



Oversight and Governance

Chief Executive's Department
Plymouth City Council
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Published 09 February 2023

CABINET – SUPPLEMENT PACK

Thursday 9 February 2023
2.30 pm
Council House, Plymouth

Members:

Councillor Bingley, Chair
Councillor Shayer, Vice Chair
Councillors Drear, Carlyle, Dr Mahony, Patel, Smith, Stoneman and Wakeham.

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

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Tracey Lee
Chief Executive

Cabinet

8.	Finance Monitoring Report Month 9	(Pages 1 - 16)
9.	Budget Scrutiny Recommendations and Cabinet Responses	(Pages 17 - 26)
10.	Proposed Budget 2023 - 24	(Pages 27 - 104)
11.	Emergency Response Plan	(Pages 105 - 212)
13.	Chelson Community Solar Joint Venture	(Pages 213 - 224)

Cabinet

Date of meeting:	09 February 2023
Title of Report:	Finance Monitoring Report December 2022
Lead Member:	Councillor Mark Shayer (Deputy Leader and Cabinet Member for Finance and Economy)
Lead Strategic Director:	David Northey, (Interim Service Director for Finance)
Author:	Stephen Coker, Lead Accountancy Manager (CEO & C&CS)
Contact Email:	David.northey@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report sets out the revenue monitoring position of the Council forecast to the end of the financial year 2022/23 at Period 9.

Recommendations and Reasons

That Cabinet notes:

1. The forecast revenue monitoring position at Period 9 as set out in this report in the sum of £2.812m.
Reason: controlling the outturn within budget is essential to maintain financial control.
2. Approves the virements as shown in Section C to Full Council
Reason: controlling the outturn within budget is essential to maintain financial control.
3. The expenditure for the Capital Programme at Period 9 Shown in Section D.
Reason: monitoring the expenditure against the Capital Programme is a key part of maintaining financial control and project delivery.

Alternative options considered and rejected

There are no alternative options – our Financial Regulations require us to produce regular monitoring of our finance resources.

Relevance to the Corporate Plan and/or the Plymouth Plan

The 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 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:

Financial risks concerning period 9 reporting are discussed in the body of the report and relate to the attainment of a balanced budget position in financial year 2022/23.

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 within budget is paramount to ensuring the Council can achieve its objectives

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 1 of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	2022/23 Savings status							
B	Non Controllable expenditure							
C	Gross to Net Pressures							

Background papers:

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.22 .23.371	Leg	EJ/1098 /8.2.23(2)	Mon Off	Click here to enter text.	HR		Assets		Strat roc	
Originating Senior Leadership Team member: David Northey (Interim Service Director for Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes CMT Date agreed: 26/01/2023											
Cabinet Member approval: Deputy Leader and Cabinet member of Finance, after discussion with Cabinet colleagues Date approved: 26/01/2023											

SECTION A: EXECUTIVE SUMMARY**Table 1: End of year revenue forecast**

	Budget £m	Net Forecast Outturn £m	Variance £m
Total General Fund Budget	197.750	200.562	2.812

1. This report highlights a revised monitoring position at Month 9 (December 2022) of £2.812m over budget, which is a variance of +1.42% against the net budget. This is set out in Appendix C.
2. This represents an improvement of £0.314m on the previous position at Month 8 (November 2022) which reported a net forecast overspend of £3.126m.
3. The movement represents additional costs of £0.840m offset by further savings of £1.154m
4. It is worth noting the month-on-month improvement to the reported net adverse forecast position:

Month (Reporting period)	Gross pressures	Savings	Net pressures	Improvement in month	Cumulative improvement
	£m	£m	£m	£m	£m
June (3)	13.617	(3.686)	9.931		
July (4)	14.855	(6.131)	8.724	(1.207)	(1.207)
Aug (5)	14.372	(7.716)	6.656	(2.068)	(3.275)
Sep (6)	15.532	(9.541)	5.991	(0.665)	(3.940)
Oct (7)	15.532	(11.428)	4.104	(1.887)	(5.827)
Nov (8)	15.865	(12.739)	3.126	(0.978)	(6.805)
Dec (9)	16.705	(13.893)	2.812	(0.314)	(7.119)

5. The current position continues to reflect circa £6m of non-controllable costs including £3.3m relating to energy price inflation. This covers:
 - The Life Centre additional costs of £0.575m.
 - Street Lighting costs have increased by £0.898m
 - The two crematoria have increased costs of £0.345m
 - Corporate estate & car parking £1.455m
6. Aside from energy, the ongoing impact of the pandemic remains evident in terms of demand pressures and other changes which have seen a persistent increase in volumes of domestic waste and reductions in parking revenues as employees generally maintain homeworking. In adult social care and following the dislocation of the pandemic the numbers of people presenting as homeless has become more costly. The Council is not able to influence such demand pressures in the short term.

7. The Council's Children, Young People and Families Directorate is currently facing additional gross costs of £4.9 million regarding specialist residential placements for vulnerable children and other demand pressures – part of a national trend.
8. The national agreement for pay in Local Government in 2022/23 has resulted in an additional £2.9m increase on top of the 2% provision set aside in the Budget. This is a national issue.
9. For the reasons described the variance is still higher than would normally be expected at this point of the financial year and in response management will continue with a financial recovery plan with the aim of eliminating the forecast overspend. The plan includes:
 - Full review of payroll and pension costs, including the use of temporary agency staff
 - Continued management of vacant posts
 - Further review of the capital programme and the impact on in-year borrowing costs
 - Grant funding maximisation
 - Reduced running costs associated with an early exit from both Windsor and Midland House
 - Further review of all reserves and provisions and
 - Deferring all spend where appropriate
10. As shown in Appendix A, the planned in-year savings targets amount to £11.245m, of which £8.275m are reported as on track or scheduled for delivery. Officers will continue to pursue these savings to ensure full delivery by the end of the financial year.

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

Directorate	Budget £m	Forecast £m	Forecast Net Variance £m	Status
Executive Office	5.605	5.917	0.312	over
Customer and Corporate Services	46.963	48.452	1.489	over
Children's Directorate	62.162	64.919	2.757	over
People Directorate	95.158	95.533	0.375	over
Public Health	(0.308)	(0.570)	(0.262)	under
Place Directorate	27.278	28.714	1.436	over
Corporate Account & Council wide items	(39.108)	(42.403)	(3.295)	under
Total	197.750	200.562	2.812	over

Executive Office

11. The Executive Office is reporting a gross pressure of £0.443m which includes additional member allowances, plus savings target set for 2022/23 not on track due to service demand. Mitigations of £0.131m have been identified leading to a net variance of £0.312m.

Customer and Corporate Services Directorate (CCS)

12. The CCS Directorate is forecasting a £0.137m improvement in the month resulting in a net overspend of £1.489m. The overspend is significantly driven by energy supply and unmet licence fee savings due to maintained levels of recruitment, other inflationary pressures and demand pressures on business support services and library income. To mitigate these pressures recruitment and all non-essential spend has been delayed or frozen.

Children's Directorate

13. For period 9 there has been an increase in pressure of £0.540m resulting in a net gross pressure of £4.961m. The principle variations this month relate to a small number of new care entrants with complex needs with a higher than average placement cost. Additionally, there are a small number of care packages which have been reviewed through their care planning process with the costs of providing care for these children increasing beyond the associated forecast. The Department continues to review its use of residential care and is where possible, seeking to reduce the use of this care type wherever possible.
14. In response to this the directorate has identified mitigations of £2.204m leading to a net variance of £2.757m.

People Directorate

15. The People Directorate is forecasting no change to M9 so the gross remains at £1.655m and is primarily due to additional cost and volume within both social care and homelessness and bed and breakfast provision..
16. The Department has identified mitigations of £1.280m giving a net variance of £0.375m.

Office of the Director of Public Health (ODPH)

17. Services within the Public Health office are reporting an under spend of £0.262m which has contributed to the Period 9 net position.

Place Directorate

18. The directorate is continuing to report a significant gross overspend of £3.860m. This is due to the impact of rising utility costs; lost income and increased domestic waste disposal costs. The net pressure is down on Period 8 by £0.179m further management actions to reduce costs and increased income. The overall pressure is due to a combination of factors including utility costs and expenditures due to the Pandemic.
19. There are £2.424m of savings in place to reduce this to a net variance of £1.436m.

Corporate Items & Council wide

20. The overall position shows a net underspend of £3.295m. Adjustments to reserves have been made in M9.

SECTION C: Virements

The table below covers the period **April to December 2022**

Directorate	Departmental movements	Totals
	£'000	£'000
Executive Office	207	207
Customer and Corporate Services	1,316	1,316
Childrens Directorate	1,070	1,070
People Directorate	458	458
Public Health	12	12
Place Directorate	1,107	1,107
Corporate Items	(4,170)	(4,170)
	0	0

Details of Virements

Main movements are partial reallocations of savings and the allocation of the Pay Award Budget for 2022/23

SECTION D: Capital Programme**Capital Finance Report Quarter 3 2022/23**

The approved capital budget (representing forecast resources) is made up of two elements. One is the Capital Programme representing projects that have been approved and the other is future funding assumptions which are estimates of capital funding the Council is likely to receive in the future.

The five year capital budget 2022-2027, is currently forecasted at £594.268m (Q2 £585.951m) as at 31 December 2022.

Movement since Quarter 2 - 30 September 2022 is detailed in Table 1.

Capital Programme movement

Table 1 The Capital budget consists of the following elements:

Description	£m
Approved Capital Programme as at 30 September 2022	372.481
New approvals October to December (listed Annex A)	6.335
Reprofiling programme to 2027/28	-11.750
Virements & variations	-2.359
Capital Programme as at 31 December 2022	364.707
Future Funding Assumptions	229.561
Total Revised Capital Budget for Approval (2022/23 -2026/27)	594.268

In September a targeted exercise reviewing the cashflow profile of projects solely funded from borrowing identified £32.7m of budgeted spend in 2022/23 being slipped to 2023/24, through monthly monitoring challenges a further reduction of £15m has been achieved.

This has delivered revenue savings through lower borrowing which formed part of £0.300m reported within month 8 Treasury Management forecast.

A breakdown of the current approved capital budget by directorate and by funding is shown below in Table 2.

Table 2 Capital Programme by Directorate

Directorate	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
People & Children's Services	8.604	8.390	3.668	0.132	-	20.793
Place - Economic Development	12.814	85.201	11.957	5.367	2.888	118.226
Place – Strategic Planning and Infrastructure	54.620	77.270	20.168	2.560	-	154.618
Place – Street Services	17.835	11.353	2.700	-	-	31.888
Customer & Corporate Services	7.439	7.962	0.605	-	-	16.006
Office for Director of Public Health *	9.823	10.682	2.670	-	-	23.175
Total	111.135	200.857	41.768	8.060	2.888	364.707

Financed by:	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Capital Receipts	3.411	7.774	0.530	0.831	0.046	12.592
Grant funding	47.074	65.808	3.742	1.803	-	118.427
Corporate funded borrowing	27.760	42.109	22.665	5.254	0.243	98.031
Service dept. supported borrowing	22.290	81.457	8.607	0.071	2.598	115.023
Developer contributions	9.086	3.596	6.090	0.058	-	18.830
Other contributions	1.514	0.113	0.133	0.043	-	1.804
Total Financing	111.135	200.857	41.768	8.060	2.888	364.707

Capital Programme 2022/23 monitoring

As at Quarter 3 the approved Capital Programme forecast for 2022/23 was £111.135m.

Table 3 below includes a breakdown by directorate of actual cash spend as at 31 December 2022 shown as a value and percentage against latest forecast, overall 50.76%.

Comparable percentage for 2021 was 33.84%.

Profiling of the capital programme will continue to review robustness of forecasts to spend as project officers assess the inflationary impact to schemes and challenges to meet grant funding conditions.

Table 3 2022/23 Programme including actual spend and % spent compared to latest forecast

Directorate	Latest Forecast 2022/23	Actual Spend 2022/23 as at 30 Sept 2022	Spend as a % of Latest Forecast
	£	£	%
People	8.604	4.338	50.42
Place – Economic Development	12.814	6.015	46.94
Place – Strategic Planning & Infrastructure	54.620	25.420	46.54
Place – Street Services	17.835	10.818	60.66
Customer & Corporate Services	7.439	3.065	41.21
Office for Director of Public Health	9.823	6.752	68.74
Total	111.135	56.408	50.76

In December the 2022/23 forecast has reduced by £46.242m with a further £9.567m actual spend processed through General Ledger which has increased percentage spend from 19.34% to 50.76%.

Finance Officers will continue to challenge spending profiles in preparation for budget setting. With further work planned to incorporate an assessment of inflationary impact to overall capital programme and project officer review planned project delivery across 2022 to 2027.

Annex A

NEW APPROVALS	Forecast year of spend				
	22/23	23/24	24/25	25/26	5 year programme approvals
	£	£	£	£	£
Langdale Gardens Retaining Wall	84,303.00				
Council House - Fire Alarm replacement	35,000.00				
Efficiency Strategy	460,000.00	290,000.00			750,000.00
Refit of 4 Haxter Court Close for Delt Shared Services	200,000.00				
Chelson Meadow - Drainage	95,000.00				
Chelson Meadow - Welfare Facilities	25,000.00				
Chelson Meadow - CCTV	25,000.00				
Plympton Pool Replacement Boilers	70,000.00				
subtotal Customer & Corporate	994,303.00	290,000.00			1,284,303.00
Improving Outdoor Play Phase 3	533.35				
Heat Sourcing in Corporate Buildings (Big	554,764.00				
Visual Impact Mitigation Scheme (VIMS)	81,412.44	81,469.23			
PfH PCH Partnership Agreement	40,000.00				
Civic Centre District Energy - Phase 2		474,591.00	2,421,892.00	76,423.00	
Subtotal Strategic Planning & Infrastructure	676,709.79	556,060.23	2,421,892.00	76,423.00	3,731,085.02
ATF T2 - Street Lighting Upgrades in Parks	55,606.00				
Fleet Decarbonisaion Programme	568,000.00	323,000.00			
Subtotal Street Services	623,606.00	323,000.00	0.00	0.00	946,606.00
Rees Centre Wellbeing Hub	95,000.00				
Foster Home Adaptation	50,784.00				
Woodlands - ICT Projects	28,749.48				
Brook Green - ICT Projects	7,375.00				
Yealmpstone Farm - ICT Projects	10,755.50				
College Road - ICT Projects	26,738.70				
Plymstock School extension Arts & Drama Block	153,984.91				
Subtotal People & Childrens Services	373,387.59	0.00	0.00	0.00	373,387.59
					5 year programme approvals
TOTAL Capital Approvals	2,668,006.38	1,169,060.23	2,421,892.00	76,423.00	6,335,381.61

Appendix A 2022/23 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	3.942	2.073	0.956	0.467	0.446
People	2.937	1.392	1.545	0.000	0.000
ODPH	0.037	0.037	0.000	0.000	0.000
Customer & Corporate	3.015	0.407	0.000	0.494	2.114
Place	0.964	0.175	0.308	0.071	0.410
Corporate Items	0.350	0.000	0.350	0.000	0.000
2022/23 Savings	11.245	4.047	3.196	1.097	2.970

Appendix A 2022/23 Savings status (2) Detail

Directorate / Plans	Target Savings	MTFS 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	£m
Children's						
Placement Review	1.400	1.400	0.510	0.423	0.467	
AST	0.500	0.500	0.407	0.093		
Fostering	0.450	0.450	0.450	0.000	0.000	
Supporting Families	0.650	0.650	0.435	0.215		
Management Actions - CYPF	0.225	0.225		0.225		
Management Actions - EPS	0.717	0.717	0.271			0.446
Children - Savings	3.942	3.942	2.073	0.956	0.467	0.446
People						
Care Package Reviews	0.750	0.750		0.750		
Place Holder 1- reviews	0.430	0.430		0.430		
CES catalogue review	0.100	0.100	0.100			
Service Reviews	0.300	0.300		0.300		
Grant Maximisation	0.600	0.600	0.600			
Management Actions	0.100	0.100	0.100			
Advice / Information / Advocacy	0.050	0.050	0.050			
Social Inclusion	0.180	0.180	0.180			
Housing Services	0.250	0.250	0.250			
Alarms	0.112	0.112	0.112			
Leisure Management	0.065	0.065		0.065		
People – savings	2.937	2.937	1.392	1.545	0.000	0.000
ODPH						
Additional Income	0.037	0.037	0.037	0.000	0.000	
ODPH – savings	0.037	0.037	0.037	0.000	0.000	0.000

CCS and Chief Exec						
Efficiency	0.956	0.758				0.956
Soft FM Income	0.020	0.020	0.020			
Digital	0.025	0.025	0.025			
SLAs	0.040	0.040			0.040	
Fees and charges Review	0.016	0.016	0.016			
Coroner	0.070	0.030			0.070	
Public Conveniences	0.100	0.100			0.100	
ICT (c/fwd 21/22)	0.691	0.000	0.346		0.184	0.161
Hard FM (c/fwd 21/22)	0.550	0.000				0.550
IT Service (Unitary) Charge reduction	0.300	0.000				0.300
CEX	0.100	0.100			0.100	
CEX Review and Scrutiny Panels	0.147	0.147				0.147
Cust. & Corp. Services and CEX savings	3.015	1.236	0.407	0.000	0.494	2.114
Place						
ED - Trust Lease review	0.075	0.075	0.075			
ED - TIC 3 year plan to break even	0.013	0.013			0.013	
ED - Theatre Royal SLA	0.100	0.100	0.100			
ED – Mt Edgcumbe break even position	0.045	0.045		0.045		
SPI - Capitalisation (Environmental Planning)	0.050	0.050		0.050		
SPI - Capitalisation (Strategic Transport)	0.030	0.030		0.030		
SPI – Planning Fee increase (pre-app, S38)	0.058	0.058			0.058	
SPI – Bus Shelter Advertising	0.075	0.075				0.075
SPI - Concessionary fares	0.183	0.183		0.183		
Highways – Invest To Save	0.230	0.230				0.230
Highways – Street Lighting	0.105	0.105				0.105
Place savings	0.964	0.964	0.175	0.308	0.071	0.410
Corporate Items						
Change Reserve	0.350	0.350	0.350			
Corporate savings	0.350	0.350	0.350	0.000	0.000	0.000
Overall Total savings	11.245	9.466	2.655	3.043	2.577	2.970

Appendix B Non Controllable Expenditure

The table shows the level of non-controllable pressures within the Gross overspend as shown in Appendix D.

Non Controllable Budget Pressures	£m
Corporate Estate energy costs	2.243
2022/23 Pay award	2.592
Street Lighting energy costs	0.898
Off Street Parking energy costs	0.132
Streets Services – Fuel / other	0.641
Total	6.496

Appendix C Gross to Net Pressures Month 9

Directorate	Gross Pressures Month 9 £m	Month 8 Savings £m	Month 9 Savings £m	Net Pressures £m
Executive Office	0.443	(0.131)	0.000	0.312
Customer and Corporate Services	3.054	(1.128)	(0.437)	1.489
Children's Directorate	4.961	(2.204)	0.000	2.757
People Directorate	1.655	(1.280)	0.000	0.375
Public Health	0.150	(0.412)	0.000	(0.262)
Place Directorate	3.860	(2.245)	(0.179)	1.436
Corporate Account & Council wide items	2.582	(5.339)	(0.538)	(3.295)
Total	16.705	(12.739)	(1.154)	2.812

Cabinet



Date of meeting: 09 February 2023

Title of Report: **Cabinet Response to Budget Scrutiny Select Committee Recommendations**

Lead Member: Councillor Richard Bingley (Leader)

Lead Strategic Director: David Northey (Service Director for Finance)

Author: Giles Perritt (Assistant Chief Executive)

Contact Email: Giles.Perritt@plymouth.gov.uk

Your Reference: CabR23

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

The Budget Scrutiny Select Committee was convened on the 24 - 26 January 2023 to consider the Cabinet's approach to setting the budget for the 2023/24 financial year.

This report sets out the proposed Cabinet response to the recommendations made by the Budget Scrutiny Select Committee following its review of the Council's budget preparations for 2023-2024.

Recommendations and Reasons

That the Cabinet:

1. Responds to each of the 19 recommendations made by the Budget Scrutiny Select Committee as outlined within Appendix A.
2. Thanks the Budget Scrutiny Select Chair and Committee for their work on scrutinising the Cabinet's proposed budget and making recommendations to Cabinet.

Reason: In line with the Constitution the Cabinet is obliged to take account of recommendations made by the Budget Scrutiny Select Committee.

Alternative options considered and rejected

None - Cabinet is obliged by the Constitution to take account of recommendations made by the Budget Scrutiny Select Committee.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Select Committee considered the themes within the Corporate Plan to ensure that proposals within the budget and business plans delivered against the council vision.

Implications for the Medium Term Financial Plan and Resource Implications:

The recommendations directly relate to the Council's Medium Term Financial plan.

Recommendations 5 and 6 relate to the Council's Climate Emergency and Corporate Carbon Reduction Action Plan.

** 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.*

*Add rows as required to box below

[illegible]

**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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	1	2	3	4	5	6	7

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Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											

<p>Please confirm the Strategic Director(s) has agreed the report? Yes</p> <p>Date agreed: Date.</p>
<p>Cabinet Member approval: <i>Councillor Richard Bingley (Leader)</i></p> <p>Date approved</p>

APPENDIX A

CABINET RESPONSE TO BUDGET SCRUTINY RECOMMENDATIONS 2023/24

	SCRUTINY RECOMMENDATION	CABINET RESPONSE
1.	<p>Equalities Impact Assessments (EIA)</p> <p>The Committee is aware of the requirements of legislation in respect of Equalities Impact Assessments.</p> <p>The Committee recommends that EIAs in support of the budget should –</p> <ul style="list-style-type: none"> • Refer to the most recent census data available where appropriate to the EIA • That the impact of potential council tax increases upon those with protected characteristics should be more clearly defined. • Include the potential opportunities to improve the understanding of and foster good relationships between different groups in the community <p>Whilst the budget itself contains proposals, rather than decision on service, the executive is recommended to consider carefully its public sector equality duty, in particular that <i>“Due regard is fulfilled before and at the time a particular policy or operational activity, that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.”</i></p>	<p>Census Data</p> <ul style="list-style-type: none"> • The latest available census data has been used in the preparation of the EIA, which was updated shortly before papers were collated for budget scrutiny. • However, much of the census 2021 data is still being published nationally and the report for Cabinet/Council will have further updates. <p>Council Tax</p> <ul style="list-style-type: none"> • Council Tax is a progressive tax and those on the lowest incomes will pay less if they qualify for Council Tax support. • Socio-economic impacts are covered by the Equality Act but the relevant section has never been given statutory force through secondary legislation and guidance referred to in the Act has not been published. • As such the Council does not require mitigation of these impacts within EIAs. Nevertheless we do through our careful consideration and scrutiny of budget setting proposals seek to minimise the impact on essential services for the most vulnerable. <p>Duty to promote good relations</p> <ul style="list-style-type: none"> • We fully recognise our statutory Public Sector Equality Duty and the forthcoming Welcoming City Scrutiny Review may identify new opportunities to promote good relations. <p>Assessment of Future Impact</p> <ul style="list-style-type: none"> • It is important to note that a detailed assessment can only be undertaken on specific savings proposals when business cases are available. Further consideration will be given to reflect the impact of high level budget proposals with the EIA.
2.	<p>Home Building</p> <p>The Committee recommends that the Executive should set out an ambitious, significant and</p>	<p>There remains a significant focus on providing more homes, building on the achievements of successive Plan for Homes programmes.</p>

	<p>sustainable home building programme to ensure that the City's housing stock keeps pace with its social economic and environmental ambitions.</p>	<p>The Cabinet would welcome the outcome of any specific, detailed work on this issue that scrutiny may wish to undertake to ensure the Council's ambitions are achievable within the context of a challenged construction industry.</p>
3.	<p>Working Balances</p> <p>The consequences of not keeping a minimum prudent level of balances can be serious and in the event of a major problem or a series of events, the council would run a serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way. The External Audit report provided to the Audit and Governance Committee highlights that the current level of reserves is insufficient.</p> <p>The Committee recommends that –</p> <ul style="list-style-type: none"> the Section 151 Officer should undertake a review of the level of the working balance. As part of this review the 151 should consider best practice as advised by Chartered Institute of Public Finance and Accountancy, Local Government Association (LGA) and reviewed against our CIPFA comparator group. <p>The output of the review should be included in the draft budget when presented to council and the productions of a robust and transparent plan to cover the future contributions working balances as set out in the MTFS.</p>	<p>The 2023/24 budget is based on the principles and objectives of the Medium Term Financial Strategy (MTFS), as agreed by Council.</p> <p>The MTFS sets out a financial objective (10) to retain a general fund revenue balance of at least 5% of net expenditure.</p> <p>The Section 151 Officer will undertake a review of the level of working balances as part of the MTFS review and will submit for consideration to Council in September.</p> <p>In addition, the Working Balance will be reflected within the statement on reserves which will form part of the Section 151 Officer's budget robustness statement included in the final budget proposals on 27 February 2023.</p>
4.	<p>Medium Term Financial Plan</p> <p>The Committee recommends</p> <ul style="list-style-type: none"> that a three year Medium Term Financial Plan is prepared and considered at full council in September. This reflects similar recommendations made through the LGA corporate peer challenge and external auditors report. The committee expects the effect of this recommendation to reduce reliance of one offs in the annual budget setting process. Recommendations from external auditors are endorsed by the budget select committee. The Committee recommends that the Chair of the Audit and Governance Committee addresses these 	<p>The Section 151 Officer will undertake a review of the MTFS and will submit for consideration to Council in September 2023.</p> <p>A detailed response to the recommendation of external auditors will be provided to the Audit and Governance Committee, the outcome of that discussion will form part of the Chair's report to a future Cabinet meeting.</p>

	recommendations in their next report to Cabinet.	
5.	<p>Climate Emergency Assessment</p> <p>The Committee believes that climate impact should be adequately reflected in the budget papers or those supporting decision making. The committee were made aware that decision making processes would include an assessment of climate impact and a tool had been developed for implementation.</p> <p>The Committee recommended that –</p> <ul style="list-style-type: none"> • An assessment of climate impact is included in the budget report presented to Council; • That the tool for assessing climate impact of decision making is implemented with urgency and appropriate resource is identified to quality assure such assessments. 	<p>An assessment of climate impact will be provided in the budget report for Council, this will be against proposals which are enabled by way of Council approval of the budget.</p> <p>The assessment tool for climate impact is being developed. Given the complexities and resource requirements involved in developing and supporting such a tool, further time is required to finalise the processes. Once completed climate impact assessments will be included at business case development stage.</p>
6.	<p>Fleet Decarbonisation Programme</p> <p>The Committee recommends that the Executive set this as a high priority for the Council and explores further opportunities for decarbonisation of the fleet through the Capital Programme.</p>	<p>As described at the scrutiny sessions, there has been a significant and sustained focus on decarbonising the all vehicles within the Council's fleet.</p> <p>However there are limitations and the decarbonisation of larger vehicles, such as Heavy Goods Vehicles, which are cost prohibitive in the context of the budgetary challenges being experienced by the authority.</p> <p>The Cabinet would welcome the outcome of any specific, detailed work on this issue that scrutiny may wish to undertake.</p>
7.	<p>School Transport</p> <p>The Committee recommends that the Executive review options for school transport, in particular how young people may be supported to travel independently where appropriate.</p>	<p>An Independent Review is underway.</p>
8.	<p>Children's Services Budget</p> <p>The committee is not assured that the proposed budget for 23/24 is sufficient. As such Committee recommend that the draft budget is developed to include further information so as to assure Councillors of the robustness of the Children's Services Budget as will be proposed to Council. This should take in to account all relevant future impacts e.g. impact of cost of living crisis / output</p>	<p>The budget for Children's Services has four key areas of planned reduction. These are relating to</p> <ol style="list-style-type: none"> 1. Savings achieved from remodelling Children's Centres into Family Hubs. 2. £673K based on a reduction of externally commissioned assessments realised through the creation of an internal team and a reduction of vacant posts within the Targeted Support Service.

	<p>of OFSTED inspection and the success of the drive to increase the number of in house fostering provision.</p>	<ol style="list-style-type: none"> 3. a reduction of £1.627m in the current placement budget. This will be realised through a reduction of the use of unregistered places and the use of residential care for children and young people in care. 4. to reduce the number of entrants into care and therefore realise a £2.27m reduction in the planned growth for the placements budget. <p>We are now working closely to review all high cost packages and our Edge of Care service to prevent care admissions where it is possible and safe to do so.</p> <p>The pressure on the placements budget has derived from the use of unregistered placements and placement breakdowns leading to higher cost packages.</p> <p>Our placement stability this year has increased with only 8.6% of our children in care having 3 or more placement moves compared to 12% three years ago. This will continue to be an area of development and will review all placement breakdowns so that we can understand how best to support earlier and prevent such breakdown</p> <p>With regards to the Education Budget we have right sized the SEND Transport budget and Short Breaks budget which has seen a £1.3m overspend over the last year. This money has been allocated to Children's Social Care as these are established pressures for statutory services. This should also support the realisation of the proposed budget for Children.</p> <p>It remains the case that this is a statutory service and the Local Authority is legally responsible for meeting statutory need and if children need to be supported we have a legal duty to do so.</p> <p>The Council conducted a thorough review of its cost base in July 2022 using CIPFA comparator data. This demonstrated that the Children's Services budget for Plymouth is within the low/median area of spend; with the majority of services being in the low spend area.</p> <p>As part of the final Budget proposal to Council, which closes the gap to a balanced position, a £1m allocation has been set-aside for social care. This provides a contingency sum to be drawn down if required.</p>
9.	<p>Work Experience</p> <p>The Committee recommends that Council significantly increases the availability of work experience and apprenticeships placements for Care Experienced young people to help them into</p>	<p>As part of our commitment to promoting equality we offer guaranteed interviews to those if they meet the essential criteria and are considered disabled, or have been in Plymouth City Council care.</p>

	employment and review the Social Value Policy to reflect this.	<p>Through our work on the Care Leavers Covenant we remain committed to our aim to make Plymouth the best place for care experienced children and young people to live, to grow up and be supported for when they are ready to leave care.</p> <p>As a council we are offering a number of work experience placements to students in years 10 and 12 who meet at least one of the following criteria:</p> <ul style="list-style-type: none"> • Live in Plymouth • Attend a Plymouth School • Looked after young person/Care leaver <p>There will be an opening and closing event each week, which will induct the cohort of students to their week at the Council, as well as celebrating their achievement of successfully completing the scheme.</p> <p>Details are available in the “Jobs” section of the Council’s website. https://www.plymouth.gov.uk/work-experience</p>
10	<p>Alliance Contract / Local Care Partnership</p> <p>The Committee recommends to the Local Care Partnership that the principles which have driven the alliance contact are embedded within the development of the Local Care Partnership.</p>	The Local Care Partnership and integrated commissioning arrangements for Plymouth will ensure that the principles and learning from Alliance commissioning arrangements are considered as part of future service redesign and procurement of health and care services.
11	<p>NHS Capital Funding</p> <p>The Committee recommends to the Health and Wellbeing Board that it should use all of the levers available to it to ensure adequate capital and revenue resources are directed to Plymouth. The Health and Wellbeing Board is asked, as a first step, to require NHS Devon (ICB) to provide the ICB joint capital resource plan at the next meeting of the Health and Wellbeing Board to ensure planned capital resource is being aligned against local priorities.</p>	The recommendation to the Chair of the Health and Wellbeing Board is noted and will be included for consideration at a future meeting of the Board.
12	<p>Elections</p> <p>The Committee recommends that adequate resources for the delivery of new burdens in relation to the election process (e.g. Identification Requirements) are clearly identified within the draft budget.</p>	The Section 151 Officer will ensure the resources are identified in the draft budget report.

13	<p>Take up of free school meals</p> <p>The Committee recommends a communications campaign is implemented to increase uptake awareness of free school meals.</p>	<p>Relevant officers will make arrangements for further communications in support of the annual communication campaign to improve uptake.</p>
14	<p>Corporate Property</p> <p>The Committee discussed corporate property and the potential of alternative use of the estate, and recommends a review of the corporate estate to meet the Council's corporate objectives, and specifically -</p> <ul style="list-style-type: none"> Identify if there are any potential buildings capable of being developed to provide residential care homes for young people in the care of the local authority. <p>And</p> <ul style="list-style-type: none"> Where buildings are found to be surplus to the requirements of the Authority, ensure that overage agreements are agreed, where appropriate, with buyers / developers. 	<p>Residential Care Homes</p> <ul style="list-style-type: none"> This process is underway. <p>Overage Agreements</p> <ul style="list-style-type: none"> This recommendation accords with the current position. Restrictive covenants are used to limit future uses to accord with value received on disposal or overage provisions are included for future change of use to a higher value in order to protect the Council's position.
15	<p>Balancing</p> <p>The committee expresses its concerns that savings within the draft budget are still subject to public consultation and may not be delivered.</p>	<p>Noted.</p>
16	<p>Councillor Community Grant Scheme</p> <p>The committee recommend that the community grant fund to remain at its current level.</p>	<p>When the Council set its budget for 2022-3 in February last year, an amendment was agreed that set up a Community Improvement Fund, allowing a capital allocation of £50k for each three Councillor Ward, and £33k for each two Councillor Ward, adding up to a total of £950k across the city for Councillors to invest in their communities on a discretionary basis.</p> <p>It is clear from feedback from Councillors that the ability to make "revenue" contributions to community projects is highly valued. As a result of this feedback the draft budget will include a fund of £3,000 per Councillor for the coming year. While this is a reduction on previous</p>

		years, it is substantially more than the original proposal of £1,250 per Councillor and has been made possible by a small windfall from the Government
17	Residential Disabled Parking Bays The committee recommend that the relevant Cabinet member reviews the fees and charges for residential disabled parking bay.	The relevant portfolio holder will review the fees and charges with officers.
18	Footpath Maintenance The Committee recommend that the relevant Cabinet Member review the level of funding within the budget for footpath maintenance and resurfacing	The relevant portfolio holder will review the level of funding with officers.
19	Ring-fence Council Tax on empty homes or homelessness Additional empty homes premium is ring-fenced to deliver ambitions to bring empty homes back into use.	<p>The premium from empty homes is included within the core resources of the council, forming part of the Business Rates calculation.</p> <p>As stated previously in relation to home building, the Cabinet would welcome the outcome of any specific, detailed work on this issue that scrutiny may wish to undertake to include bringing empty homes back into use.</p>

Cabinet



Date of meeting: 09 February 2023
Title of Report: **Budget 2023/24 - Proposed**
Lead Member: Councillor Richard Bingley (Leader)
Lead Strategic Director: David Northey (Interim Service Director for Finance)
Author: David.Northey@plymouth.gov.uk

Contact Email: Stephen.Coker@plymouth.gov.uk
Your Reference: Fin/Bud/2023/24
Key Decision: Yes
Confidentiality: Part I - Official

Purpose of Report

Cabinet considered the Draft Budget for 2023/24 at its meeting on 17 January 2023 and the Budget Scrutiny Select Committee considered the budget proposals over three days from 24 to 26 January 2023. The report identified a residual budget shortfall of £0.617m. Since the last meeting, further work has been undertaken to enable this shortfall to be reduced to zero, resulting in a balanced budget proposal.

Under the Council's Constitution, Cabinet is required to recommend the Budget to Full Council, which will meet on 27 February 2023.

This report:

- provide an update on progress on the final development of a proposed balanced 2023/24 budget
- Sets out revenue budget planning assumptions in respect of funding, proposed and previously approved savings plans plus resource requirements for 2023/24 (see Section 1);
- Sets out capital budget planning assumptions for 2022/23 (see Section 2)
- Summarises cost pressures;
- Sets out the Capital Financing Strategy and the Treasury Management Strategy for 2022/23 (see Section 4)

Recommendations and Reasons

Subject to any final technical adjustments by the Section 151 Officer in consultation with the Leader, Cabinet recommends to Full Council:

1. The Revenue Budget 2023/24 of £217.440m
2. The endorsement of the use of capital receipts totalling £2.018m in line with the Flexible Use of Capital Receipts Policy as set out in 2.16 of the report.
3. The Capital Budget 2023/24 of £591.540m
4. The Treasury Management Strategy 2023/24 which includes a proposed an adjustment to the Minimum Revenue Provision (MRP) within 2023/24 revenue budget, as an amendment to the MRP Statement 2023/24 to release previous overpayment totalling £1m.

5. The Capital Financing Strategy 2023/24

Reason: setting a balanced budget is a statutory requirement. The obligation to make a lawful budget each year is shared equally by each individual Member, discharged through Council. Options for achieving a balanced budget have been considered in the preparation of the proposed budget set out in this report.

Alternative options considered and rejected

Setting a balanced budget is a statutory requirement. Options for achieving this have been considered in the preparation of the proposed Budget set out in this report. A final report will be presented to Full Council 27 February. An alternative option to freeze or not implement the maximum Council Tax increase or to not implement all or any of the Adult Social Care precept would leave a large budget gap to be closed. Options for closing would then require a drawdown of limited reserves, or further savings on top of the already unprecedented one-year savings of £23m, leading to other issues such as cuts to services.

Relevance to the Corporate Plan and/or the Plymouth Plan

The development and approval of the annual budget and the Medium Term Financial Plan (MTFP) 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:

The resource implications are set out in the body of the report. The Government have assumed we will maximise both the Council Tax increase and the Adult Social Care precept when referencing the Council's Core Spending Power.

Financial Risks

The Council is a complex service organisation with a gross revenue expenditure budget exceeding £500m, and faces significant financial risks given the continuing uncertainty about resourcing from central government, the wider economic environment and the Council's comparatively low levels of financial reserves. Each savings proposal carries its own risks, the mitigation for which will be explored as they are developed.

The Council is under a legal obligation to set a balanced budget for each municipal year, and the Council's Section 151 Officer is required to produce a statement as part of the budget documentation giving their view as to the robustness of the proposed budget.

Carbon Footprint (Environmental) Implications:

The proposed Budget includes provision for a Climate Fund in the Capital Programme and the revenue budget takes account of the key implications and issues set out within the Corporate Carbon Reduction Plan 2022 and the Climate Emergency Action Plan 2022.

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 reducing revenue resources across the public sector has been identified as a key risk within our Strategic Risk register. As proposals are developed, officers will produce where relevant a risk register relating to the above areas specific to each proposal in order to inform decision making. The register will include mitigations of identified risks where necessary, and this will be reported as part of the decision-making process. The ability to deliver spending plans whilst supporting the Council's Child Poverty Action Plan and Health and Safety has been prioritised.

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
1	Movement from January 2023 Budget Update							
2	Additional Cost pressures and adjustments 2023/24							
3	Savings Proposals 2023/24 approved by Cabinet							
4	Indicative 2023/24 Directorate Budget							
5	Capital Programme							
6	Capital Programme future projects funding							

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
Draft Budget Report 2023-24 – Cabinet 10.11.22 and appendices							

Sign off:

Fin	p122.23.268	Leg	EJ/1098/8.2.23(3)	Mon Off	Click here to enter text.	HR	Click here to enter text.	Assets	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: David Northey											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 07/02/2023											
Cabinet Member approval: <i>approved via email</i>											
Date approved: 07/02/2023											

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REVENUE BUDGET 2023/24

Cabinet – 9 February 2023



I. Introduction

- I.1 This report sets out a balanced position on the Council's budget for 2023/24.
- I.2 The Council continues to manage a challenging financial environment where service demands continue to increase, the longer-term legacy impact of COVID-19 continues and where uncertain and unpredictable funding and cost levels remain.
- I.3 Together with all authorities the Council is in a serious and unprecedented position due to additional national and international factors largely beyond its control, including rapidly rising energy costs, broader inflation related cost increases and demand pressures and costs in both adults' and children's social care.
- I.4 The Council's administration remains ambitious in its vision and objectives for the city and is committed in particular to ensuring that services to children, vulnerable adults and the provision of high value jobs continue to be key priorities.
- I.5 This budget is not just about savings and budget reductions. It sets out a recovery programme to address the pressures we are facing and focuses on modernising and investing, generating income, reviewing the efficiency and effectiveness of everything we do and making difficult decisions to change, pause or stop services or activities, whilst also protecting the statutory services that we provide.
- I.6 The Council delivers more than 300 services – as diverse as bin collections, protecting vulnerable children, providing libraries, making planning decisions, attracting investment and jobs in the city, providing leisure facilities, providing parking, maintaining roads and pavements and looking after Plymouth's parks and green spaces. Every part of the Council has been involved in the response to the budget situation and many employees and services will need to work in new ways. A significant amount of work continues to support the city's economy, which has been severely affected by the recent pandemic and cost of living crisis: high value jobs remain a priority. It should be noted that options are limited by the fact that the Council needs to deliver a large number of services as a statutory requirement and has limited scope to influence how these services are delivered. Examples of this include supporting vulnerable children and adults in the city.
- I.7 Setting the budget does not mean the work is over as financial pressures will continue to provide a challenge and we will need to deliver our savings plans that are being proposed.
- I.8 Despite these challenges, the City Council is ambitious for Plymouth and its residents and is keen to pursue its vision of making Plymouth a great place to live, work and visit. In doing so, listening to the views of city residents is a key part of the budget setting process and decision making.

2. Final Local Government Finance Settlement

- 2.1 On 19 December 2022, the Secretary of State for the Department for Levelling Up, Housing and Communities (DLUHC), Rt. Hon. Michael Gove MP, released a written statement to Parliament on the provisional local government finance settlement 2023/24.
- 2.2 The Settlement held few surprises as the main areas had been trailed in both the Autumn Statement and a subsequent DLUHC briefing note. The Settlement is still provisional but no major amendments are anticipated. It is recommended to Cabinet that any final adjustments are delegated to the Section 151 Officer working with the Deputy Leader.
- 2.3 The impact of the Provisional Settlement on the available resources combine to yield a net additional £10.087m compared to the resource assumptions in the 10 November 2022 Draft Budget Report. Details are set out in the report.
- 2.4 On confirmation of the final Settlement, the only change was an additional allocation of £93,000 to the Services Grant for 2023/24, giving a final value of £2.359m.

3. Budget Engagement

- 3.1. A public engagement to support the 2023/24 budget setting process took place between Friday 11 November and Sunday 04 December 2022. A questionnaire was developed which asked respondents to give their views on a range of budget savings / income proposals being put forward by the Administration to help inform the Council's budget setting for the 2023/24 fiscal year.
- 3.2. The questionnaire was available online through Plymouth City Council's consultation portal and available in other formats upon request. A communications plan was developed which set out the required materials, branding and opportunities for advertising and promoting the engagement and the engagement exercise was promoted in the local media and through the Council's own channels; social media, Plymouth Newsroom, resident e-newsletter and direct messaging to stakeholders.
- 3.3. A budget engagement event on the 07 December 2022 with Plymouth's Youth Parliament explored the current situation and the savings and income options proposed. Young people were offered the opportunity to put forward suggestions for alternative savings and potential income generation and a wide range of topics were discussed, from the electrification of fleet vehicles to bringing back commissioned services into Council control. Some of the group had already responded to the online budget engagement.
- 3.4. A meeting was held on 21 December 2022 with several of the City's key business group representatives. Groups and organisations represented include:
 - Devon and Plymouth Chamber
 - Destination Plymouth
 - Plymouth Growth Board
 - Plymouth Business Improvement Districts (BIDs)
 - Plymouth Federation of Small Businesses (FSB)

- Plymouth Social Enterprise Network

- 3.5 The budget issues were outlined and, with recognition of these, representatives shared their thinking on the way forward regarding economic development in the city. This was well received, and the Chair of the FSB wrote to Plymouth City Council in response to this session to recognise the achievements of the Economic Development Team to date, despite some of the challenges currently being faced.

SECTION ONE: Revenue Budget

Council Tax

- 4.1. The Council Tax base for 2023/24 has been calculated at 74,891 properties, an increase of 1,061 on 2022/23. The Council Tax Base report was approved at Full Council 30th January 2023.
- 4.2. The rise in the tax base for 2023/24 primarily reflects the increase in the number of properties within the City. The assumed collection rate continues at 97.5%; this is realistic and prudent due to the current economic climate.
- 4.3. The Provisional Settlement set the Council Tax referendum limit at 2.99% (i.e., this is the highest level of increase permissible without a referendum) and an adult social care precept (ASC) of 2.00%. For Plymouth, every quarter percent (0.25%) increase in the Council Tax would yield an additional £0.312m.
- 4.4. As part of developing the 2023/24 budget, Cabinet have agreed to recommend to Council the adoption of a 2.99% increase for Council Tax and a 2.00% level of ASC precept in order to present a balanced budget. These increases if approved would provide an additional £3.740m in council tax and £2.500m adult social care precept; a total of £6.240m. The Government have assumed we will maximise this when referencing Council's Core Spending Power
- 4.5. The final decision on these matters will be taken at Full Council on 27 February 2023.

Business Rates

- 4.6 The CSR22 stated the multiplier for the calculation of Business Rates would be set at 0%, but with a Section 31 Grant to compensate for the resultant impact. As a result, the business rates grant income will increase by £4.347m in 2023/24.
- 4.7 The final calculation of resources from Business Rates is determined by the completion of the Government return NNDR1 (National Non Domestic Rates). The timing of this report sits outside of the budget setting timetable, and the final outcome has now been confirmed with our external advisors. This year was particularly difficult to predict due to the uncertainty of inflation on the multiplier, the impact of the three-year business rates revaluation exercise and the first year without the complexities of Covid grant payments to business rate payers. As a result, the business rates resources have increased by a further £4.777m.
- 4.8 Taken together with £0.999m of growth in the base, this equates to a total increase of £10.123m from the current £65.130m to a revised £75.253m.

Revenue Support Grant (RSG)

- 4.9 The Provisional Settlement announced a RSG of £11.562m. The increase includes rolled in grants totalling £0.497m. Excluding this the increase represents a CPI increase of 10.1% (£1.020m).

New Homes Bonus (NHB)

- 4.10 The allocation for New Homes Bonus payment in 2023/24 is £0.022m. This is £0.822m less than the forecast figure included in the budget report to Cabinet in November 2022. It reflects the Government changes which is now simply a one-year retrospective payment and is also due to the number of new homes being less than previously forecast. It should be noted this allocation settlement is for one year only and there is still no indication of what the replacement will be.

2022/23 Services Grant and Social Care Grant

- 4.11 The Government has extended the grant to 2023/24 and Plymouth's allocation is £2.359m, a reduction of £1.662m. This reduction is due to the cancellation of the increase in National Insurance Contributions; to move funding to the Supporting Families programme and top-sliced to support the RSG growth.
- 4.12 The Council also receives a Social Care Grant. The additional payment is £8.199m in 2023/24 but includes rolled in grants worth £0.582m so the net increase is £7.617m.
- 4.13 Plymouth City Council has been allocated a net £2.140m from the Government's Adult Social Care Market Sustainability and Improvement Fund. The Market Sustainability and Fair Cost of Care Fund created in 2022/23 has been rolled into this new grant. This is a ring-fenced grant intended for local authorities to make tangible improvements to adult social care, and, in particular, to address discharge delays; social care waiting times; low fee rates; workforce pressures; and to promote technological innovation in the sector.
- 4.14 There is a new Adult Social Care Discharge Fund with a 2023/24 £0.734m grant allocation for Plymouth, to form part of Better Care Fund plans, and is aimed at reducing delayed transfers of care.

Lower Tier Services Grant

- 4.15 The Government has announced the discontinuation of this grant (worth £0.416m in 2022/23).

Public Health Grant

- 4.16 The Public Health grant is another key source of income and is used to improve the health of the population, and in particular to tackle large differences in health outcomes that we see between local areas. At the time of writing this report the 2023/24 grant has yet to be advised. The grant for 2022/23 is £15.940m and was announced in early Feb 2022.

Resources (Funding)

- 4.17 The total core resources available, incorporating the Settlement, and with and without a Council Tax increase and an Adult Social Care precept, are set out in the table below.

Resources (Funding)	2023/24 No Council Tax increase and no ASC Precept £m	2023/24 with 2.99% increase in Council Tax / 2% Precept £m
Council Tax	(124.385)	(130.625)
Business Rates	(75.253)	(75.253)
Revenue Support Grant	(11.562)	(11.562)
Total Resources	(211.200)	(217.440)
Resources Required	217.440	217.440
Budget Balance	6.240	0.000

- 4.18 If Council do not approve the proposed maximum increase to the council tax and precept, a drawdown of £6.240m from un-earmarked reserves will be required. This will leave the already low reserves in a weakened position and result in the income being lost in 2023/24 and all future years.

Additional Costs

- 4.19 The additional budget costs for 2023/24 are set out in Appendix 2 and include cost and volume increases for Adults' and Children's Services; net cost and volume increased allocation for Homelessness; and cover the Council's commitment to the National Living Wage for our adult social care providers, and ensuring they receive the necessary funding. The National Living Wage additional costs reflect the increase from the current £9.50 to the revised £10.42 from April 2023.
- 4.20 Under the heading of Right Sizing the Budget there is an allocation of £2.267m for costs to be consolidated into the 2023/24 budget base costs. This sum includes an allocation of £0.247m for the Electoral Services department to ensure they have the necessary resources to reflect the legislative changes being implemented in the election process.
- 4.21 As part of the final adjustments to close the budget gap of £0.617m, a series of amendments have been made to the proposed additional cost allocations. This includes the additional £93,000 allocation of Services Grant, as described above.
- 4.22 The baseline budget includes an annual £0.100m allocation to the South Yard project reserve. Given recent developments and spend profiles, this allocation will be removed from the base budget, commencing 2023/24.
- 4.23 The budget proposed to Cabinet in November 2022 included, under corporate costs, an additional energy allocation of £4.765m. This was based on the estimates for the 2022/23 financial

year and projected for the full-year effect in 2023/24. Subsequent to this, we are in receipt of more accounting assumptions, allowing a reduction in the allocation of £0.210m.

- 4.24 In addition, it is the correct course of action to charge the additional energy costs associated with the Bereavement Service against the income generated, rather than the charge being covered in the overall council budget. This results in a reduction of £0.300m.
- 4.25 Given the associated risks within the social care budget allocations, an additional sum of £1.000m has been added within the corporate budget, to be held as a contingency against possible future demand pressures.
- 4.26 The result of the triannual pensions valuation undertaken for the Local Government Pension Scheme (LGPS), means the Primary Contribution Rate will increase from the current 16.6% to a revised 19%, with effect from April 2024. This adds an annual additional £1.500m to the pension costs.
- 4.27 The net result of these changes is an increase in the additional cost allocations totalling £1.797m.

Savings Plans

- 4.28 Savings plans totalling £26.166m were presented in detail at Cabinet on 10 November 2022. This comprised directorate savings of £21.413m and corporate, or council wide savings of a further £4.753m. This corporate figure included a fees and charges estimate of £0.760m which was adjusted downwards by £0.367m following detailed analysis. This resulted in an overall revised savings total of £25.799m.
- 4.29 As part of the work to close the budget gap, adjustments have been made to the savings resulting in a net reduction of £2.363m to a revised total of £23.436.
- 4.30 The previous budget proposals included an item described as one off savings, totalling £2.493m. Given the financial position in 2022/23 these savings have been brought forward and used in the current financial year.
- 4.31 There is a proposal to reverse a previous year's top-up of the Minimum Revenue Provision (MRP) in the sum of £1.000m. This sees a re-balancing of the MRP reserve.
- 4.32 The original savings proposals included a reduction in Community Grants of £0.213m. Following further discussion, it is proposed to reduce this saving by £0.120m to a revised £0.093m.
- 4.33 The original savings proposed, under a reduction in corporate budgets, to delete the staff exit costs budget of £1.500m. This has been refined by fifty percent to a saving of £0.750m to support savings plans in 2023/24 where departments are undertaking a restructure.
- 4.34 The final proposals for each Directorate (including those not requiring further decisions) are shown in Appendix 3.

Closing the Budget Gap

- 4.35 A budget gap of £11.394m was presented to Cabinet on 10 November 2022. As a result of the provisional finance settlement and other updates to the budget and the proposed council tax and precept increase, the gap presented to Cabinet 17 January 2023 had been revised to £0.617m.
- 4.36 This report sets out a final balanced budget to be recommended to Full Council at the end of February 2023.
- 4.37 The impact of these final amendments are set out in the table below, and full details of the movement from the January budget update report are set out in Appendix I.

Area	2023/24 Draft Budget Cabinet Jan 2023 £m	2023/24 Final Revisions £m	2023/24 Proposed Budget £m
Additional Resources	(14.913)	(4.777)	(19.690)
Right Sizing the Budget	16.180	0.000	16.180
Additional Costs – Corporate	9.110	2.097	11.207
Additional Costs - Directorates	16.039	(0.300)	15.739
Savings – Corporate	(3.993)	2.243	(1.750)
Savings - Directorate	(21.806)	0.120	(21.686)
Budget Gap	0.617	(0.617)	0.000

5. Conclusion

- 5.1. This report sets out a balanced budget after the application of a council tax and precept increase which is proposed to be approved at Full Council on 27 February 2023.
- 5.2. To get to this position, Cabinet Members and Officers have incorporated the impact of the Final Settlement.
- 5.3. Cabinet are therefore being asked to recommend to Council to approve a budget position that will require it to adopt:
- A Council Tax increase of two point nine nine percent (2.99%)
 - An Adult Social Care Precept increase of two percent (2.00%)

6. Medium Term Financial Plan (MTFP)

- 6.1 As part of developing the 2023/24 budget future years have been considered and modelled in the following table.
- 6.2 For purposes of modelling only, for 2024/25 Council Tax has been shown at the current referendum threshold limits. Attention is drawn to the ongoing forecast shortfalls in resources and the Council is already considering means of achieving balance in those years.

General Fund Budget	2023/24 £m	2024/25 £m
---------------------	---------------	---------------

Resources	(217.440)	(221.544)
2022/23 Base Budget Costs	197.750	
2023/24 Base Budget Costs		217.440
Additional Costs	43.126	12.562
Savings	(23.436)	
Shortfall	0.000	8.458

- 6.3 Moving forward the MTFP will be closely monitored to take account of proposals emerging from Government policy and Council initiatives as they become available to mitigate the shortfall. The full impact of the 2023/24 additional costs and savings, plus estimates of grant funding need full analysis.

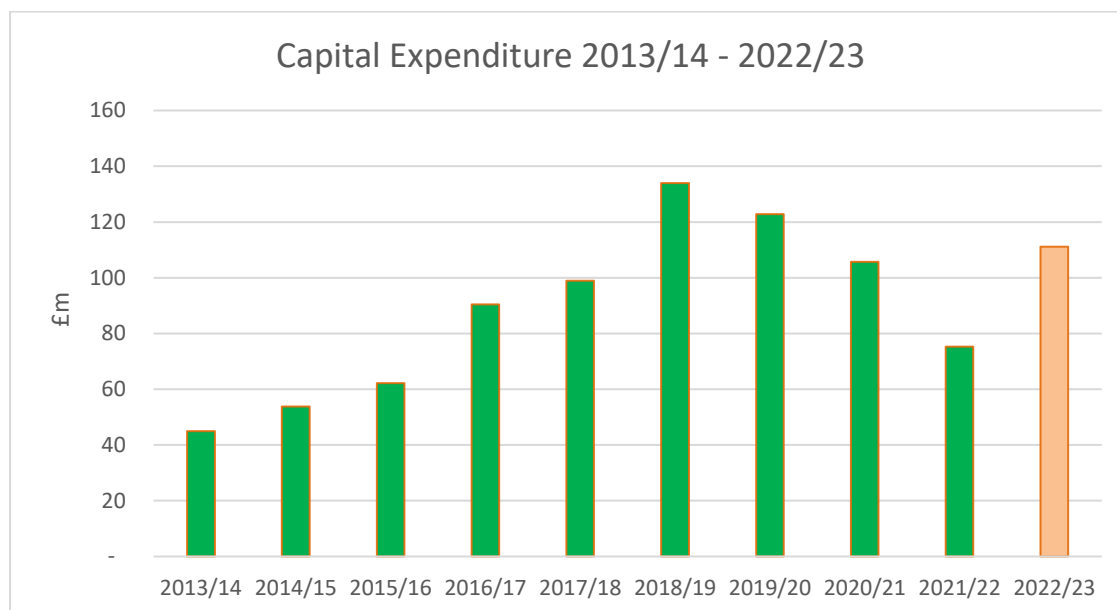
7. Equality & Diversity

- 7.1 Plymouth City Council is committed to equality and diversity and to ensuring that the decisions we take promote equality. To help inform the development of the Council's budget and to ensure that we give 'due regard' to equality during this process, we are considering the equality implications of our budget decisions. A completed equality impact assessment will be presented with the final budget paper.
- 7.2 Alongside the overarching budget EIA (Equality Impact Assessment), separate assessments will be completed on individual decisions as they go through the decision-making cycle.

Section 2: Capital Budget

- 2.1. The Plymouth Plan is the principal driver for the capital programme. Primarily through its planning vehicle, the Plymouth and South West Devon Joint Local Plan, there are proposals to build new homes across the area, create new jobs, and to continue a major investment programme in modernising infrastructure including transport, schools and green spaces.
- 2.2. This investment is assisting Plymouth in becoming the key economic driver for the far South West; it will ensure that communities and businesses have the facilities they need to continue to thrive and prosper. The investment supports growth within the local economy, and is generating additional business rates, Council Tax, and Community Infrastructure Levy (CIL).
- 2.3. The Council continues to take a strategic approach to the Capital Programme, having established 10 outcomes aligned to the Plymouth Plan and the Plymouth and South West Devon Joint Local Plan; together with the investment and business planning programmes of other organisations to maximise delivery in the city and surrounding areas.
- 2.4. The Council must ensure sufficient funding is available to meet the requirements of the agreed projects within its Treasury Management Strategy, which is reviewed annually and updated to reflect projects as they are reviewed and developed for delivery. The Treasury Management Strategy is set out later in this report.
- 2.5. As a result of the increasing Bank of England interest rate there is a higher cost of borrowing externally through Public Loans Work Board and other short term borrowing arrangements which will require ongoing monitoring and capital programme review to ensure affordability of the programme is maintained.
- 2.6. The impact of current inflationary pressures on costs already assumed in the capital programme and on future schemes is likely to be material and to have a significant impact on what can be delivered within the existing funding boundary. Furthermore, the Council faces the risks of supply chain issues, insufficient supply of materials, increasing labour costs and skills shortage. However a range of mitigations and responses to manage this inflationary risks are available to the Council, dependant on the detail and stage of scheme delivery. Sourcing external funding and containing cost pressures through re-engineering the project within existing sources of finance remains a priority given that there is limited scope to borrow to fund these pressures
- 2.7. The Capital Programme consists of the approved capital projects the Council intends to deliver over a five-year period. During recent years, the programme has grown substantially, however throughout 2020/21 and 2021/22 due to the COVID-19 pandemic some projects have been delayed or slowed. Current forecast expenditure for 2022/23 is £111m at quarter 3 reflecting higher forecast spend by project officers, than the previous two years.

Capital Expenditure 2013/14 - 2022/23



2.8. The capital programme includes the following major projects:

- Transforming Cities Fund - £39.781m
- Woolwell to the George - £33.763m
- Bereavement Instructure - £23.175m
- Highway maintenance, drainage and essential engineering - £19.953m
- Derriford District Centre - £17.756m
- Brunel Plaza redevelopment of the Train Station - £16.730m
- Forder Valley Link Road/Interchange - £15.537m
- Future High Streets Fund - £14.424m
- Armada Way improvement £12.592m
- Plymouth & South Devon Community Forest - £8.649m

2.9. The table below shows the breakdown of the current five-year Capital Programme forecast across the Directorates. A full breakdown of the Capital Programme is available in Appendix I.

Five-Year Capital Programme by Directorate

Directorate	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
People & Children’s Services	8.604	8.390	3.668	0.132	0	20.794
Place - Economic Development	12.814	85.201	11.957	5.367	2.888	118.227
Place - Strategic Planning & Infrastructure	54.620	77.269	20.168	2.560	0	154.617
Place - Street Services	17.835	11.353	2.700	0	0	31.888
Customer & Corporate Services	6.979	7.672	0.605	0	0	15.256
Director for Public Health	9.823	10.682	2.670	0	0	23.175
Total	110.675	200.567	41.768	8.059	2.888	363.957

Financed by:						
Capital Receipts	2.951	7.484	0.530	0.831	0.046	11.842
Grant Funding	47.074	65.808	3.742	1.803	-	118.427
Corporate Funded borrowing	27.760	42.109	22.665	5.254	0.243	98.031
Service dept. supported borrowing	22.290	81.457	8.607	0.071	2.599	115.023
Developer contributions	9.086	3.596	6.091	0.058	-	18.830
Other Contributions	1.514	0.113	0.133	0.043	-	1.804
Total Financing	110.675	200.567	41.768	8.059	2.888	363.957

2.10. The breakdown of the five-year Programme by outcome is shown below.

Five-Year Capital Programme by Outcome

Primary Outcome of Projects	£m
Delivering a Net Zero Plymouth	63.917
Delivering a sustainable City Centre and Waterfront	40.474
Delivering a sustainable Derriford / Northern Corridor	59.286
Delivering a sustainable Eastern Corridor	1.584
Delivering sustainable homes for the City	30.705
Delivering essential City infrastructure / Improving neighbourhoods	26.842
Ensuring sufficient good quality school places	0.997
Delivering a sustainable economy	76.055
Connecting the City	18.359
Commercialisation of services (including property)	45.738
Total	363.957

2.11. The table below includes both existing programming and programming where funding may become available looking forward the forecast five year capital programme, 2022/23-2026/27, is £591.504m as at 31 December 2022. The Capital Budget has been adjusted to take into account new approvals and changes to the capital programme and adjustments to the future funding assumptions.

Description	£m
Approved Capital Programme 2022/23-2026/27	363.957
Future Funding Assumptions (Capital Pipeline)*	227.547
Total Revised Capital Budget for Approval (2022/23-2026/27)	591.504

* Estimate of funding required to finance future capital projects

2.12. The Council will endeavour to ensure a significant proportion of the funding for the Programme comes from external sources – grants from other organisations and Government departments and agencies 32%. Capital receipts make up about 4% of the programme with S106 contributions and CIL constituting about 5%. Every effort is being made to secure funding from grant programmes and other external sources.

New Capital Approvals

- 2.13. Provision has been made within the 2023/24 proposed revenue budget for £0.471m to fund priority pipeline projects which will be added to the Plan once a full business case has been completed and all legal and financial implications considered. At that stage, a decision will be taken by the Executive which will be reflected in the quarterly report to Council. The required corporate borrowing has been funded within the revenue budget proposals for 2023/24.

Funding of the Capital Programme

- 2.14. The current estimate of future capital funding for the five years 2022/23-2026/27 is £228m. A full breakdown of the future funding assumptions is available in Appendix 6. This figure changes from time to time and comprises both ring-fenced and un-ringfenced grants, SI06 resources and other external contributions. The revenue implications of the current programme and the agreed priorities have been addressed in developing the 2023/24 Medium Term Financial Plan.
- 2.15. The Council takes an organised and proactive approach to identifying, bidding for and then securing external grants which reduces the pressure on the revenue budget. To ensure the capital programme remains sustainable in the long term the level of borrowing continues to be regularly monitored.

Flexible use of Capital Receipts

- 2.16. In line with the existing Flexible Use of Capital Receipts Policy approved in 2018, the Council wishes to employ capital receipts as part of this policy in 2022/23 which can be used to fund revenue costs for transformation projects. This report includes a recommendation asking Council to endorse this approach.

Flexible use of Capital Receipts	£m
2022/23 Latest Forecast	1.728
2023/24 Latest Forecast	0.290
Total forecast (2022/23-2026/27)	2.018

Prudential Code

- 2.17. The Prudential Code for capital finance in local authorities 2021 edition was published in December 2021 and changes were primarily in respect of commercial investments and associated risks. The key change is a local authority must not borrow to invest primarily for financial return. Investment is permissible for projects that are for regeneration purposes within a local authority area. These changes involve additional financial implications for the revenue account and all projects have been reviewed accordingly. No new projects are included in the programme at this time.
- 2.18. Commercial property and development activities in the Council operate under robust and effective governance arrangements as set out in the Constitution. The Council has a small team of experienced in-house chartered surveyors including an Asset Manager recruited specifically for the Regeneration Investment Fund who has significant experience in property fund management obtained in the private sector.
- 2.19. The Capital Finance Strategy gives an overview of how the associated risks are managed and the implications for future financial sustainability. The Capital Strategy and Treasury Management Strategy are attached in Section 4. Both of these reports were approved by the Audit and Governance Committee on 28 November 2022.

Climate Emergency Investment Fund

- 2.20. In order to work towards the 2030 net zero target significant investment will be required. A Climate Emergency Investment Fund has been created in 2022/23 and projects continue to come forward for approval.

Conclusion

- 2.21. The Capital Programme sets out a scheme of investment with all financial implications included in the revenue budget. This investment is supporting the growth agenda, within the City, including regeneration and contributing to the local economy and creation of jobs.

Section 3 – Delivering the Corporate Plan Priorities

- 3.1. The Council agreed a revised Corporate Plan at its meeting of 14 June 2021, which reflected the new Administration's vision for the city and the Council and reframed the Council's mission, values and priorities to support this. In addition and following fifteen months of unprecedented challenges created both nationally and locally by the COVID-19 pandemic the opportunity was taken to reintegrate response and recovery activities into the Corporate Plan and the Council's associated delivery plans.
- 3.2. Below are key examples of how the proposed budget for 2023/24 is supporting our Corporate Plan priorities of unlocking the city's potential and caring for people and communities.

Unlocking the City's potential

- 3.3. Delivering the day-to-day Council services that Plymouth resident's value and which affect their daily experiences of living in the city to a better standard. This means prioritising our services that tackle litter, graffiti and dog fouling and that are responsible for clearing weeds, cutting grass and repairing potholes. We are investing in these services while driving greater efficiency through new ways of working.
- 3.4. We will aim to look after the condition of the city's roads and pavements and ensure potholes are addressed as quickly as possible. The proposed capital programme for next year includes £1.180m on road resurfacing and £1.410m on road surface improvements.
- 3.5. We are tackling the climate emergency and working to deliver our ambition to make Plymouth a carbon neutral city by 2030 through a wide range of measures, including securing funding for further infrastructure in the city for electric vehicles, working more closely with our local communities and businesses to create innovative ways to reduce waste, avoiding single use plastic and increasing recycling rates.
- 3.6. The Capital Programme for next year includes £3.845m for the planting of new trees under Plymouth & South Devon community forest. We will continue to work with local businesses to help them reduce their use of plastics, as well as with a wide range of partners in the city committed to making Plymouth a plastic free city. We will continue to reduce our own carbon footprint through a range of initiatives, including introducing further electric vehicles.
- 3.7. We are driving the City's growth agenda through delivery of a package of measures which make Plymouth a great place to live, do business in, invest in and visit. This includes leveraging investment, business development and support, spatial planning and strategy, a strong cultural and events offer, housing delivery and our own capital delivery programme which includes major sustainable transport improvements.
- 3.8. Delivering the ambitious economic recovery programme will continue to be a key priority for 2023/24 alongside helping businesses to navigate both the challenges and opportunities posed by Brexit,

addressing the challenges set by the Levelling Up agenda and the envisaged long term impact of COVID-19 on employment and the wider economy.

- 3.9. We will also be working with partners on innovative projects and initiatives that will provide significant benefits to the city's economy and secure jobs or provide income to support the delivery of Council services. This includes working with partners to develop the Plymouth and South Devon Freeport and Freezone.

Caring for people and communities

- 3.10. Supporting our ambition to raise standards in Plymouth schools, we will be progressing the place based trailblazer programme to deliver the five priorities that have been identified. We will be delivering the new Bright Future service plan and will continue to work to secure further Government resources for this work.
- 3.11. Our aim is to continue improving the experiences of both adults and children in our community who need social care, while addressing the ongoing national challenges caused by the rising demand and cost of social care.

Section 4 – Capital Financing Strategy and Treasury Management Strategy

Capital Financing Strategy 2023/24

INTRODUCTION AND CONTEXT

This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas. It is a requirement of the amendments implemented in the 2018 Treasury Management Code of Practice Guidance that all Local Authority's will need to produce a Capital Strategy each year.

Decisions made this year on capital and treasury management will have financial consequences for the Council for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

The strategy will provide an overarching policy framework for the Council's capital programme and planning, and will form part of a suite of strategies which provide a holistic view of the Council's financial planning framework. With this in mind this document should be considered in conjunction with the Medium-Term Financial Strategy, Treasury Management Strategy and Investment Strategy.

CAPITAL FRAMEWORK

The Council updated the Plymouth Plan 2014-2034 on 25 January 2021 which sets out the strategic direction for the city.

The Plan identifies specific strategic outcomes for the Council and its partners for the medium and longer-term; these outcomes align to those set in the Plymouth and South West Devon Joint Local Plan.

Performance is measured towards the delivery of the agreed outcomes and reported against on an annual basis.

In February 2022 the Council approved a budget which contained an uplift to the revenue budget of £0.811m to meet some of the increased costs associated with borrowing requirements to fund the capital programme. The current MTFP contains proposals to further increase this sum in 2023/24. The MTFP sets out a summary of schemes that the Council wishes to support and an indicative level of Council financial support which will assist in the delivery of those schemes which all deliver towards the city's outcomes

GOVERNANCE

The Financial Regulations detail how capital projects are approved and added into the capital programme.

All new schemes must be fully financed and receive relevant approval by Section 151 Officer; up to £0.200m, or by the Leader when above this threshold.

Each scheme will need to detail:

- the aim of the project and any other ways of achieving it
- how it will be funded
- if there are any future revenue implications from the project e.g. building maintenance
- effects on staffing
- legal, contractual and prudential borrowing code implications
- if the Council is acting through an agent or partnership, legal advice must be sought on whether it has the power to act this way
- if it is a key decision, any comments made during consultation and the Council's response
- the estimated amount and timing of any capital and revenue spending.

All proposed new schemes will need to demonstrate how they meet the requirements of the City by presenting a Business Case for approval and detail which of the City's outcomes are being achieved and how the scheme will address this need.

Due diligence is carried out on all new proposals to determine whether the scheme is deemed suitable.

Once accepted, all new schemes, which will require both finance and legal sign-offs, are published in the Executive Decision along with the Leaders decision.

As part of Finance department restructure an updated governance process to establish projects onto the capital programme is being developed to support the programme approval process. This will provide members with further confidence that the schemes meet the expected requirements in line with the strategic direction of the city.

The Capital Financing Strategy is agreed annually with the Capital programme as part of the annual budget setting process. Variations to the Capital programme or in-year additions, subject to delegation, will be agreed by Cabinet through the presentation of quarterly Capital programme monitoring.

CAPITAL PLAN

The Capital Plan is the collective term which defines two key elements; the Capital Programme as approved by the Leader or S151 Officer and the Capital Pipeline which refer to possible future funding that may be available for future projects yet to be approved.

The Capital Programme is the list of schemes which have a confirmed funding source and have been approved for capital investment by the Leader following consideration of a robust, evidence-based business case.

“The Capital Pipeline” is the term used to refer to funding that the Council hopes to receive in the future but has not yet been approved. These consist of both ringfence and unringfenced resources.

Ringfenced resources are essentially those that can only be applied to a specific purpose and include specific grants and S106 contributions etc. Unringfenced resources can be applied to any project and include unringfenced grants and corporate borrowing etc.

CAPITAL PROGRAMME

Once approved, schemes are added to the capital programme for delivery.

Any adverse variance to approved schemes are required to seek further approval, with identified funding, to enable authorisation for increased expenditure providing details of the variance.

CAPITAL EXPENDITURE AND FINANCING

Capital expenditure is defined as money spent on assets, such as property or vehicles, which will provide a service benefit for more than one year. In local government, this also includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 (land and buildings) and £5,000 (vehicles, plant or equipment) are not capitalised and are charged to revenue in year.

Capital expenditure is financed by a range of sources which may either be ringfenced or unringfenced. The source of financing is always identified and approved at the time of capital project approval. The capital programme is currently financed by:

- Capital Receipts;
- Grants and contributions;
- S106 and Community Infrastructure Levy (CIL);
- Revenue Contribution to Capital Outlay (RCCO);
- Borrowing – both funded corporately, or where schemes deliver a saving, this is offset against the project and repaid by service.

PROPERTY AND REGENERATION FUND

The Property and Regeneration Fund’s strategic objectives are to deliver regeneration, economic and employment growth with associated income benefits in the Plymouth Functional Economic Area.

This will enable the Council to invest in direct developments and forward funding opportunities to promote regeneration, safeguarding and creating new jobs as well as encouraging economic growth in Plymouth Functional Economic Area.

The investment fund helps deliver the Plymouth Plan and assists in the redevelopment of brown field sites in the Plymouth area where it is difficult to attract external investment. Any regenerated areas encourage other private companies to invest in the locality as well as attracting external investment from inward investment by companies moving into the area.

EXISTING INVESTMENT PROPERTIES

The Property and Regeneration Fund (previously known as the Asset Investment Fund) has approved investment of over £250 million in commercial property including direct development and forward funding commercial property schemes to deliver:

- Stimulation of economic and employment growth and regeneration in Plymouth Functional Economic Area.
- Associated long-term income generation (via rental revenues) to support the wider financial position of the Council.

All investment decisions have been fully accountable and followed a sequence of internal reporting and sign-offs. In addition, verification of purchase price by external suitably qualified RICS Approved Valuers were obtained prior to any investment.

In terms of on-going governance arrangements, the fund's properties are managed alongside the Council's existing commercial property portfolio in accordance with delegated land and property procedures as set out in the Council's Constitution. In addition, the team undertake regular analysis at both a portfolio and property-level to benchmark performance and manage risk. To improve transparency and disclosure, a regular fund managers' report is produced and a Management Group of key stakeholders meet regularly to review outputs.

AFFORDABILITY

The Council considers all finances from a prudent perspective; this includes the assessment of affordability of all capital investments.

At the point of approval of a scheme, both the funding implications and any ongoing revenue implications are evaluated to enable informed decisions to be made regarding investment opportunities.

The short, medium and longer-term impacts are all assessed taking into account any other wider policy implications which could impact on the decision.

As much of the capital programme is funded by borrowing, assumptions and decisions on the cost and affordability of the Council's borrowing is linked to the Public Works Loan Board (PWLB) interest rates, prudential indicators and the approved borrowing strategy as set out in the Treasury Management Strategy 2023/24.

RISK MANAGEMENT

Risks are assessed continually from both an operational and financial perspective.

In carrying out due diligence, potential project risks are identified and relevant mitigation measures documented prior to approval.

All risks are then managed in line with the Council's risk management policy which includes documenting risks on a risk register, assigning owners, regular review of risks and Red Amber Green (RAG) rating.

Subject to careful consideration, the Council may consider investing in a higher risk initiative should there be a significant direct gain to the Council's resources or enable more effective delivery of statutory duties.

KNOWLEDGE AND SKILLS

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Service Director of Finance is a qualified accountant with over 20 years' experience.

The Council pays for staff to study towards relevant professional qualifications including CIPFA, ACCA, CIMA, MRICS, and CIPS etc.

Where Council staff does not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Treasury Management Strategy 2023/24

Councillor Mark Shayer

Deputy Leader of the Council and Cabinet Member for Finance and Economy

This Strategy demonstrates the network of controls that are in place to provide confidence in the way we management of our investments and borrowing.

It also demonstrates our commitment to sound management and control of the Council's cash and investments.

David Northey

Service Director for Finance (Interim)

This Strategy is designed to underpin the Council's ambition to invest in the future of Plymouth. The strategy sets out a framework within which the Council's treasury management needs and risks can be managed successfully.

The recent turbulence with the financial markets and world economy has had an impact upon borrowing and investment rates of interest. This Strategy will help support the council in responding to this volatility in the short to medium term.

The strategy will keep us within our prescribed limits under the Prudential Code.

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Introduction

Treasury Management is the management of the Council's cash flows, borrowing and investments, and the associated risks. Of necessity, the Council borrows and invests substantial sums of money and is therefore exposed to financial risks including the effects of changing interest rates.

This Treasury Management Strategy sets out how the Council will invest to meet future Infrastructure needs in an affordable way.

INVESTMENTS – FACTS AT A GLANCE

Principles and Objectives of the Treasury Management Strategy

- To achieve the best secure investment returns
- To achieve a balanced spread of maturities and commitments
- To achieve the right mix of borrowing vehicles

Market Intelligence

- Bank of England reports
- Market Outlook by the Council's advisers Arlingclose

Statutory and Performance Framework <i>Rules that guide us</i>	Investments <ul style="list-style-type: none"> • Sterling only • Can use UK Government, Local Authority or a body of high credit quality • The Council defines “high credit quality” organisations and securities as those having a credit rating of [A-] or higher and domiciled in UK
	Counterparties and Limits (see table on page 20)
	Investment Limits – subject to Counterparty table on page 20 <ul style="list-style-type: none"> • Unlimited UK Government • Unlimited Money Market Fund • £25m any single local authority or government entity • £25m secured investment • £10m per Bank (unsecured) • £20m unrated corporates • £60m Strategic Pooled Funds • £10m Real estate investment
	Key Council Budget Assumption for 2023/24 <ul style="list-style-type: none"> • Investments make an average rate of return of 2%
Approach <i>Choices made within the framework</i>	Objective - Security first, Liquidity second and then Yield Strategy - to maximise returns, reduce risk and diversify investments Risk Assessment and credit ratio - Our advisors monitor credit ratings daily so any new investments will be made using the latest credit information

Other information on security of Investments - Market intelligence from our advisors may give warnings before credit warning changes e.g. credit default swaps information

BORROWING – FACTS AT A GLANCE

Principles and Objectives of the Treasury Management Strategy

- To minimise the cost of borrowing
- To achieve a balanced spread of maturities and commitments
- To achieve the right mix of borrowing vehicles

Market Intelligence

- Bank of England reports
- Market Outlook by the Council's advisers Arlingclose

Statutory and Performance Framework

Rules that guide us

Borrowing

- **£211m** Total Capital Expenditure
- **£1076m** Capital Finance Requirement (need to borrow)
- **£1082m** Total Debt (loans and private finance initiative)
- **£1095m** Operational Boundary (practical ceiling on borrowing)
- **£1130m** The Authorised Limit (absolute maximum debt approved)

Prudential Indicators

- **12.1%** Ratio of finance costs to net revenue stream (borrowing costs as a proportion of net revenue budget)
- **£12.20** Hypothetical increase in Council Tax affordability. (this is technical measure; the Council has made no future years tax decisions)

Treasury Management Indicators

- **80%** Limit on Fixed Interest Exposure
- **50%** Limit on Variable Interest Rate
- **0% to 80%** Maturity Structure of Borrowing, exposure in any duration

Minimum Revenue Provision Policy (MRP)

- Annuity Method
- PFI/Leases charged on an annuity method over the life of the asset
- Option for capital receipts to be used towards repaying debt

Key Council Budget Assumption for 2023/24

- New long-term loans will cost an average rate of 4.0%

Approach

Choices made within the framework

Objective - The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. In addition to ensure required short term borrowing is held to maximise benefit from hedging arrangement.

Strategy Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

Sources of Finance - Banks or Building Society, Public Works Loan Board, Pension Funds, Capital Market Bonds, Municipal Bonds Agency, anyone with whom we would invest. Also, Leasing, PFI, Sale & Lease back

LOBOs With interest rates having risen recently, there is now a reasonable chance that lenders will exercise their options. If they do, the Authority will take the option to repay LOBO loans to reduce refinancing risk in later years

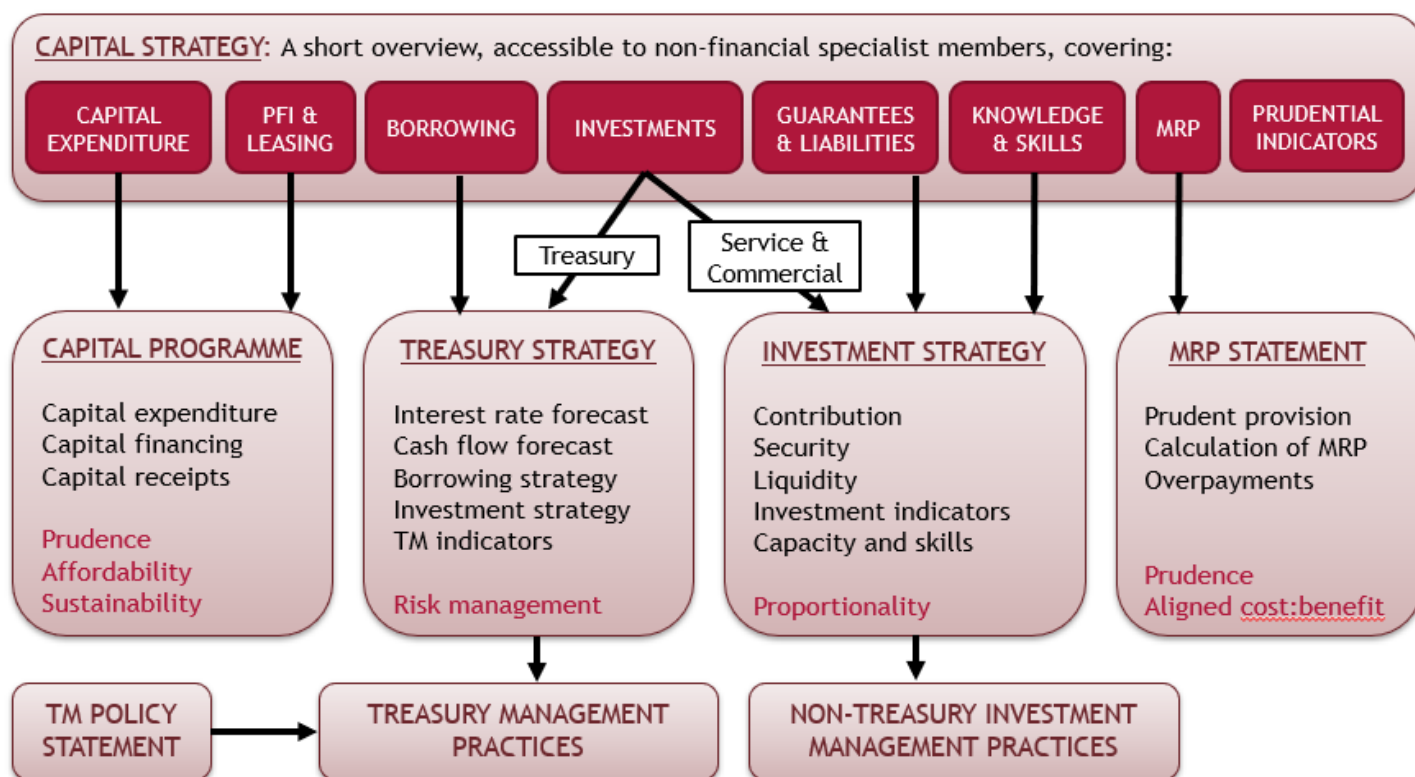
Municipal Bonds Agency Council will use where appropriate as this is a more complicated source of finance. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

Debt Restructuring A present value calculation based on current rates for the same period of loan may result in a discount or premium.

- Council will re-schedule if it reduces cost or risk

The diagram below shows how **Capital expenditure** affects the **Treasury Management Strategy**

Strategy Reports: England



The diagram above shows how the requirements of the Department of Levelling Up Housing and Communities (DLUHC) Guidance and The CIPFA Code interact with the Capital and Treasury Management. There is a new Capital Strategy (presented in a separate document) and a new Non-Treasury

Specialist advisers Arlingclose support the Council with borrowing and investment advice. This is Arlingclose's expert assessment of the economy in the coming months and years.

Management Investment Strategy (shown as service and commercial in the diagram) included in this document.

Economic background as at November 2022: The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates, uncertain government policy, and a deteriorating economic outlook, will be major influences on the Authority's treasury management strategy for 2023/24.

The Bank of England (BoE) increased Bank Rate by 0.75% to 3.0% in November 2022, the largest single rate hike since 1989 and the eighth successive rise since December 2021. The decision was voted for by a 7-2 majority of the Monetary Policy Committee (MPC), with one of the two dissenters voting for a 0.50% rise and the other for just a 0.25% rise.

CPI inflation is expected to peak at around 11% in the last calendar quarter of 2022 and then fall sharply to 1.4%, below the 2% target, in two years' time and to 0% in three years' time if Bank Rate follows the path implied by financial markets with a peak of 5.25%. However the BoE has stated it considers this path to be too high, suggesting that the peak in interest rates will be lower, reducing the risk of inflation falling too far below target.

The labour market remains tight for now, with the most recent statistics showing the unemployment rate fell to 3.5%, driven mostly by a shrinking labour force. Earnings were up strongly in nominal terms by 6% for total pay and 5.4% for regular pay but factoring in inflation means real total pay was -2.4% and regular pay -2.9%. Looking forward, the MPR shows the labour market weakening in response to the deteriorating outlook for growth, leading to the unemployment rate rising to around 6.5% in 2025.

Interest rates have also been rising sharply in the US, with the Federal Reserve increasing the range on its key interest rate by 0.75% in November 2022 to 3.75%-4.0%. This was the fourth successive 0.75% rise in a pace of tightening that has seen rates increase from 0.25%-0.50% in March 2022. Annual inflation has been slowing in the US but remains above 8%. GDP grew at an annualised rate of 2.6% between July and September 2022, a better-than-expected rise, but with official interest rates expected to rise even further in the coming months, a recession in the region is widely expected at some point during 2023.

Inflation has been rising consistently in the Euro Zone since the start of the year, hitting an annual rate of 10.7% in October 2022. Economic growth has been weakening with an expansion of just 0.2% in the three months to September 2022. As with the UK and US, the European Central Bank has been on an interest rate tightening cycle, pushing up its three key interest rates by 0.75% in October, the third major increase in a row, taking its main refinancing rate to 2% and deposit facility rate to 1.5%.

This is Arlingclose's expert view on future interest rates.

Credit Outlook

Credit default swap (CDS) prices have followed an upward trend throughout the year, indicating higher credit risk. They have been boosted by the war in Ukraine, increasing economic and political uncertainty and a weaker global and UK outlook, but remain well below the levels seen at the beginning of the Covid-19 pandemic.

CDS price volatility has been higher in 2022 compared to 2021 and this year has seen a divergence in prices between ringfenced (retail) and non-ringfenced (investment) banking entities once again.

The weakening economic picture during 2022 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several local authorities and financial institutions, revising them from to negative from stable.

There are competing tensions in the banking sector which could impact bank balance sheet strength going forward. The weakening economic outlook and likely recessions in many regions increase the possibility of a deterioration in the quality of banks' assets, while higher interest rates provide a boost to net income and profitability.

However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.

This is Arlingclose’s view of the risks of bank failures in the period ahead.

Interest Rate Forecast

The Authority’s treasury management adviser Arlingclose forecasts that Bank Rate will continue to rise in 2022 and 2023 as the Bank of England attempts to subdue inflation which is significantly above its 2% target.

While interest rate expectations reduced during October and November 2022, multiple interest rate rises are still expected over the forecast horizon despite looming recession. Arlingclose expects Bank Rate to rise to 4.25% by June 2023 under its central case, with the risks in the near- and medium-term to the upside should inflation not evolve as the Bank forecasts and remains persistently higher.

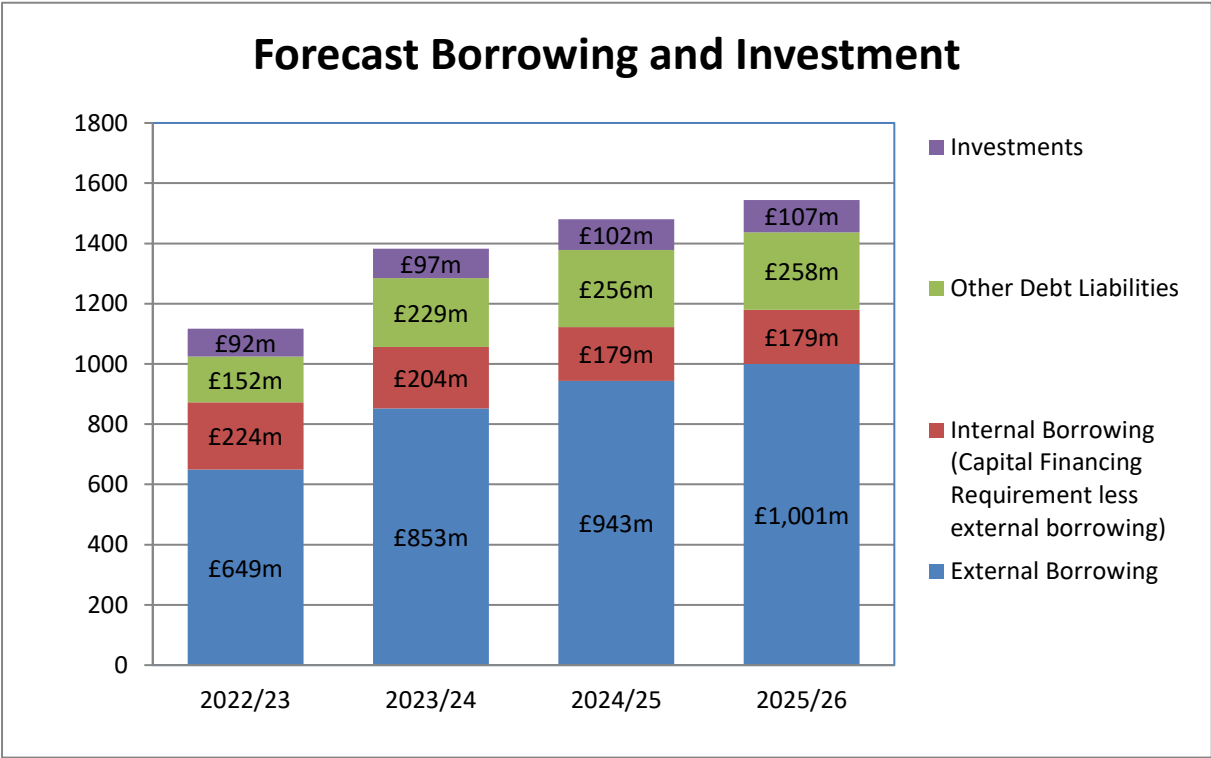
Yields are expected to remain broadly at current levels over the medium-term, with 5-, 10- and 20-year gilt yields expected to average around 3.6%, 3.7%, and 3.9% respectively over the 3-year period to September 2025. The risks for short, medium and longer-term yields are judged to be broadly balanced over the forecast horizon. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is in Appendix A.

Part 2 – Technical Detail for Analysis

Borrowing

This is how much debt and investments we expect to have in the next three years



These are borrowing limits we are required to set by law. They are affordable levels and needed to fund our capital programme.

Maximum Total Debt

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement. Usable reserves and working capital are the underlying resources available for investment. The current strategy is not to borrow to the full underlying need. Some internal resources are used instead of external borrowing.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* sets a maximum for total debt. This is the maximum the CFR is expected to reach at any time during the next three years.

The Council held £554 million of loans in as at 31 March 2022. This was a decrease of £46 million on the previous year. The decrease in loans is because many of the capital project were slowed down by Covid and the Council received grants for capital and revenue purposes and will be used in 2022/23 and future years.

The Council expects to hold borrowing up to £ 853m in 2023/24. The total borrowing must not exceed the authorised limit set by the Council of £1130m which includes long term liabilities of £145m.

We seek low interest rates, but it is good to be as sure as possible what our interest costs will be in future years.

Objectives of Borrowing Decisions

- To strike an appropriately low risk balance between securing low interest and fixed borrowing to obtain certainty of costs.
- Flexibility to renegotiate loans or to reschedule debt should the Council's long-term plans change.

It is much cheaper to borrow for a short period now we will look for opportunity to fix borrowing over long term where affordable.

Borrowing Strategy

Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2023/24 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Council has taken the opportunity to refinance some of its short term borrowing with long term fixed rate borrowing from PWLB. This has reduced the Council's short term borrowing and therefore reduced the interest rate risk (risk of interest rates rising).

There will be additional costs for taking the additional PWLB borrowing but it gives the Council certainty over more of its fixed costs. Long-term fixed rate loans remove the interest rate risk by fixing the rate for the term of the loan. These are popular among local authorities but are relatively expensive.

The Council will continue to review its portfolio of borrowing and may refinance its debt dependant on the market conditions. The benefits of short-term borrowing will continue to be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly.

Short term borrowing is the cheapest option but leaves the Council exposed to refinancing risk, which can be divided into interest rate risk (the risk that rates will rise) and availability risk (the risk that no-one will lend to the Council).

The Council has taken additional long term fixed rate borrowing from the PWLB - £50m in November to provide interest rate certainty and have funds available should lenders exercise right to call in LOBO loans with 4 working days notice.

The Council also has an Interest Rate Swap to mitigate part of this risk by a contract that fixes the rate of interest on £75m for 20 years.

The Council will reschedule or repay loans where this is expected to lead to an overall cost saving or a reduction in risk to reduce the overall long term costs of the loan portfolio.

The Council will only borrow from approved sources.

These are the lenders we are able to use.

Sources of Borrowing

The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- The UK Infrastructure Bank
- Any institution approved for investments (see below)
- Any other bank or building society authorised to operate in the UK
- Any other UK public sector body
- UK public and private sector pension funds (except Devon Local Government Pension Fund)
- Capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues and short term borrowing
- Any other counterparty that is recommended by the Council's TM advisors
- A Plymouth City Council bond or similar instruments
- Interest Rate Swaps – although not actual borrowing they can be used to reduce the interest rate risk

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Leasing
- Hire purchase
- Private Finance Initiative
- Sale and leaseback

The Council continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

The LOBO agreements were entered into under different market conditions. Where possible we will replace them with lower cost loans.

Lender's Option Borrower's Option (LOBOs)

The Authority holds £64m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost.

One loan of £5m is expected to be called in during 2022/23.

A further £44m of these LOBOs have options during 2023/24, and with interest rates having risen recently, there is now a reasonable chance that lenders will exercise their options. If they do, the Authority will take the option to repay LOBO loans to reduce refinancing risk in later years.

The Municipal Bonds Agency may offer an alternative for short term borrowing

Municipal Bond Agency (MBA)

UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities.

This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

Short-term and Variable Rate loans

These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk.

If we can, we will replace existing loans with cheaper new loans.

Debt Rescheduling

The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

Prudential Indicators 2023/24

The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Estimates of Capital Expenditure

The Council's planned capital expenditure and financing forecast at October 2022 may be summarised as follows.

This is how we will fund the investment needed to deliver the Plymouth Plan

Capital Expenditure and Financing	2022/23 Forecast £m	2023/24 Forecast £m	2024/25 Forecast £m	2025/26 Forecast £m
General Fund	170.585	211.107	79.027	37.146
Total Expenditure	170.585	211.107	79.027	37.146
Capital Receipts	5.481	5.640	0.443	3.000
Grants and Contributions	93.598	31.775	8.013	1.861
Revenue	1.524	0.000	0.000	0.000
Borrowing	69.982	173.692	70.571	32.285
Leasing and PFI	0.000	0.000	0.000	0.000
Total Financing	170.585	211.107	79.027	37.146

Estimates of Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

This is the total past and planned capital expenditure we need to finance.

Capital Financing Requirement	31 Mar 22 Actual £m	31 Mar 23 Forecast £m	31 Mar 24 Forecast £m	31 Mar 25 Forecast £m
General Fund	832.728	902.710	1076.402	1146.973
Total CFR	832.728	902.710	1076.402	1146.973

The Council has an increasing CFR and is forecast to rise by £314m over the next three years for the capital programme and therefore will require additional borrowing.

Gross Debt and the Capital Financing Requirement

In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next

two financial years. This is a key indicator of prudence.

This is how much we expect to borrow over the three years

Debt	31 Mar 23 Forecast £m	31 Mar 24 Forecast £m	31 Mar 25 Forecast £m	31 Mar 26 Forecast £m
Borrowing	673.982	952.674	968.245	1025.530
PFI liabilities & Finance Leases*	127.000	129.000	231.000	233.000
Total Debt	800.982	1081.674	1199.245	1258.530

* A provision has been made for IFRS 16 to allow for operating leases being brought onto the balance sheet as a debt liability with effect from 1 April 2024.

Total debt is expected to remain below the CFR during the forecast period.

Operational Boundary for External Debt

The operational boundary is based on the Council's estimate of most likely, (i.e. prudent, but not worst case) scenario for external debt.

This is the flexibility we need to cope with our changing borrowing position from day to day.

Operational Boundary	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Borrowing	750.000	950.000	1000.000	1050.000
Other long-term liabilities	144.000	145.000	250.000	255.000
Total Debt	894.000	1095.000	1250.000	1305.000

Authorised Limit for External Debt

The Authorised Limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003 it is the maximum amount of debt that the Council can legally owe. The Authorised Limit provides headroom over and above the operational boundary for unusual cash movements.

This is the absolute maximum of debt approved by the City Council

Authorised Limit	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Borrowing	775.000	985.000	1020.000	1050.000
Other long-term liabilities	140.000	145.000	255.000	260.000
Total Debt	915.000	1130.000	1275.000	1310.000

Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

This measure demonstrates that our proposed borrowing is affordable.

Ratio of Financing Costs to Net Revenue Stream	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
General Fund	10.0%	11.5%	12.1%	12.6%

Incremental Impact of Capital Investment Decisions

This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the capital programme proposed.

**This is a technical measure prescribed by CIPFA to demonstrate affordability.
The Council has not made any decisions on council tax levels in future years.**

Incremental Impact of Capital Investment Decisions	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
General Fund - increase in annual band D Council Tax	£10.10	£18.30	£12.20	£12.30

Adoption of the CIPFA Treasury Management Code

The Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011* edition in April 2002. It fully complies with the Codes recommendations.

Treasury Management Investment Strategy

This explains the types of Investments under the CIPFA and MHCLG rules including non-Treasury Management Investments

Introduction

The Authority invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and focuses on the second and third of these categories.

This sets out how we invest any surplus funds for cash management

The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds grants received in advance of future expenditure. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from CIPFA. The balance of treasury investments is expected to fluctuate between £20m and £60m during the financial year.

Objectives

The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing its treasury management funds is to have the monies available at short notice for unexpected payments.

The Council defines "high credit quality" organisations and securities as those having a credit rating of [A-] or higher that are domiciled in the UK or a foreign country with a sovereign rating of [AA+] or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of [A-] or higher or if unrated an assessment will be made from the financial information available.

**These are the limits we use for making individual investments.
They are based on advice from Arlingclose.**

Investment Limits

When considering investment limits in the chart below you must also refer to the credit ratings of the individual organisations to make the final assessment.

Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Treasury Investment Counterparty Limits

Sector	Time Limit	Counterparty Limit	Sector limit
The UK Government	50 Years	Unlimited	n/a
Local authorities & other government entities	25 years	£25m	Unlimited
Secured investments *	25 years	£25m	Unlimited
Banks (unsecured) *	13 months	£10m	Unlimited
Building Societies (unsecured) *	13 months	£5m	£10m
Registered providers (unsecured) *	5 years	£5m	£10m
Money Market Funds *	n/a	£12m	Unlimited
Strategic pooled funds	n/a	£25m	£60m
Real estate investments trusts	n/a	£5m	£10m
Loans and investments to unrated corporates	n/a	£5m	£20ml
Other investments, unrated investments in equity, quasi-equity, debt or otherwise	n/a	£5m	£20m

This table must be read in conjunction with the notes below:

Liquidity Management

The Council uses a cash flow forecasting spreadsheet to determine the amount of cash required on a day to day basis to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium term financial plan and cash flow forecast.

This is the rate we expect to pay on new borrowing, and how much we expect to earn on investments.

Council Budget Assumptions for 2023/24

- Investments will make an average rate of 2.0%
- New long-term loans will cost an average rate of 4.0%

Strategy

Given the increased risk and very low returns from short-term unsecured bank investments, the Council holds non-treasury management investment in diversified managed funds which offer a higher yielding. The Council holds £53m as a long-term investment (CCLA Property Fund, CCLA Diversified Fund, Schroder's

Income Maximiser and Fidelity Enhanced Income Fund) and these give a higher return than the short term investments. Although there is a higher return there is an increased risk that of capital values falling. The purpose of having medium to long-term investments is to generate income that supports the revenue budget and the provision of local services.

The majority of the Council's surplus cash is currently invested in short-term money market funds which offer very low rates but allows immediate withdrawal. The Council will continue to look for investment opportunities that give a good return whilst being a secure investment.

Business models:

Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved Counterparties

The Council may invest its surplus funds with any of the counterparty types in counterparty table above, subject to the cash limits (per counterparty) and the time limits shown.

Credit Rating

Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £10m per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Registered providers (unsecured): Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England). As providers of public services, they retain the likelihood of receiving government support if needed.

Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic pooled funds: Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying assets. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the

share price reflects changing demand for the shares as well as changes in the value of the underlying properties. Investments in REIT shares cannot be withdrawn but can be sold on the stock market to another investor.

Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.

Operational Bank Accounts

The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than AAA- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances should be kept below £5m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Risk Assessment and Credit Ratings

Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- No new investments will be made
- Any existing investments that can be recalled or sold at no cost will be, and
- Full consideration will be given to the recall or sale of all other existing investments with the affected counterparty

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other Information on the Security of Investments

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security.

The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

This is how we measure our performance.

Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	Target
Portfolio average credit rating	A

This is how we ensure that we have cash available to meet unexpected payments.

Liquidity:

The Council does not keep large amounts of cash in call accounts so that it reduces the cost of carrying excess cash. To mitigate the liquidity risk of not having cash available to meet unexpected payments the Council has access to borrow additional, same day, cash from other local authorities.

This is a technical measure to limit how much we can be affected by changing interest rates.

Interest Rate Exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed will be:

	2022/23	2023/24	2024/25	2025/26
Upper limit on fixed interest rate exposure	75%	75%	80%	80%
Upper limit on variable interest rate exposure	50%	40%	30%	30%

Fixed rate investments and borrowings are those where the rate of interest is fixed for more than 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Our loans fall due for repayment at various dates. We expect to have mainly fixed rate debt for longer loans. This avoids the risk of extra interest costs.

Maturity Structure of Borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper	Lower
Under 12 months	50%	20%
12 months and within 24 months	25%	0%
24 months and within 5 years	25%	0%
5 years and within 10 years	25%	0%
10 years and above	80%	50%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than 365 days

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2021/22	2022/23	2023/24
Limit on principal invested beyond one year	£10m	£10m	£10m

Non-Treasury Management Investments

Introduction

The non-treasury management investment strategy was a new report introduced in 2019/20, following the requirements of statutory guidance issued by the government (MHCLG) in January 2018, and focuses on the second and third of the following investment categories.

The Council invests its money for three broad purposes:

1. **Non-Treasury Management Investments** – to invest surplus cash from reserves and other funds that are not required for the day-to-day cash flow activities.
2. **Service Investments** - to support local public services by lending to or buying shares in other organisations; and
3. **Commercial Investments** - to regenerate areas within the City or immediate economic area to encourage private investment and to create or retain local jobs (known as commercial investments where these are the main purpose).

Non-Treasury Management Investments

The Council holds reserves that are not required for the day-to-day treasury management cash flow activities so can be invested in non-treasury management investments.

The surplus cash reserves can be invested in accordance with the CIPFA guidance. The balance reserve available for non-treasury investments is expected to fluctuate between £60m and £80m during the financial year.

Objectives

The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

The Council defines "high credit quality" organisations and securities as those having a credit rating of [A-] or higher that are domiciled in the UK or a foreign country with a sovereign rating of [AA+] or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of [A-] or higher or if unrated an assessment will be made from the financial information available.

Contribution: The contribution that these investments make helps support the Council's budget to enable it to delivery its essential services.

Service Investments

Loans

The Council may lend money to its subsidiaries, its suppliers, local businesses, local charities or housing associations etc. to support local public services and stimulate local economic growth. For example the Council has given a loan to Plymouth Community Energy to support the construction of the solar energy farm at Ernesettle.

The council will ensure that a full due diligence exercise is undertaken and adequate security is in place. The business case will balance the benefits and risks. All loans are agreed by the Section 151 Officer. All loans will be subject to close, regular monitoring.

Loans are treated as capital expenditure for accounting treatment.

Security: The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. Therefore the Council will take security against assets to mitigate the risk of default.

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's statement of accounts will be shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment: The Council assesses the risk of loss before entering into and whilst holding service loans by:

1. reviewing the financial statements of the organisation and reviewing the organisation's business plans and future projections and future cash flows;
2. assessing what security is available to secure the loan and if necessary carry out a professional valuation of any property;
3. using external advisors to provide professional information such as due diligence requirements;
4. the loan agreements are reviewed by our legal team to ensure that they are legally compliant and includes any safeguards for the Council;
5. if an organisation has a credit rating we will carry out a credit check to assist;
6. the rate of interest charged on any loan will reflect the risk of the project and potential for default;
7. subsidy controls rules are taken into account before a loan can be considered.

Shares

The Council may invest in the shares of its subsidiaries, its suppliers, and local businesses to support local public services and stimulate local economic growth.

Security: One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered.

Risk assessment: The Council assesses the risk of loss before entering into and whilst holding shares by reviewing the history of the organisation; its financial statements and its share values. The Council will also look at business plans, future cash flows and any other market information that may affect the organisation.

Liquidity: The Council covers its liquidity for working capital and cash flow by holding cash in its Money Market Fund and being able to borrow short term loans from other local authorities.

Property and Regeneration Fund

Commercial Investment Strategy: From 1 April 2021 the Council does not invest in commercial property if it is held primarily to generate income.

From the 1 April 2021 the Council will invest in the commercial property only where the main purposes are to regenerate areas of the City, encourage private investment and to create or retain local jobs.

The Property and Regeneration Fund

The Property and Regeneration Fund invests in commercial property for the purposes of regenerating areas of the city that the council wants to improve, encourage private investment and to create or retain local jobs.

The Council has historical commercial investment portfolio that it had built up over many years. The local and regional, commercial and residential property provides a return to the council, after paying the borrowing costs and this can be spent on local public services.

Property and Regeneration Fund

Property and Regeneration Fund	Actual 2021/22	Estimate 2022/23	Forecast 2023/24
Commercial Property Net Income	£2.492m	£3.203m	£2.635m
Net Return	1.19%	1.53%	1.26%

Security: In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its development cost including taxes and transaction costs.

A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. The following table summarises the movement in the fair value of investment properties over the year 2021/22:

Analysis of Movement in Investment Properties	2020/21	2021/22
	£000	£000
Balance at 1 April	254,440	275,442
Additions	26,558	113
Disposals	(160)	0
Net gains/(losses) from fair value adjustments	(8,300)	(2,587)
Transfers:		
(to)/from Property, Plant and Equipment	2,904	(1,903)
Balance at 31 March	275,442	271,065

Where the fair value of the Council's investment property portfolio is no longer sufficient to provide security against loss, and the Council will take mitigating actions to protect the capital invested. These actions include enhancing or refurbishing the assets and reviewing the rents agreements.

Risk assessment: The Council assesses the risk of loss before entering into and whilst holding property investments by carrying out the evaluation process described below. The risk

of not achieving the desired profit or borrowing costs increasing or the having vacant premises is partially covered by a void reserve. Annual payments are deducted from the rental income each year to add to the void reserve.

Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed; the Council makes an internal charge (service borrowing) to cover the capital repayments from the rental income.

The Council also makes alternative arrangement to cover their short term cash requirements.

Proportionality

The Council uses the profit generated by the commercial investment to provide services for the city and to achieve a balanced revenue budget. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Council is dependent on achieving the expected net profit from investments over the lifecycle of the Medium Term Financial Plan.

Table 4: Property Regeneration Fund

	2021/22 Actual
Gross expenditure on provision of services	£635.924m
Gross Investment income	£2.492m
Proportion	0.39%

Borrowing in Advance of Need

Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Council has chosen not to follow this guidance and has previously borrowed for this purpose because it wants to generate income to support its local economy and its statutory duties. This is a common practice by local authorities since the Localism Act of 2011.

Investment Evaluation Process for the Property and Regeneration Fund

The Council's due diligence assessment processes are consistent and robust evaluation process and is set out below:

1. Proposed development opportunities are reviewed by Land and Property in areas of the City which require redevelopment or regeneration of brown and green field sites or areas where the Council want to stimulate inward private investment and to create or retain local jobs. A report is prepared by suitably qualified and experienced in-house MRICS (Member of the Royal Institute of Chartered Surveyors) professionals.
2. This assessment provides analysis of a set of key criteria against which every prospective development is evaluated. The presentation of information highlights fundamental matters such as tenant covenant strength, lease length and location, in a transparent and consistent format, to support clear scrutiny and decisions.

3. The assessment provides a basis for scoring and weighting risk, to support the analysis of potential development and qualify overall suitability for inclusion in the portfolio.
4. The score threshold is not an absolute, but helps guide decisions.
5. To ensure arms-length objectivity, external agents provide professional market analysis, data and advice, in the context of the Capital Finance Strategy, to support the evaluation and internal reporting process.
6. Since tenant default is a significant threat to the performance of the property investment financial checks are made on the proposed tenants. This is augmented by additional internal assessment of tenants' covenant and likely future performance.
7. With all the additional information a detailed model is produced. The model is tailored for each prospective development, by including items such as future demand, yield, cash flows; rental movement, optimal holding periods for the property and data to support the regeneration and job creation to cover the cost modelling.
8. If a decision is made to proceed, in-house surveyors lead negotiations, via the introducing/retained external agents, who are professional property firms.
 - A valuation, in accordance with the RICS Red Book, Professional Valuation Standards, issued by RICS as part of their commitment to promoting and support high standards in valuation delivery worldwide. The publication details mandatory practices for RICS members undertaking valuation services.
 - A Building Survey report is produced, as part of the proposed development, including preparation of a Site Environmental Assessment and preparation of a Reinstatement Cost Assessment for insurance purposes.
9. The above is reviewed by the Asset Portfolio Manager as an experienced in-house MRICS (Member of the Royal Institute of Chartered Surveyors) professional, with support from the internal multi-disciplinary property teams, for final decision by the Head of Land and Property on whether to proceed.
10. Head of Land and Property Projects receives regular updates on market activity, trends, forecasts and occupier activity from RICS firms and in-house surveyors to support the decision process.

Property and Regeneration Governance

Clear, robust and transparent governance is critical to the Capital Finance Strategy and meeting the statutory guidance and ensuring an appropriate level of due diligence and scrutiny is applied, together with objective arms-length external advice where appropriate. It is also important to ensure any decision process retains fluidity, so officers are empowered to respond promptly to changes in the market. For example if there is a commercial company failure in the city the officers would be able to respond quickly to help retain local jobs and look for alternative purchasers.

The Council to acquire or dispose of land is vested in the Head of Land and Property and where the land is purchased through the Property and Regeneration Fund a proposal is presented to the Officers and Members with a recommended for authorisation by the relevant Leader, Legal and the Section 151 Officer.

Capacity, Skills and Culture

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Service Director of Finance is a qualified accountant with over 25 years' experience.

The Council employs staff with professional qualifications including CIPFA, ACCA, CIMA, MRICS, CIPS etc. and pays for junior staff to study towards relevant qualifications.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Head of Land and Property and the property team receives regular updates on market activity, trends, forecasts and occupier activity from RICS firms and in-house surveyors to support the decision process.

How investments are funded:

Property and Regeneration Fund commercial property developments are funded by borrowing and repaid by the service from rental income from the development. The borrowing is not directly taken out against each property but is managed through our Treasury Management function.

The rental income generated from the development of commercial property is used to repay the borrowing before any net income is used in the supporting of services.

Rate of return received: This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council.

Annual Minimum Revenue Provision Statement 2023/24

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008.

The Local Government Act 2003 requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.

The MHCLG Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP.

Minimum Revenue Position Policy

The MRP payment is funded from revenue with an option that part or all of the payment could be funded from capital receipts to repay debt.

MRP will commence in the financial year following the asset coming into use or after purchase.

For capital expenditure incurred before 1st April 2008, for supported capital expenditure incurred on or before that date, MRP will be charged on an annuity basis over 50 years, incorporating an “Adjustment A” in accordance to the guidance.

For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset as the principal repayment on an annuity with an annual interest rate equal to the average relevant PWLB rate for the year of expenditure, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years.

For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.

In years where there is no principal repayment, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. While this is not one of the options in the MHCLG Guidance, it is thought to be a prudent approach since it ensures that the capital expenditure incurred on the loan is fully funded over the life of the assets.

All investment properties that are sold by the Council will use the capital receipts to repay the outstanding loan finance for that property before any balance of capital receipts is available for other capital projects.

Recommendation updated to Minimum Revenue Statement for 2023/24

Overpayments: In earlier years, the Authority has made voluntary overpayments of MRP that are available to reduce the revenue charges in later years. It is planned to make a £1m drawdown in 2023/24.

MRP Overpayments	£m
Actual balance 31.03.2022	1.381
Approved 2022/23	0.000
Expected balance 31.03.2023	1.381
Planned 2023/24	(1.000)
Forecast balance 31.03.2024	0.381

External Loans

For capital expenditure loans to third parties that are repaid in instalments of principal, the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.

Capitalisation Directions - For capitalisation directions on expenditure incurred after 1 April 2008 MRP will be made using the annuity method over 50 years.

PFI/Leases - For assets acquired by leases or the Private Finance Initiative, the Council has changed its policy with effect from 01/04/2021 that MRP is charged over the life of the assets on an annuity basis. This is in line with the Council's MRP policy for all other assets as described above.

Other Items

There are a number of additional items that the Council is obliged by CIPFA or DLUHC to include in its Treasury Management Strategy.

Policy on use of Financial Derivatives

Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The Council has no plans to make use of derivative instruments at the present time but does not discount the possible use of these in the future dependent on the existence of appropriate operating conditions, the acquisition and analysis of specialist advice and thorough consultation with stakeholders.

This approach is in line with the CIPFA Code, which encourages the Council to seek external advice and to consider such advice before entering into financial derivatives to ensure that it fully understands the implications.

Investment Training

The needs of the Council's treasury management staff for training in investment management are assessed every twelve months as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant staffs are also encouraged to study professional qualifications from CIPFA, the Association of Corporate Treasurers and other appropriate organisations.

Markets in Financial Instruments Directive

Markets in Financial Instruments Directive: The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Section 151 Officer believes this to be the most appropriate status.

Other options considered

The DLUHC Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Section 151 Officer, having consulted the Cabinet Member for Finance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

The Treasury Management Practices, Principles and Schedules

The Treasury Management Practices, Principles and Schedules sets out the responsibilities and duties of members and officers, allowing a framework for reporting and decision making on all aspects of treasury management. The Audit Committee is required to approve the Treasury Management Practices, Principles and Schedules each year under delegated decision.

Investment of Money Borrowed in Advance of Need

The Council may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Council's overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit. The maximum period between borrowing and expenditure is expected to be less than one year, although the Council is not required to link particular loans with particular items of expenditure.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic and Interest Rate Forecast November 2022

Underlying assumptions:

- UK interest rate expectations have eased following the explosive mini-budget, with a growing expectation that UK fiscal policy will now tighten to restore investor confidence, adding to the pressure on household finances. The peak for UK interest rates will therefore be lower although the path for interest rates and gilt yields remain highly uncertain.
- Globally, economic growth is slowing as inflation and tighter monetary policy depress activity. Inflation, however, continues to run hot, raising expectations that policymakers, particularly in the US, will err on the side of caution, continue to increase rates and tighten economies into recession.
- The new Chancellor dismantled the mini-budget, calming bond markets and broadly removing the premium evident since the first Tory leadership election. Support for retail energy bills will be less generous, causing a lower but more prolonged peak in inflation. This will have ramifications for both growth and inflation expectations.
- The UK economy is already experiencing recessionary conditions, with business activity and household spending falling. Tighter monetary and fiscal policy, alongside high inflation will bear down on household disposable income. The short- to medium-term outlook for the UK economy is bleak, with the BoE projecting a protracted recession.
- Demand for labour remains strong, although there are some signs of easing. The decline in the active workforce has fed through into higher wage growth, which could prolong higher inflation. The development of the UK labour market will be a key influence on MPC decisions. It is difficult to see labour market strength remaining given the current economic outlook.

- Global bond yields have steadied somewhat as attention turns towards a possible turning point in US monetary policy. Stubborn US inflation and strong labour markets mean that the Federal Reserve remains hawkish, creating inflationary risks for other central banks breaking ranks.
- However, in a departure from Fed and ECB policy, in November the BoE attempted to explicitly talk down interest rate expectations, underlining the damage current market expectations will do to the UK economy, and the probable resulting inflation undershoot in the medium term. This did not stop the Governor affirming that there will be further rises in Bank Rate.

Forecast:

- The MPC remains concerned about inflation but sees the path for Bank Rate to be below that priced into markets.
- Following the exceptional 75bp rise in November, Arlingclose believes the MPC will slow the rate of increase at the next few meetings. Arlingclose now expects Bank Rate to peak at 4.25%, with a further 50bp rise in December and smaller rises in 2023.
- The UK economy likely entered into recession in Q3, which will continue for some time. Once inflation has fallen from the peak, the MPC will cut Bank Rate.
- Arlingclose expects gilt yields to remain broadly steady despite the MPC's attempt to push down on interest rate expectations. Without a weakening in the inflation outlook, investors will price in higher inflation expectations given signs of a softer monetary policy stance.
- Gilt yields face pressures to both sides from hawkish US/EZ central bank policy on one hand to the weak global economic outlook on the other. BoE bond sales will maintain yields at a higher level than would otherwise be the case.

Extract from Arlingclose Economic and Interest Forecast issued 7 November 2022

	Current	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
Official Bank Rate													
Upside risk	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25
Arlingclose Central Case	3.00	3.50	4.00	4.25	4.25	4.25	4.25	4.00	3.75	3.50	3.50	3.50	3.50
Downside risk	0.00	0.25	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00
3-month money market rate													
Upside risk	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25
Arlingclose Central Case	3.00	3.90	4.40	4.40	4.40	4.35	4.30	4.25	4.00	3.75	3.75	3.75	3.75
Downside risk	0.00	0.25	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00
5yr gilt yield													
Upside risk	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.36	3.65	3.90	3.90	3.90	3.90	3.80	3.70	3.60	3.50	3.40	3.30	3.20
Downside risk	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
10yr gilt yield													
Upside risk	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.46	3.70	3.75	3.75	3.75	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70
Downside risk	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
20yr gilt yield													
Upside risk	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.88	4.00	4.00	4.00	4.00	4.00	3.90	3.90	3.90	3.90	3.90	3.90	3.90
Downside risk	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
50yr gilt yield													
Upside risk	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.24	3.40	3.40	3.40	3.40	3.40	3.30	3.30	3.30	3.30	3.30	3.30	3.30
Downside risk	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

Appendix B - Existing Investment and Debt Portfolio Position

	30 Sept 2022 Actual Portfolio £m	30 Sept 2022 Average Rate %
External Borrowing:		
PWLB – Fixed Rate	305.5	2.35
Short Term Borrowing	135.0	0.88
LOBO Loans	64.0	4.34
Long Term Borrowing	18.0	4.37
Total External Borrowing	522.5	2.28
Other Long Term Liabilities:		
PFI, Finance Leases and other liabilities	94.3	n/a
Other loans	19.3	n/a
Total Gross External Debt	636.1	
Investments:		
<i>Managed in-house</i>		
Short-term Money Market Funds	10.2	1.39
Other Short Term investments	1.6	1.66
<i>Managed externally</i>		
CCLA Pooled Funds	26.8	2.50
Other Pooled Funds	25.0	1.01
Total Investments	63.6	1.72
Net Debt	572.5	

Treasury Management Strategy 2023-24

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Ballard House
West Hoe Road
Plymouth PL1 3BJ

Appendix I (I)

	2023/24 £m
November Cabinet Report – gap	11.394
Business Rates multiplier	(4.347)
Revenue Support Grant (RSG)	(1.517)
Local Council Tax Support Grant (subsumed into RSG)	0.395
Additional Social Care Grant	(8.199)
Independent Living Fund (subsumed into Social Care Grant)	0.582
Lower Tier Grant - Abolished	0.416
Services Grant – reduction	1.755
New Homes Bonus (allocation = £22k v forecast £0.850m)	0.828
National Living Wage further increase to revised £10.42	3.300
Cost and income assumptions adjustments – income	0.367
Cost and income assumptions adjustments - costs	0.633
Revised post Settlement	5.607
Additional 1% ASC Precept *	(1.250)
Additional Council Tax 2.99%	(3.740)
Revised post Council Tax increase	0.617

Appendix I (2)

Directorate	2023/24 £m	2023/24 £m
Revised post Council Tax increase / January Cabinet		0.617
Amended Resources :- Business Rates 2023/24		(4.777)
Amended Costs :-		
Delete South Yard additional allocation	(0.100)	
Reduce energy cost allocation corporate allocation	(0.210)	
Reduce additional energy cost – recharge Bereavement Service	(0.300)	
Pension costs as a result of Tri-Annual valuation	1.500	
Additional Social Care Provision	1.000	
Final Settlement adjustment to Services Grant reduction	(0.093)	
Total amended costs		1.797
Amended Savings :-		
One off used in 2022/23 – reverse of assumption to carry over	2.493	
Reduce saving Staff Exit Costs from £1.5m – to cover savings plans in 2023/24	0.750	
MRP one-off adjustment – reverse prior year's over provision	(1.000)	
Reduce Community Grants saving to revised £0.093m	0.120	
Total amended savings		2.363
Final Balance		0.000

Appendix 2

Net additional cost pressures and adjustments

Right Sizing the Budget	£m
Additional 2022/23 pay award consolidated into the 2023/24 budget	2.900
One off in 2022/23 COVID 19 Additional Grant Income	4.890
One Offs in 2022/23 budget	6.123
Electoral Services	0.247
Other Budgets funded from one off allocations in 22/23 consolidated into the base for 23/24	0.720
2022/23 Budget Amendments	0.730
Additional Children's Social Workers funded from reserves in 2022/23	0.570
Total Right Sizing the Budget Costs *	16.180

* Includes cost that will be allocated to Directorates

Corporate Items	£m
Energy pressures Hard FM (Facilities Management)	2.755
Energy pressures - Street Lighting	1.000
Energy pressures – Leisure facilities	0.500
Salary Increases 2023/24	3.800
Financing the Capital Programme (new projects (0.471m – existing £1.199m)	1.670
Additional pension costs	1.500
Interest and other TM pressures	2.550
PFI (Private Finance Initiative) contract	0.273
Lower Tier Grant	0.416
Services Grant	1.662
Local Council Tax Support Grant (rolled into Revenue Support Grant)	0.395
Social Care provision	1.000
Street Services additional resources – held as a contingency	0.300
South Yard additional allocation	(0.100)
New Homes Bonus (NHB)	1.685
Social Care Grant	(8.199)
Total Corporate Costs	11.207

Children	£m
Social care provision – Additional cost and volume of placements	3.053
Short breaks	0.370
Home to school Transport	1.000
	4.423

People

	£m
Adult Social Care – Care Packages	1.700
National Living Wage	5.300
Homelessness Cost and volume	1.000
Independent Living Fund (Now in Social Care Grant)	0.582
	8.582

Place	£m
Staffing - Streets	0.327
Vehicle fuel	0.446
Parking - 50% of legacy shortfall	0.450
Reversing one off income in 22/23	0.183
Waste tonnage and additional costs	0.628
Grounds maintenance	0.700
	2.734

Total net Directorate Costs **15.739**

	£m
MRP	(1.000)
Reduction in Corporate Budgets	(0.750)
	(1.750)

Summary of Savings by Directorate	2023/24 £m
Children	(4.575)
People	(6.030)
ODPH (Office of the Director of Public Health)	(0.292)
Place	(7.290)
Chief Executives and Customer and Corporate Services	(3.499)
	(21.686)

Children	2023/24 £m
Work with families to keep more children at home	(1.627)
Reduce the use of residential care, increase the use of foster care and work to ensure children in care can return to their families or a connected person in their lives	(2.275)
Review our workforce / organisational structure. Realigning services in Targeted Support and Social Care will reduce the need for agency workers and costs associated with external assessments	(0.673)
	(4.575)

People	2023/24 £m
Managing demand in homelessness	(0.500)
Managing and reducing cost pressures across care provider market	(1.000)
18-64 Review Programme and Reducing Transition Packages	(0.430)
Managing and Reducing Demand of ASC Packages (65plus)	(1.000)
Review Reablement Service, realising efficiencies through improved ways of working.	(0.250)
Review Early Help provision and Children's centres in partnership with Children's Directorate and partners across the city	(0.600)
Review Sports Development service and align function to Plymouth Active Leisure	(0.043)
Review Youth Services working in partnership with local providers to reduce costs.	(0.100)
Transfer funding for Health and Wellbeing Hubs to Public Health Grant removing cost from People Directorate budget	(0.119)
Maximise Grants to support wellbeing services	(0.508)
Review contracts to deliver efficiencies in partnership with Providers	(0.205)
Maximise Disabled Facilities Grant to support the provision of community equipment and adaptations in peoples' homes.	(0.500)
Develop a new operating model across the directorate	(0.200)
Increase Houses of Multiple Occupation licensing fee	(0.075)
Use £250k reserve to support range of children's services	(0.250)
Reduce Council subsidy associated with Leisure facilities. Tinside Lido: broaden offer including new events Plympton Pool: review operating costs and income Mount Wise Pools: Implement entry charge to contribute to costs of running Brickfields: develop community sports and wellbeing hub with partners	(0.250)
	(6.030)

ODPH	2023/24 £m
Maximisation of grants across ODPH	(0.250)
Increased Fees & Charges income	(0.042)
	(0.292)

Place	2023/24 £m
Reduce Concessionary Fares Budget	(0.500)
Increase car parking charges as per Cabinet decision of 10 November 2022	(0.934)
Charging for collection of garden waste (councils are not required to provide garden waste collections as it is a non-statutory service) As per Cabinet decision on 10 November 2022	(0.530)
Re-instate charging for non-household waste at Household Waste Recycling Centres (Asbestos, soil, rubble, plasterboard)	(0.177)
Re-instate charging for bin delivery	(0.032)
Reduce budget for supporting non-commercial bus routes and implement charges at Park and Ride sites to support the city's bus network	(0.229)
Generate savings/ income from the commercial estate (lease renewals/ re-gearing/ new income)	(0.343)
Capitalisation of Strategic Project Teams costs	(0.050)
Review costs of the Economic Development Team through capitalisation of costs, efficiencies, income and sponsorship targets	(0.077)
Secure new and additional income and grants from cultural trusts and foundations	(0.125)
Ensure Tourist Information Centre is cost neutral	(0.025)
Seek sponsor for Bonfire Night on The Hoe or stop the event.	(0.030)
Review of Community Transport provision including release of bike hire underspend, consideration of funding underspends, the optimisation of services and identifying alternative funding models.	(0.070)
Withdraw from Devon and Cornwall Rail Partnership	(0.010)
Withdraw from South Hams/Plymouth Urban Fringe Team	(0.066)
Reduce/re-align financial contributions to environment/marine bodies	(0.010)
Increase Allotment income	(0.011)
Undertake a full-service re-structure of Strategic Planning & Infrastructure	(0.300)
Annual increase in parking fees and identify new forms of income	(0.423)
Highways Engineering Client Fees through capitalisation of back-office support	(0.128)
Re-profile Highways Maintenance in areas such as white-lining, gulley work, barriers and ironworks as well as rationalising staffing and seeking capitalisation of back-office costs	(0.500)
Route optimisation savings of refuse collection service	(0.290)
Increase fees and charges in Street Services in line with fees and charges policy – areas include commercial, trade and bulky waste, MOTs, marine, playing pitches and beach huts	(0.234)
Reduce street lighting costs by investing in a new computer management system that helps reduce energy costs	(0.500)
Strategic Contract Optimisation	(0.430)
Introduce new Chelson Meadow Solar Farm to support energy savings	(0.050)
In line with national government policy, create a habitat banking scheme to generate income from developments to improve biodiversity and offset environmental impact	(0.029)
Maximise nature-based solutions to create additional income	(0.020)
One off saving – Reduce Foreshore Reserve	(0.129)
One off saving – Reduce Park and Ride Reserve	(0.100)
One off saving – Reduce Bad Debt Provision	(0.343)
One off saving - Strategic Projects License Fee	(0.048)
Utilise funding allocated for food waste collection service pending Government guidance on next steps for introduction	(0.200)
Recovery of owed land receipts	(0.050)
Increased Fees & Charges income	(0.296)
	(7.290)

Customer & Corporate Services	2023/24 £m
Review Contact Centres/Customer Services operating within the Council to look at broader efficiencies, bringing services together and focusing on those who are not able to use digital services and the most vulnerable communities we serve	(0.188)
Reduce purchasing of library books as eBook loans are increasing	(0.050)
Cease Local Government Information Unit (LGIU) and Key Cities subscriptions	(0.021)
Swap revenue budget funding for Community Grants programme with capital funding which is available	(0.093)
Share policy and performance functions across the Council	(0.084)
Bring together marketing, design and communications functions across the Council	(0.080)
Reduce external legal advice	(0.020)
Review Lord Mayor's events and streamline resources	(0.030)
Review senior management resource across the Council	(0.200)
One-off proposal to freeze the Head of Policy and Regional Partnerships role for 23/24	(0.070)
Improve processes and implement automation technology to reduce manual work in Business Support	(0.200)
Consult residents on how the Council re-provisions its Library Service alongside a review of other community buildings and services.	Subject to consultation – likely to be 24/25 saving
Introduce a plan to save money on IT as part of review of how services are best delivered across the Council	(0.600)
Freeze vacancies from Transformation and Digital teams and identify funding sources	(0.300)
Reduce spending on agency staff used in managing council buildings	(0.060)
Adjust security provision in council buildings	(0.123)
Reduce posts within the Human Resources Organisational Development (HROD) service	(0.220)
Review learning and development spend across the Council	(0.025)
Review of audit requirements from the Devon Audit Partnership	(0.050)
Review budget for the Finance team	(0.250)
Reduce external financial advice	(0.050)
Vacate Windsor House earlier than planned	(0.500)
Accelerate transfer of Children, Young People and Families service from Midland House and sell the building	(0.230)
Increased Fees & Charges income	(0.055)
	(3.499)
	(21.686)

Appendix 4

	Budget 22/23			Budget 2023/24			
Directorate	Expenditure	Income	Net Budget	Cost Increases	Right Sizing the Budget	Savings/ Income	Net Budget
Corporate	11.783	(50.891)	(39.108)	11.207	13.913	(1.750)	(15.738)
Children	151.478	(89.316)	62.162	4.423	0.570	(4.575)	62.580
People	132.561	(37.403)	95.158	8.582	0.000	(6.030)	97.710
ODPH	20.553	(20.861)	(0.308)	0.000	0.000	(0.292)	(0.600)
Place	92.162	(64.884)	27.278	2.734	0.950	(7.290)	23.672
Chief Executives and Customer and Corporate Services	121.971	(69.403)	52.568	0.000	0.747	(3.499)	49.816
	530.508	(332.758)	197.750	26.946	16.180	(23.436)	217.440
				Total Resources available			(217.440)
				Budget			0.000

APPENDIX 5 Capital Programme

Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Delivering a Net Zero Plymouth	£m	£m	£m	£m	£m	£m
Transforming Cities Fund (TCF)Tranche 2 Grant	1.777	19.156				20.933
Heat Sourcing in Corporate Buildings (Big 4 Decarbonisation)	3.547					3.547
Home Energy	0.088	0.060				0.148
Warm Homes	0.428					0.428
Green Homes	1.882					1.882
TCF T2 Mobility Hubs	2.065	2.787				4.852
TCF T2 Signal Optimisation / ITS (citywide) and Traffic Control Centre	2.491					2.491
TCF T2 Workplace Travel Package	0.576					0.576
TCF T2 St Budeaux to Dockyard	0.196	0.881				1.077
TCF T2 St Budeaux Station Interchange	0.399	0.586				0.985
TCF T2 Royal Parade Bus Infrastructure	0.176	0.243				0.419
TCF T2 Mayflower Street Bus Stops	0.303	0.207				0.510
TCF T2 Crownhill Sustainable Transport Corridor	0.576	0.190				0.766
TCF T2 Dockyard to City Centre Walking & Cycling	0.165	0.880				1.045
Northern Corridor Strategic Cycle Network	2.050	0.150				2.200
Eastern Corridor Strategic Cycle Network	1.164	0.150				1.314
Derriford Community Park Biodiversity / Access Networks	0.267	0.056	0.058	0.058		0.439

National Marine Park	0.166					0.166
National Marine Park- New Horizons	0.525	0.080				0.605
Plan for Trees	0.228	0.226	0.216			0.670
Billacombe / Barbican Footbridges		0.590				0.590
Plymouth's Natural Grid	0.173					0.173
Civic Centre District Energy	0.216					0.216
Civic Centre District Energy- Phase 2		0.475	2.422	0.076		2.973
Chelson Meadow Solar Farm	0.060	0.357				0.417
Solar Roof Tops	0.172					0.172
PCC LED Lighting Replacement Programme	0.120	0.507				0.627
Longbrook Street Flood Defence	0.139					0.139
Electric Vehicles	0.180	0.221				0.401
Social Housing Decarbonisation	0.967					0.967
Home Upgrade Grant HUG	2.254					2.254
Plymouth & South Devon Community Forest	0.640	3.845	2.493	1.671		8.649
Fleet Decarbonisation Programme		0.568	0.323			0.891
Container Provision	0.115					0.115
Various Projects under £0.1m	0.272	0.008				0.280
Total Delivering a Net Zero Plymouth	24.377	32.223	5.512	1.805	-	63.917

Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Delivering a sustainable City Centre and Waterfront	£m	£m	£m	£m	£m	£m
Future High Streets Fund - Civic Centre	1.500	8.964				10.464
Future High Streets Fund - Guildhall	0.212	1.436	2.312			3.960
Civic Square	0.756					0.756
Armada Way	2.755	9.836				12.591
Royal Parade	0.150	0.500				0.650
Quality Hotel	0.046	0.020	0.107			0.173
HSHAZ Façade Restoration	0.145	0.145				0.290
Charles Cross	0.012	0.185				0.197
Colin Campbell Court	0.030	0.157				0.187
3-19 Raleigh St & 91-95 New George St	0.900	0.300	0.100			1.300
Colin Campbell Court Demolitions	0.420	0.565				0.985
Plymouth Health and Wellbeing Hub at Colin Campbell Court	1.361	1.458	0.023			2.842
Retail Development	0.025	0.075	1.171			1.271
Stonehouse Creek Community Centre	0.098	0.198	0.051			0.347
City Centre Public Realm Old Town St/ New George St	3.462	0.769				4.231
Various Projects under £0.1m	0.150	0.080				0.230
Total Delivering a sustainable City Centre and Waterfront	12.022	24.688	3.764	-	-	40.474

Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Delivering a sustainable Derriford / Northern Corridor	£m	£m	£m	£m	£m	£m
Woolwell to The George (Widening & Park & Ride)	3.664	21.100	13.111	0.755		38.630
Forder Valley Link Road	9.150	2.160				11.310
Forder Valley Interchange	3.954	0.274				4.228
Morlaix Drive Access Improvements	3.795					3.795
Charlton Road	0.060	0.645	0.564			1.269
Various Projects Under £0.1m	0.040	0.014	-			0.054
Total Delivering a sustainable Derriford / Northern Corridor	20.663	24.193	13.675	0.755	-	59.286
Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Delivering a sustainable Eastern Corridor	£m	£m	£m	£m	£m	£m
E Corridor Junction Improvements	0.227	0.061				0.288
A38 Manadon Junction	0.696	0.208				0.904
Plymouth Major Road Network	0.314					0.314
Various projects Under £0.1m		0.078				0.078
Total Delivering a sustainable Eastern Corridor	1.237	0.347	-	-	-	1.584

Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Delivering sustainable homes	£m	£m	£m	£m	£m	£m
Re-provision of Vines and Colwill Lodge	0.281	6.492	3.535			10.308
Plan for Homes (PfH) Bath Street	0.050	1.460				1.510
PfH Self Build Housing Sites - Lancaster Gardens	0.003	0.179				0.182
PfH Plan for Homes Phase 3		0.578				0.578
PfH Colebrook Road, Plympton	0.002	0.150				0.152
PfH P3 Healy Place, Morice Town Dev.	0.003	0.225	0.225			0.453
PfH Empty Homes Financial Assistance	0.511	0.245	0.244			1.000
PfH Broadland Gardens (Development)	0.945	2.050				2.995
PfH Extra Care Housing Support Millbay		0.450				0.450
Douglass House Site Development	0.522					0.522
Disabled Facilities (incl Care & Repair works)	4.720					4.720
Integrated Health Hub - Colin Campbell Court	0.811					0.811
Eclipse Project	0.640	0.971				1.611
6 Victoria Place	0.011	0.170				0.181
Coombe Way, Kings Tamerton	0.013	0.600	0.330			0.943
Elgin Crescent	0.055	0.045				0.100
Windmill Carpark	0.057	0.052				0.109
Broadland Gardens Brownfield Land Release Fund		0.100				0.100
Short Term Care Centre	0.336					0.336
Asbestos Claims by Plymouth Community Homes (PCH)	0.662	0.500				1.162

PfH Self Build Housing Sites – Clowance Street	0.004	0.100				0.104
PfH PCH Partnership Agreements	0.338	0.702				1.040
PfH Livewest Partnership Agreement		0.500	0.500			1.000
Various Projects under £0.1m	0.216	0.122				0.338
Total Delivering sustainable homes	10.180	15.691	4.834	-	-	30.705
Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Delivering essential city infrastructure / Improving Neighbourhoods	£m	£m	£m	£m	£m	£m
Minor Structure Repairs (Reactive)	0.500	0.240				0.740
Minor Structure Repairs (Preventative)	0.742	0.020				0.762
Carriageway Permanent Repairs	0.525					0.525
Carriageway Resurfacing	2.870	1.180				4.050
Carriageway Micro Asphalt	0.860	1.410				2.270
Carriageway Lining	0.362					0.362
Footway Permanent Repair	0.985					0.985
Footway Resurfacing	0.139					0.139
Kerb Replacements	0.236					0.236
Capitalised drainage schemes	0.291	0.418				0.709
Vehicle Restraint System	0.237	0.110				0.347
Street Furniture Replacements	0.175					0.175
Street Lighting Columns Replacement	1.765	2.123	2.377			6.265
Traffic signal replacement	0.506					0.506

Minor Traffic Schemes	0.148					0.148
Collision Reviews (Millbay Roundabout)	0.131	0.010				0.141
Car Parks - Maintenance & Payment System	0.300	1.293				1.593
Plymouth Life Centre - Building Management System	0.175					0.175
Little Deers - Morley Centre		0.120				0.120
Visual Impact Mitigation Scheme (VIMS)	0.080	0.250				0.330
Central Park Improvements	0.941	2.959				3.900
Bond Street Playing fields (Southway Community Football Facility)	0.044	0.250				0.294
Improving Outdoor Play Phase 3	0.297	0.173				0.470
Variable Message Systems CCTV		0.179				0.179
Living Streets Coordination of Cllr Schemes	0.136	0.149				0.285
Various Projects under £0.1m	0.811	0.320	0.005			1.136
Total Delivering essential city infrastructure / Improving Neighbourhoods	13.256	11.204	2.382	-	-	26.842

Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Ensuring sufficient good quality school places	£m	£m	£m	£m	£m	£m
Pomphlett Basic Need	0.043					0.043
Plymstock School Expansion	0.154					0.154
SEN Access and Safeguarding	0.010					0.010
Schools - Devolved Capital Formula	0.268	0.132	0.132	0.132		0.664
Schools - Devolved Capital Projects	0.126					0.126
Total Ensuring sufficient good quality school places	0.601	0.132	0.132	0.132	-	0.997
Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Delivering a sustainable economy	£m	£m	£m	£m	£m	£m
Commercial / Office Development	2.486	43.774	2.398			48.658
Retail Development	0.085	22.525				22.610
Oceansgate Remediation/separation works	0.307	0.922				1.229
Oceansgate – Smart Sound Connect	0.127					0.127
Oceansgate Phase 2	0.001	0.118				0.119
Oceansgate Phase 3.1 – Innovation Area	0.893					0.893
Langage Development Phase 2	0.261					0.261
Langage Development Phase 3	0.011	0.120				0.131
The Box	0.247					0.247
City Business Park - Redevelopment	0.345					0.345
Inclusive Economy Fund	0.530	0.199	0.110	0.076	0.046	0.961

Mayflower 400 – Waterfront Event Infrastructure	0.106					0.106
Mayflower 400- Plymouth Signage	0.125					0.125
Various Projects under £0.1m	0.221	0.022				0.243
Total Delivering a sustainable economy	5.745	67.680	2.508	0.076	0.046	76.055
Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Connecting the City	£m	£m	£m	£m	£m	£m
Plymouth Rail Station Regeneration	0.219					0.219
Plymouth Rail Station Forecourt	1.262	1.754	3.063	2.296		8.375
Plymouth Rail Station MSCP	0.074	0.031	0.044	0.038	2.599	2.786
Plymouth Railway Station Concourse	0.127	0.531	0.521	1.010	0.243	2.432
Rail Station Accommodation Block	0.081	0.313	2.058	1.948		4.400
Mayflower Coach Station	0.008					0.008
Cot Hill Bridge	0.139					0.139
Total Connecting the City	1.910	2.629	5.686	5.292	2.842	18.359

Details	2022-23 Latest Forecast	2023-24 Latest Forecast	2024-25 Latest Forecast	2025-26 Latest Forecast	2026-27 Latest Forecast	Total
Transforming Services	£m	£m	£m	£m	£m	£m
Bereavement Infrastructure	9.823	10.682	2.670			23.175
Schools - ICT Projects	0.439					0.439
Ballard House Roof Replacement & Insulation	0.397					0.397
Crownhill Court Fit Out	0.687					0.687
Street lighting Energy Savings	1.245					1.245
Challenge Fund	0.500	1.000				1.500
Car Parks - Replacement Payment System	0.099	0.300				0.399
Replacement of Hire Vehicles	0.220	1.461				1.681
Street Scene & Waste Vehicles	0.251	0.144				0.395
Chelson Meadow Push Walls	0.629					0.629
Transformation/Modernisation Technology Projects		0.599				0.599
New Data Centre Migration	0.221					0.221
Repairs to Plymouth Guildhall	0.118					0.118
Pounds House Repairs	0.085	1.702				1.787
Accommodation Strategy	0.162					0.162
Mount Edgcumbe Commercialisation		0.180				0.180
MOVA Marsh Mills – Upgraded Traffic Signals		0.341				0.341
Western Approach Car Park	0.253					0.253
Continuation of Transformation/ Modernisation Projects		0.418	0.100			0.518
Data Centre Infrastructure	0.482	0.482	0.482			1.446

Replacement of Current Laptop Estate		1.700				1.700
Highways Management System		0.100				0.100
Alloy Phase 2	0.034	0.215				0.249
Development of PCC Website	0.192					0.192
Data Intelligence		0.200				0.200
EDRMS Data Storage and Management Solution		0.200				0.200
Sensors and Monitors		0.100				0.100
AI Solutions	0.120	0.380				0.500
cWAN Project	0.281					0.281
Western Approach LED	0.374					0.374
Plymouth Life Centre Light Replacements	0.030	0.140				0.170
Toilet Demolition	0.101					0.101
Business Park development	1.992	0.800				2.792
Relocation of Midland House Staff and Services to Ballard House	0.350	0.500				0.850
Refit of 4 Haxter Court Close for Delt Shared Services	0.200					0.200
Various projects under £0.1m	1.398	0.136	0.023			1.557
Total Transforming Services	20.683	21.780	3.275	-	-	45.738
Total	110.674	200.567	41.768	8.060	2.888	363.957

Project Income Assumptions:	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Plymouth Ports	0.682	7.473	1.585			9.740
Schools Contributions	0.018	0.020	0.020			0.058
Civic Centre District Energy		0.086				
Major Road Network – Department for Transport (DfT)	4.293	10.695	15.250	16.253		46.491
Manadon Interchange	1.785	3.198	3.198			
Embankment Cycle/ Pedestrian		1.900	1.900			
Mannamead Road/ Meavy Way	0.303	0.519	0.519			
DfT Highways Maintenance	0.323	0.323	0.323			
Potholes Action Fund	1.290	1.290	1.290			
Oceansgate	2.385	11.071	14.235			27.691
National Marine Park	0.065	5.189	2.908			8.162
Home Improvement – HUG		1.500	1.500			
Social Housing – Decarb fund		3.350	3.350			
Lipson Vale Trefusis Park – Environment Agency (EA) fund		2.700				2.700
St Levan Road – EA fund	0.070	0.680				
Lawn Tennis Association	0.020					
Central Park – EA fund		0.040				
Plymouth Natural Grid		0.378				
Better Care Fund		2.814	2.814			
Connect the Classroom	0.238					
Schools Basic Needs	0.742	0.050				
High Needs Pupils	6.693	4.957				
Condition fund	2.503					

Local Transport Plan/Highway Maintenance	0.294	1.777	3.249			5.320
Seagull Bridge		0.025				
Fleet Replacement		4.050	4.086			
Street Lighting		1.000				
ICT Business Case			0.625			
Community Connection Loan	0.210					
Service Efficiency Borrowing	2.814	0.950	0.769	5.441	3.001	12.975
Developer Contributions	4.452	4.088	3.736			
TOTAL	29.180	70.123	61.357	33.014	33.872	227.547

Total Revised Capital Budget	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Total	139.798	270.747	103.125	41.074	36.760	591.504

Cabinet



Date of meeting:	09 February 2023
Title of Report:	Emergency Response Plan (ERP)
Lead Member:	Councillor James Stoneman (Cabinet Member for Climate Change)
Lead Strategic Director:	Ruth Harrell (Director of Public Health)
Author:	Dave Bate (Senior Civil Protection Officer)
Contact Email:	david.bate@plymouth.gov.uk
Your Reference:	ERP
Key Decision:	No
Confidentiality:	Part I

Purpose of Report

Plymouth City Council has an Emergency Response Plan to ensure that PCC is able to respond to an emergency impacting the organisation itself or the community it serves. As is good practice, PCC have reviewed the current plans and supporting documents against the lessons learnt from incident responses, both our own and from others, and developed a fully revised and rewritten plan. The ERP also takes account of new technologies and ways of working. Following approval of the ERP, a training programme will commence to ensure that staff who are called upon to support incident responses are trained in the updated version.

Recommendations and Reasons

Cabinet is asked to approve the Emergency Response Plan Version I

Alternative options considered and rejected

N/A

Relevance to the Corporate Plan and/or the Plymouth Plan

As a unitary authority with statutory emergency planning responsibilities, Plymouth City Council must have in place a plan that informs its response should an emergency impact upon the organisation itself or the community it serves. It is also required to support the actions of the emergency services, together with any other authority that may require assistance as a result of an emergency in the surrounding area.

Implications for the Medium Term Financial Plan and Resource Implications:

N/A

Financial Risks

None directly associated with this plan, although it should be noted that Burrington Way is being reconfigured into an EOC at a cost under the Estates programme

Carbon Footprint (Environmental) Implications:

N/A

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.*

[Click here to enter text.](#)

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	PCC Emergency Response Plan v1							
B								

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	pl.22. 23.25 8	Leg	EJ/38 852/ 3.2.2 2	Mon Off	Click here to enter text.	HR	Click here to enter text.	Assets	Click here to enter text.	Strat Proc	Click here to enter text.
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Originating Senior Leadership Team member: Ruth Harrell
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 24/01/2023
Cabinet Member approval: <i>Briefed and verbally approved for by Cabinet Member Cllr Stoneman on 9th January 2023</i> Date approved: 09/01/2023

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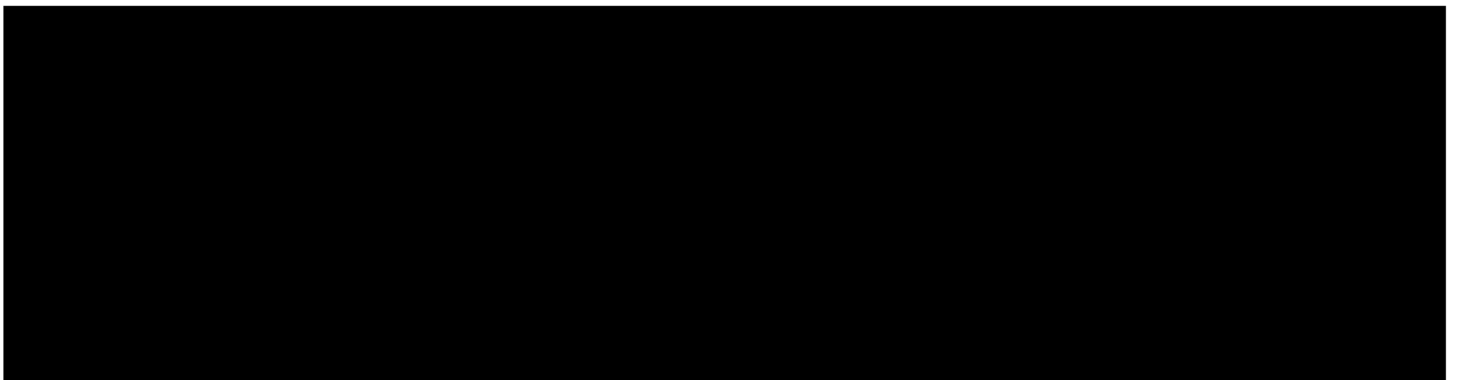
EMERGENCY RESPONSE PLAN

Civil Protection Service - ODPH

EMERGENCY RESPONSE PLAN

This plan makes provision for the orders and processes for responding to a multi-agency declared major incident that Plymouth City Council, as a category 1 responder as defined in the Civil Contingencies Act 2004, must respond to. All officers involved should regularly revisit this plan and familiarise themselves with the relevant action cards or directorate response deployment blueprints.

**IF YOU ARE ACTIVATING THIS
PLAN, TURN TO **PAGE 7** FOR
INITIAL ACTIONS AND **PAGE 18**
FOR ACTION CARDS**



FOREWORD BY CHIEF EXECUTIVE

Plymouth City Council's emergency response plan provides clear guidance on the actions to be undertaken in the event of an emergency. This includes actions to provide an emergency response, and includes the provision of additional services to meet the demands of an emergency.

The plan complements the planning arrangements made by the emergency services, certain government departments, health authorities and major utility companies. Its very objective is to dovetail into their plans in order to provide a comprehensive, effective and efficient response.

All directors and service directors are required to ensure that staff understand and are properly prepared to deal with emergency response requirements. Flexibility will of course be essential to our response to any major emergency and members of staff may be expected to function outside of their role profile or terms of reference.

The Civil Protection Officers (CPOs) and Civil Protection Liaison Officers (CPLOs) within directorates have an important part to play in the development of contingency plans and the training of identified volunteer staff in emergency response functions.

This emergency response plan is a 'living document' and I expect all staff to be familiar with their respective roles in the event of the plan's implementation. Similarly, in order to ensure that the plan works effectively when implemented, I expect all directorates to fully support the training and exercise initiatives which are co-ordinated by the Civil Protection Service.

Tracey Lee
Chief Executive

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DISTRIBUTION LIST

Name	Format
Civil Protection Liaison Officers (CPLOs) – via email	Electronic
Civil Protection Service – On call documents (MS Teams - all tactical and strategic commanders)	Electronic
Civil Protection Service	Electronic and hard copy

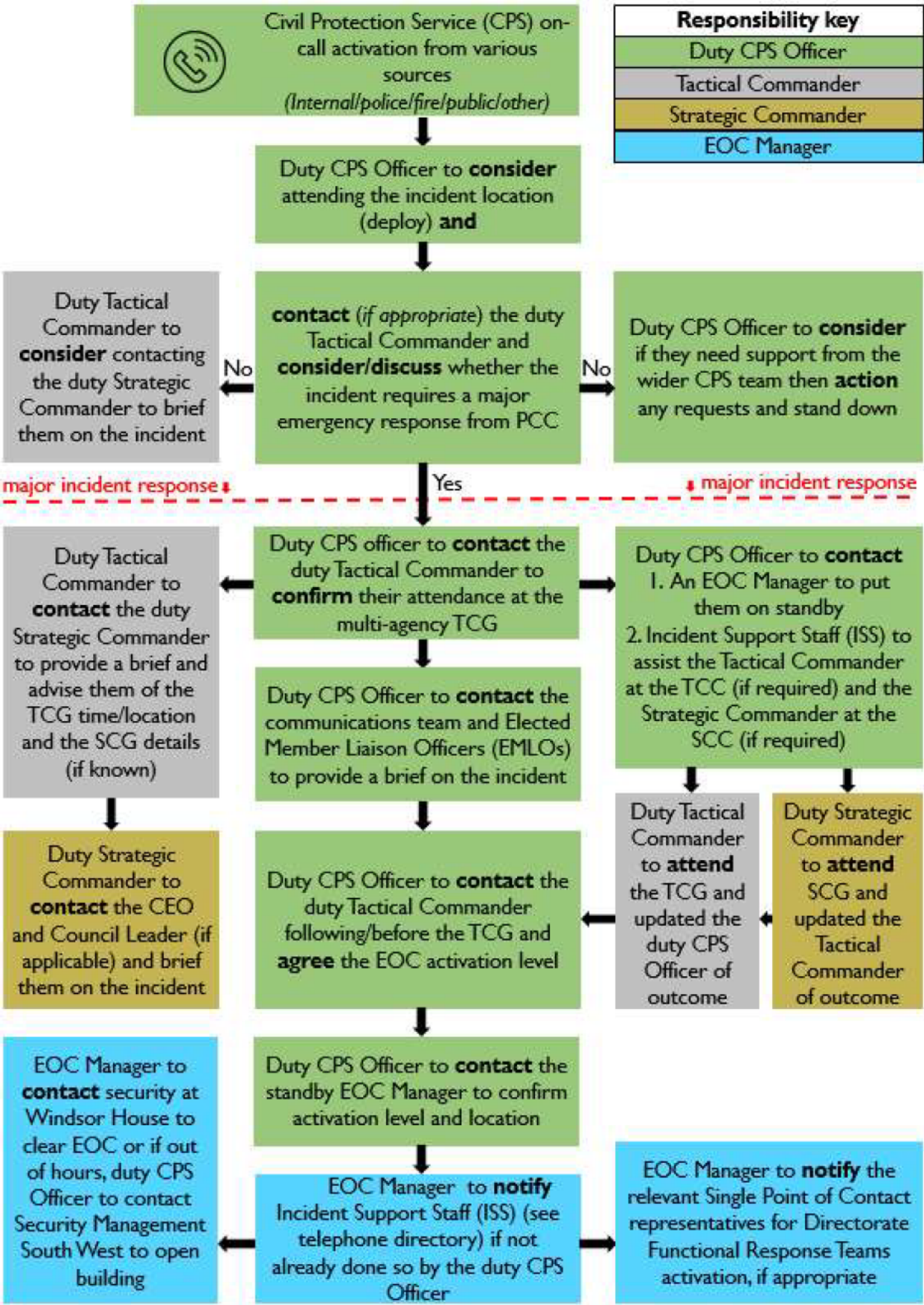
NOTE

- It is the responsibility of the CPLOs to distribute copies of the Emergency Response Plan (ERP) to relevant staff within their own directorate
- It is the responsibility of the Civil Protection Service to disseminate the latest version of the plan to the groups and locations in the distribution list
- It is expected that all Tactical and Strategic Commanders ensure they are familiar with the contents of the latest version of the plan to ensure a constant state of preparedness

RECORD OF AMENDMENTS

Amendment No	Section No	Name	Pages	Date Amended and Issued

ACTIONS TO BE TAKEN FOLLOWING ON-CALL ACTIVATION



SECTION ONE: INTRODUCTION, AIMS AND OBJECTIVES

1.1 INTRODUCTION

The overarching purpose of this emergency response plan is to provide a framework to relevant Council officers on the various procedures and actions that will be put in place in the event of a major emergency. The word 'emergency' is used continually throughout this plan to encompass all disruptive incidents that would require the use of resources beyond business as usual operations.

As a unitary authority with statutory emergency planning responsibilities, Plymouth City Council must have in place a plan that informs its response should an emergency impact upon the organisation itself or the community it serves. It is also required to support the actions of the emergency services, together with any other authority that may require assistance as a result of an emergency in the surrounding area.

Every major emergency is different, so it is impossible to write a plan that can cover every eventuality. Despite this, the Council must respond in a rapid, effective, efficient and co-ordinated manner whatever the emergency may be. This plan seeks to facilitate this, by identifying the process that will be put in place, by clarifying who will be accountable for what and highlighting precisely what the Council's role will be in working with the other key agencies that would likely be involved in responding to the emergency.

This plan forms an overarching framework from which the Council can respond to all major emergencies that pose a considerable test to its ability to perform its core functions. The plan does not stand alone and is intended to be referenced in other site specific plans the Council, as a category 1 responder, is responsible in preparing.

The plan will be subject to a continual review process that will take into account; changes in legislation or policy, organisational restructures and the outcomes of emergency exercises with our multi-agency partners. To ensure there is a strict version control mechanism in place, an amendment record sheet has been included to take into account changes to the plan. Civil Protection Liaison Officers (CPLOs) have been designated in each directorate to act as a conduit of information in relation to this plan. The list of directorate CPLOs and their contact details can be found on page 9.

It is vital the relevant Council officers are aware of this plan's existence and their own role within it, should an emergency arise. Key staff will be provided with periodic training, which will be arranged by the Civil Protection Service (CPS). However, to ensure that everyone is clear about what needs to be done, a series of action cards have been produced for each key role within the authority and these can be found in section three.

The plan is distributed in electronic format to all CPLOs, an MS Teams channel managed by the CPS for all tactical and strategic commanders as well as internally within the team in hard copy.

1.2 DEFINITIONS

Emergency

An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.

Major Incident

An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies.

1.3 AIMS AND OBJECTIVES

Aim

The aim of the plan is to provide a framework to guide response to a declared major emergency and to support efforts to limit the effects of that emergency as far as reasonably practicable.

Objectives

The objectives of the plan are to:

- Co-ordinate the response of the City Council in conjunction with other organisations
- Specify arrangements for the call out of local authority services and resources
- Provide a gateway to Council services by establishing lines of communication with relevant agencies
- Enable the mobilisation of resources to mitigate the effects of the emergency
- Provide a supporting mechanism to the community affected by the emergency
- Prevent duplication of effort
- Facilitate a return to normality for the community and the services of the Council

SECTION TWO: COMMAND, CONTROL AND COORDINATION

2.1 INITIAL NOTIFICATION

In most instances, initial warning of a major emergency will be received through the CPS on-call number, either as a dynamic or 'rising tide' incident. However, on occasion, notification could be received through the Council's contact centre or by media network alerts.

In the event of a major emergency, the duty CPS officer receiving the initial call will follow the procedures as laid out in this plan.

2.2 ALERTING AND ACTIVATION

Call out procedure

If a major emergency is declared in or out of hours, the information must be immediately relayed to the duty CPS officer. The duty CPS officer should refer to the activation flowchart on **page 7** of this plan.

Initial response

A declared emergency could impact on one or more directorates as well as the whole Council, e.g. severe flooding, major road traffic collision, and a major structural collapse or Chemical Biological Radiological Nuclear Explosive (CBRNe) incident. No matter the day, or time of day, the duty CPS officer will **always** revert to the activation flowchart on **page 7** when a major emergency is announced to agree an appropriate response level with the duty tactical commander. It is understood, that depending on the scale of the emergency and the impact on the Council as a whole or on specific services areas, strategic input maybe sought or given which could influence the level of response to the emergency.

In this event, or if the police have already declared a major incident, the Council Emergency Operations Centre (EOC) may be opened. The duty CPS officer and tactical commander should agree the EOC activation level and decide which directorates form Directorate Functional Response Teams (DFRTs) to respond to the emergency.

The Council Emergency Management Team (CEMT) will be assembled and briefed if the emergency evolves in such a way as to require strategic direction. This team will co-ordinate the Council's overall response to the emergency.

If it is considered necessary, an Emergency Telephone Enquiry Service (ETES) will be established to support with the potential influx of enquiries coming into the Council (**see section 5**).

2.3 EMERGENCY OPERATIONS CENTRE

The Council will always maintain a predetermined primary Emergency Operations Centre (EOC) (currently ground floor **Windsor House**). If this facility is compromised, then a secondary location for the EOC will be activated (currently Temeraire Room **Council House**).

The EOC will perform a single point of contact function, where all information is received and analysed, decisions are made, priorities established and resources allocated. The EOC will be led by the EOC Manager, who will be supported by Incident Support Staff (ISS) drawn from across the Council. The level of staffing will be commensurate with the nature of the emergency.

In the first instance it will be the responsibility of the duty on-call CPS officer to contact an EOC Manager, who in turn will be responsible for contacting the relevant number of Incident Support Staff (ISS).

A liaison officer from each of the directorates involved in the emergency will be identified and provide a single point of contact, this might be the CPLO or another nominated individual. Most functions will continue to be dealt with from within departments, where specialist information is more readily available. However, it may be necessary to activate Directorate Functional Response Teams (DFRTs). DFRTs will report to the ERC/EOC to establish a centralised response to the emergency.

2.4 COUNCIL EMERGENCY MANAGEMENT TEAM (CEMT)

CEMT is the Council's strategic level management group in an emergency. The Chief Executive or the duty Strategic Commander will chair CEMT meetings and will specify the attendance required, location and frequency of these meetings.

An action, decision and expenditure log (this can be a single consolidated document) **must** be maintained for the duration of these meetings to form an auditable, transparent record of events during the emergency.

The CEMT should consist of:

- Chief Executive
- Assistant Chief Executive (as Staff Officer)
- Duty Strategic Commander
- Strategic Directors (or nominated deputy)
- Service Director – HROD (or nominated deputy)
- Head of Legal Services (or nominated deputy)
- Civil Protection Service Manager (or nominated deputy/EOC Manager)
- Other staff as required

The likely early considerations of the group will be focussed on:

- Emergency requirements
- Effect on critical functions and activities (business continuity)
- Staff requirements and welfare
- Requests for mutual aid
- Communications strategy and engagement
- Ongoing warning and informing
- Legal, financial and political implications
- Handover/takeover and recovery strategies

2.5 ELECTED MEMBERS

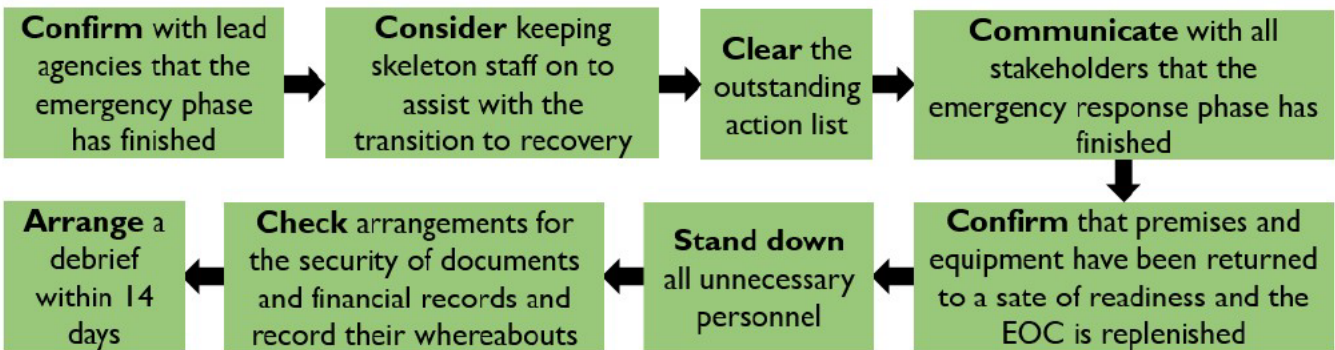
The Council’s elected members undertake an important role in any emergency. It should be recognised, where a major emergency is occurring in the geography of a specific ward, those members may require additional information to help them support the communities they serve. An Elected Member Liaison Officer (EMLO) will be appointed to ensure elected members are regularly updated on the incident. An action card outlining the roles and responsibilities for the EMLOs can be found on **Page 30** of this plan. The action card for elected members can be found at **Page 31**.

All press, radio and television matters at the site of the emergency are initially the responsibility of the police and any enquiries in the early stages of the emergency should be referred to the Police Communications Officer.

2.6 STAND DOWN PROCEDURES

At an appropriate time, the Chief Executive (or nominated officer) will issue a major emergency stand down notification and close the EOC. This will be decided by the workload and needs of the emergency and the authority, and will most likely be when the initial emergency response and consolidation phase is complete. With the emergency response element closing down, staff should refer to the Council’s corporate major incident recovery plan to ensure succession planning is in place for restoration of those communities either involved or affected by the emergency.

The following processes should be considered to ensure the smooth transition of activities are absorbed by departments as BAU work and the Council’s business can return to normality



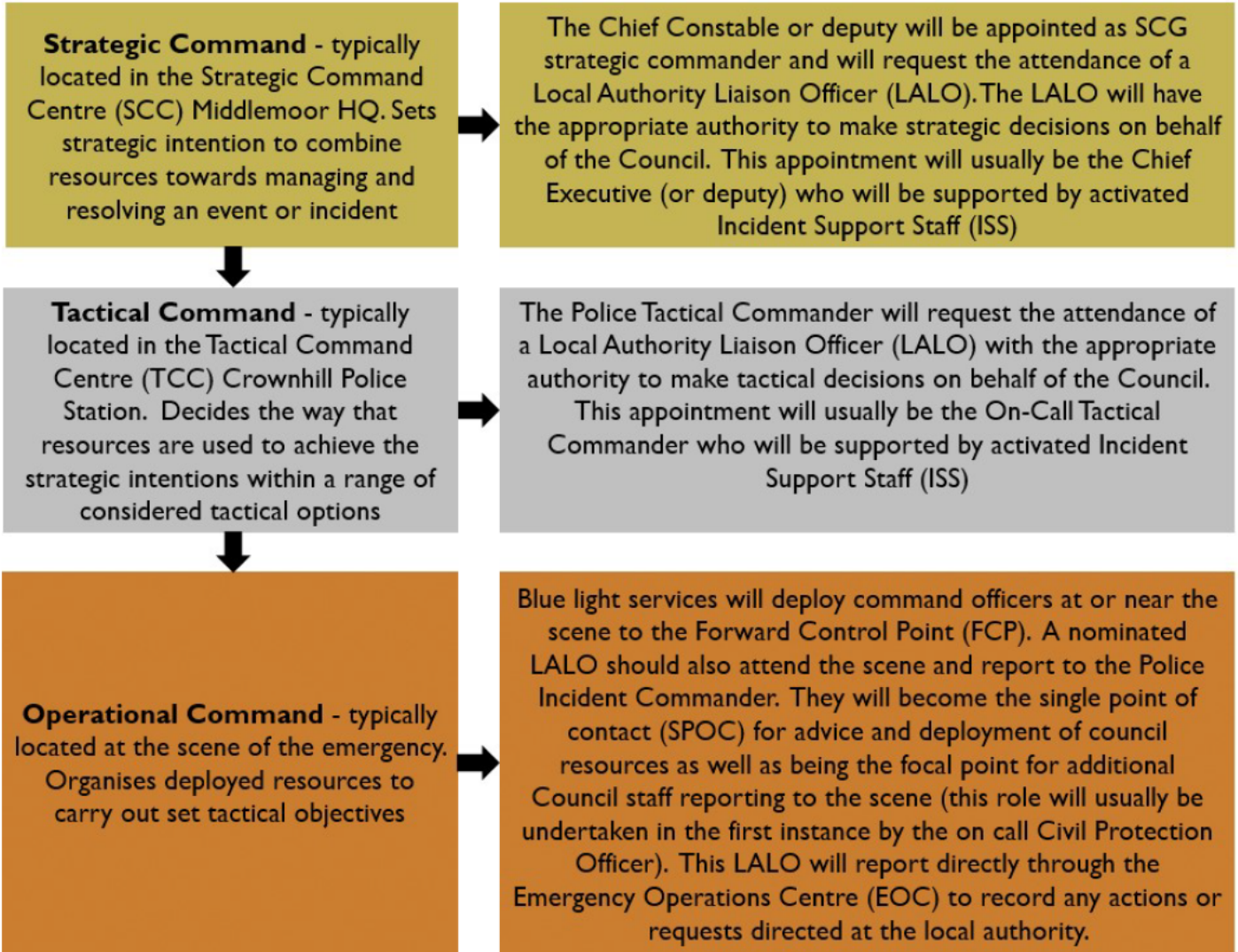
2.7 VIP VISITS

In the event of a major emergency, it is possible that VIPs will wish to visit the city to pay tribute and show solidarity.

The police will typically co-ordinate arrangements for such visits, including media arrangements. The Chief Executive and Head of Public and Partner Relations will liaise directly with the police to co-ordinate the delegation and ensure suitable arrangements are in place.

2.8 MULTI-AGENCY INTEROPERABILITY

The size, scale and significance of an emergency will determine what level of command protocol is put in place. A localised ‘minor’ emergency may be managed at tactical level. If a major emergency is declared requiring a multi-agency response a full strategic, tactical and operational command structure will be instigated.

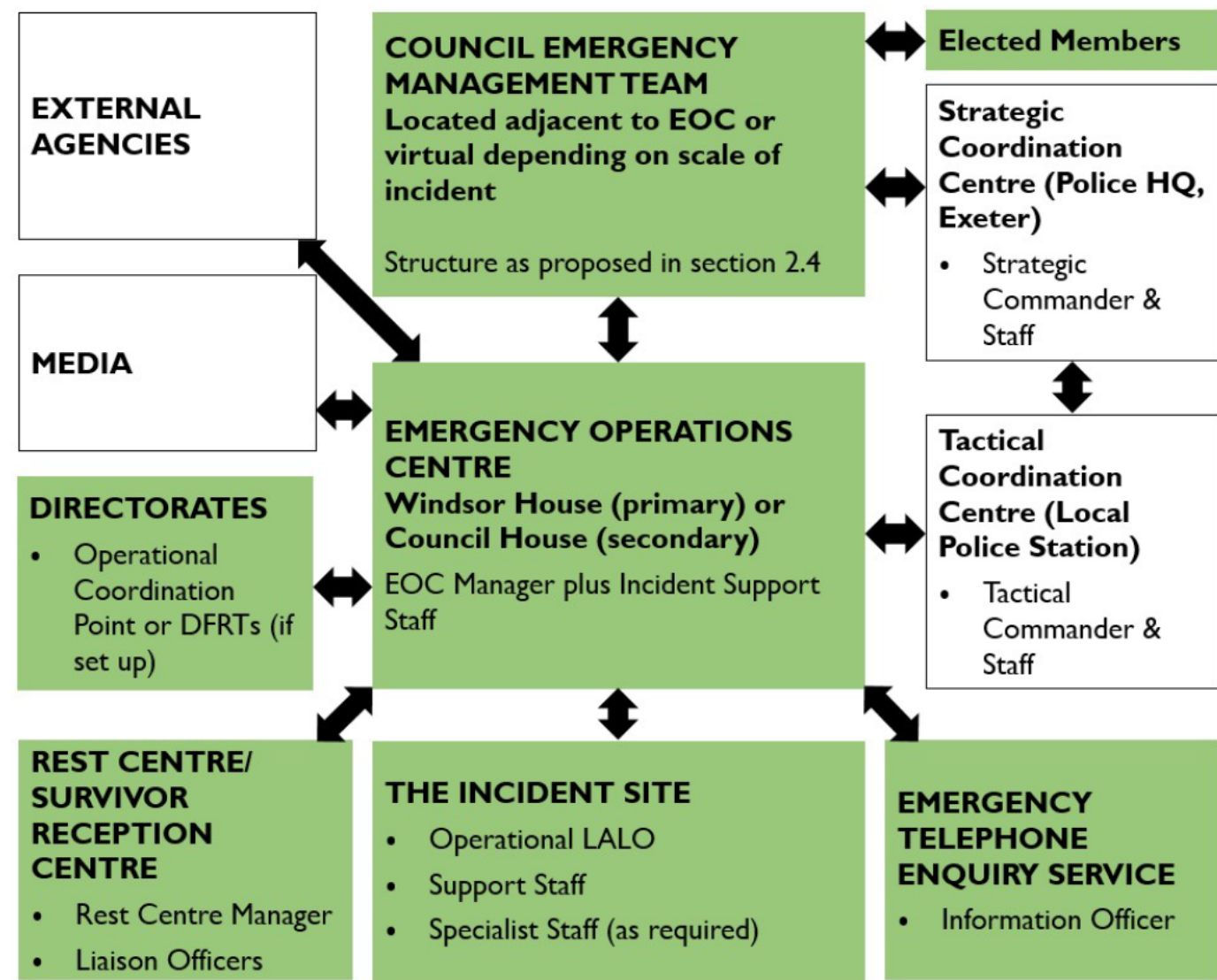


If a major emergency occurs on land, the police coordinate the activities of all those responding at and around the scene of the emergency. Unless severe weather or a natural phenomenon has caused the emergency, it is treated as the scene of a crime and preserved accordingly.

A major emergency will involve a number of agencies, each of which will need to liaise with and support the others. Essential to integrated emergency management is the understanding of the roles and responsibilities of other organisations that may be involved in the response to a major emergency.

The Devon, Cornwall and Isles of Scilly Local Resilience Forum (LRF) have produced a document called ‘Combined Agency Emergency Response Protocol’ (CAERP), which provides a framework for the coordinated delivery of effective and efficient integrated emergency management arrangements.

2.9 COMMAND AND CONTROL STRUCTURE WITH INFORMATION FLOW



2.10 REST CENTRES (EMERGENCY SHELTERS)

In any major emergency, it may be necessary to temporarily relocate members of the public from community areas, private dwellings or industrial sites to rest centre facilities. The need for any evacuation will be determined and ordered by the police who may require local authority assistance to make all necessary arrangements. The Council’s rest centre plan determines the amenities, services and responding organisations likely to support members of the public during an emergency in which evacuation and shelter is determined to be the most appropriate option for securing their safety.

2.11 RECOVERY COORDINATING GROUP

A Recovery Coordinating Group (RCG) will initially be set up as a sub-committee of the Strategic Coordinating Group at Strategic Command and is normally chaired by the Local Authority. At some point after the emergency has been stabilised, the Strategic Commander will stand down the Strategic Coordinating Group and hand over control of the recovery phase to the Local Authority. For further information refer to Plymouth City Council’s Major Incident Recovery Plan.

2.12 PSYCHOLOGICAL WELFARE

Staff responding to an emergency could suffer trauma related stress while supporting a response. Managers supervising Authority staff should be conscious of these additional stresses and ensure that regular welfare checks are undertaken. Staff who continue to struggle should be rested at the first opportunity and signposted to the Council's Employee Assistance Programme (EAP) for further professional support. Staff can access the EAP through their substantive line manager who should be immediately consulted with. Dynamic, resource limited 'on scene' support might be available from blue light services for members of the public and volunteers involved with the incident. However, depending on the scale and impact of the incident it may be necessary for the Council to signpost those effected to professional health care services.

2.13 VOLUNTARY AGENCIES ROLES AND SERVICES

Devon Faith Response Team (DFRT)

The Devon Faith Response Team is a group of voluntary chaplains who can be activated to provide pastoral, spiritual or practical support at the scene of an incident or in any peripheral emergency shelter location. The group is managed jointly between the DFRT coordinators (Diocese of Exeter) and a collaboration of Devon LAs led by Devon County Council.

Call Out - Call out of the DFRT chaplains should be made through either of the DFRT coordinators (as listed in the 24hr Emergency Telephone Directory). The DFRT coordinator will then call out the locally based chaplains.

British Red Cross Society

The British Red Cross Society (BRCS) is a voluntary organisation able to assist in the event of a major emergency. The BRCS is organised on a county branch basis with subsidiary centres. The organisation employs some full-time staff but is mainly comprised of volunteers who are trained to assist in:

- First aid / stretcher bearing / ambulance duties
- Casualty collection
- Nursing auxiliary duties at hospitals
- General welfare and counselling services to survivors or affected communities
- Disaster appeal schemes

Call Out - Call out of the BRCS should be made through the duty officer pagers (as listed in the 24hr Emergency Telephone Directory). The duty officer will then call out the local Red Cross volunteers as appropriate.

St. John Ambulance

St. John Ambulance is a voluntary organisation which is willing to assist in the event of a major emergency. Their roles and offered services in an emergency include:

- Provision of first aid, pre-hospital care and assistance in local communities
- Provision of support for statutory ambulance services
- Provision of a nurse-led, client focused, health, educational, informative and practical outreach service to vulnerable people

- Transport of hospital patients and others needing special assistance

Call Out - Call out of St. John Ambulance will be made through the county headquarters in Exeter or through the local division contacts (as listed in the 24 hour Emergency Telephone Directory).

Radio Amateurs' Emergency Network (RAYNET)

RAYNET is a voluntary communications service provided for the community by licensed radio amateurs. They provide a valuable communication service for major emergencies or related exercises. In times of major emergencies, existing communications can become rapidly overloaded and RAYNET are able to provide:

- Additional flexible communication links to complement existing systems
- Members who come from a variety of backgrounds and bring a wealth of experience and knowledge
- Communication links from a multi-site emergency
- A national 24 hour emergency contact telephone number

Operators and equipment are already distributed throughout the local area on a permanent basis with both the Primary and Secondary EOC having a fixed aerial site on the roof as well as a fixed radio set within the Emergency Operations Centre.

Call Out - Call out of RAYNET will be via the West Devon Controller in the first instance or through their 24 hour National call out Service (details listed in the 24 hour Emergency Telephone Directory).

Rapid Relief Team (RRT)

The RRT are a worldwide organisation that help the emergency services and impacted communities in times of need. The Plymouth team have provided refreshments for emergency services and communities during recent incidents in the city. They also provide:

Assistance at major incidents such as fires, disasters and other emergencies

Provision of food to members of public displaced

Support at evacuation points and or rest centres

Assistance of the transportation of goods and donations

Provision of labour in the event of an emergency to support and assist Plymouth City Council's Civil

Protection Service such as sand bagging support, clean-up operations or manning of telephone helplines

Call Out - To activate RRT services in an emergency situation call the Local Team Leader or the Regional Team Leader (details listed in the 24 hour Emergency Telephone Directory). RRT will then approve deployment with senior management and aim to deploy to site within 2 hours.

Note: RRT will at no time self-deploy

SECTION THREE: ACTION CARDS

3.1 **ACTION CARD 1: DUTY STRATEGIC COMMANDER**

The duty Strategic Commander has overall responsibility and accountability for the Council's response to a major emergency. The duty Strategic Commander will convene and chair the Council Emergency Management Team (CEMT) meetings which will determine the strategic level response to the emergency.

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities

- Maintain awareness of the emergency through regular briefings with the Civil Protection Service
- Authorise additional expenditure associated with the emergency where necessary and consider the setting up of specific ring-fenced pots
- Responsible for establishing a Council Emergency Management Team (CEMT - see section 2.4) who will have the task of overseeing the Council's strategic response to the emergency
- Maintain strategic oversight of critical Council activities and functions to ensure they are adequately guided and resourced by invoking business continuity arrangement is necessary
- Consider and establish a communications strategy through CEMT
- Consider the implementation of a public Emergency Telephone Enquiry Service (ETES) which is considered essential for most emergencies as the volume of calls from members of the public will quickly overwhelm normal call handling capabilities
- It is normal practice for the Chief Constable of Devon and Cornwall Police to request the presence of a senior member of staff at the Strategic Co-ordinating Centre (SCC). The Chief Executive or suitable nominated deputy should attend supported by Incident Support Staff
- NOTE: If the Chief Executive is the duty Strategic Commander, a Strategic Director should be appointed to cover for them to lead the CEMT. The Chief Executive may also delegate a Strategic Director to act the Local Authority Liaison Officer at the SCC at Police HQ, Middlemoor

Priority actions

- Ensure there is an accurate and comprehensive record of all actions, decisions and expenditure
- In conjunction with the duty Civil Protection Officer, establish the requirements for:
 - Liaison officers at all command levels and the need to 'stand by' appropriate officers to fulfil those roles
 - The need for a Council Emergency Management Team (CEMT)

- Appoint a Controlling Finance Officer
 - A rest centre/emergency shelter for displaced communities (if required)
 - Specify call handling and press office capabilities
 - Mutual Aid from neighbouring authorities
-
- Liaise with the Elected Member Liaison Officer (EMLO) to ensure the Leader and Shadow Leader of the Council have and continue to be briefed
 - Establish contact and where appropriate, liaise with other agency strategic level commanders
 - Establish a battle rhythm of CEMT meetings with regular interval briefs
 - Assess the impact of the emergency on contractual and statutory services and take steps to minimise any disruption as far as practicable
 - Remind all departments needing to incur emergency expenditure, of the need to follow the advice of the Controlling Finance Officer rather than implement a system of their own
 - Remind all departments of the need to record all actions and decisions and to preserve and safeguard all documentation related to the emergency

*At an appropriate time and in conjunction with the duty CPS Officer, issue a major emergency stand-down message and facilitate the move back to normal BAU. See **section 2.7** for more information.*

3.2 **ACTION CARD 2: CEMT MEMBER – STRATEGIC DIRECTOR FOR PEOPLE**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

As part of CEMT co-ordinate the following activities/functions

- Liaise with the duty Civil Protection Officer and the Tactical Commander to assist with any proposed evacuation and identify the need for other support from social care services
- Ensure liaison takes place with the health authorities to identify any vulnerable people who may have difficulty in responding to general emergency instructions
- If required, arrange for the management of rest centres/emergency shelters and staff to provide support to them
- If applicable, appoint an officer to liaise between the local education authority and any school used as a rest centre/emergency shelter
- Consider the implications of the emergency on schools in the area and the wider implications on school transport and meals
- If required, arrange to support the police in the operation of Survivor Reception Centres and Family and Friends Reception Centres
- Ensure that the social and psychological welfare needs of school children and families affected by the emergency are met, and that staff in schools directly affected by the emergency are given adequate support in order to help the children and their families during and after the emergency
- Ensure the provision of educational psychologists if required
- Consider the implications of the emergency on all establishments in the area that may accommodate vulnerable people, e.g. residential and nursing homes, children's and community centres
- Develop a strategy to ensure appropriate social and psychological support services are made available to those affected by the emergency – ensuring coordination with other agencies including health and the voluntary agencies
- Ensure social and psychological support is maintained at an appropriate level following the emergency
- Liaise with the Service Director for Community Connections or their nominated deputy to find alternative accommodation if the duration of the emergency goes beyond that which can be sustained in a rest centre/emergency shelter

NOTE: *If the total number of evacuees is below 50 persons, it is likely that a rest centre will not stand up and instead temporary accommodation will be utilised*

3.3 **ACTION CARD 3: CEMENT MEMBER – STRATEGIC DIRECTOR FOR CHILDREN'S SERVICES**

All CEMENT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMENT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMENT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

As part of CEMENT co-ordinate the following activities/functions

- Liaise with the duty Civil Protection Officer and the Tactical Commander to assist with any proposed evacuation and identify the need for other support from social care services
- Ensure liaison takes place with the health authorities to identify any vulnerable people who may have difficulty in responding to general emergency instructions
- If required, arrange for the management of rest centres and staff to provide support to them
- Appoint an officer to liaise between the local education authority and any school used as a rest centre/emergency shelter
- Consider the implications of the emergency on schools in the area and the wider implications on school transport and meals
- If required, arrange to support the police in the operation of Survivor Reception Centres and Family and Friends Reception Centres
- Ensure that the social and psychological welfare needs of school children and families affected by the emergency are met, and that staff in schools directly affected by the emergency are given adequate support in order to help the children and their families during and after the emergency
- Ensure the provision of educational psychologists if required
- Consider the implications of the emergency on all establishments in the area that may accommodate vulnerable people, e.g. residential and nursing homes, children's and community centres
- Develop a strategy to ensure appropriate social and psychological support services are made available to those affected by the emergency – ensuring coordination with other agencies including health and the voluntary agencies
- Ensure social and psychological support is maintained at an appropriate level following the emergency

NOTE: *If the total number of evacuees is below 50 persons, it is likely that a rest centre will not stand up and instead temporary accommodation will be utilised*

3.4 ACTION CARD 4: CEMT MEMBER – STRATEGIC DIRECTOR FOR CUSTOMER AND CORPORATE SERVICES

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

Finance

- Liaise with the Controlling Finance Officer to ensure any urgent systems and procedures that are required are in place and all departments that incur expenditure follow the right process
- Confirm that efficient and effective cost recording mechanisms are in place in order to maximise reimbursement of expenditure under the Local Government and Housing Act 1989 (or other legislation)
- Liaise with revenues and benefits to ensure that any primary collection points have not been compromised and ensure the appropriate revenues and benefits requirements have been assessed dependent upon the nature of the emergency

HR

- Liaise closely with corporate communications to ensure accurate, timely and concise information is passed to the wider workforce
- If applicable, provide health and safety advice in the setup of rest centres/emergency shelters
- If required, liaise closely with unions to temporarily amend role profiles/duties
- Liaise with facilities management to arrange for security at the site of the emergency (only if a local authority site)
- If a local authority building is involved in the emergency, liaise with facilities management to arrange evaluation of the building safety and repair

Digital and Customer Experience

- Implement a public Emergency Telephone Enquiry Service (ETES) which is considered essential for most emergencies as the volume of calls from members of the public will quickly overwhelm normal call handling capabilities
- Ensure critical frontline services impacted by the incident have invoked business continuity plans and are functioning at a sustainable, effective capacity
- As a hub for business support in the organisation, be willing and able to provide short notice requests to release staff to support the EOC/Tactical/Strategic Commanders

3.5 **ACTION CARD 5: CEMT MEMBER – STRATEGIC DIRECTOR FOR PLACE**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

- Orchestrate the response from; Street Services, Plymouth Highways, Parking, Marine and Garage Services to co-ordinate the provision of staff, material, plant and transport resources required in response to the emergency and in support of the subsequent actions for recovery
- Maintain continuous oversight of the Plymouth Highways network to ensure traffic management issues are overcome and priority routes are as clear as practicable
- Ensure assistance is given to address the transportation needs of those being evacuated as a result of the emergency
- In the event of dangerous structures or incidents within the green estate, ensure Strategic Planning and Infrastructure and Building Control are involved in the response to the emergency

Waste Disposal

- Site clearance and waste (hazardous and non-hazardous) disposal

Garage Services

- Plant/vehicle hire
- Fleet vehicle access

Street Scene Services

- Tree surgery
- Closure of Mount Batten Pier
- Chapter 8 trained staff for road closures
- Emergency spillages – cordoning
- Site clearance collection
- Waste transfer
- Portable lighting equipment
- Road traffic collision clean-ups on the highway
- Pollution/slipways clean-up – beach master

3.6 **ACTION CARD 6: CEMT MEMBER – DIRECTOR OF PUBLIC HEALTH**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

- Ensure appropriate public health advice is gathered and shared with CEMT colleagues to enable informed strategic decision making to take place
- Update elected members and work with the corporate communications team on public health messages to be shared with the affected community
- Liaise with the duty Civil Protection Officer/EOC Room Manager to keep abreast of the developing situation
- Coordinate the response from the ODPH Directorate
- Attend or (if appropriate) Chair the Scientific Technical Advisory Cell (STAC). The STAC plan is owned by UKHSA and can be found on Resilience Direct

Civil Protection Service

- Maintain the 24/7 on-call duty rota
- Provide operational emergency management at scene (if applicable)
- Act as Tactical and/or Strategic advisers at the TCC or SCC as required
- If an EOC is stood up, ensure that it is functioning as required to respond effectively to the incident

Public Health

Lead, from a public health perspective, on advice to the community affected by an emergency and work with UKHSA to manage health protection incidents and outbreaks of infectious diseases. Prepare and delivery advice to effected communities on infection prevention and control.

Public Protection Service

- Environmental advice/information (in conjunction with the Environment Agency / UKHSA)
- Petroleum spillages
- Infectious disease
- Contaminated food
- Monitoring equipment – gases/petroleum fumes
- Animal health - emergency situation would be initiated by confirmed disease outbreak

- Pest control/dog wardens
- Cemetery/cremation processes
- Reports of fatalities or major incidents regarding a work activity, other than PCC employees or activities
- Pollution – environmental, including odour
- Port health
- Consumer Product Safety

3.7 ACTION CARD 7: CEMT MEMBER – SERVICE DIRECTOR FOR HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

Human Resources and Health, Safety and Wellbeing

- Liaise with CEMT colleagues regarding human resource arrangements to manage the Council's response to the emergency
- Ensure a strategy is put in place for managers to debrief staff involved in the emergency response and that staff are made aware of the Council's Employee Assistance Programme (EAP) especially those that have suffered trauma
- In a protracted incident where staff are diverted from their normal jobs, liaise with Directors and Service Managers regarding human resources issues – e.g. temporary recruitment, staff deployed from other areas
- Where relocation of staff and other changes to working arrangements are required, (e.g. shift working), consider the need for staff consultation and involvement with trade unions
- Liaise with the Chief Executive and Staff Officer regarding the need for, and methods of, recognising significant extra hours worked by staff, and where appropriate remuneration for staff (i.e. time off in lieu, overtime, etc.)
- Ensure managers are notified, and where payments are to be made, advise of the process
- Where payments are to be made, ensure payroll are advised of the process
- Ensure managers are aware of the services provided by occupational health and where appropriate, staff are referred for any follow-up action related to their involvement in the emergency

Facilities

- Ensure that buildings in the corporate estate utilised for the emergency response and subsequent recovery are adequately staffed and secured at the end of each day
- Provide a full overview of corporate sites that could be utilised to support the response and act as Strategic Holding Areas (SHAs) for resource required to reduce the impacts of the incident
- Liaise with Security Management South-West to provide security personnel if required

3.8 **ACTION CARD 8: CEMT MEMBER – HEAD OF LEGAL SERVICES**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

- Determine whether legal expertise may be required and if so, nominate a Legal Services Liaison Officer to attend the EOC if appropriate
- Prepare for a public inquiry/legal action/need for a disaster fund
- Liaise with the Chief Executive and CEMT colleagues and offer any legal advice which may be required

3.9 ACTION CARD 9: CEMT MEMBER – STAFF OFFICER (ASSISTANT CHIEF EXECUTIVE OR ALTERNATIVE APPROPRIATE OFFICER)

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

- Support the Council Emergency Management Team (CEMT)

In conjunction with Community Connections and Strategic Commissioning, provide:

- Advice on Translation and Interpretation (Strategic Commissioning)
- Links to diverse communities (e.g. faith, LGBT)
- Community Impact Assessments

Legal Services (see additionally Action Card 10)

- Liaise with the Head of Legal Services (or nominated officer) to ensure the authority acts legally in its response to the emergency
- Liaise with the Chief Executive, Head of Legal Services (or nominated officer) and if necessary the police and other agencies, regarding the legality of statements issued by the Head of Public and Partner Relations (or nominated officer)
- Liaise with the Head of Legal Services (or nominated officer) to ensure all evidential items are seized, held, identified, scheduled and stored
- Ensure any potential for recorded claims against the Authority have been identified and mechanisms are in place to respond

Executive Office

- Liaise closely with the Head of Public and Partner Relations and the Communications and Engagement Manager to ensure all communities impacted by the emergency are suitably and regularly updated. In addition, consider the need to provide specific briefings to Elected Members via the Elected Member Liaison Officer (EMLO)
- Open discussions with the Policy and Intelligence Team to plan any bids for emergency funding
- Ensure arrangements are put in place to postpone, if necessary, any committee or Council meetings
- Consider requesting the attendance of an Elected Member Liaison Officer at CEMT meetings so key communications can be promptly cascaded to Elected Members

3.10 **ACTION CARD 10: DUTY TACTICAL COMMANDER**

The role

The duty Tactical Commander has tactical level responsibility for the Council's response to a major emergency. The Tactical Commander should consider whether the Council's Emergency Response Plan should be activated. If so, the Tactical Commander has responsibility for multi-agency interaction and collaboration, primarily through attendance at partner Tactical Coordinating Group (TCG) meeting(s). The Tactical Commander will also convene and chair the Council's internal Tactical Emergency Response Group (TERG) meeting(s). The role is crucial to provide consistency between internal and external expectations and to ensure strategic level guidance is implemented at a tactical level

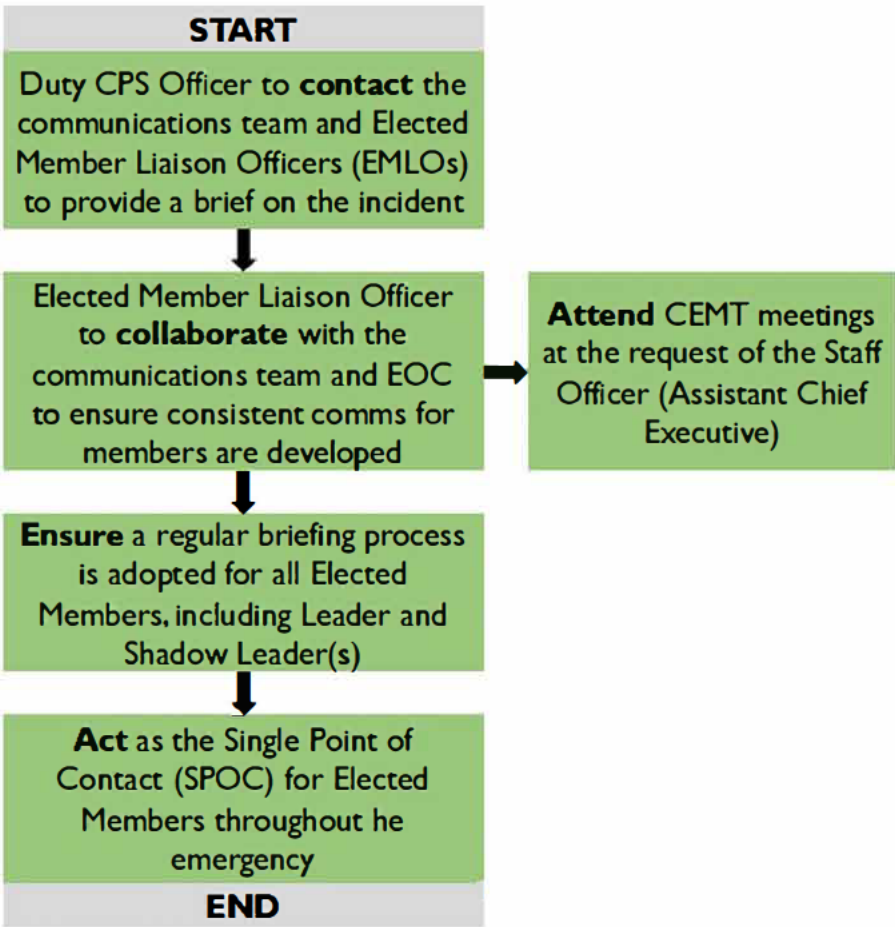
Responsibilities and priority actions

- Agree a suitable EOC activation level with the duty CPS Officer (**see section 2.2**)
- If the Emergency Response Plan is activated, the Tactical Commander will brief the duty Strategic Commander, attend an initial TCG and consider the necessary EOC activation level
- Early consideration should be given by the Tactical Commander and EOC Manager to activate an Emergency Telephone Enquiry Service (ETES)
- Maintain awareness of the emergency through regular briefings with the Civil Protection Service and EOC Manager
- Work closely with the EOC Manager to ensure priority tasks are being actioned and the EOC is adequately resourced and functioning efficiently
- Look to attend the EOC in person to provide senior management visibility during the emergency
- Attend the multi-agency Tactical Coordinating Group (TCG) as instructed by the duty CPS Officer, either in person or virtually
- Be responsible for establishing an internal Tactical Emergency Response Group (TERG) who will have the task of overseeing the Council's tactical response to the emergency and implementing strategic level directives
- Ensure there are appropriate opportunities at regular intervals to huddle with the duty Strategic Commander to discuss potential challenges
- Maintain tactical oversight of critical Council activities and functions to ensure they are adequately resourced as directed by CEMT
- Support the duty Strategic Commander to consider proposed evacuations
- Once stand down notification is received, the duty Tactical Commander should consider the stand down procedures in **section 4.6** of this plan

3.11 **ACTION CARD 11: ELECTED MEMBER LIAISON OFFICER (EMLO)**

- **Responsibilities and priority considerations**
- Upon notification of the emergency from the duty Civil Protection Officer, ensure collaborative work takes place between Executive Office colleagues to provide consistent communications to elected members
- If requested, attend CEMT meetings with the Staff Officer (Assistant Chief Executive)
- Ensure a regular briefing process is adopted for the Elected Members
- Be available to answer questions from Elected Members and if necessary, act as the conduit with the EOC Manager to obtain the most up to date information
- Support Elected Members in their own role by providing them with a Single Point of Contact (SPOC) for information and advice, or be willing to signpost them to digital channels/information outlets
- Be available to attend EOC briefings to keep apprised of the situation
- In prolonged emergencies, ensure cover is provided through a nominated deputy and a thorough handover briefing is undertaken
- Consider the need to facilitate virtual/in-person briefings to all Elected Members

Actions overview



3.12 **ACTION CARD 12: ELECTED MEMBER**

How you will be informed

Depending on the scale of the unfolding events, in modern times, there will be multiple ways in which you will first hear about the emergency. The objective from a Council's perspective is that Elected Members are given priority access to trusted internal intelligence on the incident. This will primarily be through our nominated Elected Member Liaison Officers (EMLOs). A duty EMLO will act as a conduit between officers dealing with the Council's response to the emergency and you as an Elected Member.

Information flowchart for Elected Members



Elected Member considerations

- Adopt a supportive role to the community in relation to the emergency to allow Council officers to deal with challenges when they arise
- Elected Members should ensure that they are fully briefed by the Elected Member Liaison Officer (EMLO) and/or the Head of Public and Partner Relations prior to speaking to any media representative
- At the time of the emergency Elected Members representing the affected area should use any local links or local knowledge to gauge the feeling of the community regarding the perceived Council response without becoming involved at the scene. This information should be shared with the Elected Member Liaison Officer who will be responsible for liaising with the EOC Room Manager
- Elected Members can often provide a supportive role when dealing with the general public, such as providing an occasional presence at rest centres or public briefings. However, prior to

attending, they should at first liaise with the Elected Member Liaison Officer to ensure it is appropriate

During the recovery phase of an emergency, Elected Members can provide a wealth of specialist information and leadership in determining priorities with the recovery planners

3.13 **ACTION CARD 13: STRATEGIC LOCAL AUTHORITY LIAISON OFFICER (LALO)**

The role

A Strategic Coordination Centre (SCC) will be established at the Devon and Cornwall Police Headquarters, Middlemoor, Exeter, and the Chief Constable or deputy, who has been appointed as the Strategic Commander will request a Strategic Local Authority Liaison Officer who should have the appropriate authority to make strategic decisions on behalf of the Council to form part of the Strategic Coordinating Group (SCG).

Responsibilities and priority considerations

- To record and pass on relevant information to the Council Emergency Management Team and Emergency Operations Centre (EOC)
- To represent the Chief Executive and the Authority at Strategic Coordinating Group meetings. The Strategic LALO may also represent other local authorities if the emergency crosses administrative boundaries
- Following the immediate rescue and Police evidence gathering phases, the Strategic LALO on the SCG will take on the responsibility for co-ordinating the recovery phase of the emergency. This will involve identifying a chair for the Recovery Coordinating Group
- The Strategic LALO will have the responsibility for ensuring that the views and requirements of the Local Authority are taken into account at the SCG meetings
- Liaise with the Tactical LALO to ensure accurate information is being used to inform the decision making process
- Strategic decisions may need to be made which affect resources or personnel of the Authority and communicated to the Tactical LALO, as soon as possible, who will then pass the information on to the Emergency Operations Centre to be actioned
- Liaise with the EOC to ensure an appropriate level of Incident Support Staff (ISS) are deployed to support the administrative work at the SCC

Combined Agency Emergency Response Protocol (CAERP)

Officers deployed to the SCC are encouraged to read and have a sound understanding of the LRF's CAERP document. CAERP provides a framework for the co-ordinated delivery of effective and efficient integrated emergency management arrangements within the Devon, Cornwall and Isles of Scilly LRF area. It is applicable to Category 1 and 2 responders (as defined in the Civil Contingencies Act 2004), during an emergency. It describes the agreed procedures and joint arrangements for the effective co-ordination of an incident and should be regarded as overarching guidance.

**For the latest version of the CAERP, please visit the DCIOS LRF webpages on Resilience Direct.*

3.14 **ACTION CARD 14: TACTICAL LOCAL AUTHORITY LIAISON OFFICER (LALO)**

The role

A Tactical Coordination Centre (TCC) will be established at Crownhill Police Station or other suitable location near to the incident. The Police Tactical Commander will request the presence of a Local Authority Liaison Officer who has the appropriate authority to make tactical decisions on behalf of the Council, to form part of the Tactical Coordinating Group (TCG).

Responsibilities and priority considerations

- To be the main representative of the Council at the TCC
- To record and pass on relevant information to the Council Emergency Operations Centre (EOC), if operational
- To liaise with all of the external agencies at the TCC and provide advice about the Council's services and resources
- The Tactical LALO will have responsibility for ensuring that the views and requirements of the local authority are taken into account when decisions are made at the TCG
- Immediate decisions may need to be made which affect resources or personnel of the Authority. These should be communicated by the duty Tactical LALO to the EOC as soon as possible so that they can be actioned
- Liaise with the duty Strategic LALO and the Operational Officers to ensure accurate information is being used to inform the decision making process
- Liaise with the EOC to ensure an appropriate level of Incident Support Staff (ISS) are deployed to support the administrative work at the TCC
- Brief the replacement duty Tactical LALO should the need for continuing shift cover be required

Combined Agency Emergency Response Protocol (CAERP)

Officers deployed to the TCC are encouraged to read and have a sound understanding of the LRF's CAERP document. CAERP provides a framework for the co-ordinated delivery of effective and efficient integrated emergency management arrangements within the Devon, Cornwall and Isles of Scilly LRF area. It is applicable to Category 1 and 2 responders (as defined in the Civil Contingencies Act 2004), during an emergency. It describes the agreed procedures and joint arrangements for the effective co-ordination of an incident and should be regarded as overarching guidance.

**For the latest version of the CAERP, please visit the DCIOS LRF webpages on Resilience Direct.*

3.15 **ACTION CARD 15: OPERATIONAL LOCAL AUTHORITY LIAISON OFFICER (LALO)**

The Role

In nearly every incident, the emergency services will deploy command officers at or near the scene; this is usually called the Forward Control Point (FCP). It is likely that the emergency services will also request a Local Authority Liaison Officer (LALO) at the Forward Command Post. The LALO will report to the 'on scene' Police Incident Commander and will become the first point of contact for advice and deployment of authority resources as well as being the focal point for additional Council staff reporting to the scene.

NOTE: *This role may initially be undertaken by the duty Civil Protection Officer but if the incident requires the opening of a Tactical Co-ordination Centre (TCC) then another officer may need to be identified to attend the scene.*

Responsibilities and priority considerations

- To be the focal point of the Council at the scene of the emergency
- To record and pass on the relevant information to the Emergency Operations Centre (EOC)
- To liaise with all of the external agencies at the scene and provide advice about the Council's services and resources. The Operational LALO will have responsibility for ensuring that the views and requirements of the local authority are taken into account when managing the operations of the emergency
- Immediate decisions may need to be made which affect resources or personnel of the authority. These should be communicated to the EOC as soon as possible so that they can be actioned
- Liaise with the Tactical LALO to ensure accurate information is being used to inform the decision making process
- The Operational LALO should not become physically involved in the work of the local authority at the scene and should remain as a coordinating resource only
- Be reactive to requests from the EOC for information or action
- Brief the replacement LALO should the need for continuing shift cover be required

3.16 **ACTION CARD 16: (TCC & SCC) INCIDENT SUPPORT OFFICER**

The role

Incident Support Officers deployed to the Tactical Coordination or Strategic Coordination Centres (TCC or SCC) provide direct administrative and practical support to the Tactical and Strategic Local Authority Liaison Officers (LALOs). Incident Support Officers should utilise their Local Authority administrative and organisational skills to ensure information flows smoothly in and between each centre.

Responsibilities and priority considerations

- Attend a briefing session held by the LALO on arrival to familiarise yourself with the emergency
- Enter all tactical and strategic actions and decisions onto the appropriate action tracker and/or information system
- Ensure all photocopying and printing requirements are undertaken
- Provide administrative and practical support to the LALO as required
- Where applicable, ensure that information boards are kept updated
- When press statements are released on the information management system, print off and hand to the LALO
- When situation reports are released on the information management system print off and distribute to the LALO
- Ensure the LALO has arranged cover prior to you leaving for any reason and that you undertake the necessary handover to your relief cover
- Draw on your skills to proactively support the LALO and offer yourself as a sounding board if appropriate to do so

3.17 ACTION CARD 17: (TCC & SCC) RESILIENCE DIRECT MAPPING OFFICER

The Role

Resilience Direct Mapping Officers deployed to the Tactical Coordination or Strategic Coordination Centres (TCC or SCC) provide a mapping and support service to the Tactical and Strategic Local Authority Liaison Officers (LALOs). They provide geographic and spatial analysis of the areas directly or indirectly affected by an emergency and ensure geographic information received from other responding agencies is managed

Responsibilities and priority considerations

- Attend a briefing session held by the LALO on arrival to familiarise yourself with the emergency
- Make available, using Resilience Direct, the required mapping
- Provide hard copy maps as requested
- Create the necessary infrastructure to respond to the incident
- Carry out geographical and spatial analysis of the affected area
- Decide in what format to provide information i.e. hard or soft copy
- Decide how to use and integrate geographical information received from other responding agencies
- Explain to non-Resilience Direct users any conclusions obtained
- Liaise with the other mapping officers at the Tactical and Strategic Coordination Centres to ensure accurate information and mapping are shared
- Ensure the LALO has arranged cover prior to you leaving for any reason and that you undertake the necessary handover to your relief cover
- Draw on your skills to proactively support the LALO and offer yourself as a sounding board if appropriate to do so

3.18 **ACTION CARD 18: (TCC & SCC) LOGGIST**

The Role

The Loggist will record what the Local Authority Liaison Officer (LALO) does, why they did it, and the information to support decisions. This information will be captured in a specifically designed log book (hard copy or digital) and regularly saved to ensure its security

Responsibilities and priority considerations

- Attend a briefing session held by the LALO on arrival to familiarise yourself with the emergency
- When briefings/ meetings are being held be available to take notes and produce a PCC action plan for the Tactical/ Strategic LALO
- Ensure all photocopying and printing requirements are undertaken
- Provide administrative and practical support to the LALO as required
- Where applicable, ensure the information boards are kept updated
- Ensure the LALO has arranged cover prior to you leaving for any reason and that you undertake the necessary handover to your relief cover
- Draw on your skills to proactively support the LALO and offer yourself as a sounding board if appropriate to do so
- If applicable, liaise closely with the Incident Support Officer in the centre to ensure duplication of effort is minimised and you work collaboratively as a team

3.19 GENERIC CEMT AGENDA**CEMT MEETING AGENDA**

AGENDA
day-month-year, time 00:00-00:00

1	Introduction, welcome and apologies	Chair
2	Declaration of items for urgent attention	All
3	Confirmation of decisions on urgent items	All
4	Review of action tracker	Chair
5	Situational briefing (including any clarifications or recent updates from Chief Executive/CPS)	All
6	Communication and media considerations (to include internal comms to elected members and wider workforce)	Chair led
7	Review and agree ongoing strategy and priorities	All
8	Time and location of next meeting (establish a meeting rhythm)	Chair
9	AOB	All

Post Meeting:

Distribute action and decision tracker to relevant parties, ensure action and decision tracker is securely stored

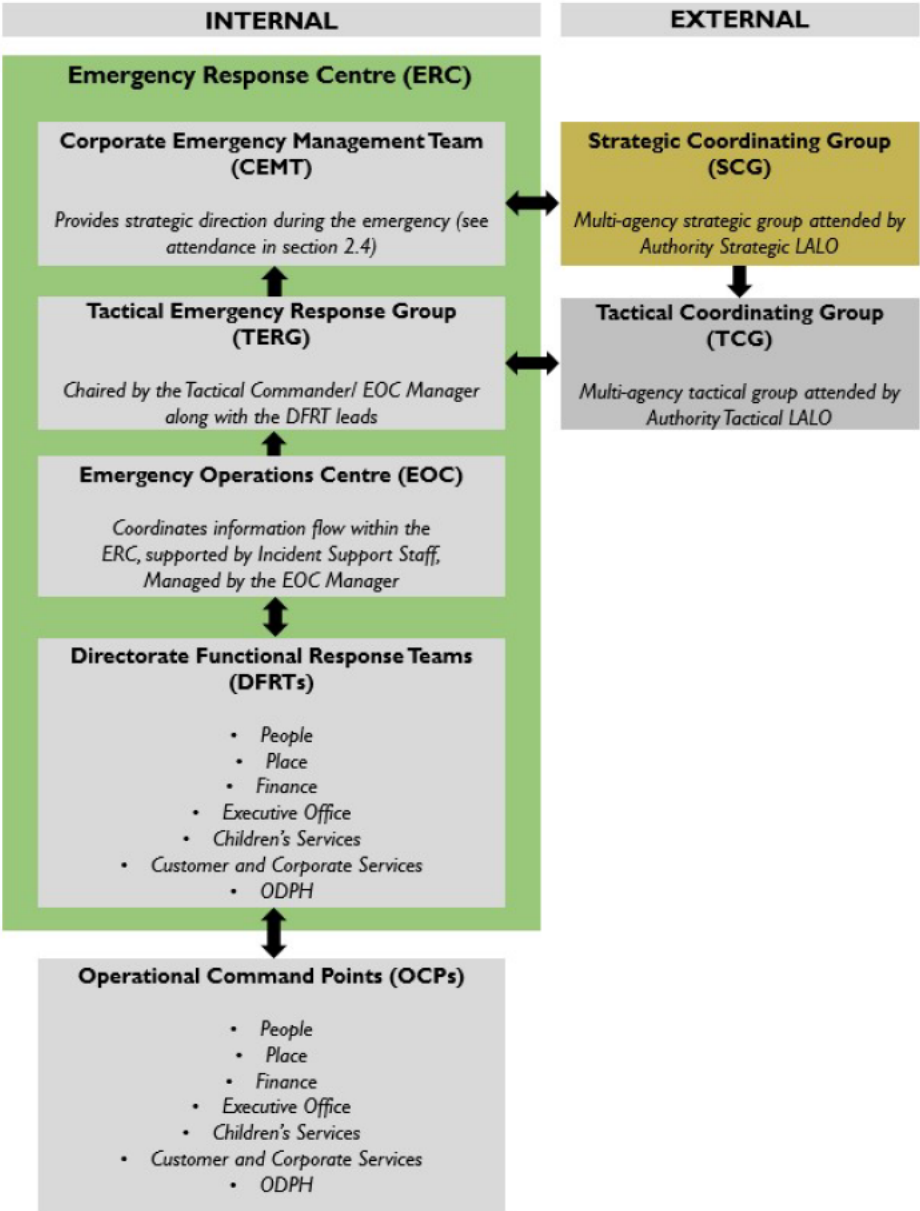
SECTION FOUR: EMERGENCY RESPONSE CENTRE

4.1 INTRODUCTION, FUNCTIONS AND LOCATION

Emergency Response Centre

In order to manage and coordinate the Council’s ability to respond, the Emergency Response Centre (ERC) may have a Commander (usually the duty Tactical Commander), and it will be their responsibility to oversee the tactical delivery of the Authority’s response. However the EOC Manager can also facilitate this role. The Commander/EOC Manager will chair the Tactical Emergency Response Group (TERG), which will consist of the DFRT Chairs and the EOC Manager. The Commander/EOC Manager must also be prepared to audio/video conference into the multi-agency Tactical Coordinating Group meetings to represent the Emergency Response Centre.

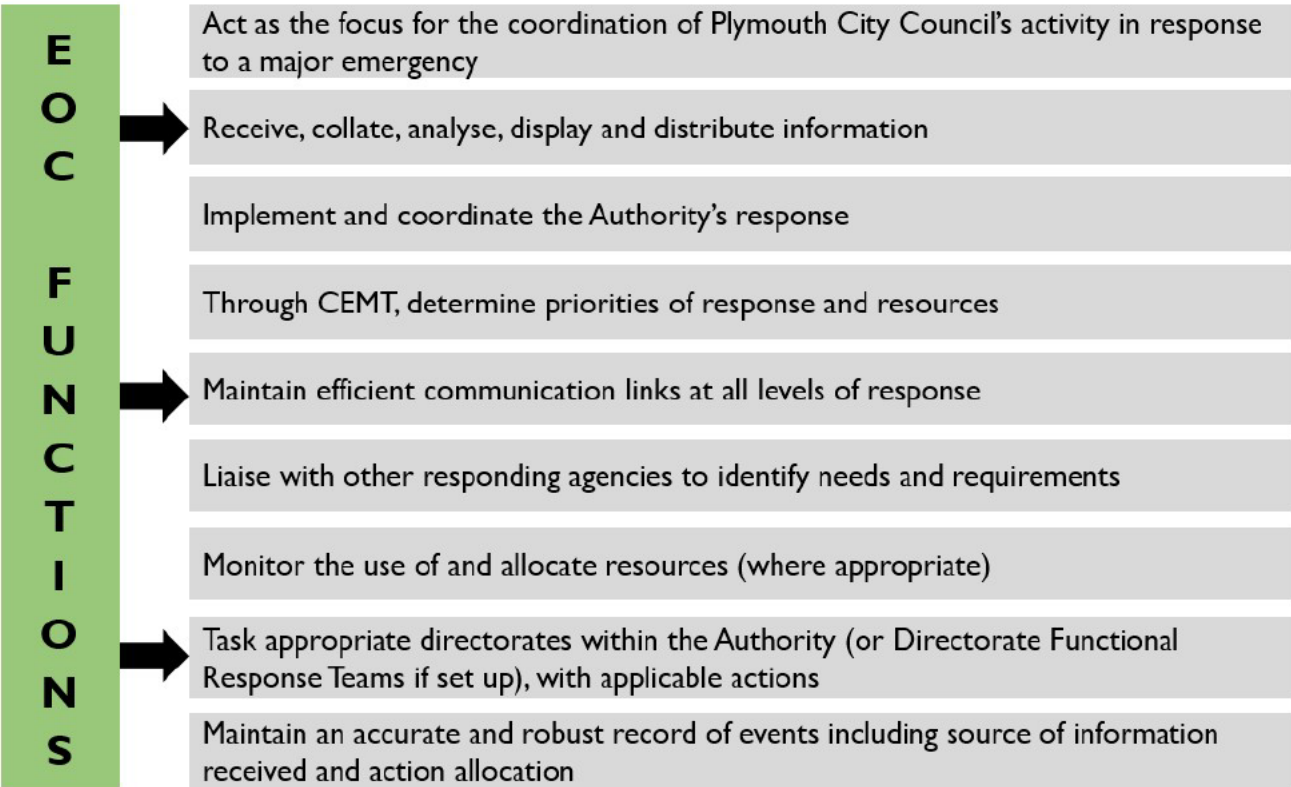
DFRTs will take responsibility for carrying out assigned tasks and regularly liaise with the EOC Manager about the progress of tasks. All tasks entering the EOC will be logged by Incident Support Officers on the MS Teams channel and assigned to the relevant DFRT for response. Any situation that is not able to be actioned, should be brought to the attention of the ERC Commander/EOC Manager as soon as possible.



Within the ERC, the Emergency Operations Centre (EOC) will coordinate the Council's response to a major emergency. It provides a single point of contact where all information is received and analysed, where decisions are made, priorities established and resources allocated. It is the one place in the Authority which will have an overall picture of the emergency and the Council's response.

The scale of the emergency and the information available at the time will determine the Council's response. The duty Tactical Commander, in consultation with the duty Civil Protection Officer, will consider whether the Council's Emergency Response Plan should be activated. If activated, the Tactical Commander will then brief the duty Strategic Commander, attend an initial TCG and consider the necessary EOC activation level.

Functions



Location

There are two predefined locations in the corporate estate which can be utilised as an Emergency Operations Centre (EOC). The primary location will be the purpose built EOC facility at **Windsor House, PL6 5UF**. However, if this location is compromised, a backup EOC can be opened in **Council House, PL1 2AA**.

In the event that both of these locations are unavailable as a result of the emergency, an alternative location within the corporate estate may be utilised. Failing that, permission to use facilities at another neighbouring local authority may be sought through mutual aid arrangements.

4.2 EOC ACTIVATION LEVELS

It is recognised that not all emergencies are the same in significance and scale so a varying degree of support will be required to effectively deal with the incident. There will be two activation levels of the Council's Emergency Operations Centre (EOC). This structure provides the flexibility to support a range of emergencies while still maintaining the capability to scale up, or down as required. It will be the responsibility of the duty Tactical Commander in consultation with the duty Civil Protection Officer to decide on the activation level.

Once established the EOC Manager will have the flexibility to increase or decrease the initial activation level in agreement with the duty Tactical Commander to ensure Authority support can be maintained at an appropriate level for a sustained period of time. EOCs will be activated for various reasons based on the needs of the organisation; the context of the threat; the requirements of blue light partners; the anticipation of events; or in response to the incident. The level of activity within an EOC often grows as the size, scope, and complexity of the incident grow.

Activation level 1

Partial activation - Certain EOC Incident Support Staff and DFRTs are activated to monitor a credible threat, risk, or hazard and/or to support the response to a new and potentially evolving incident

Level 1 Incident Support Staff	Number required
EOC Manager	1
EOC Assistant Manager	1
EOC Tasking Officer	1
EOC Incident Support Officer	3
EOC Mapping Officer	1
EOC IT Technician	1

Activation level 2

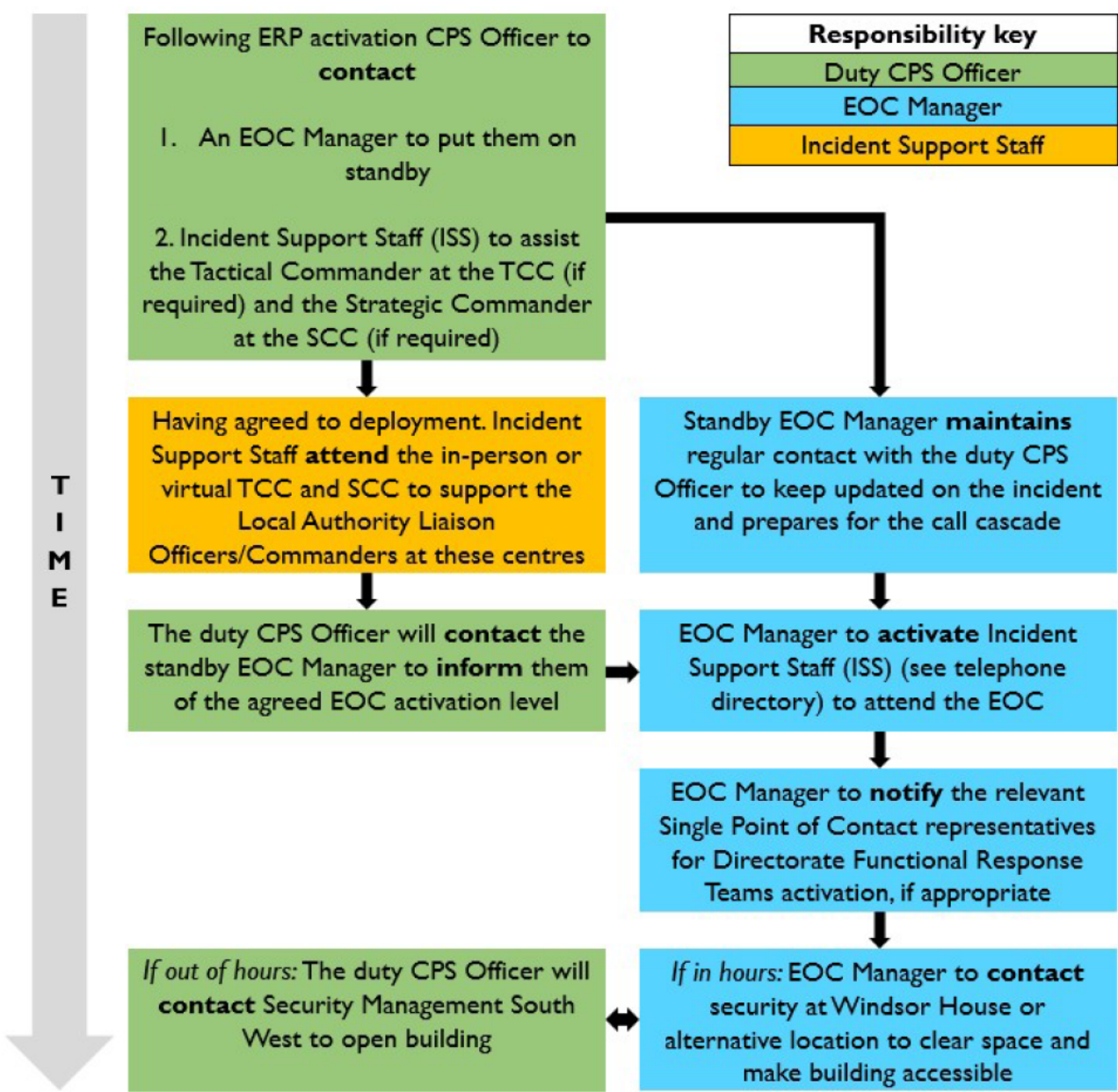
Full activation - EOC Incident Support Staff are fully activated, including most/all DFRTs, to support the response to a major incident or credible threat

Level 2 Incident Support Staff	Number required
EOC Manager	1
EOC Assistant Manager	1
EOC Tasking Officer	2
EOC Incident Support Officer	6
EOC Mapping Officer	1
EOC IT Technician	1

4.3 CALL CASCADE TO INCIDENT SUPPORT STAFF

As soon as the duty Tactical Commander makes the decision that a major incident response is required by the Authority, a call cascade to activate Incident Support Staff (ISS) will begin, starting with the duty Civil Protection Officer (CPO). In the first instance, the duty CPO will put an EOC Manager on standby and activate the number of ISS required to support the duty Tactical and Strategic Commander in the relevant TCC or SCC. Once the EOC activation level is confirmed by the duty Tactical Commander the standby EOC Manager will begin the call cascade to activate the wider EOC Incident Support Staff (ISS).

INCIDENT SUPPORT STAFF CALL CASCADE FLOWCHART



Note: The duty CPS Officer should continue to refer to the overarching on-call activation flowchart on page 7 for further actions

4.4 EOC SETUP

The EOC Manager is responsible for opening the EOC following a request and discussion with the duty Civil Protection Officer. When operating an EOC, the Council's health and safety rules will apply. In the event of fire or accidental injury, the normal procedures already in existence are to be followed.

Access

In working hours

The EOC Manager will contact concierge to ensure the facility is accessible and will meet Incident Support Staff (ISS) at the EOC. Staff will be able to access Windsor House (or alternative location) as normal and should ensure they are wearing ID badges. Should a member of EOC staff forget their ID card, they should inform the EOC Manager who will complete the EOC temporary ID pass form and issue them with a temporary ID pass (both contained within the EOC Manager's secure role information pack).

Out of hours

The duty Civil Protection Officer will contact Security Management South West who will open the EOC. Once arranged the duty CPS Officer will contact the EOC Manager to confirm these arrangements. All staff must use their ID cards to access the Windsor House back door (other arrangements will be cascaded to staff as required). Should a member of EOC staff forget their ID card, they should inform the EOC Manager who will complete the EOC temporary ID pass form and issue them with a temporary ID pass (both contained within the EOC Manager's secure role information pack).

NOTE: *It is always the preference that staff attend the EOC in person but virtual attendance shall be considered on a case by case basis by the EOC Manager*

Parking

If not already parked or if out of hours, all staff attending the EOC should use the staff car park if available. If the EOC is activated at a site that requires on-street or pay and display parking, park first, claim in your usual manner, but arrange for a parking permit from the EOC Assistant Manager. The EOC Assistant Manager will be responsible for allocating a car permit to staff attending the EOC if required, by completing the EOC car permit form (both of which are contained within the EOC Assistant Managers secure role information pack).

Initial action

Upon arrival at the EOC, all staff will collect their secure EOC role information pack from the EOC Manager. Each pack contains the information required to carry out the role, as well as a tabard which clearly identifies what your role is. All staff will be encouraged to wear their role tabard whilst working within the EOC. However, it is recognised that not all DFRT staff will have a tabard. It is the responsibility of the EOC Manager and EOC Assistant Manager to ensure only relevant personnel are active in the EOC.

Staff sign in/out

All staff whilst working as part of the EOC activation will sign in and out using the EOC signing in/out form (contained within the EOC Managers secure role information pack). It is necessary to know the location of staff for health and safety reasons. If activation of the EOC is outside normal working hours, the EOC signing in/out form could form the basis for staff payment and therefore it is important that it accurately reflects all staff working hours. It will be the responsibility of all EOC staff, overseen by the EOC Managers, to ensure their duty hours and whereabouts are recorded and known at all times.

EOC physical setup

All available staff should assist in setting up the room in accordance with the layout diagram at the end of this section. The set up will be managed by the EOC Manager and EOC Assistant Manager. The IT Technician’s primary responsibility upon arrival is to ensure all required IT equipment is requisitioned and in working order and that all systems and applications required are available for use.

Links to Contact Centre (Emergency Telephone Enquiry Service)

In a major emergency situation, the contact centre may be taking a large number of calls from the public. Early consideration should be given by the Tactical Commander and EOC Manager to activate an Emergency Telephone Enquiry Service (ETES).

To activate the Emergency Telephone Enquiry Service (ETES) turn to section 5 of this plan.

Directorate Functional Response Teams (DFRTs)

If deemed necessary by the duty Tactical Commander, individual DFRT cells will activate and locate themselves in the rooms adjacent to the EOC. Not all directorates may require a full DFRT activation, this will depend on the requirement to access the services/functions contained within that directorate and/or the impact of the emergency on that specific directorate.

If activated, directorates who are involved in responding to the emergency will be asked to establish an Operational Coordination Point (OCP) within their own service structure. This will allow the service operational response to be coordinated with information flowing back to the DFRT in the EOC. Out of hours, this may however, be a member of staff (who has the knowledge, expertise and appropriate contact lists, etc.), who operates from their own home initially.

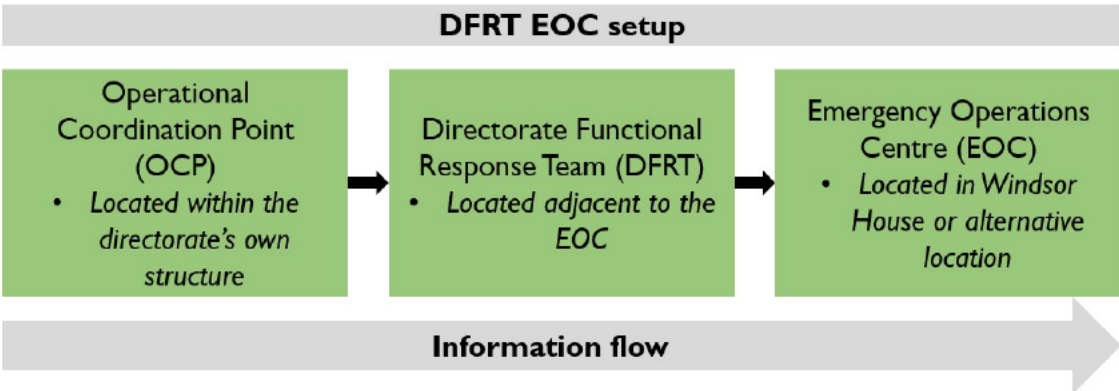


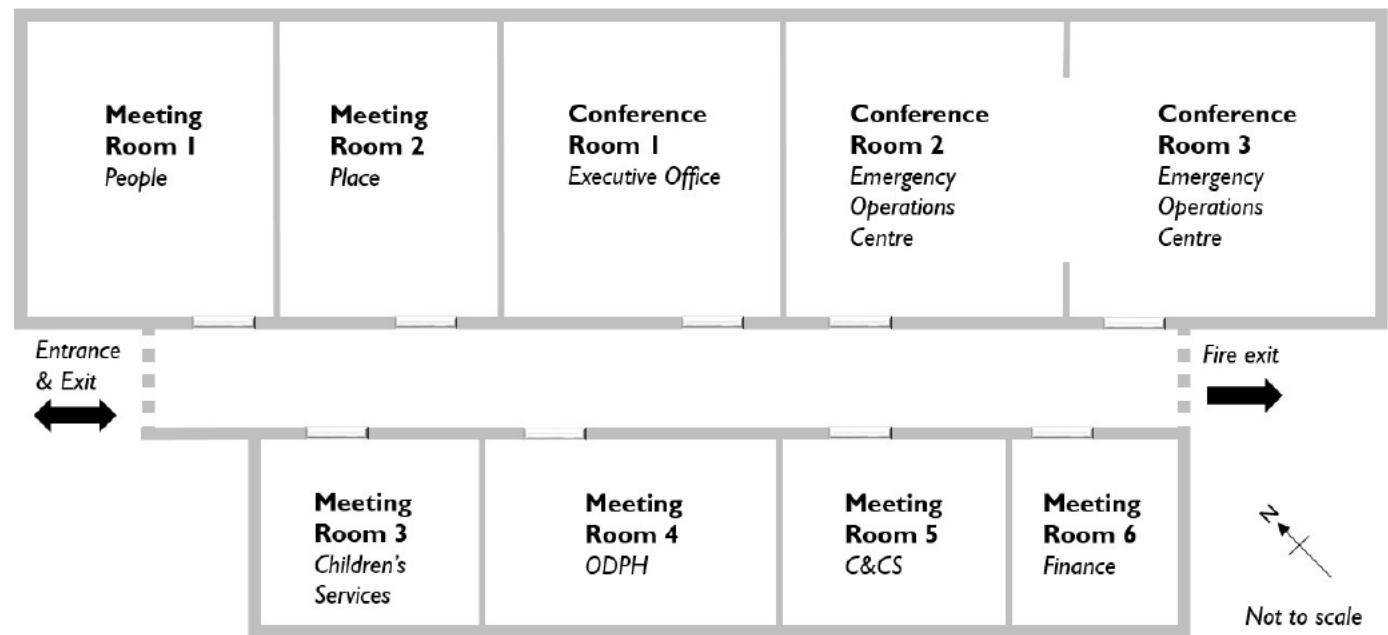
Diagram to show information flow for an individual directorate

If the incident is of sufficient scale, all directorates will be required to activate and deploy a Directorate Functional Response Team (DFRT) to the EOC. Each DFRT should have, as a minimum, representatives from the services who have an emergency role and responsibility.

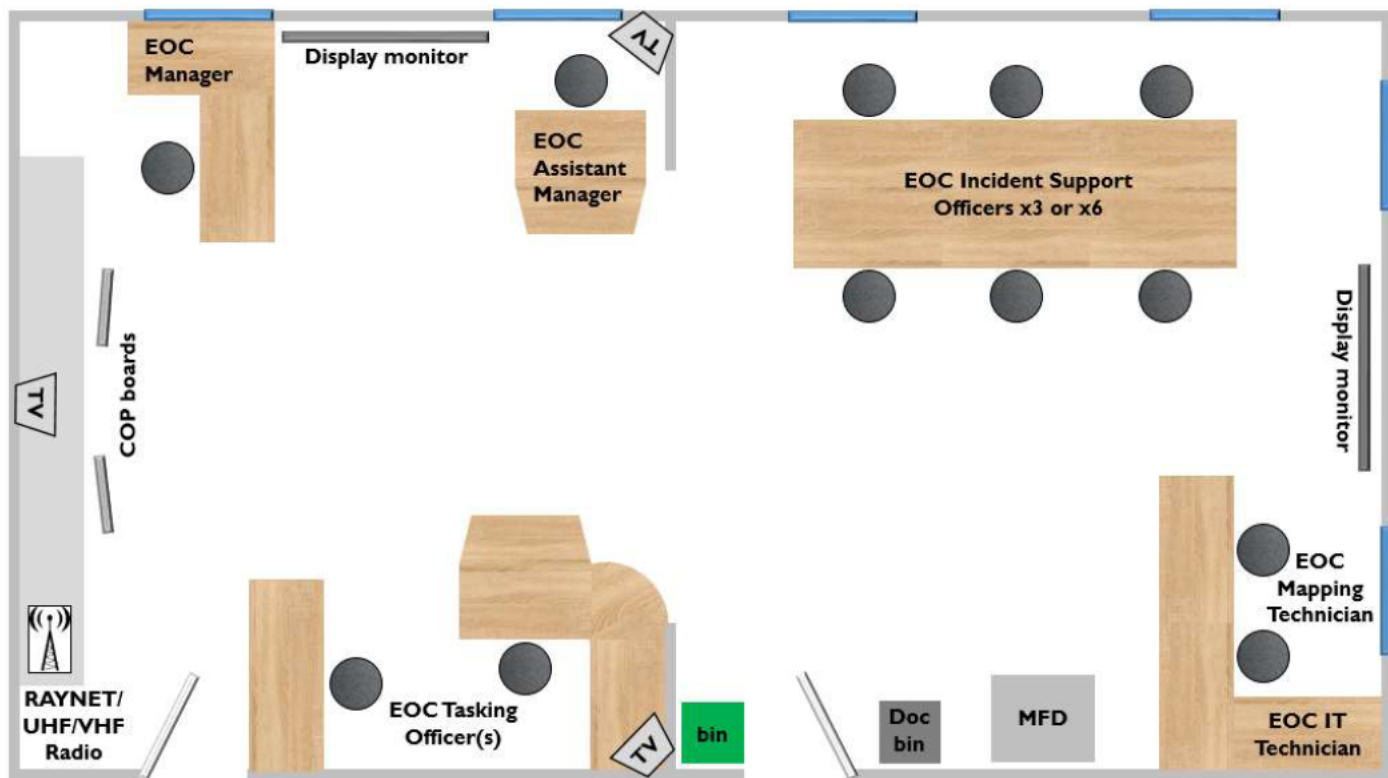
It will be the responsibility of the EOC Manager for contacting the Single Points of Contact for the directorates to enable them to set up their DFRTs.

Each DFRT will have a chairperson, and they will be responsible for having an overview of their directorate emergency response and the impact (if any) upon normal service provision. The DFRT cells and the EOC will form the Council’s Emergency Response Centre (ERC) and will be responsible for coordinating all emergency actions and requests on behalf of the Council.

Windsor House Emergency Response Centre (ERC) design



EOC setup (conference room 2 & 3)



4.5 EOC OPERATING PROCEDURES

The EOC plays a central role in coordinating the Council's response to an emergency. It is vital that a simple, structured and auditable operating process is utilised to capture all information flowing through the EOC. To ensure there is resilience in these processes, this plan will cover two differing operating options which could be employed depending on the impact of the emergency on the Council.

1. Primarily, the EOC will adopt a digital process for operating. This method will be suitable to use in all emergencies apart from those that are effecting digital systems, such as a cyber-attack.
2. The back-up EOC operating process will be solely paper based and rely on non-digital channels for communication/information flow.

Information Management

In the early stages of the response to an emergency, information management is likely to represent a significant challenge. It is at this stage that the EOC Manager needs to ensure all information coming into the EOC is captured by confirming all established operating processes are being followed by Incident Support Staff. An overarching information management flowchart highlighting how this process will work can be found in section 4.8 of this plan.

An important procedure in any emergency response is to maintain a Common Operating Picture (COP) to ensure there is collective understanding of the emergency. This will be displayed on a board in the EOC. The COP board will consist of information relating both to the scene and significant wider impacts, including facts and figures, the main developments and decisions, trends, and upcoming decision points.

Other information boards may also be displayed and updated;

- Key Events Board - displaying information and decisions made at the Strategic and/or Tactical Coordination Centre
- Aims/Actions Board - detailing the high level Council actions

It will be the responsibility of the EOC Assistant Manager with support of the EOC Tasking Officer(s) to update and maintain the COP information boards.

Note: All information received within the EOC will be logged on MS Teams. Refer to Annex C (Operating Procedures – backup paper version) for all non-digital processes

Mapping

It will be the responsibility of the EOC Manager with direct support from the EOC Mapping officer to provide mapping intelligence in the EOC. The EOC Mapping Officer will require Resilience Direct access so that maps can be produced, shared with multi-agency partners and edited as required.

EOC Message Handling

It is vital that ALL EOC staff members responsible for message handling (Incident Support Officers) keep accurate, complete and detailed records on MS Teams to act as a reference during the emergency. This is to ensure all information is recorded in a single place, create consistent information flow and provide post-incident records that may be required for any future legal proceedings.

Call Management

- Calls should be handled in a timely manner and should be logged on the Firmstep form for submission to the Incident mailbox
- The telephone numbers used in the EOC should be kept out of the public domain and only available for emergency use
- General public calls should be switched to the contact centre to allow the EOC to concentrate on the emergency
- Incident Support Officers assigned to answering telephone calls will wear headsets
- All calls should be answered quickly and all calls answered will be prefixed 'Emergency Operations Centre'

Staffing and rotas

The EOC Manager with the support of the EOC Assistant Manager is responsible for ensuring staff levels are maintained and shift rotations are considered. The below table illustrates what a five day response stand-up would look like. Depending upon the nature and severity of the emergency, it may be necessary to operate shift working in order to manage the Council's response over a number of days. This may require 5 different EOC Incident Support Staff teams (A~E) working a shift rota. EOC Managers will need to ensure enough staff have been activated to cover this shift pattern if required.

	Day One			Day Two			Day Three			Day Four			Day Five		
Shift start	0001	0800	1600	0001	0800	1600	0001	0800	1600	0001	0800	1600	0001	0800	1600
Shift end	0800	1600	2400	0800	1600	2400	0800	1600	2400	0800	1600	2400	0800	1600	2400
EOC Incident Support Staff team	A	B	D	E	A	C	D	E	B	C	D	A	B	C	E
Rest day	CE			BD			AC			BE			AD		

Template proposed shift pattern

Each function within the EOC has specific roles and responsibilities and it is important that together they form a team capable of responding to the demands placed upon them by other responding agencies and Plymouth City Council departments. Detailed roles/responsibilities profiles and action cards can be found in section 4.7 of this plan. In addition, a laminated copy of the role **action card** is in the secure role information pack.

Note: Staffing levels will be dependent on the EOC activation level as described in section 4.2 of this plan.

EOC battle rhythm briefings

It is the responsibility of the EOC Manager or EOC Assistant Manager if the EOC Manager is unavailable, to conduct a 5 minute brief with the EOC staff once every hour. Everyone should stop their current activity to focus on the brief, which ensures all staff are kept updated on the current emergency situation and determine current workload, pressures and priorities.

Handovers between shifts

Handovers between shifts are essential to the EOC to ensure continuity of information and to prevent key actions/priorities or tasks being forgotten. The EOC Manager may wish to use previously submitted DFRT situation reports or the Common Operating Picture (COP) boards in the EOC to guide them through this process. However a handover briefing template is included in the EOC Managers secure role information pack.

Staff Welfare

Staff welfare and morale must be closely monitored during the response to any emergency. Those staff involved in the response will be working under potentially stressful circumstances and whilst they may not be directly involved with the emergency, they could still be affected by it. The EOC Manager and EOC Assistant Manager are responsible for ensuring staff have had the opportunity of defusing prior to them leaving their post. If any staff have been adversely affected by events, advice regarding occupational health should be sought through the Health, Safety and Wellbeing Team in order to ensure appropriate care is offered. Staff who continue to struggle should be rested at the first opportunity and signposted to the Council's Employee Assistance Programme (EAP) for further professional support. Staff can access the EAP through their substantive line manager who should be immediately consulted with.

Refreshments

It will be the responsibility of the EOC Manager (in liaison with Soft FM), to ensure sufficient refreshments are available for staff working within the EOC. The refreshments should be set up in a quieter allocated space outside in main room in order to prevent any accidental spillages and cluttering of the EOC.

Debriefs

All incidents, operations and exercises provide challenges to our plans. Every incident must be thoroughly debriefed, lessons and outcomes should be identified and an action plan formulated to ensure relevant measures have been taken, to change the way we do things or highlight training needs. Everyone should be involved to ensure the widest capture of lessons. It will be the responsibility of the primary EOC Manager with support of the Civil Protection Service to conduct a full debrief within two weeks of the EOC deactivation and capture how the lessons identified can be recorded and subsequently learnt. In addition, a hot debrief should be undertaken by the EOC Manager as soon as the EOC is deactivated to capture any urgent issues.

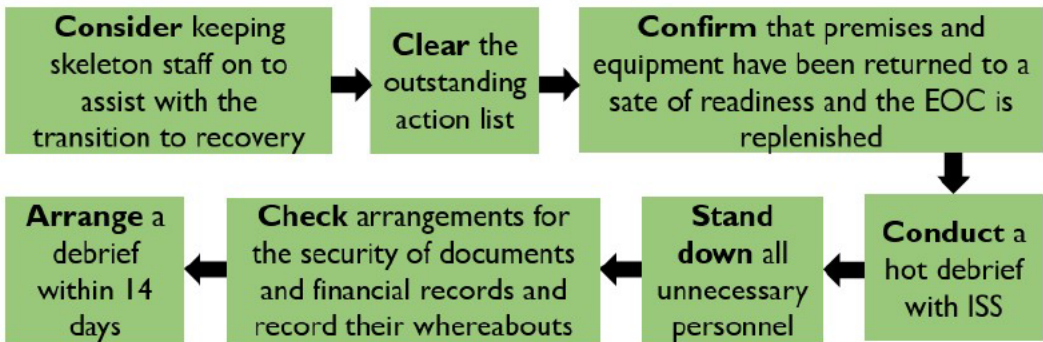
4.6 EOC STAND DOWN PROCEDURES

When

The decision to stand down the EOC will tie in directly to the stand down procedures described in section 2.6 of this plan. At an appropriate time, the Chief Executive (or nominated officer) will issue a major emergency stand down notification and close the EOC.

How

Following notification the EOC Manager will commence organising the Incident Support Staff to stand down the EOC. It is important at this stage for the EOC Manager in consultation with the duty Tactical Commander considers the below flow chart to ensure harmony with the strategic level stand down orders.



The room that has been used as the EOC needs to be returned for normal daily usage, the security staff should be informed and cleaning should be arranged. The EOC Manager with Civil Protection Service support is responsible for ensuring the secure role information packs are replenished and stored ready for use.

Documentation

All documentation is to be forwarded to the Civil Protection Service for retention, to inform subsequent debriefs and/or public enquiries. The Civil Protection Service will ensure all data entered into MS Teams is downloaded and securely stored.

4.7 EOC ROLE PROFILES AND ACTION CARDS

EOC MANAGER	
Primary purpose	Oversee the coordination of the Council's internal response to emergencies by managing the Emergency Response Centre (ERC) and Emergency Operation Centre (EOC). To ensure tasks and actions are delegated to the appropriate Directorate Functional Response Team (DFRT) to answer in a timely manner and to provide support to the Tactical Emergency Response Group (TERG) as required.
Core responsibilities	<ul style="list-style-type: none"> Lead a team of Incident Support Staff to ensure the efficient and effective running of the Council's Emergency Operations Centre (EOC) during an emergency situation
	<ul style="list-style-type: none"> Support, at a tactical level the Council's duty Tactical Commander at Tactical Emergency Response Group (TERG) meetings and stand in for the duty Tactical Commander of required
	<ul style="list-style-type: none"> Provide intelligence to the Council Emergency Management Team (CEMT) through the consolidation of Council wide situation reports.
	<ul style="list-style-type: none"> Maintain overall responsibility for the smooth running of the entire Emergency Response Centre

ACTION CARD	
1	<p>On receipt of a call from the duty Civil Protection Officer:</p> <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Ensure you understand the staffing required at the requested activation level Understand the callout cascade process
2	<p>Begin the callout cascade by notifying the required number of Incident Support Staff (ISS) to attend the EOC.</p> <p><i>NOTE: It is always the preference that staff attend the EOC in person but virtual attendance shall be considered on a case by case basis by the EOC Manager</i></p>
3	Notify the relevant Directorate Functional Response Team (DFRT) Single Point of Contact (SPOC) to attend the EOC
4	If in hours, contact security at Windsor House or alternative location to clear space and make building accessible
5	Attend the EOC and ensure it is open for Incident Support Staff to attend in person
6	Prompt Incident Support Staff who do not bring ID to complete the EOC temporary ID pass form and issue them with a temporary ID pass (both contained within the EOC Manager's secure role information pack).
7	Act as gatekeeper to the EOC and ensure all staff sign in and out using the EOC signing in/out form (contained within the EOC Managers secure role information pack)

8	Ensure all staff arriving at the EOC collect their relevant secure EOC role information pack
9	Oversee the physical setup of the EOC on arrival with support from the activated Incident Support Staff
10	Ensure only activated EOC staff are in attendance at the EOC. Make sure staff wear identification tabards if applicable
11	It will be the responsibility of all EOC staff, overseen by the EOC Managers, to ensure their duty hours and whereabouts are recorded and known at all times
12	Constantly consider and maintain an awareness of the pressures in the EOC and if required, and in consultation with the duty Tactical Commander, feel empowered to increase or decrease the EOC activation level
13	Once established, ensure, as best you can, that Incident Support Staff are following agreed operating processes
14	Be prepared to chair the Authority's Tactical Emergency Response Group (TERG) meetings if the duty Tactical Commander is absent
15	Be prepared to cover the duty Tactical Commander at Local Resilience Forum (LRF) Tactical Coordinating Group (TCG) meetings
16	Act as an escalation point for DFRTs and EOC Incident Support Staff and regularly liaise with all staff about the progress of tasks. Investigate tasks assigned to EOC Managers
17	The EOC Manager, with the support of the EOC Assistant Manager, is responsible for ensuring staff levels are maintained and shift rotations are considered
18	It is the responsibility of the EOC Manager or EOC Assistant Manager if the EOC Manager is unavailable, to conduct a 5 minute brief with the EOC staff once every hour. Use the Common Operating Picture (COP) boards to support this process
19	Handovers between shifts are essential to the EOC to ensure continuity of information and to prevent key actions/priorities or tasks being forgotten. The EOC Manager may wish to use previously submitted DFRT situation reports or the Common Operating Picture (COP) boards in the EOC to guide them through this process. However a handover briefing template is included in the EOC Managers secure role information pack
20	The EOC Manager and EOC Assistant Manager are responsible for ensuring staff have had the opportunity of defusing prior to them leaving their post and maintain oversight of staff welfare throughout the emergency response
21	It will be the responsibility of the primary EOC Manager, with support of the Civil Protection Service, to conduct a full debrief within two weeks of the EOC deactivation
22	Following notification the EOC Manager will commence organising the Incident Support Staff to stand down the EOC
23	The EOC Manager, with Civil Protection Service, support is responsible for ensuring the secure role information packs are replenished and stored ready for use

EOC ASSISTANT MANAGER

Primary purpose	Provide direct back-up and support to the EOC Manager by shadowing and deputising as required. Act as resilience to the EOC Manager to ensure the coordination of the Council's internal response to emergencies by managing the Emergency Response Centre (ERC) and Emergency Operation Centre (EOC).
Core responsibilities	<ul style="list-style-type: none"> Support the EOC Manager to lead a team of Incident Support Staff to ensure the efficient and effective running of the Council's Emergency Operations Centre (EOC) during an emergency situation
	<ul style="list-style-type: none"> Deputise, as required and shadow the EOC Manager to ensure there is a resilient managerial structure in place
	<ul style="list-style-type: none"> Ensure there is adequate staffing for the EOC to operate for the required timeframe. Be aware of the need for the EOC to operate for extended periods and put in place arrangements to ensure it continues to operate smoothly
	<ul style="list-style-type: none"> Establish a culture of excellent communication in the EOC so that information flows effectively between the DFRTs, EOC and up through the command structure
	<ul style="list-style-type: none"> Maintain oversight of all internal actions trackers (CEMT & TERG) to ensure updates and closures of actions are received promptly. Brief the EOC Manager before attendance at CEMT and TERG meetings on these actions
	<ul style="list-style-type: none"> It will be the responsibility of the EOC Assistant Manager with support of the EOC Tasking Officer(s) to update and maintain the COP information boards
	<ul style="list-style-type: none"> Cascade, track and analyse situation reports (SitReps) to support the EOC Manager when briefing CEMT, if required

ACTION CARD

1	<p>On receipt of a call from the EOC Manager:</p> <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Establish an understanding of the EOC activation level and location Provide call out cascade support to the EOC Manager as required/instructed
2	With the EOC Manager, attend the EOC and ensure it is open for Incident Support Staff to attend in person
3	The EOC Assistant Manager will be responsible for allocating a car permit to staff attending the EOC if required, by completing the EOC car permit form (both of which are contained within the EOC Assistant Managers secure role information pack)
4	Ensure only activated EOC staff are in attendance at the EOC. Make sure staff wear identification tabards if applicable and are wearing ID badges. If not, signpost them to the EOC Manager to get a temporary ID pass
5	Support the EOC Manager to ensure all staff sign in and out using the EOC signing in/out form

6	With the EOC Manager supervise the physical setup of the EOC on arrival with support from the activated Incident Support Staff
7	It will be the responsibility of all EOC staff, overseen by the EOC Managers, to ensure their duty hours and whereabouts are recorded and known at all times
8	Provide direct to support to Incident Support Staff to ensure, as best you can, that Incident Support Staff are following agreed operating processes. Work closely with the EOC Mapping Officer to ensure mapping requirements are being met
9	Be prepared to deputise for the EOC Manager at Authority's Tactical Emergency Response Group (TERG) meetings
10	With the EOC Manager act as an escalation point for DFRTs and EOC Incident Support Staff and regularly liaise with all staff about the progress of tasks. Investigate tasks assigned to EOC Managers for response
11	The EOC Manager with the support of the EOC Assistant Manager is responsible for ensuring staff levels are maintained and shift rotations are considered
12	It is the responsibility of the EOC Manager or EOC Assistant Manager if the EOC Manager is unavailable, to conduct a 5 minute brief with the EOC staff once every hour. Use the Common Operating Picture (COP) boards to support this process
13	The EOC Manager and EOC Assistant Manager are responsible for ensuring staff have had the opportunity of defusing prior to them leaving their post and maintain oversight of staff welfare throughout the emergency response
14	Following notification of EOC Stand down, support the EOC Manager with carrying out the stand down procedures in section 4.6 of this plan

EOC TASKING OFFICER

Primary purpose	Coordinate information flow coming in to the EOC by monitoring the Incident mailbox and allocating tasks to the most relevant Incident Support Officer. Provide support to the EOC Managers by creating and maintaining the Common Operating Picture (COP) boards in the EOC to assist with staff briefing
Core responsibilities	<ul style="list-style-type: none"> Analyse, allocate and monitor all information that comes into the EOC from various sources (internal & external) and ensure information flows within the EOC through regular contact with DRFT leads
	<ul style="list-style-type: none"> Act as assurance on all answers given by DFRT/EOC cells and challenge/escalate these responses if unfit
	<ul style="list-style-type: none"> Support the EOC Assistant Manager with maintaining the CEMT and TERG action tracker and ensure actions are undertaken in a timely manner

ACTION CARD

1	On receipt of a call from the EOC Manager: <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Establish an understanding of the EOC activation level and location
2	Attend the EOC and pick up the EOC Tasking Officer Information Pack and put on the tabard
3	With the EOC Managers support the physical setup of the EOC on arrival with support from the activated Incident Support Staff
4	Huddle with the EOC Incident Support Officers and familiarise yourself with the MS Teams logging process
5	Provide direct support to Incident Support Officers to ensure, as best you can, that agreed operating processes are being followed
6	Manage the Incident mailbox and allocate tasks to the Incident Support Officers. Monitor these tasks and advise (if required) the ISOs on which DFRT is most appropriate to task. Escalate any 'urgent' inquiries to EOC Managers for awareness and then allocate for logging
7	Support the EOC Assistant Manager to update and maintain the COP information boards to ensure EOC Manager briefing are effective
8	Once a task is in the 'EOC Tasking Officer to review' stage, audit the closure comments and assign the task to an ISO to send out the response and close the task. Monitor these closed tasks to ensure harmony with the TERG and CEMT action trackers
9	Following notification of EOC Stand down, support the EOC Managers with carrying out the stand down procedures in section 4.6 of this plan

EOC INCIDENT SUPPORT OFFICER

Primary purpose	Work effectively in a team of Incident Support Officers (ISOs) to log and close tasks entering the Emergency Operations Centre (EOC) allocated by the EOC Tasking Officer. Monitor the EOC phone lines, record information and email the Incident mailbox so that all information is securely stored and captured in one unified process
Core responsibilities	<ul style="list-style-type: none"> ▪ Ensure all tasks entering the EOC are logged on the MS Teams task list and assigned to the relevant DFRT for response. If unclear, seek guidance from the EOC Tasking Officer or EOC Managers. Close all tasks assigned by the EOC Tasking Officer once they have been investigated. Ensure responses are sent back to inquirers in a professional and timely manner
	<ul style="list-style-type: none"> ▪ Staff EOC phones lines and ensure all information taken is recorded and emailed to the Incident mailbox for the EOC Tasking Officer to analyse and allocate effectively
	<ul style="list-style-type: none"> ▪ Establish a close working relationship with the other Incident Support Officers to ensure work is equally shared and information flows smoothly, feel empowered to seek guidance and clarify processes before taking action
	<ul style="list-style-type: none"> ▪ Be prepared to support meetings held in the EOC by capturing actions and liaising with the EOC Tasking Officer to finalise the appropriate action tracker

ACTION CARD

1	On receipt of a call from the EOC Manager: <ul style="list-style-type: none"> ▪ Ensure you have a sound understanding of the unfolding events ▪ Establish an understanding of the EOC activation level and location
2	Attend the EOC and pick up the EOC Incident Support Officer Information Pack and put on the tabard
3	With all Incident Support Staff undertake the physical setup of the EOC on arrival
4	Huddle with the EOC Tasking Officer and other EOC Incident Support Officers and familiarise yourself with the MS Teams logging process
5	Ensure your work station is free of clutter and IT systems are working in preparation for incoming emails/calls. Familiarise yourself with the Common Operating Picture (COP) boards and gain a wider knowledge of the incident
6	Ensure all tasks allocated to you by the EOC Tasking Officer are efficiently logged and assigned to the correct DFRT or EOC Managers for response
7	If required, attend meetings held in the EOC, capture actions and liaise with the EOC Tasking Officer to finalise the appropriate action tracker
8	Once allocated a task in the 'Pending closure by EOC' stage, ensure that inquirers are responded to and move the task to the 'Closed/archived actions' stage

9	With the other Incident Support Officers, staff the EOC phone lines and capture all information on the Firmstep form. Email this to the Incident mailbox where the EOC Tasking Officer will review and allocate for logging
10	Following notification of EOC Stand down, support the EOC Managers with carrying out the stand down procedures in section 4.6 of this plan

EOC MAPPING OFFICER

Primary purpose	Provide geographical intelligence to the EOC Managers and duty Tactical Commander by using Geographical Information Systems to produce a range of maps associated with the incident
Core responsibilities	<ul style="list-style-type: none"> Work closely with the EOC Managers, the duty Tactical Commanders and potentially DFRT leads to produce maps to support response and initial recovery
	<ul style="list-style-type: none"> Be confident in producing, sharing and updating maps using Resilience Direct or other identified corporate mapping systems
	<ul style="list-style-type: none"> Produce hardcopy maps as requested to a specified size
	<ul style="list-style-type: none"> Carry out geographical and spatial analysis of the affected area by interrogating Resilience Direct data

ACTION CARD

1	<p>On receipt of a call from the EOC Manager:</p> <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Establish an understanding of the EOC activation level and location
2	Attend the EOC and pick up the EOC Mapping Officer Information Pack and put on the tabard
3	With all Incident Support Staff undertake the physical setup of the EOC on arrival
4	Meet with the EOC Managers and familiarise yourself with possible mapping requirements
5	Ensure your work station is free of clutter and IT systems are working in preparation for mapping requirements. Familiarise yourself with the Common Operating Picture (COP) boards and gain a wider knowledge of the incident
6	Using the Resilience Direct mapping functions, create, share and analyse a variety of spatial datasets to meet requirements and inform the EOC Manager on conclusions drawn
7	If requested, provide hardcopy maps in a range of sizes and scales to the EOC Managers and/or duty Tactical Commander
8	If allocable, liaise with the other Mapping Officers at the Tactical and Strategic Coordination Centres to ensure accurate information and mapping are shared
8	Following notification of EOC Stand down, support the EOC Managers with carrying out the stand down procedures in section 4.6 of this plan

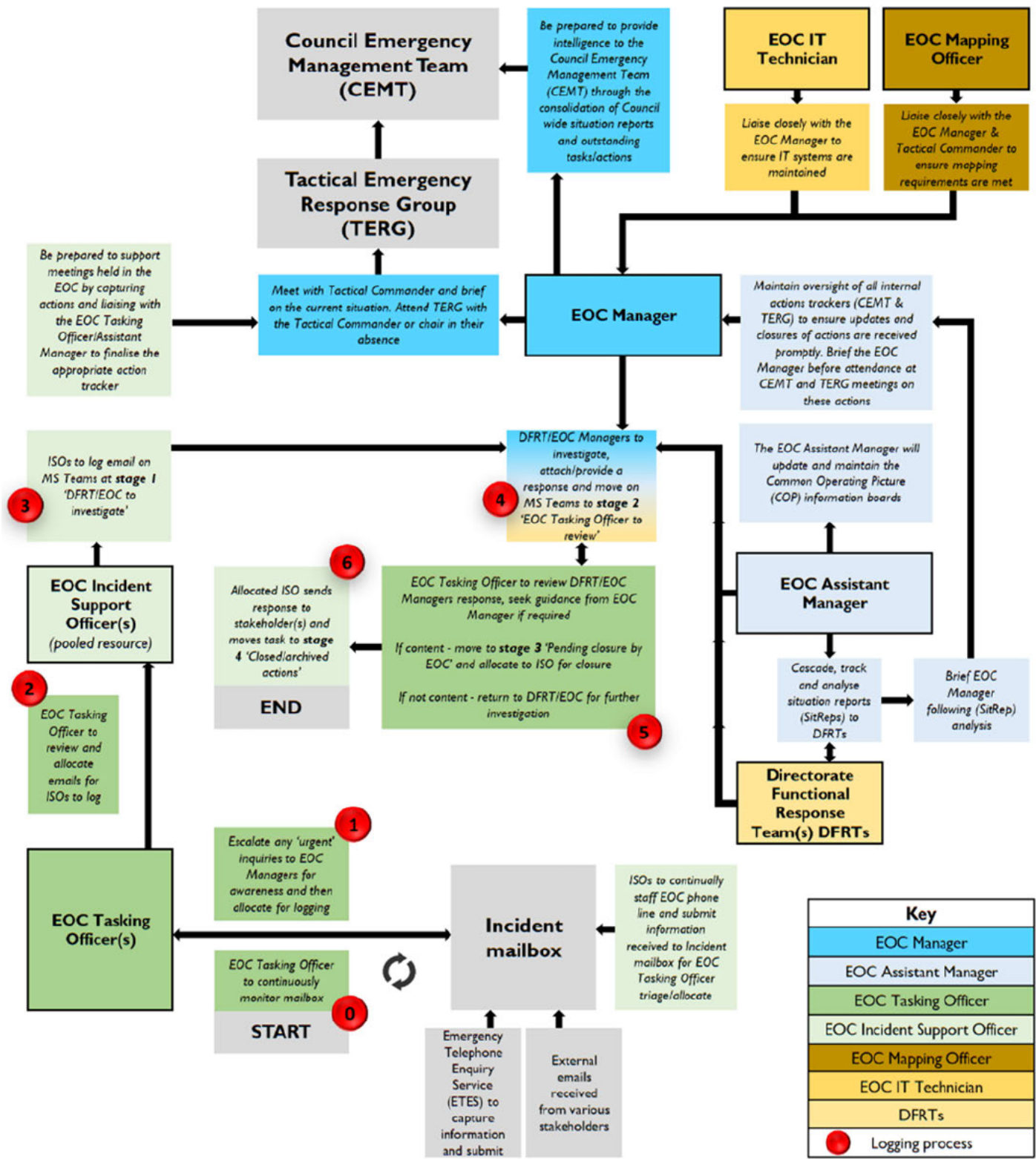
EOC IT TECHNICIAN

Primary purpose	The DELT ICT Technician will primarily be responsible for ensuring the ICT systems and applications used in the EOC are fully operational and supported throughout the response
Core responsibilities	<ul style="list-style-type: none"> ▪ From a technology perspective, assist with the EOC physical setup and respond in dynamic fashion to potential hardware and software challenges such as; data and telephone networking, online conferencing, display monitors, sound mixer, PA system and Resilience Direct (if qualified) ▪ If circumstances dictate, and where appropriately trained, assist with setup and operation of satellite telephony and where qualified provide radio communications support to the EOC Manager

ACTION CARD

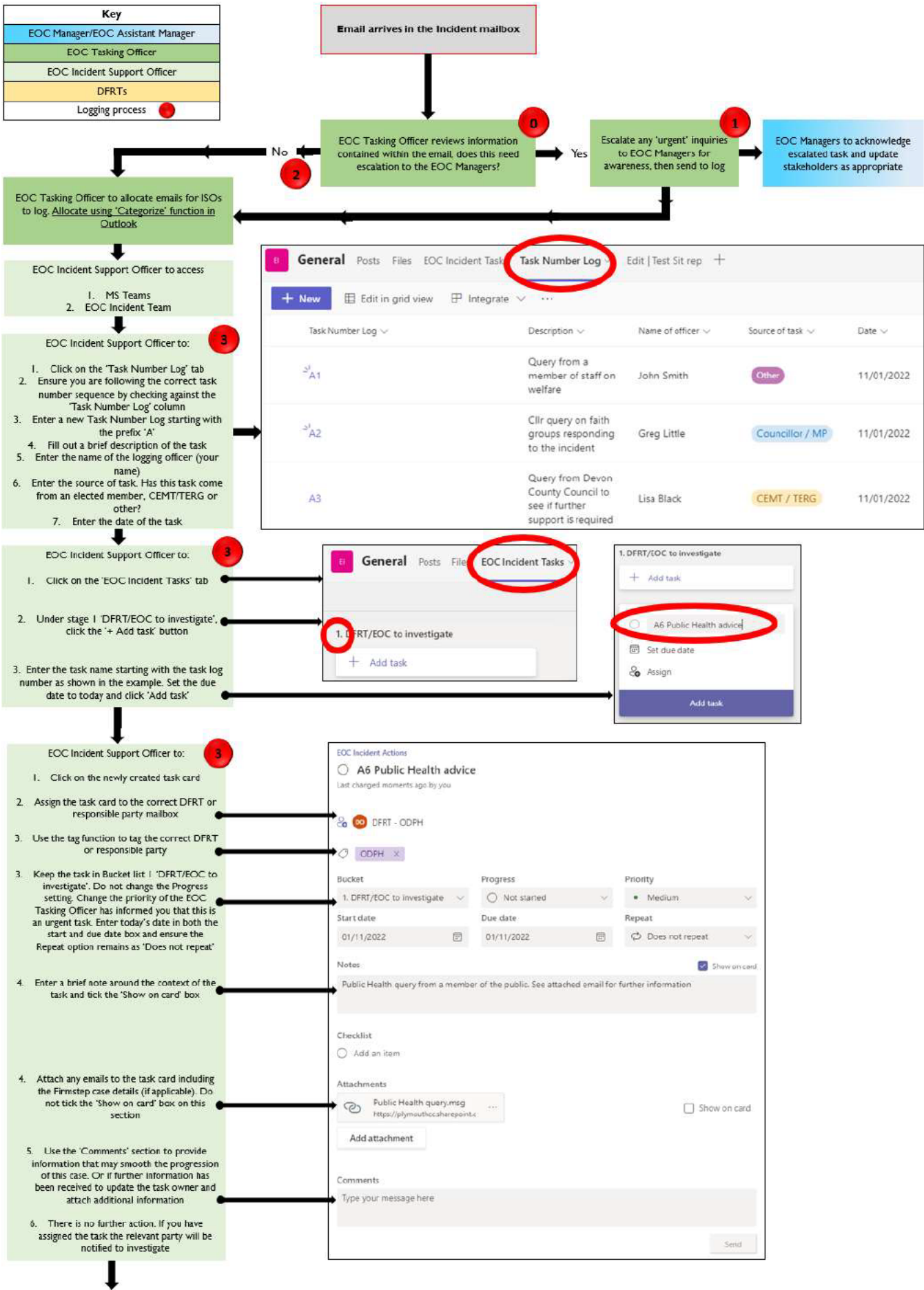
1	<p>On receipt of a call from the EOC Manager:</p> <ul style="list-style-type: none"> ▪ Ensure you have a sound understanding of the unfolding events ▪ Establish an understanding of the EOC activation level and location
2	Pick up the DELT IT Technician information pack from on arrival at the EOC and put on the appropriate tabard
3	Set up and test the IT infrastructure in the Emergency Operations Centre, including generic log on profiles, IT applications, printer, fax machine, communications equipment
4	Attend the hourly briefing sessions held by the EOC Managers to maintain awareness of the incident
5	Ensure IT systems are not interrupted by forced Windows updates so services are unaffected. In office hours, contact the server team to see if further action is required. If out of hours, you will need to stop the service manually
6	Ensure EOC systems are 100% available by ensuring all changes or maintenance work that could affect the operation of an emergency is rescheduled or cancelled
7	Consider setting up satellite phone capability with Inmarsat BGAN terminal
8	Following notification of EOC Stand down, support the EOC Managers with carrying out the stand down procedures in section 4.6 of this plan

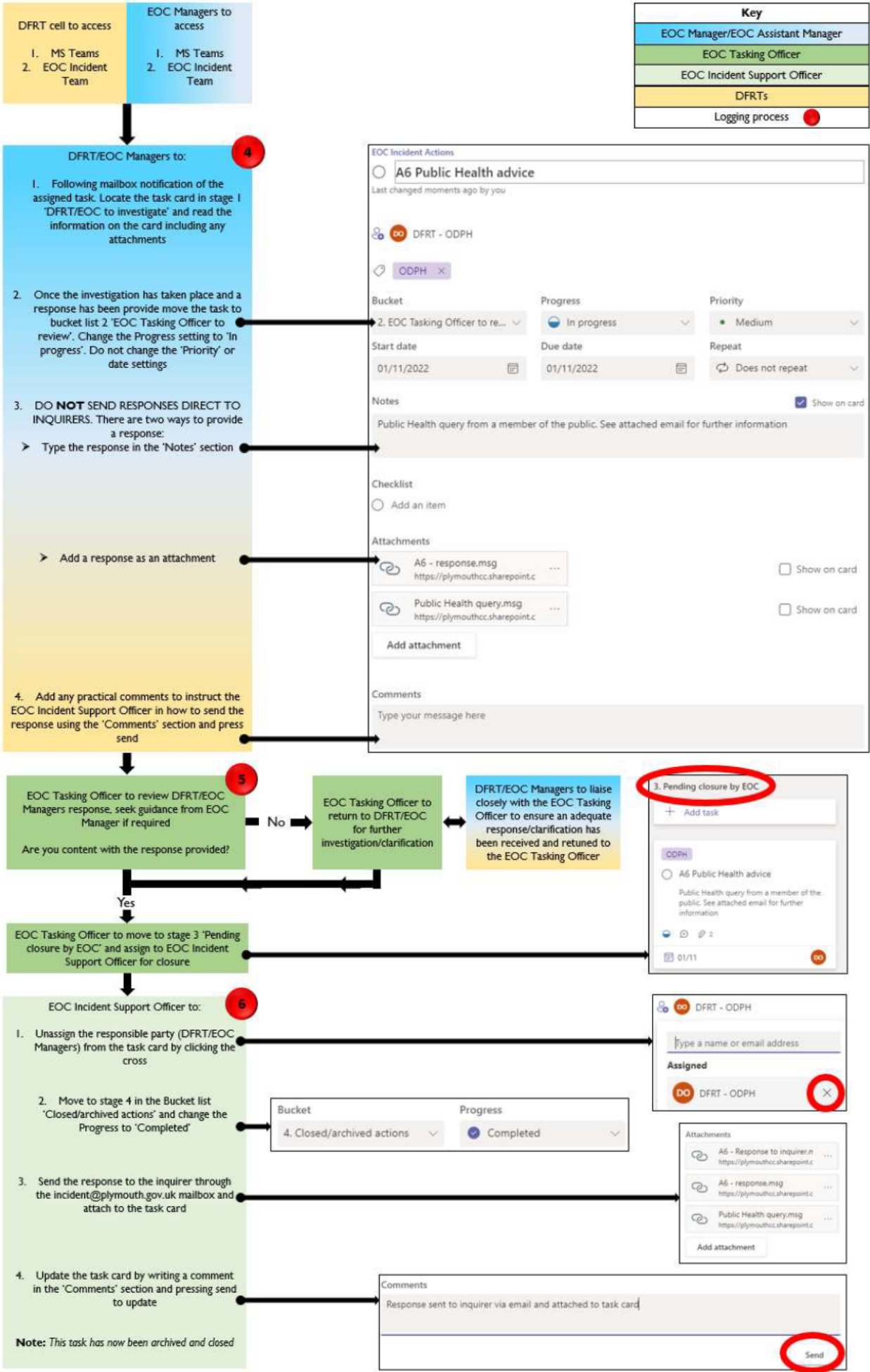
4.8 EOC STRUCTURE AND INFORMATION FLOW



Note: All flowcharts available in A3

4.9 DETAILED EOC INFORMATION MANAGEMENT PROCESS





4.10 EOC CONTACT DETAILS TEMPLATE**EMERGENCY OPERATIONS CENTRE (TEMPLATE)***fill in as required*

Role	Email address	Phone number
EOC Manager		
EOC Assistant Manager		
EOC Tasking Officer 1		
EOC Tasking Officer 2		
EOC Mapping Officer		
EOC IT Technician		
EOC Incident Support Officer 1		
EOC Incident Support Officer 2		
EOC Incident Support Officer 3		
EOC Incident Support Officer 4		
EOC Incident Support Officer 5		
EOC Incident Support Officer 6		
Fax/phone line in		
Fax/phone line out		

DIRECTORATE FUNCTIONAL RESPONSE TEAMS (DFRTs)

DFRT	Email address
People	
Place	

Executive Office	
Children’s Services	
ODPH	
Finance	
Customer and Corporate Services	

STRATEGIC AND TACTICAL CONTACT DETAILS

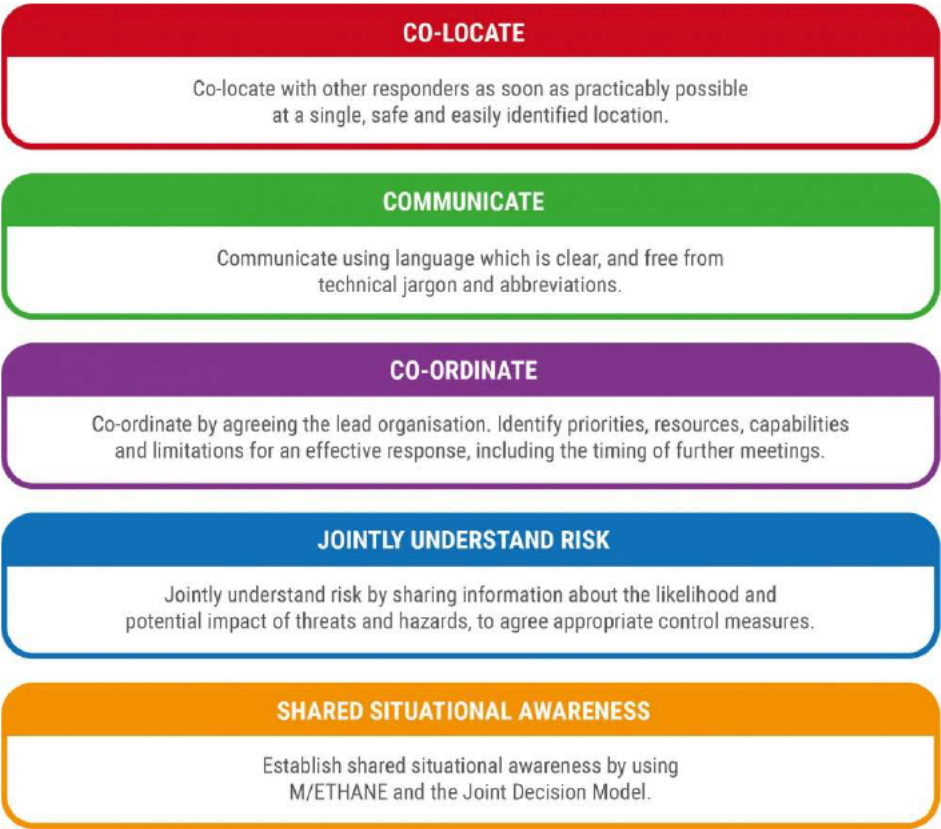
Strategic	
Tactical	

4.11 EOC BACKUP OPERATING PROCEDURES

Introduction

In the unlikely event that we are unable to use our primary EOC information management process due to cyber-attack or power outage, the below backup process will be utilised.

If the situation highlighted above materialises, there is a stronger onus on the JESIP principles for joint working. It will not be possible to coordinate an effective response to an emergency if internal departments and multi-agency partners are working in isolation, unable to communicate effectively. It is therefore strongly advised to ensure all key Council personnel involved in the response co-locate in the Authority’s Emergency Response Centre (ERC). Depending on the scale of the power outage or cyber-attack (multi or single organisational) consideration should be given to how multi-agency partners effectively communicate with one another. The requirement could be that the Council has representation in the local Tactical Coordination Centre (TCC) or other category one responders provide a detachment to the Council’s Emergency Operations Centre.



JESIP principles for joint working

Incident Support Staff, DRFT personnel and Council commanders deployed to the EOC will be required to comply with established procedures to enable the EOC to function effectively, including;

- The receipt, processing and recording of messages
- Printing and filing of incident management logs
- Printing and filing of media statements
- Printing and filing of situation reports

To assist in this process, guidance on completing the message forms and the timelines for printing and filing other documents can be found within these EOC backup operating procedures.

Incident management log

If the situation allows, a computerised incident management log will be utilised, otherwise a paper based version should be generated. All DFRTs, if activated, will use this one central log to record information related to their response and to record results of actions with which they have been tasked.

Within the EOC, it will be the responsibility of the Incident Support Officers to ensure a copy of the log is printed every 20 minutes (or at longer intervals as agreed by the EOC Manager). This will ensure that if computer systems are lost, available information will only be to a maximum of 20 minutes behind. A complete record of the log will be filed in the log file located at the Incident Support Officers workstation location. The log should contain no abbreviations or acronyms and full names of individuals or teams assigned actions should be used to avoid confusion.

All log entries from the EOC must start with an allocated EOC log number in a numerical sequence

Media statements

Incident Support Officers will ensure that all Plymouth City Council media statements are printed and filed in the media statements log file located on the Incident Support Officers workstation. Incident Support Officers should maintain regular contact with the communications team so all media statements can be collated in hard copy.

Situation Reports

All situation reports (SitReps) (**template on page 70**) should be completed in accordance with the current situation from each directorate. It will be at the discretion of the duty Tactical Commander (if applicable)/ EOC Manager when situation reports are completed and the responsibility of the EOC Assistant Manager to analyse the contents of the reports when submitted. Consideration should be given to the regularity of SitRep submissions. In reality, the frequency of reporting may decline as the emergency stabilises and internal impacts are better understood. SitReps act as a good briefing tool for staff who do not become involved in the response at the beginning and also for other PCC staff not involved in the response to the emergency, as they can use them to consider the impacts upon their service delivery. All SitReps will be collated by the EOC Assistant Manager and analysed. It will be the responsibility of the EOC Assistant Manager, with support of the duty Tactical Commander (if applicable) and EOC Manager to compile the situation report. A copy of the released situation report will be printed off by an Incident Support Officer and filed in the situation report log file located at the Incident Support Officer workstation location.

Completing the Message Form

All information should be recorded on the EOC message form. It will be the responsibility of the incident Support Officer(s) to complete section one and the EOC Tasking Officer(s) to complete section two.

Plymouth City Council, EOC Message form

MESSAGE CLOSED (Print Name)		Plymouth City Council Emergency Operations Centre (MASTER COPY - yellow)		EOC Log No (to be completed by Loggist only)	
MESSAGE FORM					
TIME:			DATE:		
MESSAGE TAKEN BY:					
Caller Name:			Message Source: (circle appropriate)		
Organisation:			Telephone		
Address:			In person		
			Email		
Contact Details: (telephone/email)			Fax		
			Other		
MESSAGE:					
Message Assessed By:				Time:	
Priority (circle appropriate)	Immediate	Within 2 hours	Whenever Practicable	No Action – For Info Only	
Action Required:					
Passed To:					
Carbonised paper – DO NOT write below this line					

Section One

Section Two

NOTE: Hard copy, pre-printed 3 part NCR pads are available in the EOC for use in an emergency

Section one instructions (completion by Incident Support Officer)

Upon completing the EOC message form, it should be passed, without delay, to the EOC Tasking Officer who is responsible for finalising the message form and assigning actions. This is done by completing section two.

Time	Enter the time that you are making the entry – use the 24 hr clock (i.e. 4.00pm should be entered as 1600). If the entry time is different to the occurrence time, indicate the occurrence time in the message details
Date	Enter the date as yyyy.mm.dd (for example 2024.11.23)
Message Taken By	Enter YOUR first and last name
Caller Name	Enter the name of the message originator calling or giving the information
Organisation	Enter the name of the organisation the message originator is from
Address	Enter the full postal address (include the postcode)
Contact Details	Enter any telephone number (mobile or landline) of the message originator and an email address (if given)
Message Source	Circle ONE of the sources of how you received the information
Message	Enter the information you are being told – make the message as simple as possible and include as much information as possible

Section two instructions (completion by Tasking Officer)

EOC Log No	Enter the next sequential number from the incident management log
Message Assessed By	Enter YOUR first and last name
Time	Enter the time that you are making the entry – use the 24 hr clock (i.e. 4.00pm should be entered as 1600)
Priority	Circle ONE of the priority boxes
Action Required	Enter the information and/or action you are requesting from another department/directorate/agency – make the request as simple as possible and include as much information as possible
Passed To	Enter the details of the person to whom the message form has been given – if no action is required, write FOR INFO ONLY
Data Entry Log No	Very carefully note this. Accuracy is key

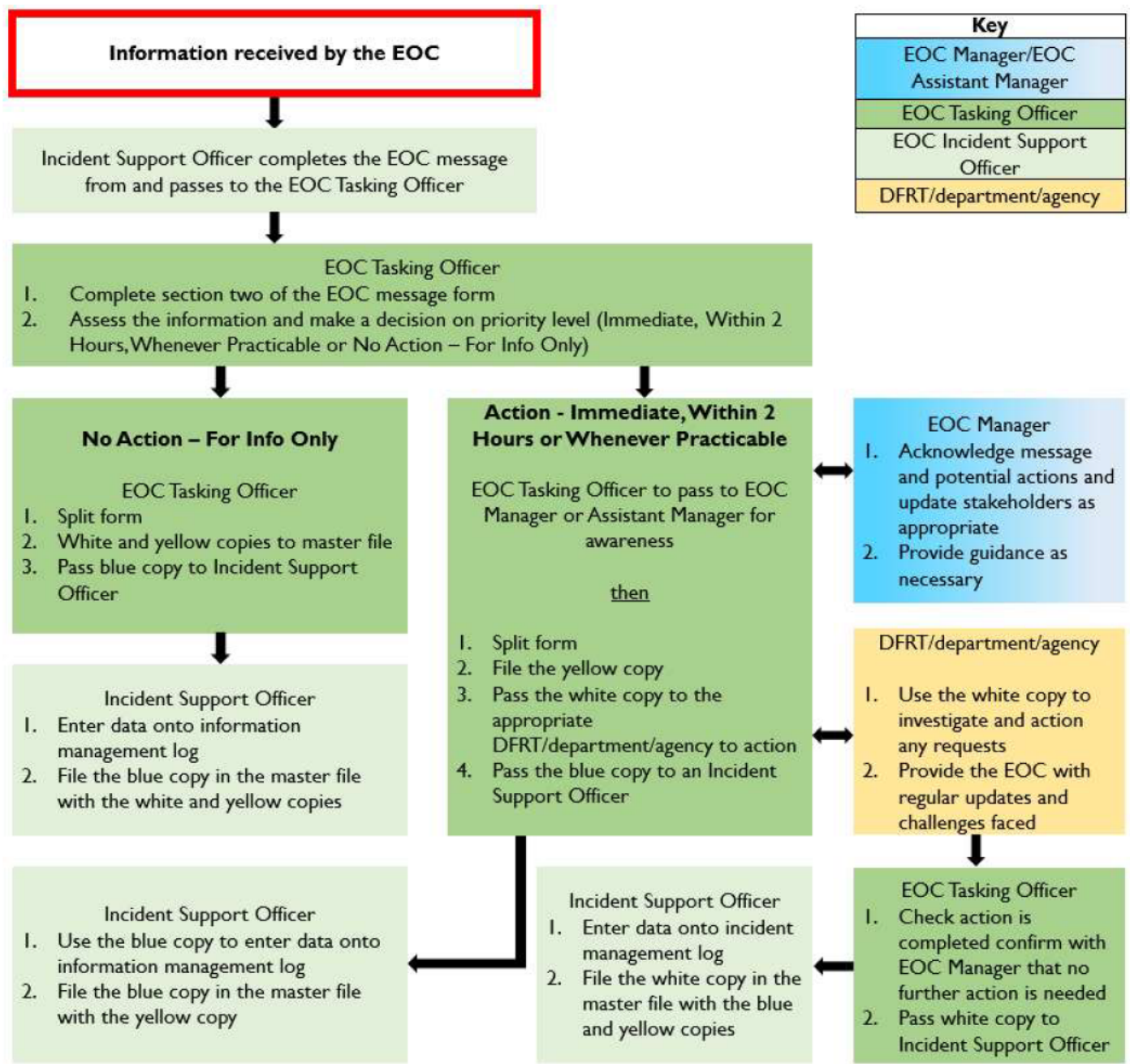
Once section one and two of the EOC message form have been completed, the EOC Tasking Officer is responsible for splitting the form.

- The top yellow master copy is filed in the EOC master log file
- The middle white action copy is passed to the person/department/directorate/organisation who is to complete the action
- The bottom blue copy is passed to an EOC Incident Support Officer for entry onto the incident management log and then stored with the top yellow master copy in the EOC master log file

All incident management log entries are to start with the allocated EOC master log number.

NOTE: *If the information recorded on the message form is for information only, file the yellow and white copies in the master log file and pass the blue copy to an Incident Support Officer in order that the incident management log can be updated.*

Information management flow as a backup EOC procedure



Situation report	
Time (24hrs):	Date (yyyy.mm.dd):
Name of person compiling report:	
Job title:	
Directorate:	
Department:	
Telephone contact details:	
Current directorate/department response	
Intended directorate/department actions	
Timescales for delivering actions	
Future directorate/departmental priorities	
Any other issues	

SECTION FIVE: EMERGENCY TELEPHONE ENQUIRY SERVICE (ETES)

5.1 INTRODUCTION AND OVERVIEW

Introduction

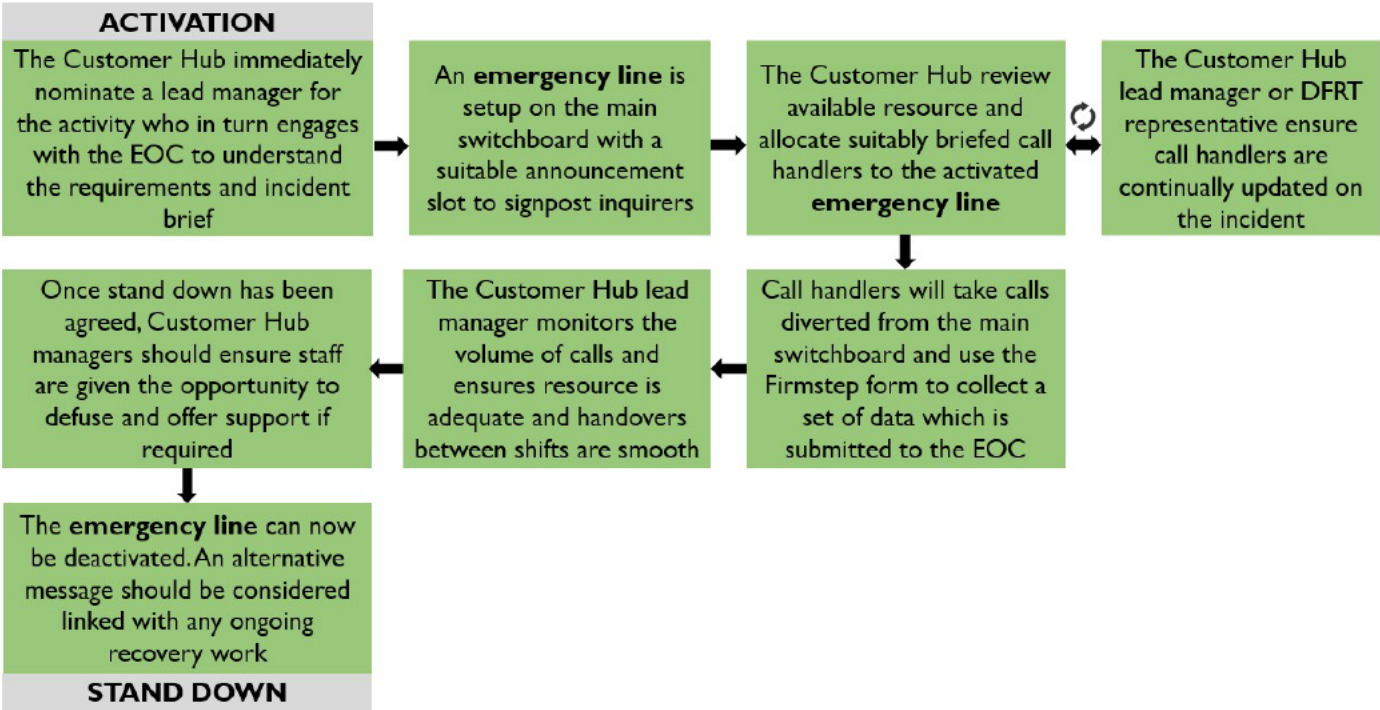
In the event that the Authority is responding to a significant major incident, an Emergency Telephone Enquiry Service (ETES) should be considered to support the volume of calls entering the Council switchboard. Early consideration should be given by the Tactical Commander and EOC Manager to activate an Emergency Telephone Enquiry Service (ETES) with agreement from the duty Strategic Commander. The ETES will support the Authority's response by answering queries from members of the public and ensuring all information is promptly submitted to the Emergency Operations Centre (EOC) for processing, thus alleviating some pressure on the EOC. The ETES will predominantly be staffed by Customer Hub employees, although in a large scale emergency, staff may need to be drafted in from other service areas.

Overview

The ETES will operate virtually to better align with current working practice in the service area responsible for delivery. The main Council phone line (01752 668000) will be altered to include an emergency line on standby with a specific announcement slot before the main switch. MS Teams will be utilised to ensure call handlers are continually updated on the situation with advice and guidance shared in this collaborative space. A suitable member of the Customer Hub management team should form part of the Customer and Corporate Services Directorate Functional Response Team (DFRT) and attend the hourly briefings held in the EOC by the EOC Managers. If physical attendance is not possible, a nominated Customer Hub manager should make regular contact with the EOC Manager/EOC Assistant Manager to keep suitably informed of the ongoing incident and update call handlers. Call handlers will be expected to capture basic information from a range of external stakeholders in a timely manner using a Firmstep form. This form will then be automatically submitted to the EOC for processing. Resource in the Customer Hub is dependent on other pressures though it should be possible to stand up a full ETES between the hours of 9am and 5pm. Outside of these hours, on weekends and bank/public holidays a process of best endeavours will be applicable with the potential to draw on the Out of Hours (OOH) resource.

5.2 ETES ACTIVATION, ACTIVATION LEVELS AND SET UP

The ETES will be activated via the Customer Hub managers or Digital Services at the request of the duty Strategic Commander with the support of the Strategic Director for Customer and Corporate Services. Once notified, Customer Hub managers will begin the process of reviewing available resource that can be allocated to the emergency line. This will need to be continually monitored to ensure a suitable number of call handlers are available to manage the volume of calls arriving at the switchboard. The responsible Customer Hub manager should ensure call handlers are suitably briefed on the incident prior to taking calls and continually briefed for the remainder of their shift. An overview of the ETES process can be found on the flow diagram below.



Activation Levels

To align with EOC activation levels it is proposed that the Customer Hub manager(s) will dynamically monitor the volume of calls on the emergency line. Demand levels will be monitored with consideration given to having staff dedicated to taking calls on the ETES line only, or allocating everyone on the line and ensuring the ETES line is granted a high priority. This blended approach will ensure the social care and crisis lines are also monitored by Customer Hub staff. The Customer Hub representative in the DFRT will ensure the EOC Manager is suitably updated on call volume throughout the emergency. Out of hours, the EOC Manager should maintain regular contact with the OOH call handler to ensure they are not becoming overwhelmed with calls and strive to provide support to that colleague.

5.3 ETES OPERATING CONSIDERATIONS

The Emergency Telephone Enquiry Service (ETES) is likely to receive two types of calls from members of the public; firstly, those relating to the actual emergency situation and secondly, those relating to the continued delivery of Council services.

Considerations should be given to:

- 1. Ensure the staff keep themselves up to date with the information via regular briefings with the nominated Customer Hub manager or DFRT representative
- 2. Utilise MS Teams guidance to answer any questions from members of the public
- 3. If a question is unable to be answered, gather as much information as possible and submit the Firmstep form for the EOC to investigate further
- 4. If directed by the Customer Hub manager, research the query and find out the answer
- 5. The Customer Hub manager will collate all answers in order that FAQs can be compiled and displayed on the information boards

SECTION SIX: PUBLIC COMMUNICATIONS, INCLUDING MEDIA MANAGEMENT

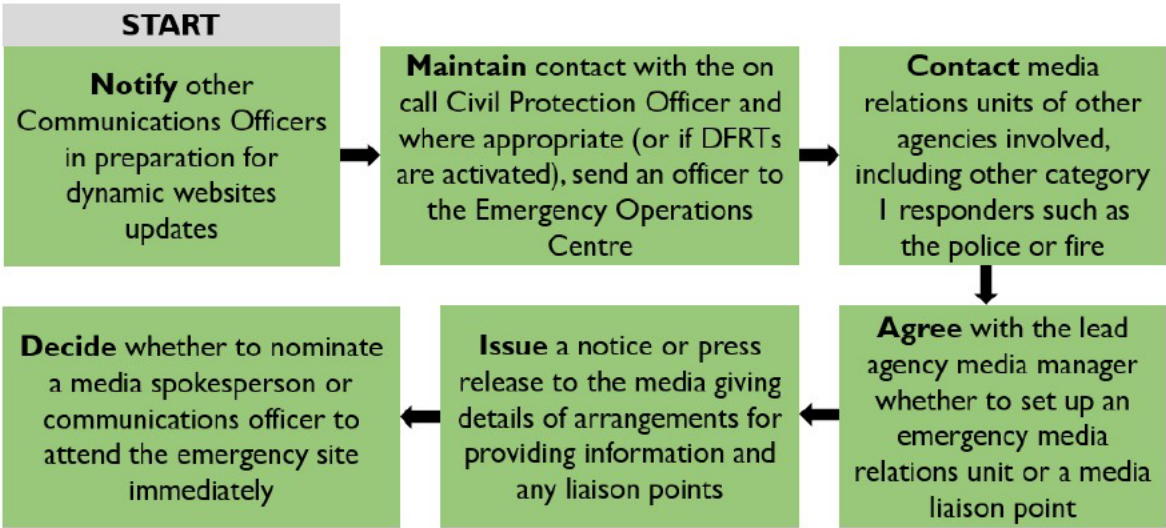
6.1 INITIAL RESPONSE

It is essential that the Communications Team is alerted as soon as it becomes apparent that an emergency is developing that could generate local/national interest.

First Point of Contact

The primary point(s) of contact for both in and out of hours will be the Head of Public and Partner Relations or the Communications and Engagement Manager or another Communications Officer as listed in the CPS Emergency Telephone Directory.

The Head of Public and Partner Relations or the Communications and Engagement Manager will then:



An action card detailing the responsibilities of the Authority Communications Manager can be found in section 6.4

6.2 MEDIA BRIEFING CENTRE

Media Liaison Point

In some circumstances the Council would set up a Media Liaison Point at an emergency, or a relevant site such as a rest centre/emergency shelter. The aims would be:

- To provide information to the public through the media
- To identify media and provide accreditation
- To protect the privacy of victims
- To make arrangements for the media to visit the site if possible
- To manage the media interest by arranging interviews and filming opportunities

Media Briefing Centre

A longer-term emergency may mean a Media Briefing Centre (MBC) will be set up near the emergency site. A suitable site for the MBC should ideally have a power supply, telecommunications, toilets and accommodation to provide interview facilities and a conference room.

Once the MBC is set up, this will become the main source of information to the media. Direct communication links should be made with (those below which are active):

- Forward Control Point / Incident Control Post
- Police Incident Control Room
- Council's Emergency Operations Centre
- Police Press Office

In the event of an emergency that affects a large area, such as a nuclear accident, adverse weather, marine pollution, or release of toxic fumes, the MBC will usually be established adjacent to the location of the Strategic Coordination Centre (SCG). Responsibility for the media response may lie with the Council, rather than with the Police, who may only be involved with the initial emergency. Spokespersons from central and/or local government, the emergency services and other involved agencies must be available to brief the media.

In the case of a significant protracted emergency, consideration may be given to seeking reinforcement from the Government Communications Service and members of the Devon, Cornwall and Isles of Scilly Warning and Informing group. Where the MBC is required over a lengthier period, assistance may be required from other organisations who have experienced press officers. These could include press officers from neighbouring Authorities and freelance public relations professionals.

Location

Suitable sites for MBC range from property in the Council estate to schools or community hubs. It is essential that a location for a centre is identified, authority given to use it, and the site publicised early on.

Media Briefing Centre set up

The lead agency communications manager is responsible for deciding whether the volume of media enquiries justifies the establishment of a MBC. In an emergency where the Council is the lead agency, they would supply a senior communications officer to provide media relations support to the duty Strategic Commander in overall command of the emergency. If a MBC is to be established, details of its location and contact details will be circulated. It is important that the MBC has internet access for media centre staff.

Staffing

- The MBC may be staffed by personnel drawn from the following organisations, who must be professionally trained for these duties, and carry ID cards:
 - Local authority communications staff as nominated
 - Police Media Relations staff as nominated
 - Media spokespersons from other agencies involved in the emergency as appropriate
 - Communications digital and social media specialist
 - Support staff as identified, preferably from each agency, to provide administrative support to include the following tasks:
 - Administrative assistance for the MBC Coordinator
 - Logging
 - Maintaining displays of press statements, photographs, plans, etc.
 - Distribution of press statements

Layout

The MBC should be divided into three functional areas:

Media area

To provide a location and facilities for media representatives to prepare their reports and to receive information from MBC staff

Briefing area

Press conferences will be held here as required. Space should also be made available to facilitate radio and TV interviews

Communication management area

Dedicated area for communications leads from relevant agencies to coordinate the public communications response

NOTE: Consideration should be given to whether parking is available for satellite trucks

Equipment

The basic requirements for a MBC are:

- Tables and chairs
- A network (preferably Wi-Fi) with stable internet access and printers
- Multiple power sockets
- Action/message pads and additional stationery
- Information Boards (white boards, flip charts etc.)
- Administrative and copying facilities, including a Multi-Functional Device (MFD)
- Audio-visual equipment (Radio and TV)
- Refreshments and catering provision (especially in prolonged emergencies)
- Telephone connectivity for resilience and poor signal locations

Press Conferences

Consideration should be given to the regularity of press conferences or media briefings to be held in the briefing area. The lead authority will expect experts from the relevant agencies to take part as required. Other interview opportunities or briefings might take place at the scene of the emergency.

6.3 MEDIA RELEASES AND ACCESS

Until strategic command has had time to assess the emergency, initial statements to the press from all agencies should be confined to the correct statement of facts as far as they are known at the time. This is crucial, as release of conflicting information or opinion could lead to consequential misunderstanding between those affected by the emergency and the general public.

These statements will usually be coordinated through the media manager of the lead agency.

It will be the responsibility of the overall Incident Commander to ensure that correct information is passed to the Media Liaison Manager as a matter of urgency and this should be very high on the list of priorities.

While all media information should be released by the lead agency on behalf of all agencies involved, when the Council is not the lead agency it can still release factual information on Council actions (information on schools or social services for example) to support the lead agency press release. These should be cleared by the Media Relations Manager for the lead agency.

Staff giving background information should not speculate on the causes of the emergency or provide opinions about who might be to blame or how it happened. For example, a scientist might provide information about how birds are cleaned in the event of an oil pollution incident but should refrain from answering questions on the cause of the incident. A communications officer should always be present and should report to the Media Liaison Manager any line of questioning from reporters.

Access

The police will usually control access to the site of a major emergency via cordon. The lead agency (if not the police) and the police will decide whether to establish a Media Liaison Point outside the outer cordon.

The media should be kept clear of the emergency services while dealing with any major emergency. If unmanaged, media reporters, photographers and film crews could hamper the operation or put themselves at risk.

The media will require images of the scene very quickly and if kept away, may seek their way around any cordon. Managed access to a site from a safe vantage point should be considered as quickly as possible.

The decision for allowing media access should be made by the onsite Incident Commander and the Media Manager or as follows;

- **The immediate vicinity of the scene** - At the discretion of the Police incident officer or, in cases of fire, the Fire incident officer
- **Emergency Control Centres** - At the discretion of the relevant commander and Media Manager
- **Casualty receiving hospitals** - With permission of the hospital management
- **Family and Friends Reception Centres** - Accompanied by a Press Officer
- **Rest Centres/Emergency Shelters** - By agreement with the Rest Centre Manager

6.4 **ACTION CARD 19: AUTHORITY COMMUNICATIONS MANAGER**

Immediate Actions

- Contact all other available communications officers
- Ensure social media is being monitored and holding lines posted ASAP
- Contact Digital Services to ensure web support is available
- Contact media managers for all appropriate agencies and establish which agency is taking the lead
- Consider the need for support from other local authority media teams in the region
- Consider the need for support from the Government Communications Service and members of the Warning and Informing Group
- If activated, ensure there is a communications officer deployed to the Emergency Operations Centre, Executive Office Directorate Functional Response Team (DFRT)
- Appoint communications officer to monitor all social media activity related to the incident and to correct misinformation and signpost official statements
- Decide scale of media facilities and the need to establish a Media Briefing Centre
- Inform the media of any arrangements for press releases, Media Briefing Centres or Media Liaison Points
- Consider the appropriate location for media briefings and press conferences
- Consider the need for amplification system for media briefings
- Consider the information needs of Council staff and their families
- Ensure elected members are being briefed and sent copies of media statements

Further Considerations

- Draw up a roster to provide communications representation over the expected length of the emergency
- Appoint an officer to monitor media output, including social media
- Decide times of media briefings
- Prepare for media briefings
- Anticipate likely questions and prepare information
- Arrange for spokespersons
- Look ahead for authoritative advice
- Consider whether communications support is required at rest centres

6.5 ADVICE FOR SPOKESPERSONS

Do not	Give out any information unless you are certain it is correct
Do not	Do any media interviews or provide comments until you have contacted the Communication Manager
Do not	Speculate. Your interpretation could end up being quoted as hard fact
Do not	Say “No Comment”. It can be taken as a negative answer
Do not	Be afraid to say, “I don’t know yet”
Do not	Deny access or any assistance automatically. Ask yourself why you can’t help before you refuse it
Do not	Allow yourself to be distracted from the main task. Explain if you have to, why you are too busy to help
Do	Refer any media enquiries or interview requests to a Communications officer or the Media Briefing Centre
Do	Find out the name of any reporter who contacts you at the scene and pass this on to a Communication Manager
Do	Know where the MBC is and what assistance the media can get there
Do	Explain where media questions can be answered if you cannot help yourself
Do	Let the Communications Manager know immediately of any developments that could help their duties
Do	Remember that even though you are not an appointed spokesperson, your attitude and what you say to the media will be reflected on your organisation as a whole
Do	Ask for ID and note who you are talking to and what you say
Do	Inform the Communications Manager of any journalist you suspect of behaving in a manner unacceptable to the situation
Do	Offer guidance where you can. It helps no one to have the media flying around in the wrong direction

SECTION SEVEN: RESPONSE DEPLOYMENT BLUEPRINT

7.1 DEPLOYMENT OVERVIEW

MAJOR INCIDENT BLUEPRINT	
PCC EXTERNAL DEPLOYMENT	
At the scene	Operational Local Authority Liaison Officer (LALO) see action card 14
Tactical Coordinating Centre (TCC)	Tactical Local Authority Liaison Officer (LALO) see action card 13
	Tactical Advisor (Civil Protection Officer, or nominated deputy)
	Consultant in Public Health (if required) or nominated deputy
	TCC Incident Support Officer see action card 15
	Resilience Direct Mapping Officer see action card 16
	Loggist see action card 17
Strategic Coordinating Centre (SCC)	Strategic Local Authority Liaison Officer (LALO) see action card 12
	Strategic Advisor (Civil Protection Service Manager, or nominated deputy)
	Director Public Health (if STAC required) or nominated deputy
	SCC Incident Support Officer see action card 15
	Resilience Direct Mapping Officer see action card 16
	Loggist see action card 17
PCC INTERNAL DEPLOYMENT	
Emergency Response Centre (ERC)	EOC Incident Support Staff see section 4.2
	Directorate Functional Response Teams (DFRTs) see section 7.2
	Council Emergency Management Team (CEMT) see section 2.4
	Tactical Emergency Response Group (TERG)

7.2 STRATEGIC LEVEL DEPLOYMENT

STRATEGIC DIRECTORS MEETING REQUIREMENTS					
	SCG	CEMT	STAC	BCSG	RECOVERY
Chief Executive	X	X			
Assistant Chief Executive		X		X	X
Director of Children's Services		X			X
Strategic Director of Customer and Corporate Services		X			X
Strategic Director of People		X			X
Strategic Director of Place		X			X
Director of Public Health		X	X	X	

7.3 CUSTOMER AND CORPORATE SERVICES – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the Service Director for Customer and Digital Experience or nominated deputy, who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Service Director/Head of Service within Customer and Corporate Services first (with others as fall back):

- Service Director for Finance
- Service Director for HR and Organisational Development
- Service Director for Digital and Customer Experience

Services overview

The Service Director receiving the notification will consult with other Service Directors in the directorate to decide who is best placed to take on the role of chair of the Directorate Functional Response Team (DFRT) with consideration given to the type and scale of the incident.

They will also alert the Strategic Director for Customer and Corporate Services and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Finance

- Ordering of supplies and services
- Payments
- Cash management
- Recording and controlling income and expenditure
- Appeal funds
- Insurance advice e.g. ensure that any potential claims against the Authority have been identified and mechanisms are in place to respond
- Revenues & Benefits

HR and Organisational Development

- Provide access to staff records where required
- Continuation of HR and Organisational Development Services still deemed necessary
- Liaise with all departments to advise on HR procedures to be followed
- Ensure health and safety at the scene, Rest Centres and the EOC
- Liaise with the Health and Safety Executive as appropriate
- Ensure Managers are equipped to brief/debrief all staff involved in emergency response including awareness of services provided by Occupational Health and to undertake Post Emergency Reviews

- Engage Trade Unions
- Advise Chief Executive on remuneration options where applicable
- Implement the HR & Organisational Development Business Continuity Plan where applicable
- Facilities Management (Hard and Soft Services) Key holders and access information to authority buildings
- Building security
- Building cleaning
- Provision of additional accommodation
- Structural assessment and repairs
- Engineering advice on service installations

Digital and Customer and Experience

- Front door of PCC via phones, email / digital and on occasion face to face
- Libraries Service
- Registrations
 - Registrations of Births, Deaths and Notices of Marriage & Civil Partnership
 - Citizenship & Nationality Checking
 - Ceremonies, Statutory & Celebratory
 - Production of copy certificates (over 20,000 per year)
- Emergency Operations
- Set up and operation of the Emergency Telephone Enquiry Service (ETES)
- Information Governance/Security/Data Protection advice
- Document Storage and advice in relation to security and protection of physical documents

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel stated in the Directorate Emergency Telephone Directory. In addition, consideration should be given to contacting the below key directorate personnel.

Service area	Primary contact	Secondary contact
Finance	Service Manager for Revenues, Benefits and Transactions	Relevant Team Leader
Finance	Head of Procurement	Senior Category and Contract Manager
Finance	Head of Financial Planning and Reporting	Head of Integrated Finance
HR and Organisational Development	Facilities Manager (Soft Services)	Relevant Concierge Team Leader
HR and Organisational Development	Facilities Manager (Hard Services)	Engineering Team Leader
HR and Organisational Development	Head of Health and Safety	Senior Health, Safety & Wellbeing Advisor
HR and Organisational Development	Head of HR Consultancy	Head of Culture and Employee Engagement
Customer Services	Service Director for Digital and Customer Experience	Service Manager (Digital and Customer Experience)

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

- **Level 1 - Standby Mode**

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

- **Level 2 - Situation Escalating**

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

- **Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams**

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained information management system operators and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.4 CHILDREN'S SERVICES – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the Service Director for Education, Participation and Skills or the Service Director for Children, Young People and Families who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Service Director/Head of Service within Children's Services first (with others as fall back):

- Service Director for Education, Participation and Skills (EPS)
- Service Director for Children, Young People and Families (CYPF)

Services overview

The Service Director receiving the notification will consult with other Service Directors in the directorate to decide who is best placed to take on the role of chair of the Directorate Functional Response Team (DFRT) with consideration given to the type and scale of the incident.

They will also alert the Director for Children's Services and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Children, Young People and Families

- Support in needs assessment of evacuated residents at Evacuation Assembly Points (EAPs)
- Deployment of Social Workers as required
- Support for Children and Young People in care, in children's centres (under external management) and children in need.
- Family Support
- Safeguarding

Education, Participation and Skills

- Rest Centre catering needs beyond the Royal Voluntary Service provision
- Support to children, young people and teachers affected by an emergency
- School Key Holders List and Head teacher Emergency Contacts
- School Liaison
- School Transport
- School and Setting Liaison
- Database of settings, nurseries and child-minders (One System)
- Under 5's support and Children's Centre resources for Rest Centres
- Link to Plymouth Centre for Faiths and Diversity
- Support for children with additional needs

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel stated in the Directorate Emergency Telephone Directory. In addition, consideration should be given to contacting the below key directorate personnel.

During working hours

Service area	Primary contact	Secondary contact
Children, Young People and Families	Service Director for Children, Young People and Families	Relevant Head of Service
Education, Participation and Skills	Service Director for Education, Participation and Skills	Head of Access to Learning

Out of hours

Service area	Primary contact	Secondary contact
Children, Young People and Families	Service Director for Children, Young People and Families	Out of hours Team Manager or Relevant Head of Service
Education, Participation and Skills	Service Director for Education, Participation and Skills	Head of Access to Learning or relevant Head of Service

Note: *additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.*

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

▪ Level 1 - Standby Mode

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

▪ Level 2 - Situation Escalating

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

▪ Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.5 EXECUTIVE OFFICE – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the most relevant Head of Service in the Executive Office who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Head of Service within the Executive Office first (with others as fall back):

- Head of Legal Services
- Head of Electoral Services
- Head Public and Partner Relations
- Head of Governance, Performance and Risk

Services overview

The Head of Service receiving the notification will consult with other Heads of Service in the directorate to decide who is best placed to take on the role of chair of the Directorate Functional Response Team (DFRT) with consideration given to the type and scale of the incident.

They will also alert the Assistant Chief Executive and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Executive Office

- Ensure elected members are supported
- Make available additional suitable hybrid/in-person conferencing locations as required
- Support the EOC with any analysis of data and report writing
- Support the Council response with quick analysis of similar historical incidents/guidance/legislation and provide briefs as requested
- Support CEMT by completing any funding applications
- Support senior leaders/members/MPs with any VIP delegations to the city or dynamic civic/community events related to the emergency
- In prolonged emergencies, endeavour to provide staff to the EOC
- Through DFRT representation, provide a constant communication specialist to the EOC and utilise all accessible communication channels to 'warn & inform' and update our communities

Legal Services

- General legal advice on the Bellwin Scheme
- General legal advice on establishing charities (for receipt of donations)
- General legal advice on establishment of rest centres
- Contact with HM Coroner
- General legal advice in relation to body storage issues
- All other general legal advice required in relation to the specific emergency

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel in the Directorate. In addition, consideration should be given to contacting the below key directorate personnel.

Service area	Primary contact	Secondary contact
Democratic Services	Head of Governance, Performance and Risk	Senior Governance Advisor
Performance	Head of Governance, Performance and Risk	Senior Performance Advisor
Policy and Intelligence	Senior Policy Advisor	Any relevant Policy and Intelligence Advisor
Electoral Services	Head of Electoral Services	CEX/Electoral Services Practice Manager
Communications	Head of Public and Partner Relations	Communications and Engagement Manager
Legal Services	Head of Legal Services	Any relevant Senior Lawyer

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

▪ Level 1 - Standby Mode

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

▪ Level 2 - Situation Escalating

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

▪ Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.6 ODPH – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major incident or emergency. In the event of this situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the most relevant Senior ODPH Officer who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Senior Public Health Officer within ODPH first (with others as fall back):

- Director of Public Health
- Relevant Public Health Consultant

Services overview

The Senior ODPH Officer receiving the notification will immediately take on the role of chair of the Directorate Functional Response Team (DFRT) and with consideration of the type and scale of the incident, will make contact as appropriate with the Directorate Functional Response Team comprising Public Health and Public Protection Service.

They will also alert the Director of Public Health.

Civil Protection Service

- 24/7 on-call service
- Emergency management at scene
- PCC Tactical/Strategic Command Centre Advisor
- EOC advisor

Public Protection Service

- Environmental advice/information
- Petroleum spillages
- Infectious disease
- Contaminated food
- Monitoring equipment – petroleum fumes
- Animal health issues – emergency situation would be triggered by confirmed outbreak
- Pest control/dog wardens
- Cemetery/cremation processes
- Reports of fatalities or major incidents regarding a work activity, other than PCC employees or activities
- Pollution – environmental, including odour
- Port Health

Public Health

- Provide public health advice to the community affected by an emergency, on behalf of the Local Authority
- Lead for Health Protection on behalf of the local authority including working with United Kingdom Health Security Agency (UKHSA) to manage health protection incidents and outbreaks of infectious disease, and to give advice regarding community infection prevention and control

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel in the Directorate. In addition, consideration should be given to contacting the below key directorate personnel.

During working hours

Service area	Primary contact	Secondary contact
Public Health	Director of Public Health	Public Health Consultant x3
Public Protection	Environmental Protection Service Manager	Environmental Protection Senior Officer
Public Protection	Intelligence and Licensing Service Manager	Intelligence and Licensing Senior Officer
Public Protection	Environmental Health (Food Safety) Service Manager	Environmental Health (Food Safety) Senior Officer
Community Empowerment	Community Empowerment and Operational Lead	Community Empowerment Manager
Bereavement Services	Head of Bereavement Services	Assistant Manager of Bereavement Services

Out of hours

Service area	Primary contact	Secondary contact
Public Health	Director of Public Health	Public Health Consultant

Note: *additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.*

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

- **Level 1 - Standby Mode**

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

- **Level 2 - Situation Escalating**

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

- **Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams**

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.7 PEOPLE – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the most relevant Service Director who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Service Director within the People directorate first (with others as fall back):

- Service Director for Community Connections
- Service Director for Integrated Commissioning

Services overview

The Service Director receiving the notification will consult with other Senior Managers in the directorate to decide who is best placed to take on the role of chair of the Directorate Functional Response Team (DFRT) with consideration given to the type and scale of the incident.

They will also alert the Strategic Director for People and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Integrated Commissioning

- Needs assessment of evacuated residents at Evacuation Assembly Points (EAPs)
- Support the coordination of the Voluntary, Community and Social Enterprise (VCSE) sector
- Access to Care First system to identify community vulnerable residents
- Community meals and domiciliary care services

Community Connections

- Links to Plymouth Community Homes (PCH) and other Registered Social Landlords (RSLs)
- Liaison for matters such as housing repairs
- Temporary accommodation
- Safer Plymouth
- Support to the homeless community
- Access to community spaces such as youth centres

Sports Development Unit

- Activities for children/young people at rest centres

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel in the Directorate. In addition, consideration should be given to contacting the below key directorate personnel.

Service area	Primary contact	Secondary contact
Community Connections	Service Director for Community Connections	Any Strategic Manager in Community Connections
Integrated Commissioning	Service Director for Integrated Commissioning	Head of Commissioning or Any Strategic Commissioning Manager

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

▪ Level 1 - Standby Mode

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

▪ Level 2 - Situation Escalating

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

▪ Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.8 PLACE – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the most relevant Service Director who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Service Director within Place first (with others as fall back):

- Service Director for Street Services
- Service Director for Strategic Planning and Infrastructure
- Service Director for Economic Development

Services overview

The Service Director receiving the notification will immediately take on the role of chair of the Directorate Functional Response Team (DFRT) and with consideration of the type and scale of the incident, will make contact as appropriate with the DFRT comprising Network Management, the Council's Highways Contractor, Building Control, Fleet & Garage Services, Street Cleansing & Grounds and Waste.

They will also alert the Strategic Director for Place and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Highways, Parking & Marine Services (Street Services)

- Network management/traffic management issues/priority traffic lights (in conjunction with the Council's Highways Contractor)
- CCTV coverage/out of hours contact
- Provision of parking enforcement/radio comms

Highways (Contracted Services)

- Assistance at road traffic collisions
- Road closures and road diversions
- Roads maintenance (defects/repairs)
- Network management/traffic management issues/priority traffic lights
- Network CCTV coverage
- Flooding equipment
- Winter service (gritting etc.)
- Highway related incidents
- Chapter 8 trained staff for road closures
- Portable lighting equipment

Fleet & Garage Services (Street Services)

- Plant/vehicle hire
- Fleet/vehicle access
- Garage services
- Fuel bunkering

Street Cleansing & Grounds (Street Services)

- Tree surgery
- Closure of Mount Batten breakwater
- Emergency spillages – cordoning
- Site clearance collection
- Waste transfer
- Road traffic collision clean-ups on the highway
- Pollution/slipways clean up – beachmasters
- Asbestos removal (via contractor)

Waste Disposal (Street Services)

- Site clearance disposal
- Hazardous waste disposal (via contractor)

Building Control (Strategic Planning & Infrastructure)

- Building control/dangerous structures

Public Transport (Strategic Planning & Infrastructure)

- Access to public/community transport for evacuation

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel in the Directorate. In addition, consideration should be given to contacting the below key directorate personnel.

During working hours

Service area	Primary contact	Secondary contact
Street Services (Highways, Parking & Marine)	Director for Street Services	Group Manager(Parking and Marine) or Engineering Manager
SW Highways (Contracted Services)	Highways Maintenance Manager	Any relevant Highways Technician
Street Services (Street Cleansing & Grounds)	Operations Manager (Street Scene/Waste)	Any relevant Team Leader

Strategic Planning & Infrastructure (Building Control)	Building Control Manager	Any relevant Building Control Officer
Strategic Planning & Infrastructure (Public Transport)	Head of Transport	Strategic Transport Manager

Out of hours

Service area	Primary contact	Secondary contact
Street Services (Highways, Parking & Marine)	Director for Street Services	Group Manager (Parking and Marine) or Engineering Manager
SW Highways (Contracted Services)	Out of hours contact through call centre	Highways Maintenance Manager
Street Services (Street Cleansing & Grounds)	Operations Manager (Street Scene/Waste)	Any relevant Team Leader
Strategic Planning & Infrastructure (Building Control)	Out of hours contact through call centre	Building Control Manager or any relevant Building Control Officer
Strategic Planning & Infrastructure (Public Transport)	Head of Transport	Strategic Transport Manager

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24 hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

▪ Level 1 - Standby Mode

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

▪ Level 2 - Situation Escalating

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

▪ Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

SECTION EIGHT: ANNEXES

ANNEX A - TRAINING AND EXERCISING POLICY

Aim

Under the Civil Contingencies Act 2004, Plymouth City Council has a statutory duty to put in place emergency plans. This policy will specify how Plymouth City Council, as a category one responder, can undertake its duties in a major emergency through integrated training and exercising.

Objectives

- Identify learning requirements and needs for Council employees, elected members and those voluntary agencies with whom we collaborate with in emergencies
- Develop a training programme to address those needs ensuring it reflects the Council's staff development policy and ensures the organisation is fit to respond to an emergency
- Raise standards of development, training and learning within the emergency planning arena
- By maintaining an organisational holistic overview, identify skill requirements for Council employees and elected members both now and in the future

Introduction

This has been produced by the Civil Protection Service, in consultation with Human Resources and Organisational Development (HROD) and incorporates learning and development activities for employees of the Council, voluntary agencies and elected members. In emergencies, Authorities and elected members have a formal role in representing the interests of the communities they serve, so therefore, it is crucial that we prepare for identified hazards through planning and structured training.

The local authority is required, by statute, to maintain plans to ensure that, if an emergency occurs or is likely to occur, they can deliver their functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effects, or taking other action in connection with it (Civil Contingencies Act, Section 2(1) (d)).

This responsibility includes arrangements for the provision of training of an appropriate number of staff that are considered critical to the response. A wide range of causes may trigger emergencies to which the Authority needs to respond. The type of incident dictates the precise nature of the response, however, the Authority needs to have arrangements in place which will enable it to respond, while maintaining critical functions and activities as much as reasonably practicable.

The training programme needs to be 'broad spectrum' to allow enough flexibility to support those who have prior knowledge in emergency planning and provide for the needs of those with limited knowledge. Civil Protection Liaison Officers (CPLOs) and managers throughout the Council should facilitate in identifying staff members who will have a role to play in the event of an emergency. Roles and responsibilities are already described in the Emergency Response Plan (ERP). At reasonable intervals, the CPS will review Incident Support Staff membership and attempt a recruitment drive to bolster resilience. In addition, managers should regularly review existing staff who have undertaken training and identify if there is a need for additional staff to be trained within their service area. The Civil Protection Service will maintain a record of individuals who have undertaken any training delivered by the CPS or a commissioned external provider.

Delivery

Training sessions will be delivered either by the CPS or a commissioned external provider with specific expert knowledge. Programmes may be coordinated jointly through the CPS and HROD and training will be delivered through eLearning, workshops/seminars or task-orientated group work. Support information and worksheets will accompany each programme and these may also be used for self-study or as an aide-mémoire post training. In order to meet our objectives, training may consist of awareness presentations (learning), table top exercises (practice) and exercises (testing).

Learning development and objectives

On regular intervals the CPS will undertake a gap analysis to ensure emergency response resilience. The requirements of the CPS to meet its obligations under the Act will determine how many and what training programme staff need to undertake. Incident Support Staff and their immediate line manager will be notified of the need to undertake training, the objectives and agree a date.

Course objectives are built into the individual learning and development programmes. Some employees have designated responsibilities in the event of an emergency, while others may participate by volunteering to work within the Council's Emergency Operations Centre (EOC). The learning and development opportunities to be offered complement this by offering a variety of suitable courses ranging from the initial course developed to introduce candidates to emergency planning, to specialised courses for employees who have designated responsibilities in the event of an emergency.

Course evaluation

At the conclusion of each course:

- End of course evaluation feedback form to be completed
- Information gathered through the evaluation process will be analysed and feedback incorporated into further development of training programmes

Available courses and development opportunities

Emergency planning and business continuity management eLearning

- Aimed at all staff and those who are likely to be involved in responding to an emergency or business continuity incident

Devonport Off-Site Emergency Plan (DOSEP) eLearning

- Aimed at staff who are likely to be involved in the response to a nuclear emergency at Devonport Dockyard

Emergency Operations Centre (EOC) familiarisation training

- For Incident Support Staff (ISS) and those who will be attending the EOC, such as Tactical/Strategic Commanders and Directorate Functional Response Team (DFRT) staff

Emergency Operations Centre (EOC) information management training

- Primarily for Incident Support Officers (ISOs) who will be using our information management system to log, cascade, track and close allocated tasks

Introduction to emergency and resilience management training

- For all Incident Support Staff (ISS) with limited knowledge of the emergency planning profession who want/need to further develop

Tactical Commander Roadmap training

- Bespoke course delivered to Tactical Commanders with a focus on tactical decision making in emergency response and recovery

Strategic Commander Roadmap training

- Bespoke course delivered to Strategic Commanders with a focus on strategic decision making in emergency response and recovery

Elected Member Roadmap training

- Designed for Members to give an overall awareness of their roles and responsibilities

Loggist training

- A course designed to train staff in order to support Authority commanders with recording decisions accurately and timely using agreed procedures

Plymouth hazard site tours

- Ad hoc hazard tours give staff involved in a range of emergencies 'in person' awareness of specific sites across Plymouth. These tours will primarily be open to Tactical and Strategic Commanders and on occasion our multi-agency partners

Exercises

Exercises are considered to be a key element of the training process, it is an opportunity to use your knowledge in a simulated response/recovery situation. Staff will be encouraged to participate in both statutory and non-statutory exercises that the CPS are involved in. The CPS will advertise when spaces on exercises become available for Incident Support Staff and Tactical or Strategic Commanders to become involved in. In most cases, spaces will be filled on a first come first serve basis, unless there is a need to exercise specific role functions/responsibilities or involve staff with expert knowledge.

ANNEX B - GLOSSARY OF TERMS (CPS LEXICON)

Term	Definition
(The) Act	The Civil Contingencies Act 2004, established a single framework for civil protection in the UK. Part 1 of the Act establishes a clear set of roles and responsibilities for Local Responders; Part 2 of the Act establishes emergency powers
Body Holding Area	An area close to the scene where the deceased can be temporarily held until transfer to the emergency mortuary or mortuary
Bronze (Operational)	The operational tier of command and control within a single agency (below strategic level and tactical level) at which the management of 'hands-on' work is undertaken at the incident site(s) or associated area
Casualty Bureau	Initial point of contact and information, maintained by the police, for all data relating to the identification of casualties
Civil Protection	Organisation and measures, under governmental or other authority, aimed at preventing, abating or otherwise countering the effects of emergencies for the protection of the civilian population and property
Command and Control	The exercise of vested authority through means of communications and the management of available assets and capabilities, in order to achieve defined objectives
Community Resilience	Communities and individuals harnessing local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency services
Common Recognised Information Picture	A single, authoritative strategic overview of an emergency or crisis that is developed according to a standard template and is intended for briefing and decision-support purposes
Community Impact Assessment	Procedure to identify the impact a police operation or response may have on communities, including actions necessary to overcome potential negative effects either before or after the deployment of resources, and to specify primacy for community engagement with response to each element of the operation or response
Contingency Plan	Plan prepared by a particular authority specifying the response to a potential incident within its area of jurisdiction
Cordon	Naturally delineated or improvised perimeter indicating an area of restricted access
Disaster Appeal Fund	Facility for members of the public to donate money to assist with the response to, or those affected by, an emergency
Disaster Victim Identification	The process of gathering evidence relating to bodies or body parts and the cause of death resulting from an emergency or disaster, in order to enable the Identification Commission to identify the deceased
Dynamic Risk Assessment	Continuing assessment appraisal, made during an incident or emergency, of the hazards involved in, and the impact of, the response
Emergency	An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or the security of the UK or of a place in the UK

Term	Definition
Emergency Operations Centre	The central point coordinating the local authority's response to an emergency and acting as the link between the organisation and the Tactical Coordination Centre
Emergency Management	See Integrated Emergency Management
Emergency/Resilience Mortuary	Temporary structure or converted existing structure designated for use for the time being as a mortuary
Emergency Planning (EP)	Aspect of Integrated Emergency Management concerned with developing and maintaining procedures to prevent emergencies and to mitigate the impact when they occur
Emergency Telephone Enquiry Service	A help-line set up during and in the aftermath of an emergency to deal with information requests from the public and to take pressure off the Police Casualty Bureau (which has a separate and distinct purpose)
Evacuation	Removal, from a place of actual or potential danger to a place of relative safety, of people and (where appropriate) other living creatures
Evacuation Assembly Point	Building or area on the periphery of an area affected by an emergency, to which evacuees are directed to await transfer to a survivor reception centre or rest centre/emergency shelter
Exercise	A simulation designed to validate organisations' capability to manage incidents and emergencies. Specifically exercises will seek to validate training undertaken and the procedures and systems within emergency or business continuity plans
Exercise Programme	Planned series of exercises developed by an organisation or group of organisations to validate training and plans
Family and Friends Reception Centre	Assistance centre established by the police to cater for the family and friends of people affected by an emergency
Family Liaison Officer	Police officer designated to facilitate an investigation into people believed to be missing and to assist identification by collecting ante-mortem data
Forward Command Post (also see Incident Control Post)	Any service's command and control facility nearest the scene of the incident, responsible for immediate direction, deployment and security. This might be either an Operational (Bronze) or Tactical (Silver) facility depending on the circumstances of the incident
Gold (Strategic)	The strategic level of command and control above Tactical (Silver) and Operational (Bronze) level, at which policy, strategy and the overall response framework are established and managed for individual responder agencies
Hazard	Accidental or naturally occurring (ie, non-malicious) event or situation with the potential to cause death or physical or psychological harm, damage or losses to property, and/or disruption to the environment and/or to economic, social and political structures
Holding Area	Generic term for an area to which resources and personnel not immediately required at the scene, or being held for further use, can be directed to standby
Holding and Audit Area for Deceased People and Human Remains	Area close to the scene where the deceased can be temporarily held until transfer to the emergency mortuary or mortuary

Term	Definition
Humanitarian Assistance Centres	A one-stop-shop for survivors, families, friends and all those impacted by the emergency, through which they can access support, care and advice
Impact	The scale of the consequences of a hazard or threat expressed in terms of a reduction in human welfare, damage to the environment and loss of security
Incident Control Point (also see Forward Command Post)	The point from which the management of the incident is controlled and coordinated. The central point of contact for all specialist and Emergency Services engaged on the site
Inner Cordon	Surrounds and protects the immediate scene of an emergency
Integrated Emergency Management (IEM)	Multi-agency approach to emergency management entailing six key activities – anticipation, assessment, prevention, preparation, response and recovery
Liaison Officer	Person within an organisation who co-ordinates their organisation's staff at the scene of an incident
Major Incident	This term is commonly used by emergency services personnel to describe an emergency as defined in the Act
Marshalling Area	Area to which resources and personnel from all responding agencies not immediately required at the scene can be directed, or where resources can be held for future use
Media Briefing Point	Location at or adjacent to the scene designated for exclusive use by accredited media representatives and through which official press releases will be issued
Media Briefing Centre	Central contact point for media enquiries, providing communications and conference facilities and staffed by press officers from all organisations
Media Plan	A key plan for ensuring co-operation between Category 1 and 2 responders and the media in communicating with the public during and after an emergency
Mutual Aid	An agreement between Category 1 and 2 responders and other organisations not covered by the Act, within the same sector or across sectors and across boundaries, to provide assistance with additional resource during an emergency which may go beyond the resources of an individual organisation
Outer Cordon	Seals off a controlled area around an emergency to which unauthorised persons are not allowed access
Plan Maintenance	Procedures for ensuring that plans are kept in readiness for emergencies and that planning documents are up to date
Plan Validation	Measures to ensure that a plan meets the purpose for which it was designed, through exercises, tests, staff 'buy-in' and so on
Receiving Hospital	The hospital(s) to be alerted by the Ambulance Service to receive casualties in the event of a Major Incident
Recovery	The process of restoring and rebuilding the community, and supporting groups particularly affected, in the aftermath of an emergency

Term	Definition
Recovery Coordinating Group	Each affected Local Authority may establish its own Recovery Coordinating Group working alongside the Strategic Coordinating Group. An important part of the work of the Recovery Coordinating Group, in the response phase of the incident, is to develop a recovery strategy and inform the Strategic Coordinating Group of this to ensure that decisions made by the Strategic Coordinating Group do not unnecessarily compromise medium to long term recovery
Rendezvous Point	Point to which all resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment
Resilience	The ability of the community, services, area or infrastructure to withstand the consequences of an emergency
Resilience Satellite Network	A hybrid satellite/terrestrial-based communications system that is designed to provide a resilient communications backbone between crisis management centres across the UK
Rest Centre	Premises used for temporary accommodation of evacuees from an emergency
Risk	Risk measures the significance of a potential event in terms of likelihood and impact. In the context of the Civil Contingencies Act, the events in question are emergencies
Senior Identification Manager	Police Senior Detective officer appointed by Strategic Command to assume responsibility for all aspects of Disaster Victim Identification (DVI)
Senior Investigating Officer	Police Senior Detective officer appointed by Strategic to assume responsibility for all aspects of the Police investigation
Silver (Tactical)	Tactical level of management introduced to provide overall management of the response
Strategic Coordination Centre	The Strategic Coordination Centre is activated in the case of large-scale incidents, which require greater strategic support. The Strategic Commander will make the decision to open a Strategic Coordination Centre and it is supported by all responding multi-agency partner Strategic leads. The Strategic Coordination Centre supports the Strategic Commander to manage the overall incident.
Strategic Coordinating Group	Multi-agency group which sets the policy and strategic framework for emergency response and recovery work at local level (see also Gold). Representatives must be empowered to make decisions at a strategic level
Survivor Reception Centre	Secure area where survivors not requiring acute hospital treatment can be taken for short-term shelter, first aid, interview and documentation
Survivors	Those who are directly affected by an emergency, but not killed by it. Including those who have been injured, traumatised or displaced
Utilities	Companies providing essential services, e.g. water, energy, telecommunications
Voluntary Agencies	Bodies, other than public authorities or local authorities that carry out activities otherwise than for profit
Vulnerability	The susceptibility of a community, services or infrastructure to damage or harm by a realised hazard or threat
Warning and Informing the Public	Establishing arrangements to warn the public when an emergency is likely to occur or has occurred and to provide them with information and advice subsequently

Cabinet



Date of meeting:	09 February 2023
Title of Report:	Chelson Community Solar Joint Venture
Lead Member:	Councillor James Stoneman (Cabinet Member for Climate Change)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Paul Elliott
Contact Email:	Paul.Elliott@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

The in principle business case for the Chelson Meadow Solar Farm was approved at cabinet in October 2022. This gave approval to continue the feasibility and development work needed in order to build a solar farm at Chelson Meadow.

One of the key elements of this was the creation of a joint venture. This report brings the business case surrounding the joint venture creation for approval.

Recommendations and Reasons

- Approves the business case to co-create and join a joint venture company (Chelson Community Solar) with Plymouth Energy Community, which will construct, own, and run the proposed Chelson Meadow solar farm.
- Approve the appointment of Anthony Payne - Strategic Director for Place, and Kat Deeney – Head of Environmental Planning – as initial directors to the joint venture company.
- Delegate to Kim Brown - Service Director HROD - the authority to enter into all relevant documentation and agreements in relation to the joint venture vehicle.
- Approve the appointment of Kim Brown - Service Director HROD - to act as the shareholder representative and to exercise all voting rights on behalf of the Council as member of the company subject to Key Decisions (as defined by the Council's Constitution) being reserved to the Leader/ Cabinet) and take any necessary action to protect, safeguard and effectively manage the Council's interest in the Local Authority Trading Company

Alternative options considered and rejected

If the creation of the joint venture is not approved it could create the following risks:

- Result in a delay of construction until 2024 and the subsequent income until 2025.
- Deny the Council the opportunity of benefiting from the forecast income generation via the joint venture.

- Deny the Council an input into how the solar farm operates, and ultimately how, and who, the power is sold to.

Relevance to the Corporate Plan and/or the Plymouth Plan

Directly feeds into the priority 'A green sustainable city that cares about the environment'.

Implications for the Medium Term Financial Plan and Resource Implications:

The solar farm as a whole provides the opportunity to generate an income over the lifetime of the asset (up to 30 years). It also provides an opportunity for The Council to purchase the electricity generated, this will guarantee and provide certainty over its electricity costs over the long term.

Financial Risks

Planning approval has removed a significant risk to the project.

The recent interest rate, inflation and energy price rise will affect the project. We have completed some modelling and currently the business model is resilient as increases in prices are mitigated by increases in energy cost. More work has been commissioned to help inform the BC in March.

Carbon Footprint (Environmental) Implications:

Hugely beneficial and positive impact in reducing the Council's carbon emissions predicted to be 60% of carbon emissions and providing 75% of the Council's electricity needs.

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.*

H & S risks will be dealt with as part of construction. The conditional planning approval ensured that due regard was given to the impact of the solar farm on the city.

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	Capital Investment BC Chelson Joint Venture							

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	pl.22. 23.3 59	Leg	MS/ RSN 3932 9/01. 02.2 3	Mon Off	Click here to enter text.	HR	Click here to enter text.	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Anthony Payne											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 17/01/2023											
Cabinet Member approval: James Stoneman – approved verbally											
Date approved: 16/01/2023											

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CAPITAL INVESTMENT BUSINESS CASE

Chelson Meadow Community Solar - Joint Venture



EXECUTIVE SUMMARY

The Executive Summary is a short summary of the Business Case and should be the last section you complete, this will enable you to extract or only the key facts from relevant sections i.e. 'project on a page'. The summary is a 'snapshot' of the business case which will need to tell the story and sell the proposal.

The in principle business case for the Chelson Meadow Solar Farm was approved at cabinet October 2022. This gave approval to continue the feasibility and development work needed in order to build a solar farm at Chelson Meadow. The in principle business case set out the following opportunities surrounding the construction of the solar farm:

- To reduce the Council's carbon emissions by approximately 60%, with 75% of the electricity need being met by renewable energy.
- To reduce the corporate energy costs. Our best current estimate for this is an average annual saving of between £170K and £440K until 2030.
- To guarantee future energy costs over a 15 – 20 year period through a Virtual Power Purchase Agreement with the solar farm.
- To generate an income over just under £1million over the life of the solar farm through a lease on the land which will be paid annually.
- To generate an income by offering construction finance and long-term debt to the project. By borrowing at PWLB rates and loaning onwards to the joint venture on commercial terms, the Council's debt margin would be up to c£1.2million over the life of the project.
- To create a 50/50 joint venture with PEC to construct the solar farm. This will result in 50% of the surplus returning to PCC – estimated to be £1.5 million over the life of the project.

This business case seeks to secure agreement for the last point above - to co-create and join a joint venture (Chelson Community Solar) which will construct, own, and run the proposed Chelson Meadow solar farm.

Two final business cases regarding the construction finance and the virtual power purchase agreement are due at the March Cabinet.

SECTION I: PROJECT DETAIL

Project Value (indicate capital or revenue)	£15,740,840 (required for construction for solar farm)	Contingency (show as £ and % of project value)	5%
Programme	Low Carbon	Directorate	Place
Portfolio Holder	James Stoneman	Service Director	Paul Barnard

Senior Responsible Officer (client)	Kat Deeney	Project Manager	Paul Elliott
Address and Post Code	Ballard House	Ward	Plymstock Radford

Current Situation: *(Provide a brief, concise paragraph outlining the current situation and explain the current business need, problem, opportunity or change of circumstances that needs to be resolved)*

The current plan is to build the solar farm in summer 2023 in order that the benefits of competitive energy prices are realised as soon as possible, as well as completing the relevant action within the Climate Emergency Action Plan. Because of various planning conditions the construction can only take place over the drier months of the year.

The minimum commitment to this project required by the Council is to agree to lease the land to the project. However, the Council can be involved at a greater level, and subsequently receive far greater benefit from the project if it agrees to:

1. Provide a long-term loan to the joint venture to enable construction and subsequent operation of the solar farm.
 - *This enables the Council to make a finance margin – by capturing the value between the rate the Council borrow at, and the increased rate the Council lend to the joint venture at on commercial terms. At current rates the value of this is estimated to be £1.2m over 20 years.*
2. Create a joint venture with Plymouth Energy Community (PEC) to run and manage the solar farm.
 - *This enables the Council to benefit from a share of the surplus generated by the joint venture - based on current modelling this is estimated to be approximately £3million to be split 50/50 between the council and PEC.*
3. Purchase the electricity generated by the solar farm.
 - *The solar farm can provide locally generated green power equivalent to 75% of the council's electricity needs. By signing a long-term Virtual Power Purchase Agreement (VPPA) with the joint venture the Council will gain long-term security on energy prices as well as provide security of income for the project - giving additional confidence on the projects ability to repay finance loaned to the project. This provides the Council significant opportunity to hedge against long-term energy price increases as well as reduce its carbon emissions.*

This business case considers the second point regarding the creation of a joint venture with PEC. Points 1 and 3 will be considered in separate business cases brought to cabinet on 9th March 2023.

Proposal: *(Provide a brief, concise paragraph outlining your scheme and explain how the business proposal will address the current situation above or take advantage of the business opportunity) and (What would happen if we didn't proceed with this scheme?)*

The creation of a joint venture is at the heart of the existing collaboration agreement between PEC and the Council. This agreement sets out the intent for both PEC and the Council to create and join the joint venture on an equal 50 / 50 basis. The project has been developed with this collaborative ethos in mind, with both risk and initial financial commitment shared by both parties to date.

The creation of the joint venture - to be called Chelson Community Solar (CCS) – enables both parties to share both the risks and benefits associated with the construction and management of the solar farm.

The joint venture will perform several functions:

- The employer in terms of solar farm construction contract.
- The owner of the solar farm once built, including operation and maintenance.
- The selling of power generated by the solar farm.
- The generation of income through the selling of power.

Both PEC and the Council will have equal share holding of CCS, with a 50% ownership each. This will also be reflected in terms of governance, with 2 members from each organisation becoming directors of the initial board. The initial directors will be Alistair MacPherson and Lee Richards from PEC, and Anthony Payne and Kat Deeney from PCC.

Draft heads of terms for the joint venture have been already been agreed with members of the Chelson Meadow Working Group, which include the SI51 officer, Head of Legal, and Strategic Director for Place. These have subsequently been used to draft articles of association and shareholders agreement, which are with the Council's legal team for review.

The creation and subsequent joining of the joint venture provides an income generation opportunity for the Council. It is estimated that over the lifetime of the solar farm (circa. 20 years) a surplus income of approximately £3,000,000 will be generated. Under the draft articles and shareholder agreement this would be equally split between PEC and the Council.

The 50% ownership of the joint venture also provides an opportunity for the Council to have meaningful input into how the Council might purchase the power generated by the solar farm. The virtual power purchase agreement (VPPA) is a key element in maximising the opportunity of the solar farm. Should the Council choose to purchase the power, the joint venture is a key mechanism to ensure that a sound and beneficial VPPA is reached.

It is feasible that the solar farm could be built by PEC without the need for joint venture creation. However, this would could have several negative impacts:

- Result in a delay of construction until 2024.
- Deny the Council the opportunity of benefiting from the forecast income generation via the joint venture.
- Deny the Council an input into how the solar farm operates, and ultimately how and who the power is sold to.

The resource required to actually create the joint venture in terms of process and cost are all in place, with the costs being agreed in the previous business case that was approved in October 2022.

Similarly, the risks associated with simply setting up the joint venture are minimal. For example if the joint venture was created and the solar farm construction was subsequently delayed, the joint venture could still exist without issue.

Milestones and Date:		
Contract Award Date	Start On Site Date	Completion Date
March 2023	July 2023	December 2023

SECTION 2: PROJECT RISK, OUTCOMES AND BENEFITS

Risk Register: The Risk Register/Risk Log is a master document created during the early stages of a project. It includes information about each identified risk, level of risk, who owns it and what measures are in place to mitigate the risks (cut and paste more boxes if required).

Potential Risks Identified			Likelihood	Impact	Overall Rating
Risk	Joint Venture is created but construction delayed		Medium	Low	Low
Mitigation	This would have a low impact upon the joint venture		Low	Low	Low
Calculated risk value in £ (Extent of financial risk)	£0				
Risk	Timely construction – without the Joint Venture in place the solar farm is unlikely be able to be constructed in summer 2023.		Medium	High	Medium
Mitigation	Governance arrangements in place, and business cases structured and planned for CMT and cabinet meetings. Shadow board in place for smooth transition. Resource in place to run timely procurement of construction partner		Low	Low	Low
Calculated risk value in £ (Extent of financial risk)	£0				
Risk	Joint Venture defaults on loan payments – the business case for the solar farm does not stack up and its income is insufficient to meet its costs		Medium	High	Medium
Mitigation	Solar farms are a tried and tested technology with known and predictable performance. The financial model to assess viability of the business case has been developed and tested by an experienced team. Power prices are increasing and there are long-term national commitments to the role low carbon power has to play in supplying electricity in a resilient and		Low	Low	Low

	sustainable way. PEC are also experienced in developing and managing solar farms.			
Calculated risk value in £ (Extent of financial risk)	£0			
Risk	Conflicts of interest of proposed board directors.	Medium	Low	Medium
Mitigation	Advice and guidance to be sought from PCC legal			
Calculated risk value in £ (Extent of financial risk)	0			

Outcomes and Benefits

List the outcomes and benefits expected from this project.

(An **outcome** is the result of the change derived from using the project's deliverables. This section should describe the anticipated outcome)

(A **benefit** is the measurable improvement resulting from an outcome that is perceived as an advantage. Benefits are the expected value to be delivered by the project, measurable whenever possible)

Financial outcomes and benefits:

Non-financial outcomes and benefits:

- £1.5m of income generated over life of project
- Construction possible in 2023 (instead of 2024) resulting in:
- Energy bill savings for the Council should the Council decide to purchase the power from the site at a time when power prices are particularly high

- Largest Community Owned Solar project in UK
- Huge Carbon savings (60% of Council total) attributable to this project if constructed.

Low Carbon

What is the anticipated impact of the proposal on carbon emissions

The solar farm will save approximately of 3,300 t/CO2 per year

How does it contribute to the Council becoming Carbon neutral by 2030

If the Council choose to purchase the power from the solar farm 75% of the council's current electricity demand will be met by renewables. Overall this will reduce the Council's CO2 emissions by up to 60%.

Have you engaged with Procurement Service?		Yes
Procurement route options considered for goods, services or works	The initial procurement will be carried out by Plymouth Energy Community on behalf of the project team. If the Council approves the creation of the joint venture then then the JV will be the 'employer' for the appointed consultant.	
Procurements Recommended route.	N/A - External procurement	
Who is your Procurement Lead?	N/A - External procurement	
Is this business case a purchase of a commercial property		No
If yes then provide evidence to show that it is not 'primarily for yield'	N/A	
Which Members have you engaged with and how have they been consulted (<i>including the Leader, Portfolio Holders and Ward Members</i>)	Planning committee briefed and consulted. Site visit and briefings for Environment portfolio holder. Action in the Climate Emergency Action Plan.	

SECTION 4: FINANCIAL ASSESSMENT

FINANCIAL ASSESSMENT: *In this section the robustness of the proposals should be set out in financial terms. The Project Manager will need to work closely with the capital and revenue finance teams to ensure that these sections demonstrate the affordability of the proposals to the Council as a whole. Exact amounts only throughout the paper - not to be rounded.*

CAPITAL COSTS AND FINANCING

Breakdown of project costs including fees surveys and contingency	Prev. Yr. £	22/23 £	23/24 £	24/25 £	25/26 £	26/27 £	Future Yrs. £	Total £
No capital costs involved in the creation of the Joint Venture		0	0	0	0	0	0	0
Total capital spend		0	0	0	0	0	0	0

Provide details of proposed funding: *Funding to match with Project Value*

Breakdown of proposed funding	Prev. Yr. £	22/23 £	23/24 £	24/25 £	25/26 £	26/27 £	Future Yrs. £	Total £
As above								
Total funding								

Which external funding sources been explored	N/A
Are there any bidding	No

constraints and/or any restrictions or conditions attached to your funding	
Tax and VAT implications	None expected but to be confirmed with finance colleagues
Tax and VAT reviewed by	

REVENUE COSTS AND IMPLICATIONS

Cost of Developing the Capital Project (To be incurred at risk to Service area)

Total Cost of developing the project	The cost of setting up the Joint Venture is relatively small – approx. £2K . This is already part of the projects development cost and budget has already been secured for this.
Revenue cost code for the development costs	
Revenue costs incurred for developing the project are to be included in the capital total, some of the expenditure could be capitalised if it meets the criteria	Y
Budget Managers Name	Paul Elliott

Ongoing Revenue Implications for Service Area

	Prev. Yr. £	22/23 £	23/24 £	24/25 £	25/26 £	26/27 £	Future Yrs. £
Service area revenue cost							
Other (eg: maintenance, utilities, etc)							
Loan repayment (terms agreed with Treasury Management)		0	0	0	0	0	
Total Revenue Cost (A)		0	0	0	0	0	
Service area revenue benefits/savings							
Annualised revenue income <i>From surplus through power sales</i>		0	75,000	75,000	75,000	75,000	75,000
Total Revenue Income (B) from surplus through power sales		0	75,000	75,000	75,000	75,000	75,000

Service area net (benefit) cost (B-A)			75,000	75,000	75,000	75,000	75,000
Has the revenue cost been budgeted for or would this make a revenue pressure	Revenue to be included in the capital total so no pressure overall.						
Which cost centre would the revenue pressure be shown	n/a		Has this been reviewed by the budget manager			Y	
Name of budget manager							
Loan value	n/a	Interest Rate		Term Years		Annual Repayment	
Revenue code for annual repayments							
Service area or corporate borrowing							
Revenue implications reviewed by							

Version Control: *(The version control table must be updated and signed off each time a change is made to the document to provide an audit trail for the revision and update of draft and final versions)*

Author of Business Case	Date	Document Version	Reviewed By	Date
Paul Elliott	12/01/2023	v 1.0		12/01/2023
	00/00/2022	v 2.0		00/00/2022

SECTION 6: RECOMMENDATION AND ENDORSEMENT

Recommended Decision

It is recommended that the Leader of the Council:

- Approves the business case to co-create and join a joint venture (Chelson Community Solar) with Plymouth Energy Community, which will construct, own, and run the proposed Chelson Meadow solar farm.
- Approve Anthony Payne - Strategic Director for Place, and Kat Deeney – Head of Environmental Planning – as initial directors on the joint venture board.
- Appoint a shareholder representative for the Joint Venture.

Cllr James Stoneman		Strategic Director - Anthony Payne	
Either email dated:	16.01.23	Either email dated:	17.01.23
Or signed:		Signed:	
Date:		Date:	