Improving Plymouth Play scheme, which would see 10 more parks being redeveloped;
- (h) Had issued more than 400 fixed penalties for littering and fly-tipping;
- (i) Improved safety by installing new CCTV cameras, improving street lighting and 'help-points. These are stand-alone emergency points put in place as part of a package of measures to make people, especially women and girls feel safe;
- (j) Launched a new multi-agency commission to tackle violence against women; and girls, bringing together key partners and agencies across the city to review what more needs to be done to prevent these crimes;

- (k) Completed work on Millbay Boulevard, progressed the ambitious plans for the railway station, and asked people for their views on the latest designs for this plaza;
- (l) Started work on a scheme to refresh and revive Old Town Street and New George Street as part of a multi-million pound investment in the city centre;
- (m) Seen more affordable homes built thanks to a new agreement with LiveWest, which would see an additional 153 homes in the city;
- (n) Would be delivering on the commitment to prioritise the delivery of a dual carriageway between Woolwell and The George and secured £19.9 million for the Government's Levelling Up Fund for this scheme;
- (o) Secured just under £60,000 to run a number of trial schemes designed to encourage greater uptake of electric bikes in Plymouth;
- (p) Opened two new, off-road cycling and walking paths;
- (q) Launched the 'Engines Off for Clean Air' campaign to reduce pollution outside schools;
- (r) Delivered the commitment to provide three hours of free parking in Mutley Plain and had also created a partnership with bus operators to make buses an easier choice for everyone;
- (s) Upgraded signals at 16 major junctions across the city to improve traffic flow and reduce congestion;
- (t) Successful in the bid to create a new Plymouth and South Devon Community Forest;
- (u) Would be introducing a new smartphone app to bring Central Park to life for families and would be planting beautiful new blossom trees at Devil's Point;
- (v) Would be welcoming Afghan heroes and their families to Plymouth as part of the Home Office's scheme to relocate those who worked for British forces;
- (w) Agreed a new five year plan to ensure Plymouth's children and young people have the best possible start to life. The Bright Future Plan set out the vision for children and young people to be healthy, happy and safe as well as having opportunities to aspire and achieve;
- (x) Delivered on the commitment to make it easier for people diagnosed with a terminal illness to apply for disabled facilities grant and blue badges;
- (y) Launched a new campaign to recruit more Home Care Assistants;
- (z) Delivered on the promise to change the policy on school absence to support

both schools and families when they want to take a holiday in term-time.

209. **Cabinet Member Updates**

Councillor Jonathan Drear, Cabinet member for Transport made the following announcements:

- (a) Mobility Hubs - Plymouth City Council would be awarding contracts for electric vehicle charging points, an electric vehicle club and electric bike elements in the project. This would provide drivers access to electric charging vehicle points across 300 parking bays over the city, of which over 100 would be rapid chargers;
- (b) A contract would be awarded for electric bikes which would lead to over 400 E-bikes delivered to Plymouth by 2023;
- (c) Plymouth City Council are in the process of delivering an electric vehicle car club for use by residents and businesses and information would be shared in the New Year after contracts had been awarded;
- (d) The Department for Transport had sponsored the upgrade of the CCTV Centre, this would see the replacement of the Urban Traffic Control Software, Video Management system and replacement of aging monitoring arrangements.

The Plymouth Highways team had:

- (aa) Commenced white lining of roads in Plymouth using an MMA which was a cold plastic Methyl Methacrylate system, this would last longer than the current road marking techniques. It would be laid at a lower temperature and would reduce carbon emissions and set quicker and therefore eases congestion by reducing on time site;
- (bb) Continued works of upgrading of subway lights, pedestrian crossings and traffic island bollards using LED technology and the service had achieved all targets within the Carbon Reduction Plan;
- (cc) Prepared over 90,000 tonnes m2 of Highway ready for next year's micro asphalt surface treatments. The Processing comparison of traditional road surfacing would see a saving of 85% carbon emissions;
- (dd) Commenced work in setting up a Social Media page which would highlight all works being carried out on Plymouth's road network and would be working with the Corporate Communications Team but be led by the Highways Team;
- (ee) Repaired street lighting columns, there are now less than 100 street light columns to be repaired. Two teams were out in the day repairing 30 columns per day. The repairs had been undertaken under warranty from the manufacturers. South West Highways, the contractor had a sufficient stock of lanterns and photocells and would be working up to Christmas Eve

before commencing again in January on the annual repairs;

- (ff) Disabled parking bays at Devils Point Car Park had been doubled from 4 to 9 with waterfront parking and Plymouth would be looking to adding more on the Hoe Promenade in the future. Plymouth had assisted Blue Badge holders with Electric vehicle charging in the Theatre Royal Car Park. Holders would be able to ask staff to connect their vehicles to the charging point at no additional charge. This trial would be reviewed after four months;

Councillor Mrs Maddi Bridgeman, Cabinet Member for Environment and Street Scene made the following announcements to Cabinet:

- (a) Household Waste and Recycling Centres would be open throughout the festive period (except Christmas Day, Boxing Day and New Year's Day) and the staff would be working hard to deal with the increased use during this time of the year;
- (b) Plymouth City Council had closed its first full season of the new garden waste collection service, which was extended into December to ensure that all residents had a final collection. Over 57,000 registrations and record tonnage of green waste was collected;
- (c) Plymouth City Council's cleansing teams would be working over festive period and collections would start again next Wednesday;
- (d) Councillor Mrs Bridgeman thanked all Street Services frontline staff who had continued to work hard throughout the pandemic.

Councillor Patrick Nicholson, Deputy Leader of the Council made the following updates:

- (a) The Play Area Improvement Plan 6 of 10 sites had been fully ordered and will be implemented early in the New Year. Sites included; King George V playing field, Lancaster Gardens, Albion Park, Staple Close, Lower Park Drive and Yealmpstone Farm. For the other 4 sites, consultations would be taking place early in the New Year with company supplying the equipment and it is hoped this would be agreed with relevant ward members to enable ordering;
- (b) 2021 trees had been planted by Plymouth City Council as part of the tree planting programme.

Cabinet members were then presented with a short video to look back at some of the events that took place in Plymouth.

Cabinet thanked the Councillor Nick Kelly (Leader) for his hard work and dedication in Leading the Council and Cabinet.

210. **Commitments**

Councillor Nick Kelly, The Leader of the Council introduced the Commitments report and invited Cabinet Members to speak on commitments relating to their portfolios as follows:

Councillor Nick Kelly, Leader of the Council advised:

- (a) **Commitment 33** – *We will establish an investment fund, via the Council's capital spending programme, to promote the creation of a vibrant small business start-up sector in Plymouth;*
- (b) The Council had helped businesses get back on their feet and had given entrepreneurs the support they need to get going. Four brand-new projects had offered businesses a lifeline and supported Plymouth's economic recovery during and following the pandemic;
- (c) We aimed to create 50 new jobs, 27 new social enterprises and support more than 140 individual businesses. This had involved helping individuals into self-employment or guiding them as they set up new businesses, as well as supporting existing businesses looking to 'relaunch' after the interruption caused by coronavirus.

Each of the four business support programmes had its own specific focus:

- Business Start-up Support: Offering advice and support for new business start-ups or re-starts, including workshops, 1 to 1 support sessions and access to a Business Start-up Specialist;
 - Inspirational Entrepreneurship Programme: Designed to increase entrepreneurship, individuals, sole traders and new businesses would be given access to a Community Enterprise Advisor and flexible support that met their needs;
 - Digital Pivot Programme: Helped businesses to adopt new digital solutions and adapt to new challenges posed by coronavirus, this would include free workshops and 1 to 1 advice for business owners;
 - Social Enterprise Support: Supported those looking to set up social enterprises with advice, provided through 1 to 1 sessions, group workshops and drop in 'surgeries';
 - The Business Start-up Support and Inspirational Entrepreneurship Programme would be provided by YTKO. The Digital Pivot Programme was being run by Cosmic, a social enterprise offering digital skills training and services, while the Social Enterprise Support would be led by the School for Social Entrepreneurs.
- (d) **Commitment 35** – *We will lobby the Government and protect our Dockyard. It is home to the Royal Navy and is the largest dockyard in Western Europe.*
 - (e) We had continued to lobby, protect and support partners to protect the naval base. We had included South Yard in the Freezone bid, we had invited the Secretary of State for Defence, The Right Honourable Ben Wallace MP to Plymouth and had asked for the Government's continued commitment to HMNB Devonport and specifically the base porting and maintenance of the Type 26 and the through life support for the Type 31 Frigates. We had provided cross party MP briefings on future deep maintenance of the Type 26 Frigates.
 - (f) **Commitment 37** – *We will build on our enviable reputation for hosting major nautical events such as the Americas Cup, the Fastnet, Sail GP.*

- (g) Sail GP would host its Great Britain Sail Grand Prix in Plymouth for the second year running, following a bumper event in 2021, which saw an estimated 27,500 spectators enjoying the spectacle that brought £6.9 million into the local economy.
- (h) The thrilling racing would take place on 30 and 31 July 2022. Plymouth was one of the initial eight locations confirmed on the line-up for Sail GP Season 3, which also included stops in Bermuda, Chicago, Saint-Tropez and Dubai.

Councillor Patrick Nicholson, Deputy Leader of the Council advised:

- (i) **Commitment 1** – *Working with key partners we will complete the provision of Health & Well-Being Hubs in Plymouth in order to reduce inequalities in our local communities.*
- (j) The west end health centre in Colin Campbell Court would be a multi-million pound, multi storey, multi-disciplinary health centre which would transform health treatment in the city centre of Plymouth. The Centre aimed to bring health to the high street by combining services from doctors, to dentists, to mental health support and a community kitchen. Plymouth City Council and the NHS had been working together on plans to involve local people on the design and to determine which services should be provided within the building. A Planning application had been submitted and if approved would house three local GP services and hospital services which would potentially be relocated from Derriford and would reduce the need to travel to the main strategic hospital at Derriford. The Centre had been planned to open in 2024.
- (k) **Commitment 6** – *We will encourage more community lunch clubs and activities for lonely people by working in conjunction with voluntary and community groups to establish a wider network of community activities. We aim to reduce social isolation and social exclusion, whilst improving the physical, mental and emotional health and well-being of participants.*
- (l) A partnership of the Plymouth Octopus Project had been successful in reaching the second stage of a Lottery funded project called Healthy Communities Together. This would see a network of activities developed across the city over the next three years which would tackle social isolation and loneliness. It would be driven by a movement of local people joining together to find solutions and connect people called Belonging Plymouth. The vision for Belonging Plymouth had been for people to belong in a city in which no one felt forgotten. Also this year we had increased provision of time banks and peer transport in the city targeting over 65's which would provide social activities and groups for people to join. We had also funded an Age UK telephone befriending service which would encourage people who had been isolated to meet up in small community groups. Plymouth City Council had been providing a funding pot of small grants in partnership with the Plymouth Octopus project to which community groups can apply to fund a wide range of activity.

Councillor Jonathan Drear, Cabinet Member for Transport advised:

- (a) **Commitment 56** – *We will make sure utility companies minimise the impact of their works on the highway network and repair the carriageway to the same standard.*

- (b) In Highways we would enforce permitting requirements of undertaking of works of the highway to effectively manage their works and minimise disruptions. Highways would robustly be applying the requirements of the NRSWA to ensure statutory undertakers and private contractors reinstate the highway to the same condition as it had been previously with inspections carried out by dedicated Highways inspectors. September 2021 saw the introduction of New Roads and Street Working Act and the team are robustly applying the legislation.
- (c) **Commitment 60** – *We will encourage and help facilitate the greater use of public transport, walking and cycling as a more sustainable way of getting around the city. We will work with bus operators to provide the services and routes you want*
- (d) The Plymouth 2021 Local Cycling and Walking Infrastructure Plan was complete and had been published online. The 2021 LCWIP considered 10 active travel routes; 4 cycling and 6 walking and identified the physical improvements needed to improve levels of active travel. 693 residents took part in the consultation; Councillor Dreaan thanked them for their valuable feedback and comments on the proposals set out in the plan. 87% respondents stated that it was extremely or very important to promote walking and cycling within Plymouth. The LCWIP had been a live delivery plan for walking and cycling and work had been underway at an advanced stage in preparing 2022 LCWIP which will continue in spring.
- (e) **Commitment 63** - *We will exempt all motorcycles (2 wheels) from having to have a residential parking permit, currently £30 pa.*
- (f) With effect from the 1st December 2021 motorcycles had been no longer required pay £30 for a residential parking permit, this would encourage the use of motorcycles which would take up less space and help residents where parking had been an issue. It was hoped that it would help traffic flow across the city by encouraging people to use motorcycles over cars.
- (g) **Commitment 64** – *We will review the provision of disabled parking spaces to ensure there is sufficient parking for blue badge holders.*
- (h) Plymouth City Council took the access needs of Blue Badge holders seriously and had undertaken a review of Blue Badge holder parking across the City car parks whereby we provide parking above and beyond that is recommended by Department for Trade. This had been supported by an independent review which identified Plymouth as England's most accessible area for disabled parking. This followed the recent fast track process for terminally ill residents wishing to apply for blue badges and dedicated support for the terminally ill to access their homes. Plymouth City Council undertook regular review of the provisions for disabled parking and access which included exploring opportunities and providing additional support. Looking forward Plymouth City Council had been looking to undertake work around EV charging and ensuring chargers installed in future are easily available and accessible to person with disabilities.

Councillor Mrs Maddi Bridgeman Cabinet Member for Environment & Street Scene advised:

- (a) **Commitment 31** – *We will support community volunteers to keep our streets, greenspaces and beaches clean.*
- (b) The first Plastics volunteer event working with Plymouth Gin Distillery took place on Tuesday 13th April 2021 on the Barbican. 9kg of plastic waste was collected. 13 people involved. The second event working with Plymouth City Council staff took place on Wednesday 28th April 2021 on the Hoe. 5.3kg of plastic waste was collected. 12 people involved. The third event took place on Wednesday 12th May 2021 at Teat's Hill. 10.9kg of plastic waste was collected. 5 people involved working with NMA and Gin Distillery staff.
- (c) All Mayflower Maker and the Plymouth Good Neighbour Scheme volunteers have been actively encouraged to sign up to the: Clean Our Patch, Keep Britain Tidy and Plymouth Beach Clean volunteer activities. All these projects and additional opportunities for volunteers to keep our streets, greenspaces and beaches clean are advertised on the Our Plymouth website. Work to support volunteering will be ongoing post the sign off of this commitment.

Councillor Mrs Pengelly, Cabinet Member for Home and Communities advised:

- (a) **Commitment 9** – *We will prioritise the work required to eliminate homelessness in our city and the Government's policy to eradicate rough sleeping by 2024 and support the "no second night" initiative.*
- (b) It had been clear from the onset of the pandemic that the impact on the vulnerable would be immediate and longer term with issues manifesting over the coming years. This would require a long term plan which Plymouth City Council had continued to work towards with its partners. Rough sleeping is the most visible form on homelessness and the Council had worked to deliver a comprehensive multi agency response to meet the needs of those sleeping rough and support people away from the streets. Government funding from the Next Steps accommodation programme and cold weather fund, we had 12 individual supported, COVID safe night shelter spaces available at Hamoaze House. We know the links between health and homelessness are inextricable and had ensured a self-contained shower unit as part of the offer as well as health outreach support.
- (c) The Homelessness Prevention Partnership executive and Homelessness Prevention Partnership Stakeholder Forum had been developed to oversee the work which had been pulled together and delivered against 7 priority areas.
- (d) **Commitment 81** – *We believe tenants who live in Houses of Multiple Occupancy (HMOs) have the right to live in affordable, good quality and safe accommodation. To ensure these standards are met we will scrutinise HMOs across the city so that such accommodation makes a valued contribution to Plymouth's housing stock.*
- (e) 180 dwellings within licensed HMO's had been inspected and 37 had been improved. In the financial year 2021-2022 Plymouth City Council had served 160 notices and fined landlords £29,000 for failing to comply with housing legislation. The Council had also successfully prosecuted a landlord and had been added to the rogue landlord

database, the Council would also be applying for banning order in respect of this landlord. – when applying for HMO license a range of safety certification would be required.

- (f) Licensed HMO is inspected during the course of the license, the inspection would check for hazards and assesses them under the Housing health and safety rating system. In addition the property would be checked against HMO standards and regulations. Where the Council had not been satisfied it could be required for works to be undertaken to improve standards.

Councillor Mark Deacon, Cabinet Member for Customer Services, Culture, Leisure and Sport advised:

- (g) **Commitment 37** – *We will build on our enviable reputation for hosting major nautical events such as the Americas Cup, the Fastnet, Sail GP.*
- (h) Sail GP would host its Great Britain Sail Grand Prix in Plymouth for second year running. An estimated 27,500 spectators enjoyed the spectacle which had brought £6.9 million into the local economy. The racing would next take place on 30th July and 31st July 2022.

Councillor Riley, Cabinet Member for Governance, HR, IT and Community Safety advised:

- (i) **Commitment 16** – *We will continue to work with Devon & Cornwall Police to prevent, detect and reduce crime on our streets making Plymouth a safer and more welcoming city.*
- (j) Safer Plymouth continued to keep people in Plymouth Safe. The Council agreed a new set of priorities formed from MORILE (Management of Risk in Law Enforcement) workshops and a strategic assessment. Strategic Assessment was signed off at the Safer Executive in October.
- (k) **Commitment 17** – *We will work with our Police & Crime Commissioner to provide additional Police Officers on the beat in Plymouth.*
- (l) Conversations with the Police, OPCC and Cabinet Member had been held and an approach to ensuring more officers are deployed at key times as part of the policing strategy.

Cabinet agreed to endorse the completion of 16 commitments numbering 1, 6, 9, 11, 16, 17, 19, 31, 33, 35, 37, 56, 60, 63, 64 and 81 identified in this report.

211. **Corporate Plan Performance Report, Quarter 2 - 2021 - 22**

Councillor Nick Kelly, Leader of the Council provided an update on Quarter two of the Corporate Plan Performance Report.

Following Key Points were raised:

- Recycling rate improving and achieving target;

- Continued good performance on completing carriage defects in time;
- Improvement in free school meal take up;
- Continued good performance around council tax collection which is achieving target.

Performance Challenges were:

- Small decrease in small medium enterprise spend and PL postcode spend (still achieving target);
- Slight increase in repeat referrals to Children's Social Care;
- A decrease in homelessness prevention;
- Number on multiple child protection plans has increased.

Cabinet noted the report.

212. **Finance Monitoring Report October 2021**

Councillor Nick Kelly, Leader of the Council provided an update on month 7 of the financial monitoring report.

- (a) It was noted that the financial position will fluctuate as we move through the year, this month showed a small adverse movement from the September position. In September an overspend position had been reported of £729,000 however this had moved to £883,000 for October, this represented a net movement of £154,000;
- (b) The Children's Directorate had reported a £414,000 overspend which had moved from a nil variance and reflected the uncertainty of delivering the fostering savings plan;
- (c) The Place directorate had been reporting an over spend of £121,000 due to income targets being impacted on following delegated decisions signed off in June 2021. The directorate had been working on other savings to mitigate the over spend;
- (d) Customer and Corporate Services Directorate had improved it's overspend position by £110,000 to £655,000;
- (e) The Public Protection Service had reported an underspend of £327,000 which was an improvement of £230,000 due to additional grant funding received;
- (f) It was reported that 70% of savings targets that had either already been achieved (51%) or ready to be achieved (19%) being a total of £9.771 mil from the total of £13.845 savings the Council had been looking to deliver;
- (g) £2.662 mil of savings had been marked as 'red' or at risk and the details were included in the forecasted figures.

Cabinet noted the report.

213. Budget 2022 - 23 - Draft Budget

Councillor Nick Kelly, Leader of the Council provided an update to Cabinet for this item and highlighted the following key points:

- (a) Since reporting a budget shortfall of £20 mil in November 2021, Officers and Portfolio Holders had done further work which had included reviewing all cost pressures and putting forward directorate savings plans. The report presented to members showed a budget shortfall of £13.533 mil. The report did not look at or address all of the contents and impact of the Autumn Budget and Comprehensive Spending Review;
- (b) The Provisional Settlement had been published last week and officers had been reviewing the contents and implications for Plymouth. Within the assumptions regarding core resources it was assumed the Council's resources base would be broadly unchanged by the Local Government Finance Settlement. However Plymouth had been given additional funding but this would be offset in the main with additional burdens. The report reflected the additional cost of the National Living Wage for Plymouth City Council's Adult Social Care providers, in addition to the impact of the 1.25% National Insurance increase. These combined to a total cost of £5.876 mil which had been offset by an assumed grant of the same value;
- (c) Directorates had identified £20.942 mil of net additional costs and had developed since the last report £6.751 of saving proposals. When taken with other corporate adjustments including movements in the core resources of £4.308 mil Plymouth City Council had been left with a forecast budget shortfall in 2022/23 of £13.533 mil. That shortfall is before any assumption of the confirmed maximum 1.99% Council Tax and 1% Adult Social Care Precept, together these would give additional resources of £3.650 mil. Final recommendations on council tax matters will be presented for the full decision to full on 28 February 2022;
- (d) Plymouth City Council had been reviewing the budget shortfall and were in the process of identifying solutions to resolve the position. The Council were analysing the provisional settlements to confirm that the assumptions were correct. The Council recognise that it is important that on-going sustainable solutions are used to bridge the gap where practical and were confident a balanced budget would be produced and presented to Full Council in February 2022;
- (e) Brendan Arnold, Service Director for Finance would provide a briefing paper on the settlement to cabinet members.

Cabinet agreed to:-

1. Note this report is subject to change in line with any Settlement adjustments;
2. Approve the savings options as set out in Appendix 2. Once approved these will be presented to Budget Scrutiny for review and after consideration of Scrutiny recommendations, to Full Council.

214. Council Tax Base Setting 2022/23 and Council Tax Support Scheme 2022/23

Councillor Nick Kelly, Leader of the Council provided an update to Cabinet for this item.

- (gg) The Council Tax Base for 2022/23 was based on total housing stock as of October 2021. The Tax base was the estimated number of dwellings in the Local Authority area, modified to take account of the different proportions payable, discounts, premiums and other reductions;
- (hh) A change in legalisation allowed for an additional premium to be charged if a dwelling had been left empty for more than two years;
- (ii) The assumed collection rate for Plymouth City Council would be 97.5% and would be the same as the collection rate for 2021/22;
- (jj) The tax base for Plymouth had increased by 715 properties compared to last year. The average Band D total base was forecast to be 73,830 properties;
- (kk) Following the abolition of the Council Tax Benefit Scheme in 2013, Plymouth had implemented two local benefit schemes, a Council Tax support and discretionary or exceptional hardship scheme. Members and residents of Plymouth had been advised that if they are struggling with paying their Council Tax or that their circumstances had changed they may be eligible for support through these schemes.

Cabinet agreed to:

1. The Council Tax Base for 2022/23 of 73,830 equivalent Band D dwellings as set out in the report.
2. The continuation of the current Council Tax Support scheme and Exceptional Hardship Scheme for 2022/23 with no updates.

215. Social Value Report 2021

Councillor Nick Kelly, Leader of the Council provided an update to Cabinet for this item and highlighted the following key points:

- (a) The report had been produced in accordance with Plymouth City Councils commitments within the Social Value Policy to conduct an annual review of the policy;
- (b) This provided an opportunity to illustrate the current impact of the policy on Plymouth City Council's decision making within procurement and commissioning and the benefits secured for the city through its implementation;
- (c) This was also an opportunity to reflect on progress to date and implement improvements to drive the policy forward creating a greater Social Value for the city of Plymouth and its surrounding communities;
- (d) The key aim of the Social Value Policy was to deliver benefits for Plymouth and to unlock its potential. The Council directly spent £144 million with local businesses in

the last financial year and where possible tried to ensure that the benefits stayed within Plymouth and where initial spend does go outside of Plymouth, the Council would secure local benefits through social value;

(e) Social Value is the driving force behind the Procurement Service's goals towards local and small and medium enterprise (SME) spend. Plymouth had taken great steps over the past twelve months to embed and promote the social value policy and its linked behaviours through the procurement process. The Council had received positive feedback to the Policy from both internal and external stakeholders. Initial achievements from the policy included:

- £2.5 million in social value commitments;
- £1.4 million in local spend for contracted suppliers supply chains, £800,000 had been through the MSME;
- 79 weeks of training opportunities;
- 977 tonnes of hard to recycle waste had been diverted away from landfill;

Members discussed:

- The desire for a user friendly policy document

Cabinet agreed to:

1. Acknowledge the progress and achievements secured during the first 12 months of the Social Value Policy;
2. Acknowledge and support the development plans for the coming 12 months.

216. **Wellbeing Hubs - Progress Report and Next Steps**

Councillor Nicholson, Deputy Leader of the Council presented this item to members and made the following key points:

- (ll) Health and Wellbeing Hubs had been a priority for not only for the current administration but previous administrations. It had also been a priority of the Clinical Commissioning Group as an integral part of the Local Care Partnership approach to integrated health and wellbeing;
- (mn) Health and Wellbeing Hubs focus on prevention, early intervention and to empower communities in providing support to those in need. The Hubs had been designed in partnership with a wide range of organisations and each one would be unique to the community it serves. All hubs would provide services such as information and advice, health advice, support for people with long term conditions and a wide range of wellbeing, social and physical activities;
- (nn) Six targeted hubs had been rolled out since 2018 with two additional sports and community hubs at Manadon and Central Park;
- (oo) Six more hubs had been planned for Plymouth which included the building of a Health and Wellbeing centre at Colin Campbell Court of which there had been considerable engagement and publicity with the local community. The

NHS had provided millions of pounds worth of funding for this development. A planning application had been submitted to Plymouth City Council for consideration;

- (pp) Over the next three years 5 new hubs would be created in partnership with local communities and organisations and would be based in Southway/Derriford; Mount Gould; Plymstock; Efford and Estover;
- (qq) A successful bid had been made for funding from the Clinical Commissioning Group to employ additional community development staff which would enable the hubs to work more closely with communities in developing the activities that would keep them well in the future.

Cabinet agreed the plan for the next phase of Wellbeing Hubs

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Cabinet



Date of meeting: 11 January 2022
Title of Report: **The Administration's commitments 2021/22**
Lead Member: Councillor Nick Kelly (Leader)
Lead Strategic Director: Giles Perritt (Assistant Chief Executive)
Author: Andrew Loton (Senior Performance Advisor)
Contact Email: Andrew.loton@plymouth.gov.uk
Your Reference:
Key Decision: No
Confidentiality: Part I - Official

Purpose of Report

The Conservative Administration has identified 86 commitments to Build Back Better in Plymouth. In December the Cabinet announced reaching the half way point with the completion of a total of 43 commitments since the election in May 2021. This report provides progress on the remaining 43 commitments (Appendix A).

Recommendations and Reasons.

That Cabinet:

1. Notes the progress made on the remaining commitments in anticipation of further commitments being completed in the early part of 2022.

The Leader and Cabinet wish to demonstrate delivery at pace against the Administration's commitments thus delivering improvements across a range of services which are important to residents, visitors and businesses.

Alternative options considered and rejected

Not to produce an update. Without publication of progress, there is a risk of slippage against commitments and a lack of transparency.

Relevance to the Corporate Plan and/or the Plymouth Plan

The commitments set out at Appendix A relate to the revised priorities set out in the Corporate Plan which was adopted by the Council on 14 June 2021

Implications for the Medium Term Financial Plan and Resource Implications:

Most commitments will be delivered from within existing revenue and capital resources. Where there are new resource implications, decisions will be made about allocation of resources in line with the Council's decision making procedures. Where delegated decisions are required in order to implement specific commitments, financial implications will be set out as part of the decision making process in accordance with the Council's constitution.

Financial risks:

The majority of commitments will be delivered from within existing revenue and capital resources and the associated risks are considered for each commitment by the service leading on the delivery of the commitment. Where there are new financial risks identified, decisions will be made about mitigation in line with the Council's risk management framework.

Carbon Footprint (Environmental) Implications:

Environmental sustainability is a key priority of the new administration, and the waste management, recycling and traffic management commitments are specifically aimed at reducing the city's carbon footprint.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The commitments make specific contributions to community safety, inclusion, community engagement, increased support for the vulnerable and improved educational standards for children and young people.

We have given due regard to our statutory duties under the Equality Act 2010 and the Public Sector Equality Duty.

The commitment to fast track applications to the blue badge scheme, disabled facility grants and parking spaces for those with terminal illness will have a positive impact on people with disabilities. Securing a sustainable funding settlement for Adult Social Care will contribute to better outcomes for people with disabilities and the agenda to empower local people has the potential to contribute to better outcomes for communities sharing protected characteristics.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 1 of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	The Administration's commitments progress update.							

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>

	1	2	3	4	5	6	7

Sign off:

Fin	djn.21 .22.22 7	Leg	LS/37 886/A C/7/1 /22.	Mon Off		HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 07/01/2022											
Cabinet Member approval: Councillor Nick Kelly (Leader)											
Date approved 07/01/2022											

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Appendix A: The Administration’s commitments progress update.						
Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
2	We want older people to keep their independence for longer by supporting them in their own homes. We will offer greater access to digital services including robopets and devices such as Amazon Echo and Alexa which can act as a helpful friend to those living with dementia	Health, Wellbeing & Safety	Customer and Corporate Services	Andy Ralphs	Patrick Nicholson/ John Riley	We are looking into previous trials of technology to support dementia patients in the city. Amazon Echo's (Alexa) have been sourced and a meeting held with Ermington based Robopets to understand the work they have done recently with Essex NHS. Now working with adult social care team to understand how they will trial them.
10	We will explore introducing a "Plymouth App" to make accessing information about local services much easier and in one place.	Health, Wellbeing & Safety	Customer and Corporate Services	Andy Ralphs	John Riley	Business case developed for the website replacement which will provide a mobile friendly content refresh. The first phase of implementation will take Council Tax and Housing Benefits content into a trial to be launched this Spring allowing customers to bookmark the site on their smartphones so that it behaves like an app, without the cost of maintaining the content in multiple technologies.
12	We will seek to strengthen our military covenant with the Armed Forces by looking at our Veterans ongoing needs especially around medical support and mental health provision. We want to create a hub where Plymouth is recognised as a centre of excellence for Veteran support	Health, Wellbeing & Safety	People	Craig McArdle	Vivien Pengelly	We have met with providers Improving Lives and Livewell southwest to identify any gaps in mental health provision. Meeting to be held with Portfolio Holder to agree end state and review commitment ownership.
18	We will increase the funding for Access Plymouth to allow greater mobility around our city.	Health, Wellbeing & Safety	SPI	Anthony Payne	Jonathan Drean	The Plymouth Bus Service Improvement Plan (BSIP) was submitted to the DfT in October. It includes the aspiration to deliver five electric mini-buses and associated infrastructure, to support the city's aspirations for expanded Demand Responsive services. Such services are currently provided by Access Plymouth's Dial A Ride service. Access Plymouth submitted a letter of support for the BSIP which is available online at www.plymouth.gov.uk/bsip . The outcome of the Council's BSIP submission is currently unknown.
20	We recognise the real issue of Child Poverty within our city. We will raise awareness of this issue and provide additional funds to work with partners to eradicate Child Poverty and give every child the best possible start in life to boost their life opportunities	Health, Wellbeing & Safety	Education, Participation and Skills	Alison Botham	Vivien Pengelly	<p>In late December 2021, the Child Poverty Working Group reviewed the progress towards the current 2022 targets in the plan (of the data available). Of the 9 targets, all but one were on their way to achieving their goals in one way or other. 4 targets have been achieved (with caveats). 4 targets are achieving success in part with more work to do in 2022 and 1 target is not currently progressing.</p> <p>With this information the working Group has set up ‘planning workshops’ to develop the next plan. It is anticipated that the next plan will be a three/four year plan running from 2022-2025. (The current plan ends 2022). The new plan will focus on raising awareness of this issue and seek to put in places mechanisms to give every child the best possible start in life to boost their life opportunities</p>
23	Look to investigate the replacement of old primary school buildings	Education & Skills	Education, Participation and Skills	Alison Botham	Dave Downie	After exploring all the funding opportunities, we are in the process of developing a short, medium and long term School Conditions Improvement Plan based on completed School Conditions Surveys. This plan will utilise the School Condition Grant that the LA receives to improve our maintained school estate. All surveys have been 'RAG' rated and the plan will prioritise any elements that have been identified as 'red' ratings before going on to address amber elements.
26	We believe that the mental health of our young people is paramount, and that school pupils should be taught to think, to question and to understand, not just to cram for exams. We will actively investigate the setting up of new schools which do not rely on the outdated, industrial-scale exam system, but which highlight things such as creativity, entrepreneurship, social and community skills and teamwork. Academic skills will be given parity with life skills to benefit our young people.	Education & Skills	Education, Participation and Skills	Alison Botham	Dave Downie	<p>Every school has a link PCC Educational Psychologist working with staff, children/young people and their families. The EP Service provides an immediate response to critical incidents, and initiatives are underway to support wellbeing for education recovery. These include whole school strategies to develop positive mental health and promote children's self-confidence and prosocial behaviour, such as emotional literacy training for support assistants, training for mental health leads, and guidance to manage emotionally based school avoidance. Joint work with CAMHS and external partners to support planning for mental health in schools is co-ordinated by PCC via an Emotional Health and Well-being Steering Group.</p> <p>Devon Mind have been commissioned to coordinate Plymouth Wellbeing for Education Recovery Project including the evaluation of the emotional based literacy training and the mental health leads training delivered by PCC Educational Psychologists. Devon Mind will further develop the Local Offer on the Plymouth Online Directory ensuring that schools and the wider system are aware of the emotional health and wellbeing offer available to children, young people and their families.</p>

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
28	We will actively promote positive lifestyle changes and improve our environment for all, including our wildlife by improved soft and hard landscaping projects throughout the city.	The Environment	SPI	Anthony Payne	Maddi Bridgeman	<p>Preventing Plastics Project: Preventing Plastics Project: 14 signatories for Plastic Charter for local businesses/schools/communities; Tenders out for 2 x innovative art installations using recycled plastic waste; Proposal finalised for the testing and evaluation study of the addition of AI(artificial intelligence) and Autonomy to 2 x 'Wastesharks' to collect plastic litter in the Cattewater. 'Plymouth's Action on Plastic' brochure produced; Engaged with 300 people(Sail GP and other community events.)Mayflower Improvements: Completed Welcome sign installation; Hoe Volunteering Gardening group established; general Waterfront improvements continued. 2/11/21: Plastic sculpture procurement complete; Waste Shark procurement complete</p> <p>Green Minds: Summer Engagement Programme in green spaces and at the Pannier Market - 77 events, 2051 participants (1038 new to the project). Green Social prescribing project launched at Central Park. Greenspace access improvements initiated at Duncombe Avenue (link to Kings Tamerton Wood), Urban Tree Challenge: Consultation completed for Blossom Together project at Devil's Point (over 200 respondents). Works due to start January 2022. Tree procurement for citywide winter planting completed. 02/11/21 CA comment - £1.2m Funding secured from DEFRA for Plymouth Natural Grid partnership project Oct 21 - Mar 23) with National Trust and Real Ideas to enhance 300 hectares of nature sites across the city and run Kickstart programme of 30 young people to build skills and employability in green sector. Project underway and project team in place. First 11 Kickstart placements in progress. 4 projects secured Abercrombie Awards: Delamere Road – Best Community Project - Winner; Teats Hill – Best Natural Infrastructure Project - Commended; Plymouth Tree Challenge - Best Natural Infrastructure Project - Commended; Star Park - Best Community Project - Commended</p> <p>The action taken and the further activity required are being reviewed to establish the date for completion of the commitment.</p>
29	We commit to improve the environment by supporting and creating innovative plans to make Plymouth carbon neutral by 2030	The Environment	SPI	Anthony Payne	Maddi Bridgeman	CCRP and CEAP have now been drafted and put to the Councils Scrutiny System, these contain a range of actions to be taken in 2022 to support the Council to meet it's net zero target by 2030. This will be voted on in Council in January 22 for adoption.
32	We shall prioritise the further improvements required to our largest green area, CENTRAL PARK. Following a thorough consultation with YOU we shall invest millions to make this park a must visit place for sport, recreation, socialising and wildlife that appeals to all ages	The Environment	SPI	Anthony Payne	Patrick Nicholson	<p>Delivery programme for 21_22 agreed with Portfolio Holders at meeting on 30 September. Project Mandate completed and signed off for Central Park Phase 3 improvements £2.4m.</p> <p>2/11/21: Site improvements ongoing - new Oral History Interpretation installed; Tree planting winter programme finalised; Plans for SuDs and additional access and nature enhancements progressing. Business Case in progress for Phase 3.</p> <p>Central Park Hub improvements Phase 2 were an Abercrombie Award Winner for Best Natural Infrastructure Project.</p>
34	We will promote The National Marine Park which showcases our world class marine, engineering and research facilities creating more jobs in these areas.	Job Creation	Economic Development	Anthony Payne	Nick Kelly	<p>£9.5m has been awarded to the National Marine Park from the National Lottery Heritage Fund (Heritage Horizons Award). 10% made available for the 2 year development phase of the project to test and trial initiatives and develop capital projects to RIBA design stage 3. Project fully mobilised and a year of listening and engaging to start in the spring to enable residents to co-design the project and the marine park.</p> <p>£665,873 grant award from Community Renewal Fund for business support activities to deliver innovative approaches to green/blue tourism, decarbonisation of the waterfront and connection communities to the waterfront. Leads and core structures for HF Horizon project have been agreed and being established. This work must be delivered and complete by June 22.</p> <p>Announcement of new appointment to the new role of Interim Chief Executive for National Marine Park (NMP) on 7th January. They will lead the wider development of the NMP as well as support the HF Horizons project. , has been agreed and advertised. Recruitment to this post .</p>

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
36	We will promote Plymouth as an historic port with a large fishing fleet, a major hub for marine leisure industries and activities. It is also a major tourist attraction.	Job Creation	Economic Development	Anthony Payne	Nick Kelly	<p>Mayflower 400 delivery company to mission critical delivery of visitor and destination services as a 'DMO'. Board discussion in October relating to next 12 months activity and business operations based on reduced operating budget. Completed</p> <p>The long awaited DMO review was published w/c Sept 13th by DCMS. The report recommends government core funding for DMO's in a tiered structure as portfolio organisations. DP Board needs to discuss positioning of Plymouth as a major city in relation to this and wider regional entities. Ongoing</p> <p>Awaiting government response to report expected in line with CSR on Oct 27th. Completed</p> <p>No allocation in CSR but DCMS received a 3% uplift in their grant. MP's being lobbied to ask DCMS to fund £51 million over 3 years to support DMO review implementation. ongoing</p> <p>Cruise activity very positive over autumn with 7 vessels coming into port. 12 booked for 2022 already. Completed now working on 2023 bookings</p> <p>Winter campaign being developed to highlight Plymouth as a major regional shopping and leisure destination due to go 'live' end October. Completed</p> <p>British Travel Trade Fair attended and World Travel Market early Nov for B2B activity. Completed Successful CRFand ARG funding application has provided £134k to deliver 'Green Tourism' scheme for the city starting Dec 2021.start moved to Feb 14th 2022</p> <p>Development activity commencing around business tourism pipeline linked to four key vertical sectors: Marine and Environment, Health and wellbeing, Creative digital and manufacturing – will be summer 2022.</p>
38	We will work with partners such as Sutton Harbour Holdings to improve our fish landing facilities as well as local fishers to grow and modernise the fleet to maintain Plymouth's standing as a top fishing port.	Job Creation	Economic Development	Anthony Payne	Nick Kelly	<p>We have commissioned a feasibility study for improving the landing facilities at the Fish market and will undertake a fishing round table this summer.</p>
39	We are extremely proud of our military heritage and will look to keep our service personnel and facilities in Plymouth whilst continuing to offer support to all of our Veterans	Job Creation	Economic Development	Anthony Payne	Vivien Pengelly	<p>We will support Babcock in the physical redevelopment of the naval base, and will support veterans through the Armed forces day which will celebrate key events and achievements, including the commemoration of the Falkland conflict, the creation of the Veteran's Village as well as dedicated and continued support to our military and their families. We will continue to support the Armed Forces Covenant initiatives which includes securing the gold award for the Defence Employers Recognition Scheme (DERS).</p>

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
40	We shall lobby the Government to review and complete an overhaul of the Business Rates system to make it fairer for businesses and benefit the local community.	Job Creation	Finance	Brendan Arnold	Nick Kelly	The Plymouth Ask document has been updated and a letter sent to the Chancellor of the Exchequer from the Leader on the 6th July regarding the Business Rates system and a fundamental review. We are aware that the Government are not intending to conduct any review of Business Rates via the proposed Fair Funding Review. Any change in government support will be provided via the Levelling Up Agenda.
41	Covid 19 has reinforced the benefits of shopping locally. We will therefore invest and improve the local shopping centres to keep them as the heart of local communities. By working with landlords and traders we will secure the future of all our District and Local Shopping Centres for our residents including Southway, Whiteleigh, St.Budeaux, Plymstock, Estover, West Park, Plympton, Stoke, Devonport, Crownhill and Mutley Plain	Job Creation	Economic Development	Anthony Payne	Nick Kelly	We have identified 100K to support the district shopping centres. We have commissioned a the Geddon Plymouth to help promote and raise awareness of all local shopping. We are looking to undertake local surveys to listen to traders and hear what they want.
42	We welcome the Government's decision to make Plymouth a Free Port. This status will allow us to attract new manufacturing and assembly businesses creating specialist jobs for local people	Job Creation	Economic Development	Anthony Payne	Nick Kelly	Detailed Plan Phase: Outline Business Case submitted on the 26th November 2021. This includes review Offers and Asks to include additional asks that may maximise the benefits of Freeport status - complementary initiatives relating to skills, innovation, net zero, regeneration, housing, transportation, land remediation, and mitigating displacement. Full Business case to be submitted by 15th April 2022 will see the commitment completed.
43	KICK START – We will support and encourage all local Small & Medium sized businesses to get access to this innovative scheme that provides funding to create new job placements for 16 to 24 year olds on Universal Credit who are at risk of long-term unemployment	Job Creation	Economic Development	Anthony Payne	Nick Kelly	As lockdown measures ease the number of kickstart placements in and around the city continue to grow. As of the Jul 21 we have 217 starters (high calibre candidates), 336 vacancies which we are actively trying to fill and a further 146 placements in the system awaiting approval. Approval rate for new applications remains high at approx. 97% (due diligence by gateways) and there are good working relations locally with DWP, as well as an established citywide Kickstart Task and Finish group. In addition we are seeing high quality work placements many above the conditioned hours and above the national minimum wage and jobs that will lead to long term employment. As we have reached the 500+ approval target in the city, new kickstart approvals are sent to DWP centrally to approve at ministerial level and as such this has doubled the approval time from 4 weeks to 8 weeks+, which local employers have found frustrating. In addition gateways and employers are concerned about the number of young people DWP are putting forward to fill existing vacancies. We continue to work hard with all key stakeholders in the city to address these issues.
44	Plymouth Hoe & the Barbican, our waterfront, is the "jewel in the crown" for this city. We promise a major upgrade to the waterfront area by creating a futuristic park that will offer far greater and better facilities for residents and visitors	City Centre and Waterfront Rejuvenation	Economic Development	Anthony Payne	Nick Kelly	Following the Council's successful bid for Heritage Lottery Funding towards the development of the National Marine Park (NMP) we will be exploring how facilities in the waterfront area can be improved as part of the wider programme of enhancements proposed through the NMP.
45	We will upgrade and modernise the Tinside Lido to increase the usage throughout the year to create a 'must visit' venue.	City Centre and Waterfront Rejuvenation	People	Craig McArdle	Maddi Bridgeman	£9.5m has been awarded to the National Marine Park from the National Lottery Heritage Fund (Heritage Horizons Award). 10% made available for the 2 year development phase of the project to test and trial initiatives and develop capital projects to RIBA design stage 3. Project fully mobilised and a year of listening and engaging to start in the spring to enable residents to co-design the project and the marine park. Throughout 2022 with the new LATC to run the pool, we will be promoting this asset and running events to encourage more use of this fantastic asset. Tinside pool and adjacent Tinside cove is one of 4 capital projects that will be developed to enhance this asset. A stage two bid will be submitted in June 2023 and then we should be in a position to start delivery and release the remaining 90% of funding to the project in late 2023.
46	We will prioritise the development of the Quality Inn site on the Hoe with a suitable and sympathetic plan for this stunning location	City Centre and Waterfront Rejuvenation	Economic Development	Anthony Payne	Nick Kelly	We have agreed terms with a preferred developer and hope to be able to make a formal announcement about this in early 2022.
47	In our city centre we will encourage and facilitate more residential living, introducing more green and recreational facilities including an events space for local entertainers to entertain the public and become a focal point.	City Centre and Waterfront Rejuvenation	SPI & Economic Development	Anthony Payne	Nick Kelly	Review of residential masterplan for Colin Campbell Court is ongoing and will be progressed following planning application for the health hub. Work is being carried out to consider whether Colin Campbell House upper floors would be suitable for conversion to apartments. City centre housing demand study has been commissioned jointly by PCC and Homes England and the final report is expected in October 2021. Future High Streets Fund has awarded £12m for Plymouth, part of which will allow Urban Splash to progress the delivery of the Civic Centre, including 144 apartments and a conference and events space. The Guildhall will also be refurbished and modernised.

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
48	To celebrate our rich history and culture we will invest in our Guildhall to improve the facilities and make it a real asset to the city by allowing a far wider use of the building and its facilities	City Centre and Waterfront Rejuvenation	Economic Development	Anthony Payne	Nick Kelly	Future High Streets Fund grant secured to enable this project to progress. Initial stakeholder consultation has been completed to identify key project requirements. External project managers appointed. Other members of the design team will now be appointed in order to progress the design and costings.
49	Prioritise the city's offering around live music/concerts by working with partners to develop and deliver live music venues	City Centre and Waterfront Rejuvenation	Economic Development	Anthony Payne	Mark Deacon	We have appointed an external project manager and are in the process of appointing the wider professional team to help progress our plans to modernise and refurbish the Guildhall, with a planning application due to be submitted in August 2022 with works due to start by May 2023. This will provide an improved venue for live music.

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
50	We will look to introduce a covered walkway to allow shoppers to have easy access to both ends of the city centre during inclement weather.	City Centre and Waterfront Rejuvenation	SPI & Economic Development	Anthony Payne	Nick Kelly	To be discussed further with British Land and City Centre Company.
54	A Conservative Council will use its influence and powers to acquire the leasehold interests of Plymouth Airport from Sutton Harbour Holdings with the objective of making the airport operational again	Infrastructure	SPI & Economic Development	Anthony Payne	Nick Kelly/ Patrick Nicholson	The Council is in active discussions with Sutton Harbour about this.
55	Consult YOU about the possibility of reducing or abolishing the tolls on the Tamar Bridge and Torpoint Ferry Crossings by lobbying the Government to secure similar status to the Severn Bridge Crossing	Infrastructure	Street Services	Anthony Payne	Jonathan Drean	The Covid-19 pandemic has had considerable impact on the use of the bridge and the ferry and has resulted in reduced income for the Tamar Crossings. Whilst joint (Plymouth and Cornwall) discussions with Government continue to look at how we might replicate operating models adopted elsewhere, there is a pressing requirement to look at how to maintain a level of income to make both crossings safe and viable. It remains our aspiration to reduce tolls and seek further support from Government, but this must now be seen as a longer-term commitment in light of an anticipated reduction of income. A consultation is under way to consider current tolls and a consultant will be commissioned in the next few months to develop a revised business plan.
58	We feel that Plymouth City Council car parking charges are punitive and we will review city centre parking charges. We will introduce periods of FREE parking in council owned car parks to save you money and support local businesses	Infrastructure	Street Services	Anthony Payne	Jonathan Drean	Building upon the concessions implemented at Christmas, the service is working with a third party to explore an innovative solution; a system that rewards customers that spend money in Plymouths shops with free parking; ensuring such a solution recognises those contributing to the local retail economy. Target date is February 22.
61	We will consult with neighbouring Councils to provide further conveniently sited "Park & Ride" sites with the delivery of such a facility at Deep Lane, Plympton.	Infrastructure	SPI	Anthony Payne	Jonathan Drean	<p>Plymouth City Council have secured funding for the expansion of the George Junction Park and Ride through the Governments Levelling Up fund. This will support the abstraction of trips from settlements within the Plymouth Travel to Work Area such as Tavistock.</p> <p>Discussions with Devon County Council regarding the Deep Lane Junction P&R site, as part of Devon's longer term submission to the Levelling Up Fund and supporting the development of the Plymouth and South west Devon Freezone, are ongoing.</p>

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
62	We will assist residents living near the Dockyard to park near their homes by encouraging Babcock and the Royal Navy to provide more on-site parking	Infrastructure	Street Services	Anthony Payne	Jonathan Drean	Discussions are currently underway with Babcock, involving members and senior officers, in relation to challenges around Dockyard parking. Babcock will be presenting a range of proposals, from additional on site parking through to permit parking options to protect residents streets. The next meeting is scheduled for February, where these options are to be reviewed. The Cabinet Member will receive a briefing on these.
65	To encourage greater use of our Continental Ferry service we will offer bespoke parking for motorhomes as a stopover for those embarking or disembarking the ferry.	Infrastructure	Street Services	Anthony Payne	Jonathan Drean	A review has been undertaken on the opportunities to increase the provision of parking locations for campervan and overnight stays to support this commitment. The outcome of this review has been shared with the Cabinet Member, leading to the preferred option to introduce a trial site at Coypool Park and Ride. A pilot is now going to be implemented to allow a section of the site to be used for motorhome parking, this is expected to be completed March 22.
66	We will increase the speed limit from 30mph to 40mph on the new and improved Tavistock Road section to improve journey times	Infrastructure	SPI & Street Services	Anthony Payne	Jonathan Drean	Statutory consultation on changes to the speed on Tavistock Road has been undertaken. An Executive Decision is currently being prepared for the Cabinet Member to take the decision to proceed with the advertised changes to speed, in line with the commitment. Following the statutory process required to be undertaken the actual change to the speed on the road is expected to go live in March 22.
67	We will commission new technology using satellite imagery to inspect the condition of our local road network. This will allow potholes to be identified, and repaired quicker and more cost effectively	Infrastructure	Street Services	Anthony Payne	Jonathan Drean	Road AI technology options have been reviewed with Vaisali being selected for trial. Delt have completed discovery and an order has been raised to procure. Delivery expected 4th January 2022 Cllr Jonathan Drean briefed in PH Meetings
68	We will prioritise the need to offer a modern and suitable Cruise Terminal in Plymouth by working with partners such as Associated British Ports and Brittany Ferries	Infrastructure	Economic Development	Anthony Payne	Jonathan Drean	Round table discussion held with Brittany and ABP in November – next steps involve developing research and data analysis of port impact prior to supporting funding bid for capital investment in improvement of port infrastructure linked to 'levelling up or shared prosperity funds – summer 2022
69	We will build closer links with the Taxi Trade to ensure the current fee regime remains fair and taxis are readily available 24/7 for passengers. We will accelerate the installation of Electric Vehicle charging points to encourage operators to switch from petrol or diesel vehicles to electric powered Taxis	Infrastructure	Place (and ODPH)	Anthony Payne / Ruth Harrell	John Riley	<p>We will continue to work with the taxi trade to ensure that the way in which the fees are set is communicated fully, to provide assurances that it is open fair and transparent. The Taxi fees are reviewed by the Taxi Committee Members every year and will be going to committee again in January 2022 to set the fees for April 2022 onwards. Therefore engagement work will happen prior to and during this process.</p> <p>We will continue to work with the Private Hire Operators and assist with the application process to encourage new drivers to join the trade.</p> <p>The Taxi Fare Tariff is currently out for consultation to increase the fares for Hackney Carriage drivers.</p> <p>We have worked closely with the Transport team and the Low Carbon City Officers to consider the transition to Ultra low emission vehicles and the need for decarbonisation in the city. We will explore any grants that may be available to encourage proprietors to upgrade their vehicles to those with low or no emissions.</p> <p>The Taxi Licensing Policy has been updated to enhance the vehicle emissions and age policy and it is intended to remove the limit on the number of Hackney Carriage Vehicles to encourage more HC's in the City. The Policy has been updated to comply with the DfT Statutory Guidance and will be out for consultation at the end of November for 12 weeks.</p>

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
71	We recognise that residential parking is an issue so we will provide funds and work with local communities to create additional neighbourhood car parking spaces by reconfiguring areas to allow Diagonal / Perpendicular parking	Infrastructure	Street Services	Anthony Payne	Jonathan Drean	Some initial proposed locations did not proceed due to high cost and little return in parking created, therefore review commenced of alternative locations, more economically viable, around the city, that could benefit from this approach. A number of sites have been identified and a briefing is to receive a briefing (January 22) to review the additional locations. Subject to approval we then expect to be able to deliver the first sites by March 22..
73	Local governments across the UK are owed millions of pounds in uncollected Parking Tickets, due to a number of reasons, often involving criminal activity. The Traffic Management Act allows local authorities to undertake removal of persistent evaders (those with more than 3 PCNs outstanding) from the road and store until and outstanding debt cleared and updated info provided to the DVLA. If after the removal the car is not claimed this can then be sold or scrapped and the income used to cover any outstanding debt. We will step up enforcement in this area	Infrastructure	Street Services	Anthony Payne	Jonathan Drean	An Executive Decision is being prepared for Cabinet Member approval to adopt these powers. Procurement supply chains have been established and policies for this activity drafted, for approval as part of the Executive Decision. There is a statutory process to follow when implementing such powers, whilst the Council will be able to announce the intention to adopt these powers sooner, the Council is expected to be able to utilise these new powers from April 22.
75	We will work with local housing associations to create a wider range of homes for local people. Registered providers in the Plymouth Housing Development Partnership are key to accelerating housing delivery in Plymouth but could do more to deliver a wider range of housing, for example housing for older people including extra care, housing for people with learning difficulties, self- build housing, and housing for veterans. However not all registered providers are active in creating new housing and so could be incentivised through prioritised access to corporate borrowing the City Council could access through the public works loan board.	Housing	SPI	Anthony Payne	Vivien Pengelly	Housing Delivery Officers continue to progress 20+ development sites with Plymouth Housing Development Partnership (PHDP) members on land owned by the Council as part of the Plan for Homes programme. This year the team have also secured £600k of Brownfield Land Release Funds to deliver an additional 70 homes and a further funding bid to Government has recently been made for £220k to deliver 12 community led homes. In October 2021 5 bungalows for older people at Ham Green Lane were completed by Westward Housing Group on a Council owned site that used Government Land Release funding to demolish the vacant building on the site.
76	We will create a dedicated Housing Investment Fund to get unsightly stalled housing sites across the city started. By providing grants and loans to housing providers to provide infrastructure and help unblock sites to deliver policy compliant housing schemes and/or by purchasing market units from developers, either directly by the City Council or through registered providers, to provide increased levels of affordable rented homes to meet identified needs, will help address meet identified needs, will help address stalled sites and increase rented and for sale homes. This could include acquiring stalled sites	Housing	SPI	Anthony Payne	Vivien Pengelly	Our Plan for Homes Programme has an existing Housing Investment Fund. All monies are committed with the agreement of the Cabinet Member for Home and Communities to support a range of interventions to unlock and accelerate delivery, including on sites we have previously acquired, JLP sites and PCC sites brought forward for development. We have entered into two Housing Partnership Agreements with key Housing Association partners Plymouth Community Homes and Livewest to further maximise their investment into new and improved homes.
77	We will once again as a City Council build local homes for local people. The purpose would be to further increase and accelerate the delivery of a wide choice of quality new market and affordable homes through a number of direct interventions in the housing market. This could include the provision of grant and loan funding to provide the infrastructure to help de-risk existing sites; help lever in funds from Homes England; improve the affordability of new homes; increase housing choices for different groups in the community; and accelerate construction on new parcels of land in the Joint Local Plan Plymouth Policy Area. The City Council has a significant role to play in the delivery of new homes in the city. Clearly the City Council would not actually build the homes and nor would it re-open the Housing Revenue Account but effectively it would be proactively intervening to deliver local homes for local people, the range and mix of course open to further discussion	Housing	SPI	Anthony Payne	Vivien Pengelly	Recent activity includes preparing and bringing forward council owned land as 'site ready' for development; providing grant to support the provision of infrastructure to unlock stalled sites; supporting estate regeneration programmes to replace obsolete homes with new energy efficient homes; and work to bring empty homes back into occupation. We are working with Homes England to increase partnership working and funding to support our growth ambitions, with a focus on unlocking stalled JLP sites and supporting city centre renaissance. We have also started the direct development of new homes in the city. Our pilot scheme at Broadland Green has secured planning consent we plan to develop a pipeline of future sites.

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Cabinet Member	Progress Update
78	We will support our local veterans to get the care and support they need by developing a 'veterans village' to provide the homes they need. The completed Nelson project in Stonehouse and the commenced Stirling House project in Honicknowle have won national awards and made a significant contribution to meeting the housing needs of veterans, as well as providing the required wrap-around support and advice services to address mental health and well-being issues often faced by ex-servicemen	Housing	SPI	Anthony Payne	Vivien Pengelly	There have been a series of discussions with housing and support providers for service veterans and officers will continue to engage through the appropriate channels to establish the need for and type of future veterans housing and support. The Stirling House veterans self build project commenced construction earlier in the year with up to 12 veterans engaged on this self build initiative. The new homes are due for completion by around Spring 23.
79	We will stop the further intensification of houses in multiple occupation in the streets around Plymouth University and go further by buying up properties and converting these back to single family homes. The overall objective of housing policies in the Joint Local Plan is to create balanced sustainable communities but in some streets around the university there are very high percentages of student houses and other houses in multiple occupation which not only mean that the overall population in the area is not balanced but has other environmental impacts due to the intensification of the housing usage such as anti- social behaviour, the proliferation of bins etc. A targeted approach to identify homes currently used for student housing which are no longer in demand and which are potentially at risk of disposal to rogue landlords will, if left unchecked, result in poor quality housing and a further reduction in the quality of life in local neighbourhoods. If these properties are bought up by the City Council they could be 'de-converted' into larger single family homes to meet that need	Housing	Community Connections	Craig McArdle	Vivien Pengelly	We are working up a scheme at the moment and are hopeful we will be able to brief the portfolio holder in the next month or so. We are also arranging for the PFH to meet the main landlord association in Plymouth to hear directly from them the issues they face so we can work together and to support the administration with their commitment. UPDATE - The housing market has changed dramatically in the last year, whilst we have worked up a loan scheme for both MEES and the de-conversion of HMO's back to family houses, we are unsure whether it is still a viable option. Lots of landlords are leaving the market through selling their properties. We now need to work with the PFH to finance some pump prime funding to create a pot of funding to finance the loans to landlords. We are hopeful to have a full update of whether this is still viable by March/April 2022.
80	We will make home ownership more readily available by delivering the right homes, in the right place, for local people. We support the schemes with affordable homes at Woolwell, Coypool, North Prospect and Barne Barton	Housing	SPI	Anthony Payne	Vivien Pengelly	Officers continue to promote a wide range of affordable homes for ownership in the city through the Plan for Homes initiative and on sites that have previously been stalled. For example 126 homes for open market sale and affordable home ownership have started on two sites that have been stalled for many years. We also are working to unlock a further 400+ affordable units including homes for affordable ownership in the city that are currently stalled. Officers also continue to bring long term empty homes back into use using a range of legal powers and financial incentives. This action helps provide new private homes for sale and rent, helping regenerate those neighbourhoods impacted by the blight that long term empty properties often create. South Hams District Council are continuing to have planning discussions with the applicants on the development of the Woolwell site. The Coypool development proposal for 550 homes was given planning consent on 23/6/21 delivering at least 110 affordable homes. The North Prospect regeneration project continues to progress and the final phase of construction is now fully funded and will complete over the next 2-3 years. Finally Housing Delivery Officers are working closely with Housing Association partners Clarion Housing and Sanctuary Housing to help achieve the earliest possible start on site for two developments in Barne Barton, providing more than 300 new high quality homes on these exemplar regeneration projects.

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Cabinet



Date of meeting: 11 January 2022

Title of Report: **Climate Emergency Action Plan Recommendations to Cabinet**

Lead Member: The Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee

Lead Strategic Director: Giles Perritt (Assistant Chief Executive)

Author: Jamie Sheldon (Senior Governance Advisor)

Contact Email: jamie.sheldon@plymouth.gov.uk

Your Reference:

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

Cabinet are asked to agree to the recommendations made by the Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee held on 08 December 21.

Recommendations and Reasons

That the Cabinet agree to the recommendations below:

1. support and endorse the Climate Emergency Action Plan 2022, noting that the Climate Emergency Investment Fund has yet to be funded or established;
2. contextualise prior actions within the Climate Emergency Action Plan in 2022;
3. support the Plymouth Climate Emergency Action Plan by asks to Government through local MPs and national channels;
4. provide the public with a Plymouth Climate Emergency Action Plan website support tool by May 2022.

Reason: In line with the Constitution the Cabinet is obliged to take account of recommendations made by Overview and Scrutiny Committees.

Alternative options considered and rejected

Cabinet is obliged by the Constitution to take account of recommendations made by the

Overview and Scrutiny Committee

Relevance to the Corporate Plan and/or the Plymouth Plan

The actions being proposed in this report are consistent with the themes and values of the Corporate Plan 2021-2025 and as well as those of the Plymouth Plan.

Implications for the Medium Term Financial Plan and Resource Implications:

The Implications for the Medium Term Financial Plan and Resource Implications of these recommendations will be considered as part of the overall Climate Emergency Action Plan which will be presented to Council on 24 January 2022.

Financial Risks:

Financial risk will be considered will be considered as part of the overall Climate Emergency Action Plan which will be presented to Council on 24 January 2022.

Carbon Footprint (Environmental) Implications:

The Corporate Carbon Reduction Plan 2022, the Climate Emergency Action Plan 2022 will ensure Plymouth is playing its part in reducing its carbon emissions. It has set itself the challenging target of meeting net zero carbon by 2030, in advance of the 2050 target of national government.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)
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Sign off:

Fin	djn.2 1.22. 230	Leg	LS/37 892/A C/10/ 1/22.	Mon Off		HR		Assets		Strat Proc	
<p>Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)</p> <p>Please confirm the Strategic Director(s) has agreed the report? Yes</p> <p>Date agreed: 10/01/2022</p>											
<p>Committee approval: Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee</p> <p>Date approved: 08/12/2021</p>											

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Cabinet



Date of meeting:	11 January 2022
Title of Report:	Finance Monitoring Report November 2021
Lead Member:	Councillor Nick Kelly (Leader)
Lead Strategic Director:	Brendan Arnold (Service Director for Finance)
Author:	David Northey - Head of Integrated Finance Hannah West – Finance Business Partner
Contact Email:	David.northey@plymouth.gov.uk
Your Reference:	Fin/djn/2021(08)
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report sets out the revenue finance monitoring position of the Council to the end of the financial year 2021/22, as at the end of November 2021.

The overall savings plans for the year continue to be set out in detail in Appendix 2. Of the total target savings of £13.845m, Directorates are reporting that £7.142m (over 50%) are already achieved, with a further £2.629m (19%) on course to be delivered by the end of the year.

Recommendations and Reasons

That Cabinet:

1. Notes the current revenue monitoring position;

This is part of the monthly monitoring cycle to ensure good financial reporting in line best accounting practices.

Alternative options considered and rejected

None – our Financial Regulations require us to produce regular monitoring of our finance resources.

Relevance to the Corporate Plan and/or the Plymouth Plan

The financial outturn report is fundamentally linked to delivering the priorities within the Council's Corporate Plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth.

Implications for the Medium Term Financial Plan and Resource Implications:

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan (MTFP). The Council's MTFP is updated regularly based on on-going monitoring information, both on a local

and national context. Any adverse variations from the annual budget will place pressure on the MTFP going forward and require additional savings to be generated in future years.

Financial Risks

This is the monitoring position as at the end of November 2021. As with all financial information there are associated risks as we move through the year. These are set out in the report, and in particular within the savings chart. All efforts will be made to bring the financial position back to a balanced outturn at the yearend. The £2.622m of “red” savings which are at risk of not being delivered, have been covered within the monitoring forecast.

Carbon Footprint (Environmental) Implications:

No impacts directly arising from this report.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives.

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	2021/22 Savings status							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	ba.21. 22.22 4	Leg	LS/37 890/A C/7/1 /22	Mon Off		HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Brendan Arnold (Service Director for Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 04/01/2022											
Cabinet Member approval: Leader after discussion with Cabinet colleagues											
Date approved: 04/01/2022											

SECTION A: EXECUTIVE SUMMARY

Table 1: End of year revenue forecast

	Budget £m	Net Forecast Outturn £m	Variance £m
Total General Fund Budget	195.568	196.312	0.744

The forecast revenue outturn after the application of Covid grants and council mitigating actions is currently estimated at £0.744m over budget, which is a variance of +0.38% against the net budget (+0.14% against the gross budget). This is a positive movement in the month of £0.139m from the last report (period 7).

This is the November monitoring report for 2021/22 and it should be noted that the financial position will fluctuate as we move through the year. Officers and Members will work closely to manage the finances towards a balanced position by the end of the year.

Within this position the following headline financial issues are reported:

1. The pandemic continues to have a major impact on our financial resources, with a potential drawdown of £17.302m against the currently available grants. The impact of COVID-19 will continue in this financial year but in this forecast the additional costs identified are offset by grant and so there is a nil impact on the forecast variance.
2. Key budget pressures:
 - a) £0.618m reported within Customer & Corporate Services Directorate. This has improved by £0.037m in the last month owing to continued management of staff vacancies.
 - b) £0.414m reported within Children's Directorate. This is the same as reported last month.
3. Key favourable variances:
 - a) The Public Protection Service, within The Office of the Director of Public Health (ODPH), is reporting an underspend of £0.305m, a small adverse variance from last month's £0.327m.

SECTION B: Directorate Review**Table 2: End of year revenue forecast by Directorate**

Directorate	Budget £m	Forecast £m	COVID offset £m	Forecast Net Variance £m	Status
Executive Office	5.429	5.691	(0.245)	0.017	over
Customer and Corporate Services	44.031	45.813	(1.164)	0.618	over
Children's Directorate	53.074	61.865	(8.404)	0.414	over
People Directorate	89.441	93.018	(3.577)	0.000	on budget
ODPH	(0.537)	(0.715)	(0.127)	(0.305)	under
Place Directorate	24.976	28.761	(3.785)	0.000	on budget
Corporate Items	(20.819)	(38.121)	17.302	0.000	on budget
Total	195.568	196.312	0.000	0.744	over

1. Executive Office

1.1 The Executive Office is reporting a small overspend due to printing costs. COVID-19 related pressures reflect additional costs associated with court activity and resourcing.

2. Customer and Corporate Services Directorate

2.1 The Customer and Corporate Services Directorate is forecasting an over spend of £0.618m. This is a further improvement from last month of £0.037m. Work will continue to adopt mitigating actions and the position will continue to be closely monitored moving forward. COVID-19 costs have remained unchanged.

3. Children's Directorate

3.1 The Children's Directorate is forecasting an over spend of £0.414m; this represents no change from the October forecast.

4. People Directorate

4.1 The People Directorate is continuing to forecast a breakeven position for the year.

5. Office of the Director of Public Health (ODPH)

5.1 Public Protection Service, within Public Health, is reporting an under spend of £0.305m due to staffing costs being charged to Covid grant and additional funding.

6. Place Directorate

6.1 The Directorate is reporting a nil variance this month. This is an improved position from the October reported £0.121m over spend. The pressures arising from the impact on income targets following delegated decisions signed off in June 2021 have been set against savings from Treasury Management activity.

6.2 COVID-19 related additional spend and income foregone totals £3.785m. The majority of this continues to relate to loss of car parking income.

7. Corporate Items

7.1 The overall position shows a nil variance.

7.2 COVID-19 financial support continues to be held here, and is being used to offset pressures that have arisen across all Directorates due to the pandemic; currently these are forecast to a total of £17.302m.

Appendix A 2021/22 Savings status (I) Summary

	Total	Achieved savings	on track for delivery	Working on for delivery	Planned, internal/external actions required to deliver
	£m	£m	£m	£m	£m
Children's	4.001	1.723	0.688	1.176	0.414
People	3.160	3.160	0.000	0.000	0.000
ODPH	0.028	0.028	0.000	0.000	0.000
Customer & Corporate	4.571	1.136	1.896	0.019	1.520
Place	1.035	0.080	0.045	0.257	0.653
Corporate Items	1.050	1.015	0.000	0.000	0.035
2021/22 Savings	13.845	7.142	2.629	1.452	2.622

Appendix A 2021/22 Savings status (2) Detail

Directorate / Plans	Target Savings	Achieved savings	Plans on track for delivery	Plans worked on for delivery	Planned, internal/external actions required to deliver
	£m	£m	£m	£m	£m
Children					
EPS step up	0.152			0.152	
Home to School Transport	0.179			0.179	
AST	0.500	0.168		0.332	
Fostering	0.670	0.189	0.067		0.414
Troubled Families	0.650	0.317	0.333		
Placement Review	1.400	1.049	0.288	0.063	
Management Actions	0.450			0.450	
Children - Savings	4.001	1.723	0.688	1.178	0.414
People					
Care Package Reviews (SC)	0.775	0.775			
Direct Payment Reviews (SC)	0.250	0.250			
Increased FCP Income (SC)	0.100	0.100			
Commissioned Contracts (SC)	0.250	0.250			
Grant Maximisation (CC)	0.200	0.200			
Management Actions (CC)	0.050	0.050			
Income Targets (CC)	0.050	0.050			
One Off Savings 2020/21 (SC)	1.485	1.485			
People - savings	3.160	3.160	0.000	0.000	0.000

ODPH					
Additional Income	0.008	0.008			
Additional Income #2	0.020	0.020			
ODPH - savings	0.028	0.028	0.000	0.000	0.000
Customer, Corporate Services and Executive Office					
Efficiency	0.949				0.949
FM review	0.550				0.550
Business support	1.200	0.917	0.283		
ICT	1.000		1.000		
CEX; Legal services	0.100		0.100		
Coroner	0.040			0.019	0.021
Training	0.153	0.153			
Capitalise Capital Team	0.050	0.050			
Internal Audit	0.016	0.016			
Departmental	0.513		0.513		
Customer & Corporate Services and Executive Office savings	4.571	1.136	1.896	0.019	1.520
Place					
Regeneration Property Fund	0.500				0.500
Concessionary Fares	0.080	0.080			
Weston Mill, bulky & trade waste income	0.208			0.180	0.028
Resident Parking	0.060				0.060
On/Off parking	0.065				0.065
Fees and charges including Mt. Edgcumbe	0.122		0.045	0.077	
Place savings	1.035	0.080	0.045	0.257	0.653
Corporate					
Schools PFI - adjustments	1.015	1.015			
Income target not allocated	0.035				0.035
Corporate savings	1.050	1.015	0.000	0.000	0.035
Overall Total savings	13.845	7.142	2.629	1.452	2.622

Cabinet



Date of meeting: 11 January 2022

Title of Report: **Tamar Bridge and Torpoint Ferry Future Financing**

Lead Member: Councillor Jonathan Drear (Cabinet Member for Transport)

Lead Strategic Director: Anthony Payne (Strategic Director for Place)

Author: David List, General Manager Tamar Crossings
Philip Robinson, Service Director for Street Services)

Contact Email: david.list@tamarcrossings.org.uk / philip.robinson@plymouth.gov.uk

Your Reference:

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

The Tamar Bridge and Torpoint Ferry have historically been operated together as a single undertaking on a 'user-pays' principle funded almost entirely from toll income. The undertaking maintains a contemporary financial model that incorporates income forecasts based on traffic levels. Income at the two crossings has been significantly reduced by the effect of Covid-19 on traffic levels and since the pandemic started the risk of deficits has been tracked. Workshops have been held since the beginning of the pandemic to consider means of addressing forecast shortfalls, and the issue has been considered at TBTFJC meetings since June 2020.

At its meeting on 3 December 2021, TBTFJC was presented with three intervention options to address the forecast financial position.

This report seeks a recommendation to Council to approve the preferred option of uniform 30% increases selected by TBTFJC at its meeting on 3 December 2021, to address the forecast deficits.

A parallel governance process is being followed in Cornwall Council.

Recommendations and Reasons

That Cabinet recommends to Council -

1. TBTFJC's preferred option for toll revision of uniform 30% toll increases on both Tag and cash tolls for all user classes be approved. Such approval to be subject to the Joint Committee making a decision whether or not to implement the preferred option following consideration of the public consultation responses. The Joint Committee being given the authority to make the implementation decision;
2. That Plymouth City Council, through the Portfolio Holders and Joint Chairs of the Tamar Bridge and Torpoint Ferry Joint Committee, continue to lobby Government and support a

Users Campaign for a fair contribution towards maintaining the A38 across the Tamar Bridge to reduce the burden on the user.

Without intervention, the undertaking's reserves will be fully depleted by the end of 2022/23, and the resulting deficit will fall on the parent authorities. The income will allow the continued delivery of safe reliable and efficient crossings of the Tamar.

Alternative options considered and rejected

The other intervention options were uniform 35% increases on both TamarTag and cash tolls for all user classes and a hybrid 35% option with 35% cash increases and 30% TamarTag increases for all user classes. These were rejected on the basis that the uniform 30% increase option was considered to be the lowest level of increase that gives an acceptable level of financial resilience.

The do nothing option was rejected as it would result in escalating deficits which would become the responsibility of the parent authorities.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Tamar Bridge & Torpoint Ferry links are key gateways to the City and provide opportunities for investment, jobs and growth particularly in the wider context of Plymouth as the regional economic centre.

Providing a safe well-maintained road network contributes to the economic well-being of the City, supporting the Council's Growth priority.

Implications for the Medium Term Financial Plan and Resource Implications:

Financial Risks

The proposal addresses the forecast deficit position and reduces associated risk to the parent authorities.

Carbon Footprint (Environmental) Implications:

Continued service delivery will provide reliable journey times and minimises the potential for congestion or longer diverted journeys and related pollution.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

Risk Management – This proposal is a response to the pandemic, which is a risk recognised within the strategic risk 'Epidemic' in the TBTF Risk Register. The core model used to forecast traffic recovery is considered to be reasonably conservative but remains sensitive to the many changeable parameters resulting from the pandemic e.g. the implementation of higher tier constraints locally or regionally. The uncertainties around traffic recovery presents the risk of significant income variances.

Health and Safety – Key Performance Indicators within the Strategic Plan and associated Annual Plans are designed to drive improvement.

There are no child poverty or community safety implications.

Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Briefing Report - Tamar Bridge and Torpoint Ferry Future Financing							
B	TBTFJC Report 3 December 2021 – Future Financing							
C	Draft Minutes of TBTFJC Meeting, 3 December 2021							
D	Medium Term Financial Model							

Background papers:

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	ba.21. 22.20 7	Leg	MS/2/ 14.01. 21	Mon Off		HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Philip Robinson (Service Director for Street Services)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 15/12/2021											
Cabinet Member approval: Councillor Johnathan Drean (Cabinet Member for Transport)											
Date approved: 15/12/2021											

Appendix A**Briefing Report -****Tamar Bridge and Torpoint Ferry Future Financing****Introduction**

- 1.1 The Tamar Bridge and Torpoint Ferry are operated, maintained and improved jointly by Plymouth City Council and Cornwall Council on a 'user pays' principle, being funded by toll income using powers derived from the Tamar Bridge Act. The finances of the joint undertaking are effectively ring-fenced by the Act, and it is operated in normal times as a self-financing business. Under the Act, increases to the ceiling tolls for the different vehicle types requires a formal application to the Department for Transport for approval.
- 1.2 The impact of the Covid 19 Pandemic on the crossings has been profound, reflecting effects elsewhere in the public, commercial and private realms.
- 1.3 Workshops have been held since the beginning of the pandemic to consider means of addressing forecast shortfalls, and the issue has been considered at TBTFJC meetings since June 2020. The workshops have considered traffic recovery modelling, cost inflation and other key parameters, and the income increases necessary to moderate or eliminate the forecast deficits. Workshops have closely examined expenditure, service levels and capital programme to achieve savings and/or delay expenditure limited, but the scope has been limited by service delivery requirements and critical maintenance of the assets.
- 1.4 A toll increase was initially proposed in autumn 2020 but in November 2020 the UK Government confirmed that it would provide financial support to the parent authorities in respect of the crossings totalling £3.08m. This support deferred the imminent need to increase tolls but has only partially offset the losses resulting from reduced traffic levels.
- 1.5 Traffic levels have remained significantly below pre-Covid levels and are currently running at approximately 90% at both crossings which is line with the 90% level incorporated in the financial model. Without intervention significant annual deficits are forecast for this financial year and subsequent years, resulting in end-of-year deficit positions from 2022/23 onwards and reaching over £10 million by 2025/26. It must be recognised that traffic forecasting has been undertaken against a backdrop of great uncertainty, and that significant variances from the central model are quite possible.
- 1.6 The Tamar Bridge Act 1957 sets out the default process to be followed if such deficits arise, namely that the parent authorities, Cornwall Council and Plymouth City Council cover that deficit for subsequent recovery at some later stage when the undertaking returns to a surplus position.
- 1.7 The Joint Chairmen of TBTFJC and Portfolio Holders of both authorities have continued to lobby government for long term financial support but without success to date.
- 1.8 The detailed background to the effect on the undertaking's financial position and the response of TBTFJC is detailed in Section 2 of the TBTFJC Future Financing Report at Appendix B (pages 71-91).

1.9 At its meeting on 3 December 2021 TBTFJC Members were presented with three toll revision options to address the forecast financial position, namely:

- uniform 30% increases on both TamarTag and cash tolls for all user classes
- uniform 35% increases on both TamarTag and cash tolls for all user classes
- a hybrid 35% option with 35% cash increases and 30% TamarTag increases for all user classes

1.10 The three intervention options would all resolve the forecast deficit positions with differing levels of reserves resilience. The tables below detail the forecast annual deficits/surpluses and end-of-year positions resulting from a 'do nothing' option and the three intervention options:

option	annual deficit/surplus				
	2021/22	2022/23	2023/24	2024/25	2025/26
do nothing	-£1.169m	-£2.332m	-£2.670m	-£3.262m	-£3.218m
30% increase	-£1.169m	-£0.295m	+£1.017m	+£0.425m	+£0.827m
35% increase	-£1.169m	+£0.045m	+£1.631m	+£1.039m	+£1.502m
35%/30% hybrid	-£1.169m	-£0.211m	+£1.352m	+£0.760m	+£1.195m

option	end of year reserves position				
	2021/22	2022/23	2023/24	2024/25	2025/26
do nothing	+£1.316m	-£1.016m	-£3.686m	-£6.949m	-£10.166m
30% increase	+£1.316m	+£1.021m	+£2.038m	+£2.463m	+£3.290m
35% increase	+£1.316m	+£1.361m	+£2.992m	+£4.031m	+£5.333m
35%/30% hybrid	+£1.316m	+£1.105m	+£2.458m	+£3.218m	+£4.413m

The three options are also illustrated graphically at the appendices to the TBTFJC Report at Appendix B (pages 71-91).

1.11 Members' attention was drawn to the sensitivity of modelling to external variances that will be outside the undertaking's control and the impact of such variances on the financial position for example:

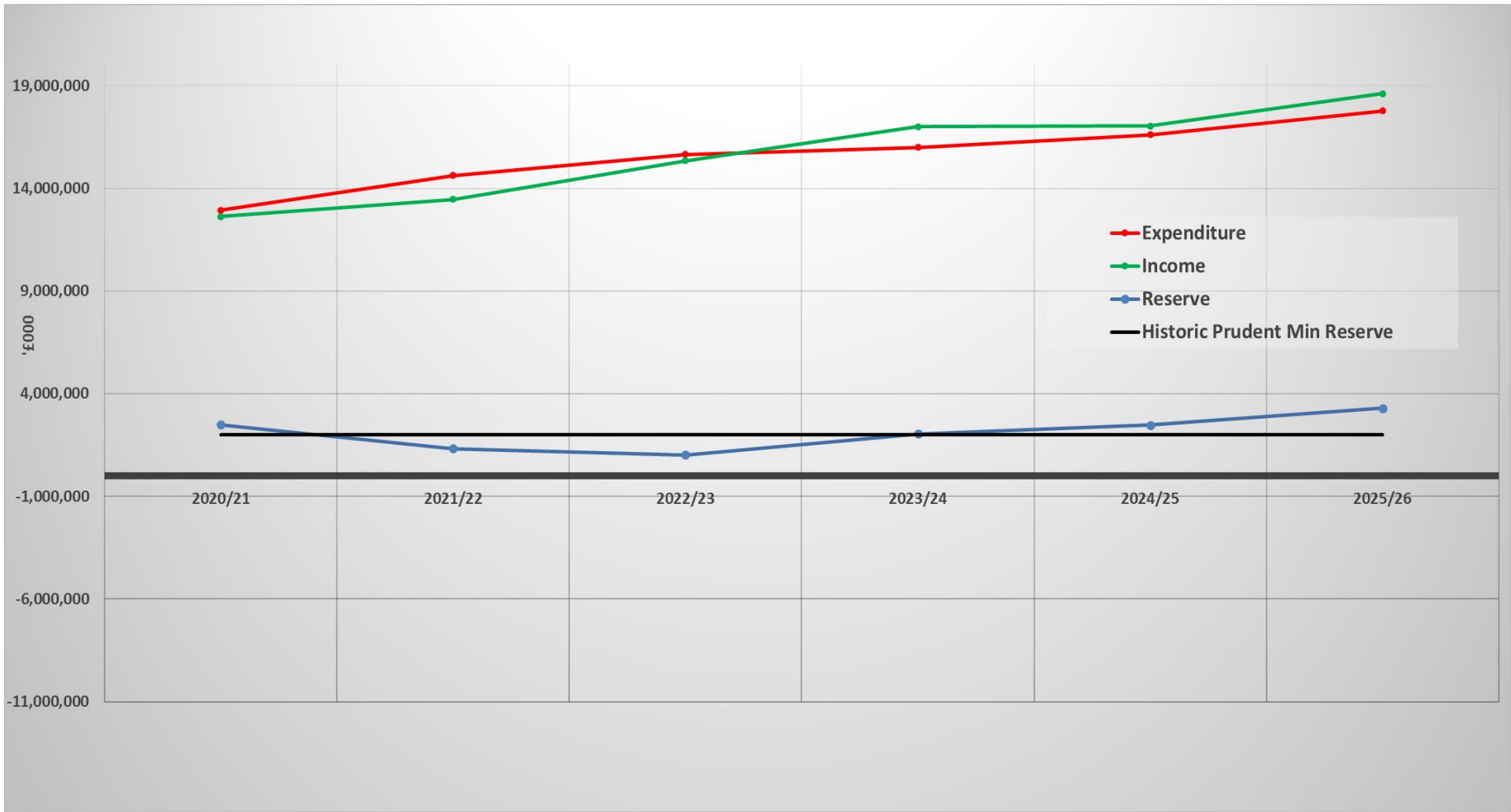
- each 1% variance in traffic flow from the forecast 90% would result in income changing by approximately £0.150m per annum
- each 1 month delay in getting an approved toll order (estimated Jan 2023) to raise cash tolls would result in the loss of approximately £0.150m based on a 30% increase
- we are already seeing significant inflation in prices of some goods and services in excess of 3.5%. The Office of National Statistics has released the inflation figures for October 2021,

with CPI recorded at 4.2% and RPI at 6.0%. The Bank of England has stated that it expects CPI to increase to approximately 5% in the early part of 2022, before reducing over the longer term.

- I.12 Following detailed discussion, TBTFJC resolved to recommend the preferred toll revision option of uniform 30% increases to Councils via respective Cabinets. On balance this option was considered to be the lowest level of increase that gives an acceptable level of financial resilience. The undertaking's forecast financial position with the preferred option is illustrated at Appendix D.
- I.13 This proposal for a 30% uniform increase would apply to all vehicle classes, and would mean that the TamarTag toll for a car would increase from £1.00 to £1.30, with the cash toll increasing from £2.00 to £2.60. Tolls are charges one way only, so for a typical daily commuter doing a return journey five times a week in a car using a TamarTag, this would mean an additional £1.50 a week in tolls. The increased tolls would still be amongst the cheapest of comparable tolled crossings in the UK.
- I.14 These options are set out in detail in the report presented to the TBTFJC meeting on 3 December 2021 as Agenda Item 7 which is attached at Appendix B and can be found in the published Agenda Pack (pages 71-91)
- [\(Public Pack\)Agenda Document for Tamar Bridge and Torpoint Ferry Joint Committee, 03/12/2021 10:00 \(cornwall.gov.uk\)](#)
- I.15 A final decision at the TBTFJC Meeting on 18 March 2022 on increasing pre-paid (TamarTag) tolls and progressing revision of cash tolls will be taken following the results of a public consultation exercise commencing in mid-January 2022. This exercise will provide information on the background about why tolls have to rise and provide the opportunity for the public to indicate any alternative preference on the structure of increases. The exercise will also provide valuable information about current and anticipated travel patterns to help plan services and improve income estimates.
- I.16 TBTFJC's resolution can be found in the draft minutes of the TBTFJC meeting on 3 December 2021 which are attached at Appendix C and can be found at
- [Draft minutes for the Tamar Bridge and Torpoint Ferry Joint Committee 03/12/2021](#)
- I.17 It should be noted that in the longer term TBTFJC is pursuing the facility for any future increases in tolls after this proposed increase to be made in smaller increments in line with increases in RPI as at other major crossings, and legal advice is being sought on the appropriate route to achieve this aim.

APPENDIX D

MEDIUM TERM FINANCIAL MODEL
(actuals to date and forecast)



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Report to:	Tamar Bridge & Torpoint Ferry Joint Committee	
Date:	3 December 2021	
Title:	Future Financing	
Portfolio Area:	Transport	
Divisions Affected:	All	
Local Member(s) briefed:	N/A	
Relevant Scrutiny Committee: Economic Growth and Development		
Authors, Roles and Contact Details:	Vicky Fraser, Service Director, Transport & Infrastructure, Cornwall Council, vicky.fraser@cornwall.gov.uk 01872 224388 Philip Robinson, Service Director for Street Services Street Services, Plymouth City Council, philip.robinson@plymouth.gov.uk 01752 308727 David List, General Manager, 01752 361577, david.list@tamarcrossings.org.uk	
Approval and clearance obtained:	Y	
For Cabinet and delegated executive decisions only		
Key decision? (≥£500k in value or significant effect on communities in two or more electoral divisions)	N	
Published in advance on Cabinet Work Programme?	N	
Urgency Procedure(s) used if 'N' to Work Programme?	N	
Date next steps can be taken	Recommendations: 3 December 2021 Recommendations to Council via the Cabinets of the Parent Authorities: 9 February 2022 & 23 February 2022	

	for Cornwall Council 11 January 2022 & 24 January 2022 for Plymouth City Council
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Recommendations:

It is recommended THAT:

1. Members note the current financial position and the associated assumptions and uncertainties.
2. A public consultation is undertaken in respect of the Joint Committee's preferred toll revision option in a format to be agreed by the Joint Chairs in consultation with Service Directors and the General Manager.
3. Officers bring further reports to the next meeting of the Joint Committee summarising the consultation feedback.
4. The Joint Committee agrees a budget of £60,000 for an external consultancy to undertake a review of the effectiveness, efficiency and governance of the undertaking, that will inform the forthcoming Strategic Plan.
5. The Joint Committee agrees a budget of £20,000 to fund a property assessment of land held by the undertaking.
6. Service Directors and General Manager to agree the brief and terms of reference for the external consultancy and property assessment, in consultation with the Joint Chairs and for Cornwall Council's Service Director to lead the procurement of these commissions in line with its contract procedure rules.
7. Officers bring reports to future meetings in relation to:
 - progress of the consultancy on effectiveness, efficiency and governance of the undertaking
 - potential for increasing revenue sources other than tolls
 - long term capital finance profiles and related future strategy
 - progressing authority to index tolls and improve governance structure

- reflecting the authorities' environmental strategies within the toll structure

Recommendation to Council via the Cabinet of Each Parent Authority: 1. The Joint Committee's preferred option for toll revision taken from the options in section 2 of the report be approved. Such approval to be subject to the Joint Committee making a decision whether or not to implement the preferred option following consideration of the public consultation responses. The Joint Committee being given authority to make the implementation decision.

1 Executive Summary

1.1 This report provides an update on the undertaking's future financial position and recommends that a toll revision be proposed to the parent authorities full Council's via respective Cabinets in accordance with the Joint Committee's Terms of Reference.

1.2 The toll revision options available to Members set out in Section 2 of the report below comprise:

- uniform 30% increases on both TAG and cash tolls for all user classes
- uniform 35% increases on both TAG and cash tolls for all user classes
- hybrid 35% cash/30% tag increases for all user classes

1.3 The report also recommends further action on funding a property assessment and appointment of a consultant to undertake a review of the organisation to inform the Strategic Plan.

2. Purpose of Report and Key Information

Background

2.1 At its meeting on 11 September 2020 the Joint Committee resolved to recommend the following two-step toll increase to Councils via Cabinets:

- tolls paid via TamarTag to increase by 20% from January 2021
- tolls paid by cash to increase by 20% from January 2022

- 2.2 Public consultation was undertaken in October 2020 on the above proposed increases.
- 2.3 On 19 November 2020 it was confirmed that funds would be paid by the UK Government in the amount of £1.64m to Cornwall Council and to Plymouth City Council (£0.82m each) in respect of the Tamar Bridge and Torpoint Ferry undertaking (the Joint Undertaking) to represent the sales, fees and charges income compensation for the period April to July 2020, and ongoing support until March 2021 was also confirmed. These further tranches amounted to £1.44m, such that support equated to approximately 65% of lost income compared to original budget. It was subsequently confirmed that a similar level of support will be provided until the end of June 2021, with calculations of loss during this first quarter of the current financial year based on pre-pandemic 2019/2020 budgets.
- 2.4 As a result of the external support, the governance process for approving the changes to tolls was halted, so while Cornwall Council's Cabinet had by 19 November already supported the proposal, neither parent authority's Full Council was asked to approve it.
- 2.5 At its meeting on 18 December 2020 the Joint Committee resolved that a workshop should be held in January 2021 to review the findings of the public consultation and review the financial position. The workshop was subsequently held on 29 January 2021 attended by the majority of Members and the workshop presentations were presented to the remaining two Members on 9 February 2021. At the workshop Members were updated on the ongoing effects of the pandemic and the resulting financial position, and various options were discussed to address the situation.
- 2.6 At the Joint Committee meeting on 12 March 2021 it was resolved that the decision on any future toll increases be deferred until the scheduled June meeting of the Joint Committee where an updated report and updated intervention options would be presented.
- 2.7 The June 2021 meeting agreed that a further workshop should take place to provide Members with greater detail of the financial position and the options available to stabilise the organisation's finances. That workshop took place on 23 July 2021 when discussions covered:
- Section 151 Officers' commentary on the financial position of the undertaking and the difficulty the parent authorities would have in funding a deficit position should it arise. In addition, it was clearly stated that the parent authorities expect the joint undertaking to have exhausted all options available to it, before requiring revenue support from them.
 - financial models anticipating full depletion of reserves during 2022/23

- the potential for increasing income from secondary sources and asset lease-back
- earlier reviews of expenditure and the related impact on service provision of significant cost reductions
- organisational review
- the ongoing discussions with the Department for Transport (DfT)
- toll revision

The workshop provided no clear indication of a preferred or consensus approach to addressing the forecast deficit position, other than the pursuit of funding from DfT.

2.8 At the subsequent Extraordinary Meeting of 19 August 2021, it was resolved that:

- officers pursue mechanisms for RPI increases of tolls
- a consultancy brief be agreed and consultant appointed to review the viability of the current business and options for closing the financial gap to report to an Extraordinary Meeting in early December 2022
- an advisory sub-group be established to identify commercial opportunities.

2.9 At the meeting of the Joint Committee on 1 October 2021 Members were updated on progress on the items set out in para 2.8 above. Subsequent to that meeting the appointed consultants withdrew and attempts to engage another consultant in the very limited timeframe then available have been unsuccessful.

2.10 On 24 August 2021 Baroness Vere of Norbiton, Minister for Roads, Buses and Places wrote to the Portfolio Holders in respect of their letter to her dated 9 July 2021. Her letter stated that she did not agree to National Highways (formerly Highways England) contributing to the cost of maintenance of the Bridge.

2.11 Based on discussions with Joint Chairmen and Portfolio Holders, a further workshop was held on 5 November in an effort to establish a consensus or majority view from Members on one or more viable options to resolve the forecast deficit positions. Some Members had raised the possibility of local discounts but officers considered that such preferential arrangements would not be permissible under the Tamar Bridge Acts. After extensive discussion on a range of elements of the financial modelling and forecasting there was no full consensus on a remedial option, but the continued pursuit of RPI indexation

through legislation was fully supported. The continued consideration of discounted tolls for low emissions vehicles was also widely supported.

Consultant Review

2.12 Aecom effectively withdrew from the consultancy commission on 13 October 2021, and officers subsequently attempted to engage PwC without success largely because of the nature and scope of the review and the very limited time remaining to deliver a report.

2.13 Although the opportunity for input from a consultant in time for this meeting has been lost, it is proposed that officers continue to progress appointment of a consultant to report in respect of the following in relation to the undertaking:

- assessment of the effectiveness, efficiency and governance
- potential for increasing revenue sources other than tolls
- long term capital finance profiles and related future strategy
- progressing authority to index tolls and improve governance structure
- reflecting the authorities' environmental strategies within the toll structure

It is recommended that such a consultancy is commissioned early in 2022 to inform the development of a Strategic Plan for the undertaking in the first half of 2022. The consultancy would also serve as external scrutiny to support an application to increase tolls and provide evidence for any associated public inquiry that might be held. It is recommended that a budget of £60,000 be approved for this consultancy, that Service Directors and the General Manager agree the brief and terms of reference for the work, in consultation with the Joint Chairs and that procurement is delegated to Cornwall Council's Service Director to commission in line with Cornwall's contract procedure rules.

Advisory Sub-group on Assets and Income Generation

2.14 An advisory sub-group consisting of Joint Chairs, a Committee Member from each Authority and officers was convened on 21 September 2021.

2.15 The sub-group considered a range of short-term commercial options for each site with a consensus that any additional income achieved would not have a material effect on current finances.

- 2.16 Sub-group Members considered that identified two areas of land may have commercial value that may be realised in the longer-term through sale. Members also took the view that development opportunities were available for the bridge office and car park site.
- 2.17 Following subsequent consultations with Cornwall Council Property Service, it is recommended that the Joint Committee appoints an external consultant to provide the Committee with a well scoped property assessment of the sites leading to values and timescales when the value could be unlocked. It is recommended that a budget of £20,000 be approved to fund such an exercise and similar to the wider Consultancy review, that Service Directors and the General Manager agree the brief and terms of reference for the work, in consultation with the Joint Chairs and that procurement is delegated to Cornwall Council's Service Director to commission in line with Cornwall's contract procedure rules.
- 2.18 It is anticipated that the report will be available before the March 2022 Meeting of the Joint Committee.

Income and Expenditure Modelling

- 2.19 Since the beginning of the pandemic officers have been closely monitoring traffic levels and income and have been maintaining a contemporary budget forecasting model. The model predicts that without intervention there will be a limited reserve at the end of the current financial year and increasing accumulating deficits in future years.
- 2.20 The core model assumes bridge traffic and toll income levels of 90% of pre-pandemic levels for the current financial year and throughout the model up to April 2025. The model assumes bridge traffic volume return to 100% of pre-Covid traffic levels from April 2025 and there remains some uncertainty that this is a conservative approach. At the ferry, traffic levels to September 2022 neared 100% of pre-pandemic levels and the model therefore now incorporates a return to pre-pandemic traffic volumes and toll income from the second half of the current financial year. Whilst there is a high level of uncertainty with any model following the pandemic, a 90% traffic model was considered cautious and in respect of bridge volumes has proven quite accurate in the current year to date. Traffic levels at the bridge remain slightly below 90% and at the Ferry nearing 100%, with the overall combined traffic level approximately 90%.
- 2.21 The core expenditure modelling has been updated to incorporate increased levels of inflation – 3.5% for 2022/23 and 3% thereafter –

to reflect the current climate. Recent procurement exercises have illustrated increasing inflation.

2.22 It is important to recognise the sensitivity of the modelling to external variances that will be outside the undertaking's control and the impact of such variances on the financial position for example:

- each 1% variance in traffic flow from the forecast 90% would result in income changing by approximately £0.150m per annum
- each 1 month delay in getting a toll order (estimated Jan 2023) to raise cash tolls would result in the loss of approximately £0.150m based on a 30% increase
- we are already seeing significant inflation in prices of some goods and services in excess of 3.5%. The Office of National Statistics has released the inflation figures for October 2021, with CPI recorded at 4.2% and RPI at 6.0%. The Bank of England have said that they expect CPI to increase to approximately 5% in the early part of 2022, before reducing over the longer term.

Reserves Position

2.23 The table below records the latest reserves forecasts without intervention, and which have also been reflected in graphical form at Appendix 1:

	end of year reserves position				
	2021/22	2022/23	2023/24	2024/25	2025/26
do nothing	+£1.316m	-£1.016m	-£3.686m	-£6.949m	-£10.166m

Toll Revision

2.24 From previous reports and workshops Members are aware of the forecast deficit position that would occur at the end of financial year 2022/23 without intervention, and that the position is forecast to deteriorate thereafter. Members are also aware that any end of year deficits revert by default to the parent authorities and they have both given a clear message that they have no budget provision to cover any deficit arising from the undertaking.

- 2.25 In addition the position set out by Baroness Vere was very clear and at present there is currently no prospect of external funding support from Central Government.
- 2.26 The workshops and previous meetings have not generated any consensus or majority view on any viable approach to adequate income generation other than increasing both tag and cash tolls. Officers have therefore remodelled the previous proposal of 30% uniform increases (tag and cash by equal percentage) and also two other options as detailed below.

Uniform 30% Increase Option

- 2.27 Officers remain of the view set out at the August meeting of the Joint Committee, that there is no viable alternative to intervention in the form of toll revision. At the workshop held on 5 November 2021 using initial drafts of updated budgets, officers illustrated the updated impact of the 30% increase in tolls if implemented in stages – tag tolls increased in April 2022 and cash tolls increased in January 2023. Further work finalising budget proposals has led to a slight improvement on the position illustrated at the workshop, for a large part as a result of reprofiling of capital expenditure for the Bridge Rocker Replacement project, shifting the majority of expenditure from 2022/23 to the subsequent two financial years. The latest budget figures and forecasts are included in the model illustrated graphically at Appendix 2.

Uniform 35% Increase Option

- 2.28 It can be noted that while the 30% model does not result in forecast deficits, the reserve position remains below £1m until the end of financial year 2023/24 – well below the previously accepted minimum reserve level of £2m. At the workshop on 5 November 2021, Members queried the resilience of the '30% increase' model and they were advised that the position remained very tight, particularly in view of the significant assumptions and risks that are inevitably inherent in the modelling – see previous commentary.
- 2.29 An option for a 35% increase has therefore also been modelled with the same staged implementation dates as the 30% option and this is illustrated at Appendix 3. This illustrates the additional resilience offered by the additional 5% increase.

Hybrid 35%cash/30% tag Increase Option

2.30 An alternative option has also been modelled that lies between the above two options – 30% increase on tag tolls and 35% increase on cash tolls and again with the same implementation dates as the previous two options. This option offers an intermediate level of resilience and also in principle reflects the preference indicated by some Members to moderate the effect of increases on local users, who make up around 90% of tag account holders. This option is illustrated at Appendix 4.

Resilience Comparison

2.31 The forecast annual outturn positions and cumulative reserves positions generated by the above three models are set out in the tables below together with the 'do nothing' option:

option	annual deficit/surplus				
	2021/22	2022/23	2023/24	2024/25	2025/26
do nothing	-£1.169m	-£2.332m	-£2.670m	-£3.262m	-£3.218m
30% increase	-£1.169m	-£0.295m	+£1.017m	+£0.425m	+£0.827m
35% increase	-£1.169m	+£0.045m	+£1.631m	+£1.039m	+£1.502m
35%/30% hybrid	-£1.169m	-£0.211m	+£1.352m	+£0.760m	+£1.195m

option	end of year reserves position				
	2021/22	2022/23	2023/24	2024/25	2025/26
do nothing	+£1.316m	-£1.016m	-£3.686m	-£6.949m	-£10.166m
30% increase	+£1.316m	+£1.021m	+£2.038m	+£2.463m	+£3.290m
35% increase	+£1.316m	+£1.361m	+£2.992m	+£4.031m	+£5.333m
35%/30% hybrid	+£1.316m	+£1.105m	+£2.458m	+£3.218m	+£4.413m

Toll Revision Recommendation

- 2.32 It is vital that Members give consideration to the resilience issues and forecast risks and recognise the need to isolate the parent authorities from deficit to a reasonable degree.
- 2.33 In order to achieve an appropriate level of financial resilience it is recommended that Members determine a preferred option for toll revision and recommend that option to the parent authorities' Full Councils via their respective Cabinets.
- 2.34 Whichever option is preferred, in all cases the proposed increases could potentially be moderated if the evolving financial position is significantly better than forecast.

Indexation of Tolls

- 2.35 The issue of indexation of tolls has been discussed at some length at workshops and in Joint Committee Meetings. As part of the undertaking's governance review, specialist Counsel's opinion has been sought on the viability and timeline for gaining the powers to increase tolls in line with increases in the Retail Price Index that are already in place at other major estuarial crossings. It is anticipated that a verbal report can be provided to this meeting.
- 2.36 To illustrate the potential effect of indexation, the graph at Appendix 5 shows its effect on the 30% uniform increase option, assuming a commencement date of April 2025. The indexation used in this case arbitrarily mirrors the inflation rates used in expenditure modelling.

Public Consultation

- 2.37 The public and key stakeholders were consulted in 2018 before a final recommendation to increase tolls was made to Cabinets. A similar exercise was again undertaken in October 2020 prior to agreement on making the recommendation to increase tolls by 20% eventually abandoned following confirmation of temporary Central Government support.
- 2.38 The previous exercises involved selecting two appropriate dates to physically distribute leaflets and questionnaires to those paying cash and other non-tolled users with those TamarTag customers travelling on the day contacted electronically or by post where there was no e-mail address. Key stakeholders were contacted individually. The questionnaire and leaflet used for the 2020 consultation were attached to the Future Financing Report presented to the August Meeting of the Joint Committee.

- 2.39 It is recognised that there is merit in following a similar process of consultation to allow direct comparison of responses. It is however also likely that some user weariness and response fatigue could affect responses and response rates to a third very similar exercise within a three year period. To ensure that proposed timelines can be met, it is essential that consultation responses are reported to TBTFJC at its March 2021 meeting. Managers have begun exploratory discussions with suppliers about adapting the process to reflect time available and to promote participation.
- 2.40 It is recommended that public consultation is undertaken in respect of the preferred toll revision option in a format to be agreed by Joint Chairs in consultation with Service Directors and the General Manager.

3. Benefits for Customers/Residents

- 3.1 Appropriate management of finances and budget monitoring ensures that appropriate resource is available for the operation, maintenance and improvement of crossings which form key elements of the local transport network which is essential to the sustainable economic and social development of the region for the benefit of residents.
- 3.2 The retention of the self-funding principle of the crossings removes the potential negative impact on the budgets of the parent authorities.

4 Relevant Previous Decisions

- 4.1 On 11.09.20 the Joint Committee resolved to recommend to the Full Council's of the Parent Authorities via their Cabinets a two step toll increase. [Agenda for Tamar Bridge and Torpoint Ferry Joint Committee on Friday, 11th September, 2020, 10.00 am - Cornwall Council](#)
- 4.2 On 04.11.20 the Cabinet of Cornwall Council approved the recommendation to increase the toll subject to the outcome of the public consultation. [Agenda for Cabinet on Wednesday, 4th November, 2020, 10.00 am - Cornwall Council](#)
- 4.3 On 18.12.20 the Joint Committee resolved that a workshop should be held in January 2021 to review the findings of the public consultation and review the financial position. [Agenda for Tamar Bridge and Torpoint Ferry Joint Committee on Friday, 18th December, 2020, 10.00 am - Cornwall Council](#)
- 4.4 On 12.03.21 The Joint Committee resolved that the decision on any future toll increases be deferred until the scheduled June meeting of the Joint Committee where an updated report and updated intervention options would be presented. [Agenda for Tamar Bridge and Torpoint Ferry Joint Committee on Friday, 12th March, 2021, 10.00 am - Cornwall Council](#)

- 4.5 On 11.06.21 the Joint Committee resolved that a further workshop should take place to provide Members with greater detail of the financial position and the options available to stabilise the organisation's finances. Agenda for Tamar Bridge and Torpoint Ferry Joint Committee on Friday, 11th June, 2021, 10.00 am - Cornwall Council
- 4.6 On 19.08.21 the Joint Committee resolved to instruct consultants to review the undertaking, pursue indexation of tolls and set up an advisory group. Agenda for Tamar Bridge and Torpoint Ferry Joint Committee on Thursday, 19th August, 2021, 10.00 am - Cornwall Council
- 4.7 On 01.10.21 the Joint Committee were provided with updates on the progress of the above issues since the last meeting. Agenda for Tamar Bridge and Torpoint Ferry Joint Committee on Friday, 1st October, 2021, 10.00 am - Cornwall Council

5 Consultation and Engagement

- 5.1 The position has been discussed at Member/officer workshops on 29 January 2021, 23 July 2021 and 5 November 2021, and at the Joint Committee meetings held in 11 June 2021, August 2021 and October 2021.
- 5.2 The parent authorities views on reserve deficit support have been and continue to be explored in meetings with finance officers and other key officers.
- 5.3 The parent authorities have approached Central Government for support funding and further correspondence with Ministers has been undertaken. Officers have engaged with DfT officials to pursue long-term support and provide further clarification and Ministers have provided Central Government's position on support.
- 5.4 Joint Chairmen and Portfolio Holders are continuing to lobby MPs and Ministers for central government support.

6 Financial implications of the proposed course of action/decision

- 6.1 Any of the proposed courses of action to increase the toll, will generate adequate income to support the delivery of the service, and provides a level of resilience against the risks inherent in forecasting, thereby reducing the risk of a deficit reserves position.
- 6.2 If the recommendation is to do nothing and therefore there is no increase in the toll income, then the parent authorities will need to make allowance for the necessary revenue support within their relevant budgets based on a 50:50 basis of the reserve deficit at the end of each financial year.

7 Legal/Governance Implications of the proposed course of action/decision

- 7.1 The Parent Authorities are required to fund any end of year reserve deficit position of the undertaking.
- 7.2 Recommendations to modify toll or discount level have to be endorsed by Cabinets and approved by Full Councils. The recommendation to the Full Councils of the parent authorities via the respective Cabinets, is subject to the outcome of the public consultation exercise.
- 7.3 Toll revision requires that the parent authorities follow the procedures contained in the Transport Charges &c. (Miscellaneous Provisions) Act 1954. As set out in the report, it is intended that the proposed course of action should run in parallel with the active pursuit of indexation of toll levels through new or amended legislation..

8 Risk Implications of the proposed course of action/decision

- 8.1 Risk implications remain largely unchanged from those reported to the August meeting but 3 months on they are now heightened by the associated delay in the schedule for toll revision and imminent governance deadlines. The table below summarises the risks associated with the recommended course of action and also repeats the risk of the 'do nothing' option:

Risk	Consequence	Mitigation
no intervention action is taken to correct the anticipated deficit	deficit budget is rejected by Cabinets/Councils	tag discount greatly reduced or removed until a toll order is approved
income estimates are too optimistic (inc possible further lockdowns, delay in getting toll order approved, failure to get toll order approved)	financial resilience reduced and threat of deficit position for parent authorities	continuous monitoring and stress testing through modelling lower income – if necessary, reduce or remove tag discount, lobbying government
income estimates are too pessimistic	higher reserves levels than necessary or essential	continuous monitoring and stress testing through modelling higher income – if appropriate moderate authorised increases
additional funding is provided by Central Government (inc DfT/NH)	higher reserves levels than necessary or essential	if appropriate moderate authorised increases
unforeseen revenue or capital expenditure - inc inflation higher than modelled	financial resilience reduced and threat of deficit position for parent authorities	continuous monitoring and stress testing through modelling – amend proposal, reduce or remove tag discount, lobbying government
Cabinets/Full Councils reject TBTFJC proposals or the Authorities take opposing views	no resolution of the current reserve deficit and/or mediation/arbitration is required	Portfolio Holders' membership of TBTF Joint Committee and incorporation of anticipated approval criteria in proposal – if necessary amend proposal

9 Cornwall Development and Decision Wheel

9.1 A Development and Decision Wheel is not required for this report.

10 Options available

10.1 The options available are set out in Section 2 of the report namely:

- do nothing
- uniform 30% increases
- uniform 35% increases
- hybrid 35% cash/30% tag increases

11 Supporting Information (Appendices)

Appendix 1 Graph - Reserves without Intervention

Appendix 2 Graph - Uniform 30% Increases

Appendix 3 Graph - Uniform 35% Increases

Appendix 4 Graph - Hybrid 35% cash/30% tag increases

Appendix 5 Graph - Uniform 30% Increases with indexation

12 Background Papers

2021-22 Revenue Estimates and Capital Programme, December 2020

Future Financing Report August 2021

Future Financing Report October 2021

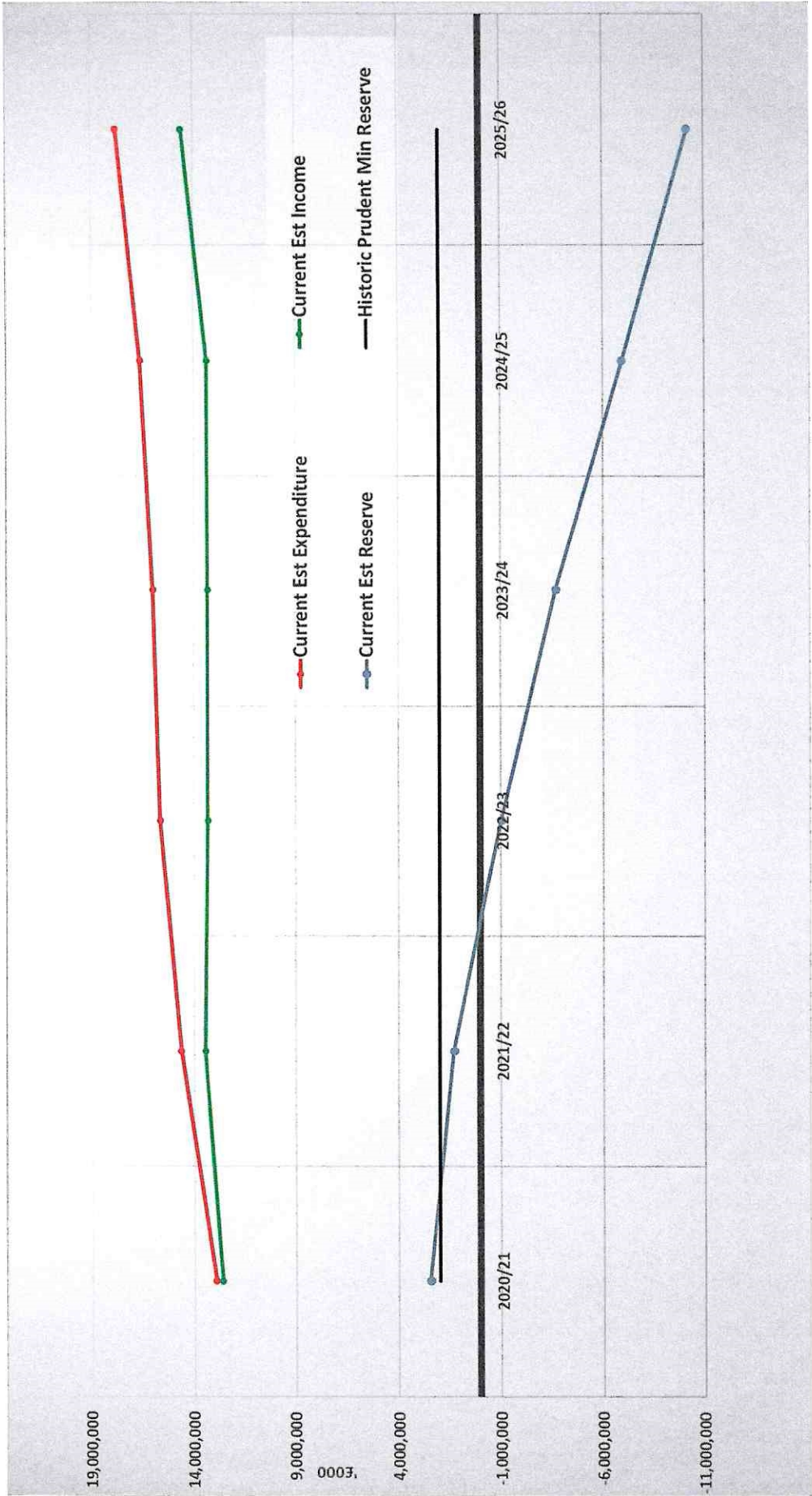
13 Approval and clearance

All reports:

Final report sign offs	This report has been cleared by (or mark not required if appropriate)	Date
Governance/Legal (required for all reports)	Lia Muston-Shinton	22.11.2021
Finance (required for all reports)	Geraldine Baker, Senior Business Analyst	19/11/2021
Equality and Diversity (if required)		
Service Director (required for all reports)	Vicky Fraser, Service Director Transport	23/11/2021
Strategic Director (If required)		

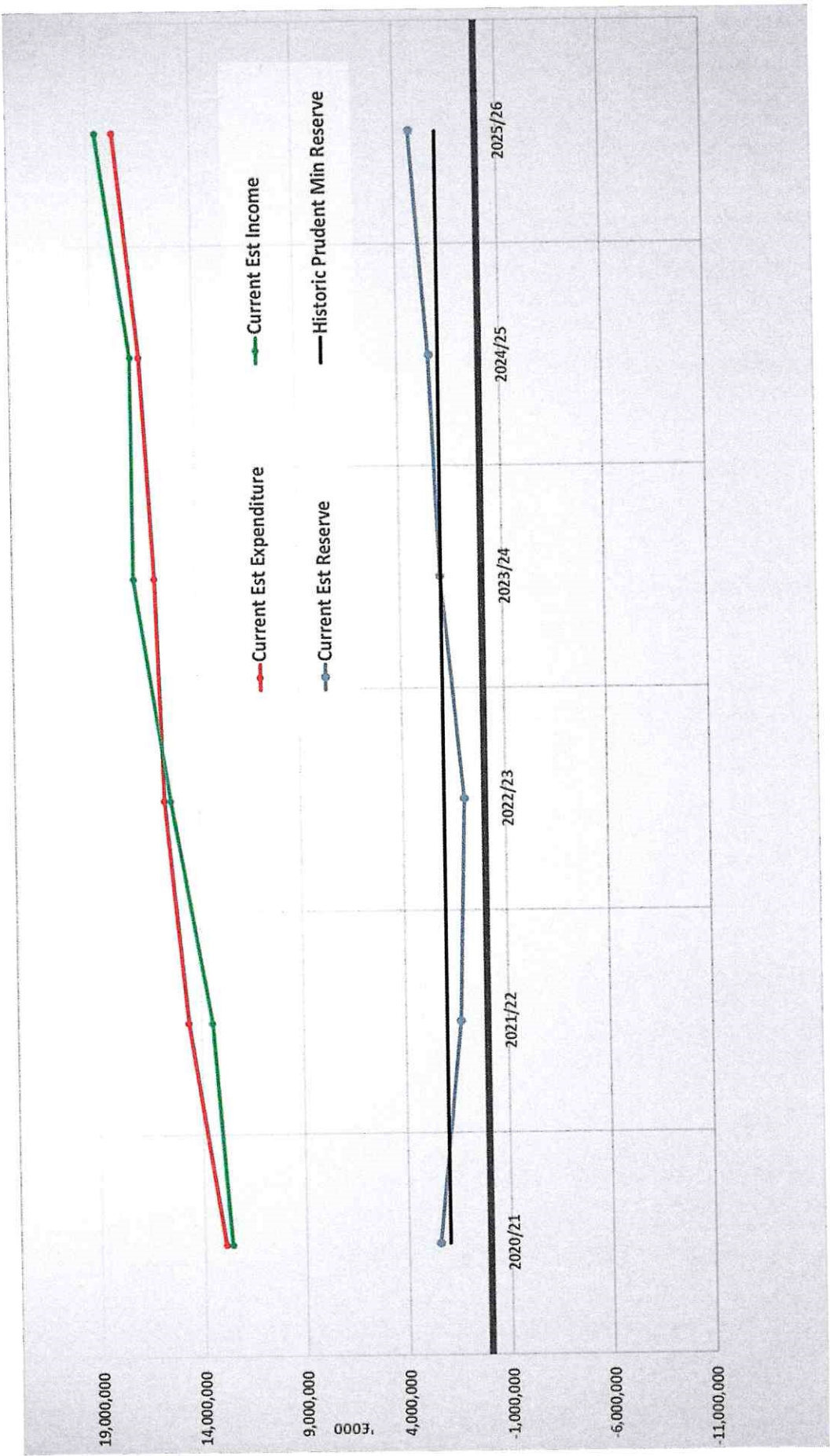
APPENDIX 1

RESERVES WITHOUT INTERVENTION



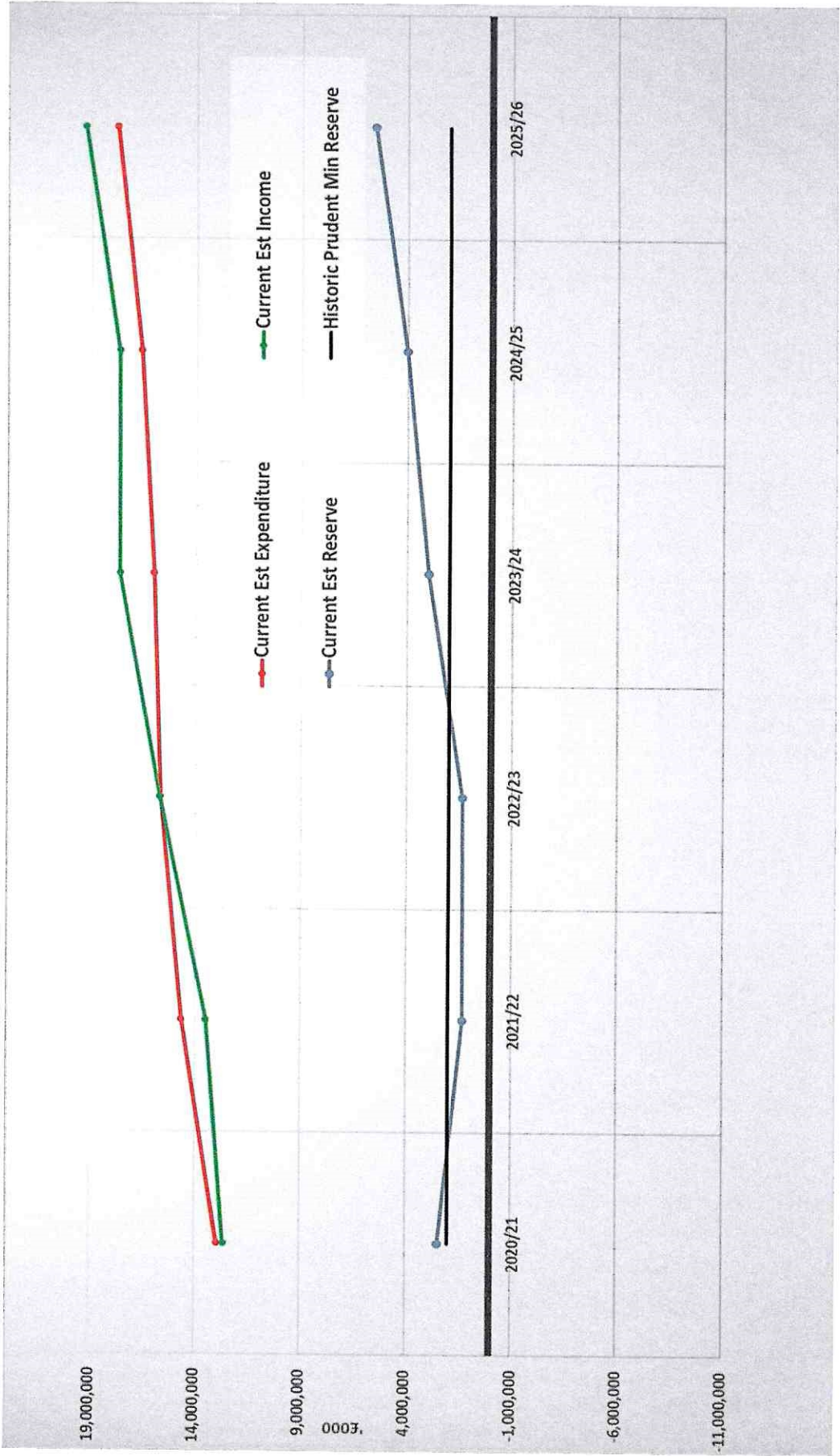
APPENDIX 2

UNIFORM 30% INCREASES



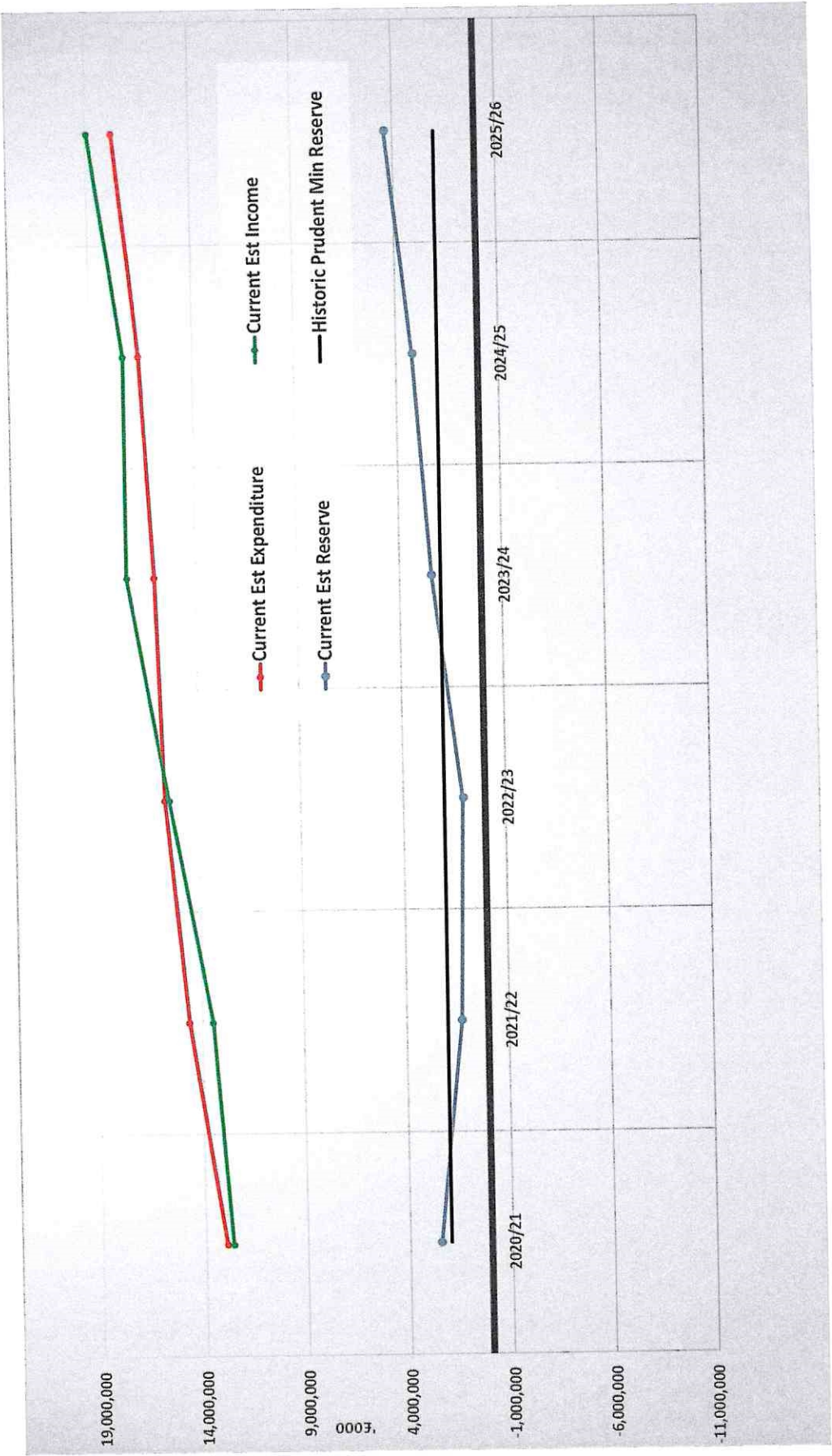
APPENDIX 3

UNIFORM 35% INCREASES



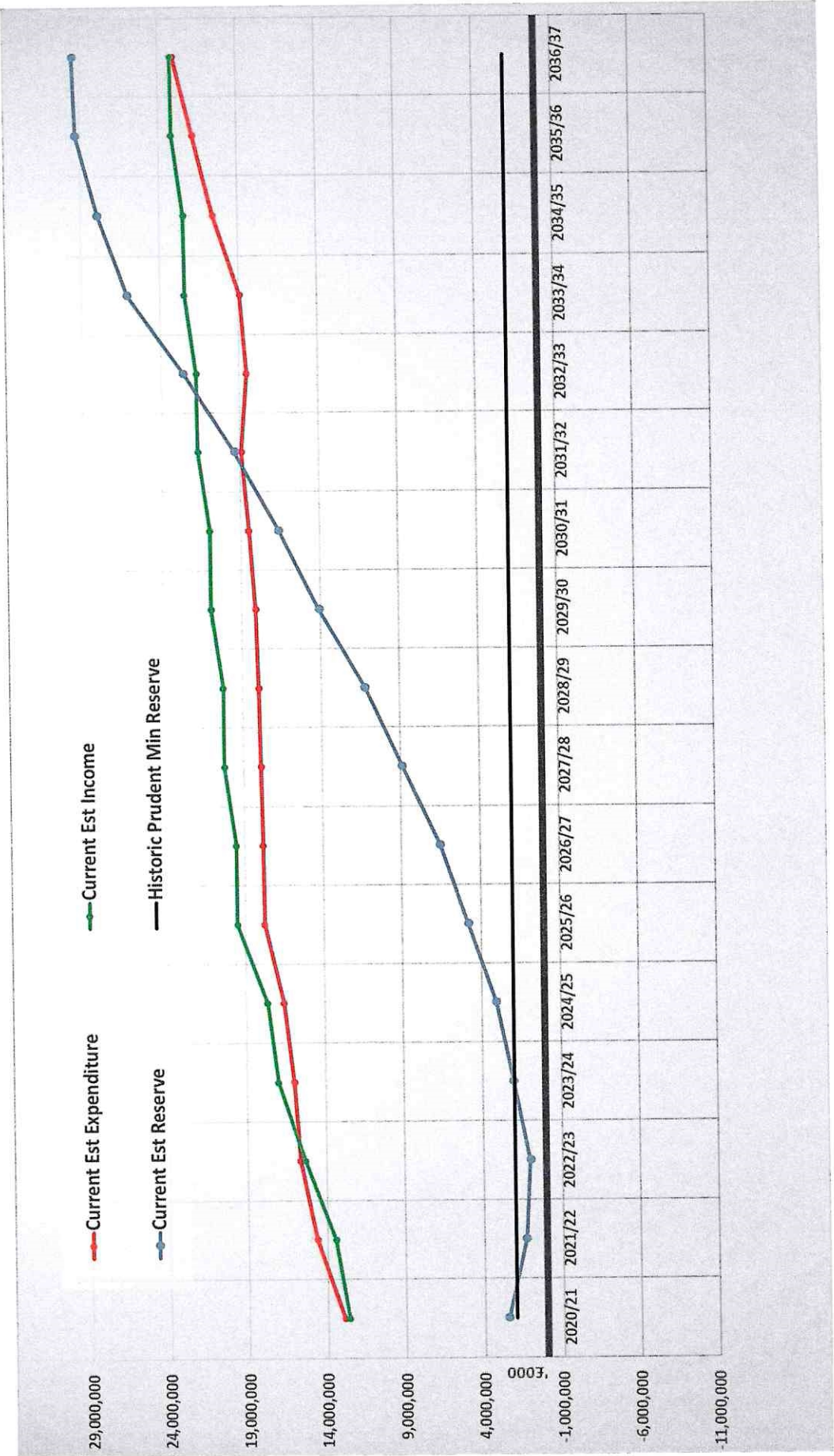
APPENDIX 4

HYBRID 35% CASH/30% TAG INCREASES



APPENDIX 5

UNIFORM 30% INCREASES (LONG TERM WITH INDEXATION)



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TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

MINUTES of a Meeting of the Tamar Bridge and Torpoint Ferry Joint Committee held at Plymouth Council House, Armada Way, Plymouth, PL1 3AA on Friday 3 December 2021 Commencing at 10.00 am

Present:-

Cornwall Council Members

Martin Worth (Co-Chair)

Philip Desmonde, John Tivnan and Armand Toms

Plymouth City Council Members

Jonathan Drear (Co-Chair)

Mark Coker, Philip Partridge, Pat Patel and Bill Stevens

Apologies for (None)
absence:

DECLARATIONS OF INTEREST

(Agenda No. 2)

TBTF/28 There were no declarations of interest.

MINUTES OF THE MEETING HELD ON 1 OCTOBER 2021

(Agenda No. 3)

TBTF/29 It was moved by Councillor Worth, seconded by Councillor Tivnan, and

RESOLVED that the Minutes of the meeting of the Tamar Bridge and Torpoint Ferry Joint Committee held on 1 October 2022 were correctly recorded and that they be signed by the Chairman.

PUBLIC QUESTIONS

(Agenda No. 4)

TBTF/30 There were no questions from the Public.

GENERAL MANAGER'S QUARTERLY REPORT

(Agenda No. 5)

TBTF/31 The Committee considered the General Manager's Quarterly Report (previously circulated), presented by the General Manager.

In response to comments and questions from Joint Committee Members, Officers advised that:-

1. In response to a comment about the knock-on impact of surfacing work (for example lost revenue and delays) it was advised that an exercise had not been undertaken in respect of any adverse effects. Traffic flow levels had been recorded, however these figures had been distorted by Covid. There were also records in respect of journey times but Officers had not got as far as assessing the pricing effect; although it was not believed that anything different could have been done to achieve the result needed. It was understood that there had been an impact in order to carry out this work. The General Manager advised that numbers could be looked at and figures could be brought back to the Committee in the next General Manager's report in respect of the estimated time lost, which would include a graph for visual reference;
2. It was acknowledged that figures could not be compared with those of 2020 due to the pandemic;
3. In respect of ferry chains it was noted that these had been changed recently and that an order had been put in for another set of chains for April 2022.

It was moved by Councillor Partridge, seconded by Councillor Drean, and

RESOLVED that:-

1. The report be noted;
2. An updated report be brought to the next meeting.

BUDGET MONITORING 2021/22

(Agenda No. 6)

TBTF/32 The Committee considered the Budget Monitoring 2021/22 report (previously circulated) by the Service Accountant.

In response to comments and questions from Joint Committee Members, Officers confirmed that:-

1. The figures applied to the capital summary showed the actual spend to date, the previous spend and the forecast for the overall scheme;
2. It was clarified that the report identified that there was a commitment to £44m worth of borrowing (and not £61.5m) and that the report addressed the current year's position;
3. In respect of the rocker pendle works it was noted that these were part of an approved programme but there had not been any spend against that project to date.

It was moved by Councillor Toms, seconded by Councillor Patel, and

RESOLVED that the revenue forecast and capital programme for 2021/22 be noted.

FUTURE FINANCING (Agenda No. 8)

TBTF/33 The Committee considered the Future Financing report (previously circulated), presented by the General Manager.

It was advised that this report needed to be heard before the 2022-23 Revenue Estimates and Capital Programme (and Business Plan) Report as the decisions made for this report would affect the approval of the budgets.

The General Manager suggested that the March 2022 meeting of the Joint Committee be deferred for a couple of weeks (March 18th) in order to be able to give Officers enough time to compile the report on receipt of feedback from the public consultation.

During discussion, the following points were noted:-

1. In respect of income and spending, Officers were still currently looking at 90% traffic levels. It was noted that other crossing were looking at a range between 85% - 95%;
2. A Member commented that it was frustrating at how long it took to get things done due to legislative constraints, however he was encouraged by work that had been done to date;
3. The view was expressed that accurate figures in respect of the number of vehicles going from the east to west should be recorded so that it could be made clear about the importance of vehicles travelling in both directions. In response it was advised that there was no data specific to the bridge for westbound traffic, however some roadside technology would be installed in the next few months that would count westbound traffic;
4. A Member acknowledged that the bridge was on a major route into Cornwall and commented that Highways England needed to understand this, as they would like to see Highways England making some sort of contribution;
5. It was queried what would happen if the public were 100% against any increase. Concern was expressed that use of the bridge could become unviable for some people to work in east Cornwall. In response it was advised that although there was a need to increase costs, the commentary about the tag discounts etc. could be taken on board and it was added that the public consultation would be a good opportunity

to also inform the public about why increases were needed and what their money was spent on;

6. It was commented that there was a need to be mindful of the knock-on impact that any changes to the Tamar Bridge would have on minor roads and also to the communities of Plymouth and south east Cornwall;
7. The view was expressed that there was no choice but to increase the fees because the process was so lengthy. There were no other alternatives at this time;
8. It was commented that the increases were not fair on people that had to use the bridge to access education, work, healthcare etc. however there was a need to recognise that the bridge could not operate on a deficit;
9. It was noted that under the relevant legislation the undertaking could not operate with a budget deficiency, and it was important that the bridge did not deteriorate;
10. It was noted that the Act was written in the 1950's but that times had changed since then; particularly in respect of environmental changes. There was a need to look at other opportunities to increase revenue.

It was moved by Councillor Worth, seconded by Councillor Patel, and

RESOLVED that:-

1. The current financial position and the associated assumptions and uncertainties be noted;
2. A public consultation be undertaken in respect of the Joint Committee's preferred toll revision option in a format to be agreed by the Joint Chairs in consultation with Service Directors and the General Manager;
3. Officers bring further reports to the next meeting of the Joint Committee summarising the consultation feedback;
4. A budget of £60,000 for an external consultancy to undertake a review of the effectiveness, efficiency and governance of the undertaking be agreed, that will inform the forthcoming strategic plan;
5. A budget of £20,000 to fund a property assessment of land held by the undertaking be agreed;
6. Service Directors and General Manager to agree the brief and terms of reference for the external consultancy and property assessment, in consultation with the Joint Chairs and for Cornwall Council's Service Director to lead the procurement of these commissions in line with its contract procedure rules;
7. Officers bring reports to future meetings in relation to:

- Progress of the consultancy on effectiveness, efficiency and governance of the undertaking
 - Potential for increasing revenue sources other than tolls
 - Long term capital finance profiles and related future strategy
 - Progressing authority to index tolls and improve governance structure
8. That the meeting of the Tamar Bridge and Torpoint Ferry Joint Committee scheduled for 4 March 2022 be deferred to 18 March 2022

It was moved by Councillor Partridge, seconded by Councillor Tivnan, and

RESOLVED that it be Recommended to Council via the Cabinet of each Parent Authority:

1. The Joint Committee's preferred option for toll revision taken from the options in Section 2 of the report, that being uniform 30% increases on both TAG and cash tolls for all user classes be approved. Such approval to be subject to the Joint Committee making a decision whether or not to implement the preferred option following consideration of the public consultation responses. The Joint Committee being given the authority to make the implementation decision.

It was further moved by Councillor Tivnan, seconded by Councillor Drean, and

RESOLVED that it be noted that the Committee made the decision reluctantly for the reasons as set out in the minutes.

2022-2023 REVENUE ESTIMATES AND CAPITAL PROGRAMME (AND BUSINESS PLAN) REPORT (Agenda No. 7)

TBTF/34 The Committee considered the 2022-23 Revenue Estimates and Capital Programme report (previously circulated), presented by the Service Accountant.

There were no comments or questions from the Committee.

It was moved by Councillor Partridge, seconded by Councillor Worth, and

RESOLVED that it be Recommended to Council via the Cabinet of each Parent Authority:

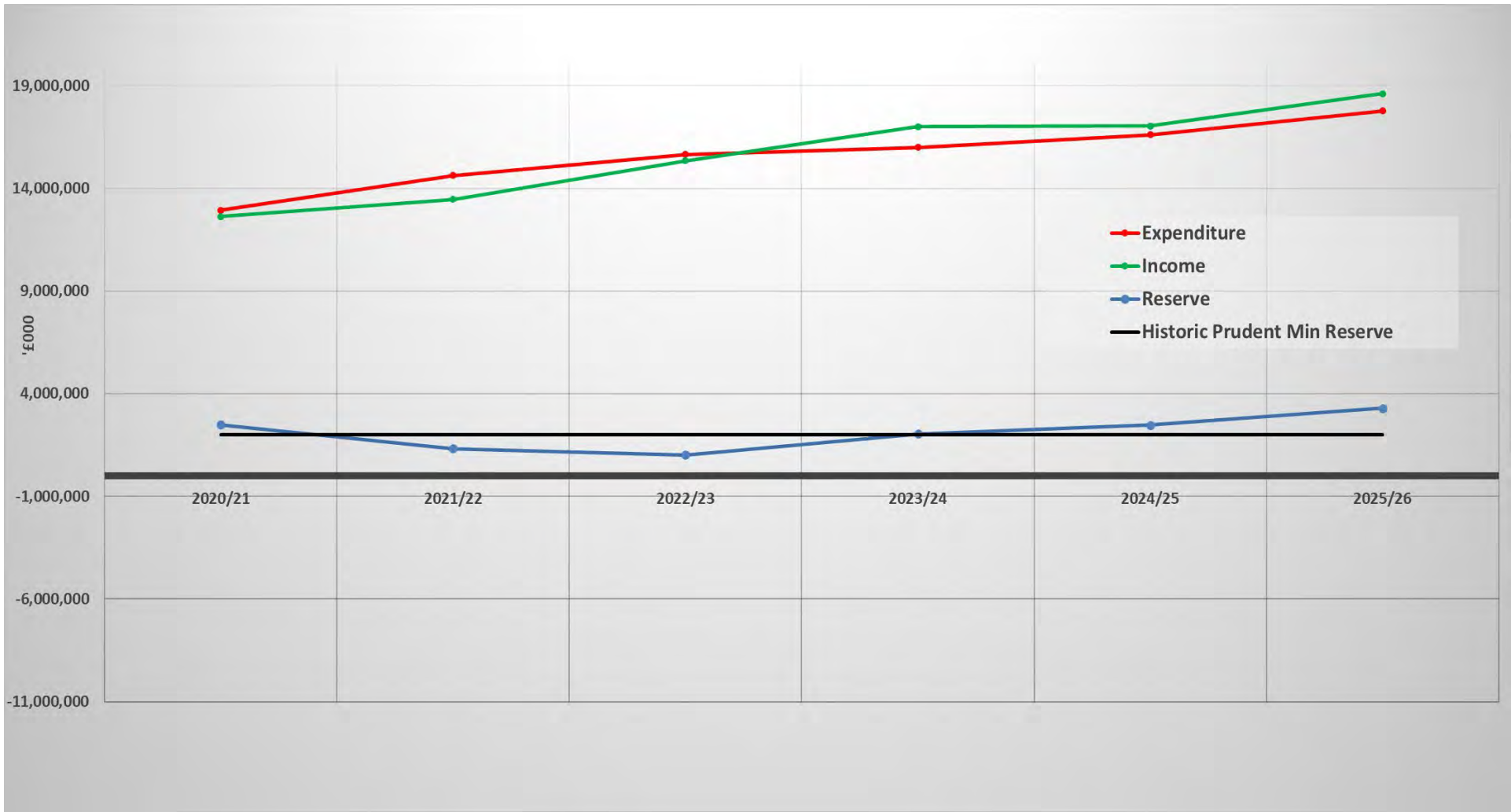
1. That the 2022/23 revenue estimates and capital programme and the draft 2022-23 Business Plan, as set out in the appendices to the report be approved, and
2. The longer term forecast to 2025/26 be noted.

The meeting ended at 11.47 am

[The agenda and reports relating to the items referred to above are attached to the signed copy of the Minutes].

APPENDIX D

MEDIUM TERM FINANCIAL MODEL
(actuals to date and forecast)



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Cabinet



Date of meeting: 11 January 2022

Title of Report: **Tamar Bridge and Torpoint Ferry 2022-2023 Revenue and Capital Estimates**

Lead Member: Councillor Jonathan Drean (Cabinet Member for Transport)

Lead Strategic Director: Anthony Payne (Strategic Director for Place)

Author: David List, General Manager, Tamar Bridge and Torpoint Ferry

Contact Email: david.list@tamarcrossings.org.uk

Your Reference:

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

The Tamar Bridge and Torpoint Ferry are operated, maintained and improved jointly by Plymouth City Council and Cornwall Council on a 'user pays' principle, being funded by toll income using powers derived from the Tamar Bridge Act. The crossings are governed by the Tamar Bridge and Torpoint Ferry Joint Committee (TBTFJC) comprised of five councillors from each of the parent Authorities. The finances of the joint undertaking are effectively ring-fenced by the Tamar Bridge Act, and it is operated as a self-financing business. TBTFJC's revenue and capital expenditure are funded entirely from Bridge and Ferry toll income and with the associated proposal to increase tolls, will continue not to affect the budgets of either Plymouth City Council or Cornwall Council. TBTFJC's Terms of Reference require the Cabinets of the Joint Authorities to recommend TBTFJC's budgets to their respective Full Councils.

This report presents TBTFJC's 2022/23 Revenue Estimates and Capital Programme report submitted to TBTFJC on 3 December 2021 and draft minutes recording TBTFJC's endorsement of both the Estimates and the annual Business Plan.

Recommendations and Reasons

That the Cabinet recommends TBTFJC's Annual Business Plan and the 2022/23 Revenue Estimates and Capital Programme to Council for approval.

Alternative options considered and rejected

The do nothing option was rejected as it is a requirement of the Tamar Bridge Act and PCC / CC that plans are provided and approved for the continued operation and maintenance of the Bridge and Ferry.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Tamar Bridge & Torpoint Ferry links are key gateways to the City and provide opportunities for investment, jobs and growth particularly in the wider context of Plymouth as the regional economic centre.

Providing a safe well-maintained road network contributes to the economic well-being of the City, supporting the Council's Growth priority.

Implications for the Medium Term Financial Plan and Resource Implications:

Finance – The proposed revenue budget and capital financing is based on the proposed uniform 30% increase in tolls recommended in the Tamar Bridge and Torpoint Ferry Future Financing Report also being presented to this meeting.

Provided that that increase proposal is agreed, the proposed revenue budget and capital financing will provide an estimated reserve level of approximately £1m at the end of financial year 2022/23.

The TBTFJC's borrowing requirements are provided through Cornwall Council. This arrangement together with subsequent servicing costs of the loans being funded from toll revenue means that approval of TBTFJC's Revenue Estimates and Capital Programme will not affect Plymouth City Council budgets.

Financial Risks

As the Bridge and Ferry are operated and maintained on a 'user pays' basis the financial risk to the authority is minimal if the proposed toll increases are approved.

Carbon Footprint (Environmental) Implications:

Approval of budgets will ensure that planned maintenance and appropriate operational oversight of the crossings will continue, providing reliable journey times minimising the potential for longer diversionary journeys or congestion related pollution.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

No other implications

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Briefing Report Tamar Bridge and Torpoint Ferry 2022/23 Revenue Estimates and Capital Programme							
B	TBTFJC Report - 2022/23 Revenue Estimates and Capital Programme							
C	Draft Minutes of TBTFJC Meeting, 3 December 2021							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7

Sign off:

Fin	ba.2 1.22. 207	Leg	MS/2/ 14.01. 21	Mon Off		HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Philip Robinson (Service Director for Street Services)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 04/01/2022											
Cabinet Member approval: Councillor Johnathan Drean (Cabinet Member for Transport)											
Date approved: 04/01/2022											

APPENDIX A**Briefing Report -****Tamar Bridge and Torpoint Ferry 2022/23 Revenue Estimates and Capital Programme****Introduction**

- 1.1 The Tamar Bridge and Torpoint Ferry are operated, maintained and improved jointly by Plymouth City Council and Cornwall Council on a 'user pays' principle, being funded by toll income using powers derived from the Tamar Bridge Act. The finances of the joint undertaking are effectively ring-fenced by the Act, and it is operated in normal times as a self-financing business. The undertaking's income has been drastically affected by the reduced traffic levels during the pandemic. The parent Authorities applied to Government for support to cover lost income during the pandemic, and the undertaking had commenced the process for increasing tolls to cover a forecast end-of-year deficit 2020/21 until Government support was confirmed. The Government provided a level of support funding in 2020/21 to cover part of the forecast income lost as a result of the Covid-19 pandemic, and this was £2.66m. Further support funding from Government in 2021/22 was restricted to the first three months of the financial year and amounted to £0.156m. This support only partially covered pandemic losses and with traffic (and therefore income) still below pre-pandemic levels tolls must increase to preserve the self-financing status of the crossings and if service levels are to be maintained. Assuming tolls increase as anticipated, TBTFJC's revenue and capital expenditure will remain funded entirely from Bridge and Ferry toll income and will continue not to affect the budgets of either Plymouth City Council or Cornwall Council.
- 1.2 The undertaking has previously adopted approved four-year plans and annual plans which aimed to provide the service without external financial support from the parent authorities or other source. The current plan expires at the end of the 2021/22 financial year and an interim Annual Plan has been proposed, to allow TBTFJC to consider any different approach recommended by an external consultancy commencing in early Spring 2022. The interim Plan retains the fundamental self-financing assumption of the expiring four-year plan.
- 1.3 The parent authorities continue to lobby the Department for Transport (DfT) for ongoing support towards the cost of operating, maintaining and improving the Tamar Bridge, despite a negative response to lobbying in late-Summer 2021.
- 1.4 The parent authorities have also sought support from DfT for changes to legislation allowing tolls to increase with inflation in the future without recourse to the Secretary of State and specialist advice has been sought to determine the best approach to achieve this goal.

Revenue Estimates

- 1.5 The proposed Revenue Estimates 2022/23 (budgets) and indicative estimates for future years are consistent with the organisation's long-term financial model. They have been determined from the detailed analysis of forecast expenditure and income. The various assumptions made in financial modelling have also been examined at TBTFJC meetings. Assumptions on pay inflation and on interest rates for borrowing and investment have followed those used by Cornwall Council.

- I.6 Toll income is a function of traffic levels, the mix of vehicle types and the proportion of discounted pre-paid (TamarTag) traffic. Combined total traffic for the two crossings in the first nine months of financial year 2021/22 remained significantly below pre-Covid levels and at the end of November 2021 had not yet exceeded 90% of that seen in 2019. It has been assumed that traffic at both crossings will be at 90% of 2019 levels until 2025, to reflect the forecast effects of the ongoing pandemic and on the assumption of longer-term changes in behaviour post-pandemic. Traffic forecasts are considered to represent a relatively conservative but prudent approach in view of the ongoing effects on traffic resulting from Covid-19, but it must be noted that forecasting continues to carry an unprecedented level of uncertainty.
- I.7 TBTFJC normally adopts a prudent minimum level of reserves of £2m, and a forecast of falling below that threshold is used as the trigger for a requirement for additional income. Based on the assumptions set out above, funding of the projects in the proposed Capital Programme by borrowing and using current toll charges, indicative reserves will reduce to £1.021m by the end of 2022/23, but will provide modest reserve levels above the £2m prudent minimum in subsequent years within the medium term financial plan.
- I.8 Detail on the revenue estimates is shown in Appendix B being the report presented as item 7 of the agenda pack for the 3 December 2021 meeting of TBTFJC, and these were approved by TBTFJC for recommendation to Constituent Authorities as shown in the draft minutes at Appendix C.
- I.9 A public consultation exercise commencing in mid-January 2022 will provide information on the background about why tolls have to rise and provide the opportunity for the public to indicate any alternative preference on the structure of increases which will inform final decisions at the TBTFJC Meeting on 18 March 2022 on increasing pre-paid (TamarTag) tolls and progressing revision of cash tolls. The exercise will also provide valuable information about current and anticipated travel patterns to help plan services and improve income estimates.

Capital Programme

Financing

- I.10 Current practice is for the financing of capital projects through the advance of funding from Cornwall Council (in effect borrowing). This spreads the effect on the revenue budget and therefore on the level of reserves held by the Joint Committee. The financing costs for the capital programme are reflected within the revenue estimates and include improved terms for new borrowing compared to historical arrangements.
- I.11 Detail on the consolidated capital programme is shown in the report at Appendix B, being the report presented as item 7 of the agenda pack for the 3 December 2021 meeting of TBTFJC, and these were approved by TBTFJC for recommendation to Constituent Authorities as shown in the draft minutes at Appendix C.

Projects

- I.12 As can be seen from Appendix B there are four approved projects in the proposed Current Programme for 2022/23, (excluding projects completed in the current year with retention payments) with existing approved budgets:
- Ferry Traffic Control Systems – deferred from 2021/22
 - Bridge LED Street Lighting – deferred from 2021/22

- Bridge Access Improvement Works Phase 2
- Main Cable Remedial Works

Future Programme

I.11 Further projects commencing in 2022/23 are:

- | | |
|----------------------------------|---------|
| • Supplementary Cable Works | £2.00m |
| • Rocker/Pendle Remedial Works | £10.00m |
| • Ferry Gantry Tower Replacement | £0.84m |

I.12 The remaining items in the Future Capital Programme are scheduled to commence from 2023/24 onwards:

- Bridge Protective Coating Phase 3
- Ferry Refits (2023-25 cycle)

These new items will be the subject of a business case to be submitted to TBTFJC and the Joint Authorities for approval in due course. The funding of these projects has been incorporated in the long-term financial model.

I.12 Detail on the consolidated capital programme is shown in the report at Agenda Item 7 in Appendix B. The programme was approved by TBTFJC for recommendation to Constituent Authorities as shown in the draft minutes at Appendix C.

2022-2023 Business Plan

I.13 The supporting Annual Business Plan that accompanies the budgets represents an interim approach, being a stand-alone document that is not associated with a current four-year Strategic Plan.

I.14 The approach has been taken to retain an appropriate framework for the coming year whilst reflecting TBTFJC's resolutions to seek external review of the organisation's planning framework during the coming 2022 calendar year.

Report to:	Tamar Bridge & Torpoint Ferry Joint Committee	
Date:	3rd December 2021	
Title:	2022-2023 Revenue Estimates & Capital Programme	
Portfolio Area:	Transport	
Divisions Affected:	All	
Relevant Scrutiny Committee: Economic Growth and Development		
Authors, Roles and Contact Details:	Jamie Wright, Service Accountant 01872 322109 jamie.wright@cornwall.gov.uk Andrew Vallance, Governance and Finance Manager 01752 361577 andrew.vallance@tamarcrossings.org.uk	
Approval and clearance obtained:		Y/N
Date next steps can be taken		See Parent Authorities Meetings Timetable
For Cabinet and delegated executive decisions only		
Key decision? (≥£500k in value or significant effect on communities in two or more electoral divisions)		N/A
Published in advance on Cabinet Work Programme?		N/A
Urgency Procedure(s) used if 'N' to Work Programme?		N/A

Recommendations:

1. That the Cabinets of the Joint Authorities recommend to their Full Councils that the 2022/23 revenue estimates and capital programme and the draft 2022-23 Business plan, as set out in the appendices to this report, be approved; and
2. the longer term forecast to 2025/26 is noted.

1 Executive Summary

- 1.1 This report sets out for consideration and approval, the proposed revenue estimates (budget) for the Joint Committee for 2022/23 and indicative figures for the subsequent three years 2023/24, 2024/25 and 2025/26, together with the proposed capital programme. The budget is based upon discount and cash tolls being revised by 30% on the schedules laid out in other reports.
- 1.2 The revised forecast reserve position at 31 March 2022 is £1.316m and at March 2023 assuming tolls increase, £1.021m, below the £2m reserve level that has been considered a prudent minimum. Indicatively, future years show that the reserve position increases above the £2.000m reserve level in subsequent years as shown in the table below.

	2021/22	2022/23	2023/24	2024/25	2025/26
Reserve balance at 31st March	£1.316m	£1.021m	£2.037m	£2.461m	£3.292m

2 Purpose of Report and key information

- 2.1 The Tamar Bridge and Torpoint Ferry (TBTF) are operated, maintained and improved jointly by Plymouth City Council and Cornwall Council on a 'user pays' principle, being funded by toll income using powers derived from the Tamar Bridge Act.
- 2.2 In developing the budgets for 2022/23 to 2025/26 set out within Appendix 1, the following inflationary and interest assumptions have been used:

Rates	2022/23	2023/24	2024/25	2025/26
Inflation CPI	3.20%	2.10%	2.00%	2.00%
Inflation RPI	4.00%	2.90%	2.80%	2.80%
Interest (Receivable)	1.00%	1.00%	1.00%	1.00%
Interest (Payable) existing borrowing	4.68%	4.68%	4.68%	4.68%
Interest (Payable) new borrowing	3.38%	3.38%	3.38%	3.38%

- 2.3 The table's final interest rate payable line reflects the revised offer made by Cornwall Council for new loans agreed from 1st April 2019, whilst the previous line represents arrangements prior to that date. It should be noted that the current arrangement means that that interest rates will only be determined when loans are made. As the rate is subject to movement in the general market it is intrinsic to the arrangements that actual rates will vary from those used within forecasts. Loans that predate April 2019 will

continue to be calculated using Cornwall's consolidated rate of interest which will not vary significantly.

- 2.4 The proposed budget is set out in Appendix 1. The variations between the latest 2021/22 forecast and the proposed 2022/23 budget are listed on page 5 of Appendix 1. The 2023/24 to 2025/26 estimates are only indicative.
- 2.5 The more significant items affecting the proposed 2022-2023 budget are as follows:

Corporate

- 2.6 Traffic levels across the bridge is still being impacted from the effect of Covid-19 during 2021/22 and is still circa 90% of pre Covid-19 levels and the income budgets for 2022/23 will be based upon these levels. For the ferries, the traffic levels have recovered quicker and is now running near to 100% of the budgeted pre-Covid-19 levels. The income budgets for 2022/23 for the ferry has been rebased to represent this.
- 2.7 Income from the tolls is forecast to increase by £2.077m compared to the revised 2021/22 budgets. This increase reflects the anticipated schedule for a 30% increase in tolls, with increases applying to discount tag tolls from May 2022 and cash tolls from January 2023 following authority to do so from the parent authorities and Central Government.
- 2.8 As time limited grants, 2021-2022 receipts from the Heritage Lottery Fund and the MHCLG's Covid-19 grants at £0.041m and £0.156m respectively have not been carried forward.
- 2.9 The tag statement budget has been decreased by £0.031m, reflecting savings anticipated with changes to processes that have not yet been possible following delay in completion of the toll system refresh project.
- 2.10 Bank charges have increased by £0.017m to reflect a greater usage of contactless cards at the booths and introduction of card payment facilities at the ferry.
- 2.11 Cost of toll review have been decreased by £0.010m, which reflects a number of costs being incurred in the current 2021-2022 financial year.

Bridge

- 2.12 The revenue budget makes provision for the ongoing maintenance and operation of the bridge and its infrastructure in line with current engineering best practice. The main changes from the previous year are:
 - Employee costs rise by £0.077m, reflecting the anticipated pay award and incremental increases neither of which can be absorbed within the existing establishment.
 - £0.060m increase in toll operation charges, reflecting increased minimum wage rates and a £0.053m increase compared to the current year in relation to tolling equipment as maintenance arrangements for the updated system commence.

- An increase of £0.028m for IT hardware/software which reflects the support charges for extended software and hardware security.
- £0.023m increase in R&M building and Grounds Maintenance.
- An increase of £0.023m for R&M bridge, £0.009m within Bridge and Gantry Inspections and the remainder within the £0.109m R&M – bridge & infrastructure relating to maintenance painting of the bridge structure following the end of the capital recoating.
- Energy budgets have been increased by £0.020m reflecting anticipated ongoing energy increases.
- Breakdown Recovery has increased by £0.017m to reflect market responses to recent tendering.

Ferry

2.13 The revenue budget also makes provision for the ongoing maintenance and operation of the ferries and their associated infrastructure in line with current engineering best practice. The main changes from the previous year are:

- A £0.099m reduction in agency staff, which is associated with the anticipated completion of direct recruitment of multiple maintenance worker vacancies.
- A £0.146m increase in employee costs in part correcting the reduction in current year budget associated with the above vacancies and reflecting the likely level of pay award which cannot be absorbed.
- £0.032m increase in R&M building and Grounds Maintenance, which provides appropriate budgets for essential building maintenance work.
- A minor £0.040m increase in operational expenses and £0.035m increase in office expenses.

Capital

2.14 The proposed capital programme is shown in Appendix 2. Work has been undertaken by officers to assess the current capital programme and the revised estimate for 2021/22 is now anticipated at £5.540m, a decrease of £3.360m. The main changes are:

- reprofile of £0.850m for main cable remedial works into 2022/23 from the current year.
- reprofile of £0.125m Bridge LED lighting into 2022/23 and a reduction in costs of £0.125m following survey of the associated poles.
- reprofile of £0.900m ferry traffic control systems into 2022/23 as the project relies on the engagement of a Ferry Manager.
- reduction of £1.300m in the Bridge resurfacing following savings made in the project and £0.200m reprofiled into 2022/23.

- additional £0.400m for Bridge Deck waterproof/drainage reflecting the timing of retention payments within the reduced overall project cost.
- Reprofile of Rocker/Pendle Remedial Works over three years 2022/23-2024-25.

Reserves

- 2.15 The reserve position as at the 31 March 2022 (Appendix 3) is forecast to be £1.316m. The forecast for 2022/23 end of year reserve position is £1.021m and the 2023/24 forecast outturn is increased to £2.037m. Future years show that the reserve position will increase to £3.292m in 2025/26.
- 2.16 The Joint Committee receives a quarterly update on its financial position in order to provide assurance that the finances of the undertaking are being managed appropriately and that any significant issues are highlighted and necessary action is taken to address them.

Annual Business Plan

- 2.17 The Terms of Reference for the Undertaking require that an Annual Business Plan accompanies budgets for approval by Full Councils. For the last four years the Annual Plan has been associated with a multi-year Strategic Plan that covers the period to the end of March 2022.
- 2.18 It is recognised that Members have expressed a wish to review current Business Planning arrangements and therefore a single year Plan outside the scope of the previous Strategic Plan structure is proposed.
- 2.19 The 2022-2023 Business Plan attached as Appendix 4 is an interim proposal, closely following the format of previous annual plans. This interim measure recognises the likely substantive review of process.

3 Benefits for Customers/Residents

- 3.1 Appropriate management of finances and budget monitoring ensures that appropriate resource is available for the operation, maintenance and improvement of crossings which form key elements of the local transport network which is essential to the sustainable economic and social development of the region for the benefit of residents.

4 Relevant Previous Decisions

- 4.1 Approved budget for 2021/22 at Cornwall Council meeting of 23rd February 2021 (CC/883) [TBTF Revenue Estimates and Capital Programme 2021/22.](#)
- 4.2 Approved budget for 2020/21 at City Council meeting of 25 January 2021
<http://democracy.plymouth.gov.uk/ieListDocuments.aspx?CId=276&MIId=9439&Ver=4>

5 Consultation and Engagement

- 5.1 The financial position has been discussed at Member/officer workshops on 29 January 2021, 23 July 2021 and 5 November 2021, and at the Joint Committee meetings held on 11 June 2021, 19 August 2021 and 1 October 2021. The report has been based on the outcome of those meetings and workshops.

6 Financial Implications of the proposed course of action/decision

- 6.1 Financial implications are detailed within Section 2 of this report.

7 Legal/Governance Implications of the proposed course of action/decision

- 7.1 There are no legal or governance implications associated with this report providing the correct approval route for the budget is followed as set out in recommendation 1.

8 Risk Implications of the proposed course of action/decision

- 8.1 There are no implications associated with this report.

9 Cornwall Development and Decision Wheel

- 9.1 A development and decision wheel is not required for this report.

10 Options available

- 10.1 To approve the proposed revenue estimate for 2022/23 and capital programme as set out in Appendix 1 – 3. This is the preferred option for the reasons set out in this report.
- 10.2 To not approve the proposed revenue budget for 2022/23 and capital programme as set out in Appendix 1 – 3. This is not the preferred option as a revenue budget and capital programme must be set.

11 Supporting Information (Appendices)

Appendices 1-3: TBTF Budget 2022/23

Appendix 4: Draft 2022-2023 Business Plan

12 Background Papers

None

13 Approval and clearance

All reports:

Final report sign offs	This report has been cleared by (or mark not required if appropriate)	Date
Governance/Legal (Required for all reports)	Lia Musto-Shinton	19.11.21
Finance (Required for all reports)	Geraldine Baker, Finance Analyst Manager	19/11/2021
Equality and Diversity (If required)		
Service Director (Required for all reports)	Vicky Fraser, Service Director - Transport	22/11/2021
Strategic Director (If required)		

APPENDIX 1

**Revenue Budget 2022/23
and Indicative Projections for 2023/24 to 2025/26**

<i>Overall Summary</i>	<i>Page 1</i>
<i>Corporate Estimates</i>	<i>Page 2</i>
<i>Bridge Operation Estimates</i>	<i>Page 3</i>
<i>Ferry Operation Estimates</i>	<i>Page 4</i>
<i>Analysis of Variations</i>	<i>Page 5</i>

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

OVERALL SUMMARY	2021/22 Original Budget £'000	2021/22 Revised Forecast £' 000	2022/23 Budget £' 000	2023/24 Indicative £' 000	2024/25 Indicative £' 000	2025/26 Indicative £' 000
Operational Summary						
Income	(13,061)	(13,459)	(15,349)	(17,009)	(17,030)	(18,602)
Expenditure						
Corporate	491	588	574	580	592	603
Bridge Operations	4,140	4,012	4,457	4,564	4,690	4,789
Ferry Operations	5,368	5,481	5,652	5,749	5,872	6,020
Learning Centre	91	112	117	270	123	126
	10,090	10,193	10,800	11,163	11,277	11,538
Operating (Surplus)/Deficit	(2,971)	(3,266)	(4,549)	(5,846)	(5,753)	(7,064)
Contribution to CC MRP	2,860	2,798	3,139	3,091	3,466	4,234
Interest on CC Financing	1,724	1,638	1,705	1,739	1,864	2,000
Interest on Joint Committee balances	(1)	(1)	0	0	(1)	(1)
Capital Expenditure financed from Revenue	0	0	0	0	0	0
Overall (Surplus)/Deficit on Undertaking	1,612	1,169	295	(1,016)	(424)	(831)
Reserve Balance brought forward	(1,990)	(2,485)	(1,316)	(1,021)	(2,037)	(2,461)
Reserve Balance carried forward	(378)	(1,316)	(1,021)	(2,037)	(2,461)	(3,292)

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

CORPORATE	2021/22 Budget £' 000	2021/22 Revised Forecast £' 000	2022/23 Budget £' 000	2023/24 Indicative £' 000	2024/25 Indicative £' 000	2025/26 Indicative £' 000
<u>INCOME</u>						
Tolls						
Toll income - Bridge	(5,821)	(5,821)	(6,258)	(7,567)	(7,567)	(8,408)
Toll income - Ferry	(802)	(869)	(959)	(1,159)	(1,159)	(1,159)
Concessionary toll income - Bridge	(4,919)	(4,919)	(6,271)	(6,394)	(6,394)	(7,105)
Concessionary toll income - Ferry	(593)	(642)	(840)	(856)	(856)	(856)
	(12,135)	(12,251)	(14,328)	(15,976)	(15,976)	(17,528)
Other						
Tag Account Fee	(388)	(501)	(501)	(501)	(511)	(521)
Saltash Tunnel control	(400)	(400)	(413)	(421)	(430)	(438)
Tag statements	0	(2)	0	0	0	0
Grant Income	(41)	(41)	0	0	0	0
MHCLG Covid Grant	0	(156)	0	0	0	0
Other Income	(97)	(108)	(107)	(111)	(113)	(115)
	(926)	(1,208)	(1,021)	(1,033)	(1,054)	(1,074)
TOTAL INCOME	(13,061)	(13,459)	(15,349)	(17,009)	(17,030)	(18,602)
<u>EXPENDITURE</u>						
Other Expenditure						
Support services	45	46	47	47	49	50
Tag statements	0	66	35	36	37	37
Purchase of tags	190	190	196	200	204	208
Bank charges	180	211	228	233	237	242
Internal Audit fees	10	10	11	11	11	11
External Audit fees	1	1	1	1	1	1
Consultants	50	49	51	52	53	54
Cost of Toll Review	15	15	5	0	0	0
TOTAL EXPENDITURE	491	588	574	580	592	603

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

BRIDGE OPERATIONS	2021/22 Budget £' 000	2021/22 Revised Forecast £' 000	2022/23 Budget £' 000	2023/24 Indicative £' 000	2024/25 Indicative £' 000	2025/26 Indicative £' 000
Employees						
Salaries and wages	1,236	1,278	1,359	1,398	1,437	1,478
Agency staff	30	36	31	32	32	33
Indirect employee expenses	22	20	21	21	22	22
Premises						
Repair and maintenance - buildings & grounds	98	78	101	88	91	94
Repair and maintenance - bridge & infrastructure	605	510	619	637	655	674
Bridge & gantry inspections	232	232	241	248	255	262
Energy costs, water, rent and rates	149	158	178	188	200	212
Insurances	32	36	37	38	39	39
Other premises costs	10	10	11	11	11	11
Transport Related Expenses						
Staff travel	20	17	22	23	23	24
Supplies & Services						
Operational expenses	411	347	422	424	461	448
Office expenses	359	357	406	425	413	421
Toll collection & banking	706	701	761	778	794	808
Breakdown recovery	205	208	225	230	234	239
Other expenses	20	15	14	14	14	15
Support service charges						
	5	9	9	9	9	9
Net Expenditure - Bridge Operations	4,140	4,012	4,457	4,564	4,690	4,789

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

FERRY OPERATIONS	2021/22 Budget £' 000	2021/22 Revised Forecast £' 000	2022/23 Budget £' 000	2023/24 Indicative £' 000	2024/25 Indicative £' 000	2025/26 Indicative £' 000
Employees						
Salaries and wages	3,503	3,417	3,563	3,666	3,769	3,874
Agency staff	41	140	41	42	43	44
Indirect employee expenses	62	68	70	71	73	74
Premises						
Repair and maintenance - buildings & grounds	92	50	82	35	35	36
Energy costs, water, rent and rates	92	96	104	109	115	120
Other premises costs	84	84	87	89	91	92
Transport Related Expenses						
Staff travel	33	28	33	34	35	35
Supplies & Services						
Repair & maintenance - ferries & infrastructure	630	700	702	687	700	714
Annual refit - ferries	0	0	0	0	0	0
Fuel costs (Marine Gas Oil)	161	220	209	213	218	222
Insurances	153	154	159	162	165	168
Operational expenses	187	178	218	243	238	243
Office expenses	312	300	335	347	339	346
Other expenses	10	28	31	32	32	33
Support service charges						
	8	18	18	19	19	19
Net Expenditure - Ferry Operations	5,368	5,481	5,652	5,749	5,872	6,020

Variations between the Revised 2021/22 and 2022/23 Original Estimates

The variation of £0.874m between the revised budgeted cost for 2021/22 and the original budgeted cost for 2022/23 is accounted for as follows:

	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Corporate			
Additional Income in respect of the proposed toll increase - cash	(527)		
Additional Income in respect of the proposed toll increase - concessions	(1,550)		
MHCLG Covid Grant (Final grant payment in 21/22)	156		
HLG Income (Final grant payment in 21/22)	41		
Other income	(10)		
Support Services	1		
Tag Statements	(31)		
Purchase of Tamar Tags and Accessories	6		
Bank Charges due to increases in card payments	17		
Consultants management and audit fees	3		
Cost of Toll Review	(10)		
		(1,904)	
Bridge			
Employees costs reflecting increase for pay awards, increments NI and Superann	81		
Agency staff budget reduced	(5)		
Indirect employee expenses	1		
R&M building and grounds	23		
R&M Bridge and Infrastructure - painting budget	109		
Bridge & Gantry Inspections budget reviewed and revised for 22/23 requirements	9		
Energy costs, water, rent and rates - increased due to rising energy bills	20		
Staff Travel - small inflationary increase	5		
Toll Equipment - additional development (within operational expenses)	53		
Office expenses - inflationary increases plus additional hardware and software budget provision	49		
Breakdown recovery - increased due to new contract	17		
Toll Cash Handling - contract inflationary increase and new contract	60		
Other Expenses- inflationary increase, catering provisions and additional conference budget	23		
		445	
Ferry			
Employees costs reflecting increase for pay awards, increments NI and Superann	146		
Agency staff budget reduced	(99)		
Indirect employee expenses	2		
Energy costs, water, rent and rates - small inflationary increase	8		
Other premises costs, small inflationary increase	3		
R&M Building and grounds maintenance	32		
R&M Ferries and Infrastructure	2		
Travel budgets	5		
Marine Oil	(11)		
Insurance small inflationary increase	5		
Operational Expenses	40		
Office Expenses - small reduction in budget	38		
		171	
Other			
Learning Centre small inflationary increase	5		
Interest on reserve balance	1		
MRP and Interest revisions to reflect new capital programme	408		
		414	
			(874)

APPENDIX 2

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

Capital Programme 2022/23 to 2025/26

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

CAPITAL PROGRAMME	Actual Payments to 2020/21 £'000	Estimated Payments 2021/22 £'000	Estimated Payments 2022/23 £'000	Estimated Payments 2023/24 £'000	Estimated Payments 2024/25 £'000	Estimated Payments 2025/26 £'000	Estimated Final Cost Total £'000
Completed Schemes	205	0	0	0	0	0	205
Rendel Park (Phase 1)	3,890	0	0	0	0	0	3,890
Ferry Infrastructure	5,331	0	0	0	0	0	5,331
Electronic Tolling	116	0	0	0	0	0	116
Advance Signing	22	0	0	0	0	0	22
Ferry Marshalling Area	9	0	0	0	0	0	9
Bridge Office Feasibility Study	4	0	0	0	0	0	4
Bridge Car Park	73	0	0	0	0	0	73
Bridge Anchorage Chambers	21	0	0	0	0	0	21
Ferry Car Park Improvements	261	0	0	0	0	0	261
Gantry Chain Tunnel Replacement	154	0	0	0	0	0	154
Rendel Park (Phase 2)	720	0	0	0	0	0	720
Bridge Resurfacing Works - Phase 1	600	0	0	0	0	0	600
Illuminated Road Studs	54	0	0	0	0	0	54
Storage Building Devonport	14	0	0	0	0	0	14
Bridge Handstrands	250	0	0	0	0	0	250
Ferry Sewage Treatment Plant	29	0	0	0	0	0	29
Footpath 24 Reinstatement	32	0	0	0	0	0	32
Rendel Park - Sea Wall Stabilisation	246	0	0	0	0	0	246
Bridge Main Joint Replacement	21	0	0	0	0	0	21
Plaza Canopy Access Works	3	0	0	0	0	0	3
Bridge Half Joint Replacement	770	0	0	0	0	0	770
Bridge Access Works	39	0	0	0	0	0	39
Bridge WIM	5,569	0	0	0	0	0	5,569
Bridge Protective Coating	2,851	0	0	0	0	0	2,851
Bridge Protective Coating Phase II	238	0	0	0	0	0	238
Bridge Structural Monitoring System	5,569	0	0	0	0	0	5,569
Bridge Office Development	6,748	0	0	0	0	0	6,748
Suspension Remedial Works							
Current Programme	3,409	400	0	0	0	0	3,809
Bridge deck waterproof/drainage	0	70	180	250	0	0	500
Bridge Access Improvement Works Phase	0	0	850	1,150	0	0	2,000
Main cable remedial works	0	0	125	0	0	0	125
Bridge LED lighting	0	0	900	0	0	0	900
Ferry Traffic Control Systems	1,275	50	0	0	0	0	1,325
Toll System upgrade	3,292	0	0	1,750	1,750	0	6,792
Ferry Refitting	235	4,980	220	0	0	0	5,435
Bridge Resurfacing Works - Phase 2	25	40	0	400	400	0	865
Ferry Gantry Tower Replacement							
Future Programme (Not approved)							
Supplementary Cable Works	0	0	500	0	1,500	0	2,000
Bridge Protective Coating Phase 3	0	0	0	0	700	700	1,400
Rocker/Pendle Remedial Works	0	0	2,000	4,000	4,000	0	10,000
TOTAL CAPITAL PROGRAMME	42,075	5,540	4,775	7,550	8,350	700	68,990
FINANCING							
Prudential Borrowing	40,326	5,540	4,775	7,550	8,350	700	67,241
Capital Receipts	38	0	0	0	0	0	38
Revenue Financing	1,711	0	0	0	0	0	1,711
TOTAL FINANCING	42,075	5,540	4,775	7,550	8,350	700	68,990

APPENDIX 3

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

**Statement of Estimated Reserves
for 2022/2023 to 2025/2026**

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

RESERVES AND PROVISIONS	2021/22 Original Budget £'000	2021/22 Revised Forecast £' 000	2022/23 Budget £' 000	2023/24 Indicative £' 000	2024/25 Indicative £' 000	2025/26 Indicative £' 000
Balance brought forward	(1,990)	(2,485)	(1,316)	(1,021)	(2,037)	(2,461)
Net movement for year	1,612	1,169	295	(1,016)	(424)	(831)
Balance Carried Forward	(378)	(1,316)	(1,021)	(2,037)	(2,461)	(3,292)

Tamar Bridge and Torpoint Ferry Joint Committee

2022-2023 Annual Business Plan

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Message from the Chairmen

This Annual Business Plan extends beyond the last approved four-year Strategic Plan 2018-2022 agreed by the Committee in September 2017.

The Plan represents an interim approach whilst the Parent Authorities, the Committee and management consider alternative approaches to business planning during 2022. The provision of a single year plan ensures continuity whilst this review is ongoing.

Whilst the coming year will not see major capital projects of similar scope and impact as bridge kerb replacement and resurfacing, it will be an extremely busy one. The organisation needs to address the financial stresses caused by the Covid19 pandemic which will necessitate earlier and more significant increases in tolls than were anticipated before the pandemic. However, the Committee recognises the need to ensure that the service provided by the essential and strategic crossings under its control remains robust and that programmes take a long view in maintaining the key assets.

It is that long view approach that has convinced the Committee to undertake strategic reviews of operational efficiency, the approach to long term business planning, tolling technology and the potential to support the Joint Authorities' response to the Climate Emergency through the tolling structure.

The Plan demonstrates our ongoing commitment to delivering a safe reliable and efficient service to our users and it is intended that this document will form the basis of management reports to Members during the course of the year.

A summary of progress made against the Plan will accompany the Annual Report published in draft form in June 2023.

Councillor Martin Worth
Joint Chairman
Cornwall Council

Councillor Jonathan Drear
Joint Chairman
Plymouth City Council

The Context for the Annual Business Plan

Long Term Strategy

Plans for the longer term sustain the organisation's mission to provide safe, reliable and efficient crossings of the River Tamar. These plans are influenced by the Local Transport Plans of the Joint Authorities.

The physical and financial resources must continue to be available for major tasks such as resurfacing and repainting the Bridge and undertaking refits of the Ferries. Maintenance cycles may span consecutive Business Plan cycles, therefore while the current Strategic Plan spans four years, potential maintenance requirements beyond that period must also be considered.

The undertaking must maintain a clear strategy for the future to accommodate changes in traffic demand, user expectations, legislation and other factors that may stimulate changes in the way the undertaking operates and may require improvements to facilities. Therefore, potential change beyond the four year period of the Strategic Plan must also be considered.

Continuity with the previous Strategic Framework

The Strategic Plan that expired in March 2022 contained a number of goals for the four-year period April 2018 to March 2022. Those goals are recorded below, with work continuing to progress each of the goals and whilst the organisation considers new strategic approaches.

Progress on a number of actions was compromised by the demands on services and staff caused by the Covid19 pandemic. Where necessary those actions have either been rescheduled or are currently being reviewed.

Specific actions to achieve the desired outcomes are provided in KPI tables later in the document. These tables will allow Members, users and other stakeholders to monitor the performance of the service.

Strategic Goal: Meeting Customer Expectations

- Achieve or exceed service delivery KPIs
- providing more payment options for cash and TamarTag customers
- providing a greater range of communication routes online
- undertaking major projects to ensure Bridge and Ferries are maintained to appropriate standards
- proactively communicate with customers
- expand scope and improve detail of traffic data

Strategic Goal: Fiscally Sustainable

- ensure that income can fund forecast expenditure
- consider commercial opportunities and land use

- commission an external review of operational efficiency
- routinely report progress and update financial positions
- improve management of toll debtors
- pursue the ability to index-link tolls

Strategic Goal: Transparent Governance and Clear Decision Making Processes

- incorporate consideration of alternative organisational models within the efficiency review
- review approach to long term planning and business planning
- publish additional information and raise awareness of public meetings
- consider ways in which the crossings might assist the Parent Authorities in addressing the Climate Emergency
- review legislation and governance to ensure that there is continued effective and transparent corporate oversight and challenge

Strategic Goal: A Modern, Diverse and Well Trained Workforce

- act on workforce feedback and progress any recommendations from external review
- progress actions detailed in Gender Pay Gap Reports
- undertake further employee survey

Strategic Goal: Quality and Appropriate Standards

- improve pedestrian safety
- demonstrate our safety culture
- provide assurance about our approach to the environment
- maintain appropriate regulatory standards
- reduce environmental impact

Actions Plan for 2022-23

The following detailed actions to meet the 2022-23 goals:

Meeting Customer Expectations

ACTION	Timeframe	RELATIONSHIP TO PROGRESSING STRATEGIC GOALS
Introduce contactless payment at Torpoint Ferry	Mid-2022	Providing more payment options for cash and TamarTag customers
Provide more flexible Direct Debit scheme for TamarTag customers	June 2022	Providing more payment options for cash and TamarTag customers
Online applications and feedback forms	April 2022	Providing a greater range of communication routes on online
Expand the proactive customer engagement policy	Through 2022	Proactively communicate with customers
Expand data collection of journey times and traffic flows at Torpoint Ferry	June 2022	Improve traffic management decisions and expand public information

Fiscally Sustainable

ACTION	Timeframe	RELATIONSHIP TO PROGRESSING STRATEGIC GOALS
Revise discount tolls	May 2022	Ensure that the crossings remain financially sustainable.
Seek Government authority to increase cash tolls and implement	Complete January 2023	
Provide budget monitoring reports to Committee with updates to long term model	Quarterly	Routinely report progress and update financial positions
Determine and progress the preferred route to enable index-linking of tolls	Ongoing	Reduce income risk
Complete an independent efficiency review of the undertaking	April 2022, report to Committee, June 2022	commission an external review of operation

Transparent Governance and Clear Decision Making Processes

ACTION	Timeframe	RELATIONSHIP TO PROGRESSING STRATEGIC GOALS
Expand independent publication of information	ongoing	Publish additional information and raise awareness of public meetings
Undertake review of governance arrangements and consider new frameworks	ongoing	Effective and transparent corporate oversight and challenge

A Modern, Diverse and Well Trained Workforce

ACTION	Timeframe	RELATIONSHIP TO PROGRESSING STRATEGIC GOALS
Undertake further employee survey	Ongoing	Demonstrate value of workforce feedback
Review job design when vacancies occur to encourage more flexible working and part-time opportunities	Ongoing	Continue the actions detailed in Gender Pay Gap Reports
Review Employee Terms and Conditions	December 2022	Complete the actions detailed in Gender Pay Gap Reports and Peer Challenge Action Plan
Address any organisation issues raised in external reviews	Through financial year	Review legislation and governance

Quality and Appropriate Standards

ACTION	Timeframe	RELATIONSHIP TO PROGRESSING STRATEGIC GOALS
Upgrade traffic control systems at Torpoint and Devonport	2022	Improve pedestrian safety
Certification of Occupational Health and Safety Management to ISO 45001 Standard	During 2022	Demonstrate our safety culture
Certification of Environmental Management System to ISO14001 Standard	During 2022	Provide assurance about our approach to the environment
Continue technical inspection programme at Tamar Bridge	Ongoing	Maintaining appropriate regulatory standards

Maintain ferries to classification society standards	Ongoing	Maintaining appropriate regulatory standards
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Budget Context

The approved budgets for 2022-2023 are reported below.

Estimated income figures assume that traffic will be affected by major works at the bridge during the year and there is no growth in traffic volumes at Torpoint Ferry.

Forecast Income	£s
Toll Revenue (Bridge)	12,528,947
Toll Revenue (Ferry)	1,798,250
Tag Related Fees	501,000
Income from Agency Charges	412,720
Rents & Miscellaneous Income	107,738
Grant Income	0
Investment Income and Interest	0
TOTAL FORECAST REVENUE	15,348,655
Forecast Expenditure	
Bridge Operations & Maintenance	4,456,912
Ferry Operations & Maintenance	5,652,007
Learning Centre	117,114
Corporate Expenses	573,581
Interest Payments (cost of capital funding)	1,705,116
Repayment of Capital (Revenue Provision)	3,138,955
TOTAL FORECAST EXPENDITURE	15,643,685
Forecast Deficit for Year	£295,030

Reserves

The forecast deficit will mean that the reserve maintained as contingency will reduce from a forecast £1,316,409 at 31 March 2022 to a forecast £1,021,379 at the end of March 2023.

Capital Works

The borrowing required to fund capital works during the year is anticipated to be £4,775,000.

Performance Targets

In addition to the quarterly reports on progress made to the Joint Committee, progress against the measures below will be published on our website.

Table 1 Safe Services

Description	KPI	Target	Why this is important?
Number of accidents involving members of the public	Number of reportable incidents and accidents involving the public at both crossings	Zero and maintain	Public safety is an integral part of our business
Reportable incidents and minor accidents involving employees	Number of reportable incidents and accidents involving employees at both crossings	Reduce to zero and maintain zero incidents and accidents.	Staff safety is an integral part of our business. Need to mitigate risk to the lowest practicable level to avoid further accidents.
Lost time – employees	Days lost due to accidents	Less than 20 days	Provides a measure of the safety of the work environment. Reduces costs associated with absence or reduced capability following accidents.

Table 2 Reliable Services

Description	KPI	Target	Why this is important?
Bridge traffic lane availability	Peak time lane availability	>99.5%	Measures success of traffic management and reliability of infrastructure. Ensuring that lanes are open is key to ensuring that journeys are predictable and reduces the risk of accidents.
	Total lane availability	>98.5%	
Bridge toll booth availability	% of scheduled booth hours achieved	>99%	In addition to helping to ensure that journey times are predictable, the measure assists assessment of the performance of the contractor
Ferry scheduled crossings availability	Peak Time scheduled crossings achieved	To be confirmed	Measures success of vessel management and reliability of infrastructure. Predictable service is essential for customers to plan the best mode of transport.
	Off-Peak scheduled crossings achieved	>99%	
Ferry waiting/journey times	Average journey time from entry of waiting area to exit off ferry	To be confirmed (system extension pending)	Measures success of vessel management and reliability of infrastructure. Predictable journey times are essential for customers to plan the best mode of transport.
	Peak journey time from entry of waiting area to exit off ferry		
Bridge journey times	Average journey time between A38 Carkeel & St Budeaux junctions	< 5mins 45 sec	Measures success of traffic management and reliability of infrastructure. Predictable journey times are essential for customers to plan the best mode of transport.
	Peak average journey time between A38 Carkeel & St Budeaux junctions	< 6 mins	

Table 3 Effective and Efficient Services

Description	KPI	Target	Why this is important?
Expenditure	Variance against budgets	Monthly review within 10% of profiled spend	Cost control, financial management, efficiency.
Tag Usage	Overall usage Peak usage	≈60% ≈80%	Maintains plaza capacity.
Complaints	Response time	95% of complaints responded to within 10 working days.	Those making complaints remain aware that their comments are valued and investigations are prioritised.
Payment within 30 days of invoice date	% of invoices are paid within 30 days	>95%	Payment within terms assists the relationship with suppliers and improves validity of financial monitoring process
Staff sickness absence	Days absence per employee per annum	Average of <9 days	Reflects a healthy workforce and sound HR practices.
Energy recovered waste incineration	non-hazardous waste to be diverted from landfill for energy recovery	60% diversion	Reduction of waste improves efficiency and demonstrates our concern for the wider community
Recycled waste	non-hazardous waste diverted from landfill to be recycled	40% diversion	

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

MINUTES of a Meeting of the Tamar Bridge and Torpoint Ferry Joint Committee held at Plymouth Council House, Armada Way, Plymouth, PL1 3AA on Friday 3 December 2021 Commencing at 10.00 am

Present:-

Cornwall Council Members

Martin Worth (Co-Chair)

Philip Desmonde, John Tivnan and Armand Toms

Plymouth City Council Members

Jonathan Drear (Co-Chair)

Mark Coker, Philip Partridge, Pat Patel and Bill Stevens

Apologies for (None)
absence:

DECLARATIONS OF INTEREST

(Agenda No. 2)

TBTF/28 There were no declarations of interest.

MINUTES OF THE MEETING HELD ON 1 OCTOBER 2021

(Agenda No. 3)

TBTF/29 It was moved by Councillor Worth, seconded by Councillor Tivnan, and

RESOLVED that the Minutes of the meeting of the Tamar Bridge and Torpoint Ferry Joint Committee held on 1 October 2022 were correctly recorded and that they be signed by the Chairman.

PUBLIC QUESTIONS

(Agenda No. 4)

TBTF/30 There were no questions from the Public.

GENERAL MANAGER'S QUARTERLY REPORT

(Agenda No. 5)

TBTF/31 The Committee considered the General Manager's Quarterly Report (previously circulated), presented by the General Manager.

In response to comments and questions from Joint Committee Members, Officers advised that:-

1. In response to a comment about the knock-on impact of surfacing work (for example lost revenue and delays) it was advised that an exercise had not been undertaken in respect of any adverse effects. Traffic flow levels had been recorded, however these figures had been distorted by Covid. There were also records in respect of journey times but Officers had not got as far as assessing the pricing effect; although it was not believed that anything different could have been done to achieve the result needed. It was understood that there had been an impact in order to carry out this work. The General Manager advised that numbers could be looked at and figures could be brought back to the Committee in the next General Manager's report in respect of the estimated time lost, which would include a graph for visual reference;
2. It was acknowledged that figures could not be compared with those of 2020 due to the pandemic;
3. In respect of ferry chains it was noted that these had been changed recently and that an order had been put in for another set of chains for April 2022.

It was moved by Councillor Partridge, seconded by Councillor Drean, and

RESOLVED that:-

1. The report be noted;
2. An updated report be brought to the next meeting.

BUDGET MONITORING 2021/22

(Agenda No. 6)

TBTF/32 The Committee considered the Budget Monitoring 2021/22 report (previously circulated) by the Service Accountant.

In response to comments and questions from Joint Committee Members, Officers confirmed that:-

1. The figures applied to the capital summary showed the actual spend to date, the previous spend and the forecast for the overall scheme;
2. It was clarified that the report identified that there was a commitment to £44m worth of borrowing (and not £61.5m) and that the report addressed the current year's position;
3. In respect of the rocker pendle works it was noted that these were part of an approved programme but there had not been any spend against that project to date.

It was moved by Councillor Toms, seconded by Councillor Patel, and

RESOLVED that the revenue forecast and capital programme for 2021/22 be noted.

FUTURE FINANCING (Agenda No. 8)

TBTF/33 The Committee considered the Future Financing report (previously circulated), presented by the General Manager.

It was advised that this report needed to be heard before the 2022-23 Revenue Estimates and Capital Programme (and Business Plan) Report as the decisions made for this report would affect the approval of the budgets.

The General Manager suggested that the March 2022 meeting of the Joint Committee be deferred for a couple of weeks (March 18th) in order to be able to give Officers enough time to compile the report on receipt of feedback from the public consultation.

During discussion, the following points were noted:-

1. In respect of income and spending, Officers were still currently looking at 90% traffic levels. It was noted that other crossing were looking at a range between 85% - 95%;
2. A Member commented that it was frustrating at how long it took to get things done due to legislative constraints, however he was encouraged by work that had been done to date;
3. The view was expressed that accurate figures in respect of the number of vehicles going from the east to west should be recorded so that it could be made clear about the importance of vehicles travelling in both directions. In response it was advised that there was no data specific to the bridge for westbound traffic, however some roadside technology would be installed in the next few months that would count westbound traffic;
4. A Member acknowledged that the bridge was on a major route into Cornwall and commented that Highways England needed to understand this, as they would like to see Highways England making some sort of contribution;
5. It was queried what would happen if the public were 100% against any increase. Concern was expressed that use of the bridge could become unviable for some people to work in east Cornwall. In response it was advised that although there was a need to increase costs, the commentary about the tag discounts etc. could be taken on board and it was added that the public consultation would be a good opportunity

to also inform the public about why increases were needed and what their money was spent on;

6. It was commented that there was a need to be mindful of the knock-on impact that any changes to the Tamar Bridge would have on minor roads and also to the communities of Plymouth and south east Cornwall;
7. The view was expressed that there was no choice but to increase the fees because the process was so lengthy. There were no other alternatives at this time;
8. It was commented that the increases were not fair on people that had to use the bridge to access education, work, healthcare etc. however there was a need to recognise that the bridge could not operate on a deficit;
9. It was noted that under the relevant legislation the undertaking could not operate with a budget deficiency, and it was important that the bridge did not deteriorate;
10. It was noted that the Act was written in the 1950's but that times had changed since then; particularly in respect of environmental changes. There was a need to look at other opportunities to increase revenue.

It was moved by Councillor Worth, seconded by Councillor Patel, and

RESOLVED that:-

1. The current financial position and the associated assumptions and uncertainties be noted;
2. A public consultation be undertaken in respect of the Joint Committee's preferred toll revision option in a format to be agreed by the Joint Chairs in consultation with Service Directors and the General Manager;
3. Officers bring further reports to the next meeting of the Joint Committee summarising the consultation feedback;
4. A budget of £60,000 for an external consultancy to undertake a review of the effectiveness, efficiency and governance of the undertaking be agreed, that will inform the forthcoming strategic plan;
5. A budget of £20,000 to fund a property assessment of land held by the undertaking be agreed;
6. Service Directors and General Manager to agree the brief and terms of reference for the external consultancy and property assessment, in consultation with the Joint Chairs and for Cornwall Council's Service Director to lead the procurement of these commissions in line with its contract procedure rules;
7. Officers bring reports to future meetings in relation to:

- Progress of the consultancy on effectiveness, efficiency and governance of the undertaking
 - Potential for increasing revenue sources other than tolls
 - Long term capital finance profiles and related future strategy
 - Progressing authority to index tolls and improve governance structure
8. That the meeting of the Tamar Bridge and Torpoint Ferry Joint Committee scheduled for 4 March 2022 be deferred to 18 March 2022

It was moved by Councillor Partridge, seconded by Councillor Tivnan, and

RESOLVED that it be Recommended to Council via the Cabinet of each Parent Authority:

1. The Joint Committee's preferred option for toll revision taken from the options in Section 2 of the report, that being uniform 30% increases on both TAG and cash tolls for all user classes be approved. Such approval to be subject to the Joint Committee making a decision whether or not to implement the preferred option following consideration of the public consultation responses. The Joint Committee being given the authority to make the implementation decision.

It was further moved by Councillor Tivnan, seconded by Councillor Drean, and

RESOLVED that it be noted that the Committee made the decision reluctantly for the reasons as set out in the minutes.

2022-2023 REVENUE ESTIMATES AND CAPITAL PROGRAMME (AND BUSINESS PLAN) REPORT (Agenda No. 7)

TBTF/34 The Committee considered the 2022-23 Revenue Estimates and Capital Programme report (previously circulated), presented by the Service Accountant.

There were no comments or questions from the Committee.

It was moved by Councillor Partridge, seconded by Councillor Worth, and

RESOLVED that it be Recommended to Council via the Cabinet of each Parent Authority:

1. That the 2022/23 revenue estimates and capital programme and the draft 2022-23 Business Plan, as set out in the appendices to the report be approved, and
2. The longer term forecast to 2025/26 be noted.

The meeting ended at 11.47 am

[The agenda and reports relating to the items referred to above are attached to the signed copy of the Minutes].