



Oversight and Governance

Chief Executive's Department

Plymouth City Council

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Published 22/11/24

Delegated Decisions

Delegated Executive/Officer Decisions

Delegated Executive and Officer decisions are published and are available at the following link - [Decisions](#)

Cabinet decisions subject to call-in are published at the following link - [Cabinet Decisions](#)

Notice of call-in for non-urgent decisions must be given to the Democratic Support Team by 4.30 pm on Friday 29 November 2024. Please note – urgent decisions and non-key Council Officer decisions cannot be called in. Copies of the decisions together with background reports are available for viewing as follows:

- on the Council's Intranet Site at <https://modgov/mgDelegatedDecisions.aspx>
- on the Council's website at [Decisions](#)

The decisions detailed below may be implemented after 4.30 pm on Friday 29 November 2024, if they are not called-in.

Delegated Decisions

1. Councillor Tudor Evans OBE - Leader of the Council:

- Ia. L26 24/25 - Broadland Gardens - Grant of Long Leases **(Pages 1 - 14)**
- Ib. L27 24/25 - Plymouth Guildhall Refurbishment Additional Works **(Pages 15 - 44)**
- Ic. L30 24/25 - Food Waste Collection Service Vehicles and Containers **(Pages 45 - 88)**

2. Councillor Chris Penberthy - Housing, Cooperative Development and Communities:

- 2a. HCDC03 24/25 - Energy Efficiency Dynamic Purchasing System (EEDPS) **(Pages 89 - 118)**

EXECUTIVE DECISION

made by a Cabinet Member



REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY BY AN INDIVIDUAL CABINET MEMBER

Executive Decision Reference Number – L26 24/25

Decision				
1	Title of decision: Broadland Gardens – Grant of long leases			
2	Decision maker (Cabinet member name and portfolio title): Councillor Tudor Evans OBE (Leader of the Council)			
3	Report author and contact details: Joe McCarthy, joe.mccarthy@plymouth.gov.uk 01752 305190			
4	Decision to be taken: Approve the grant of two 999 year leases at the development known as Broadland Gardens.			
5	Reasons for decision: The Council has previously approved the construction and sale of ten open market homes at the Former Morley Youth Centre, Plymstock (SPH01 22/23). In order to effect the sale of plots 1 and 3 the Council is required to create two 999 year leases of the garage units.			
6	Alternative options considered and rejected: Do nothing – not possible. The coach house has garages for other plots underneath it so leases must be granted to enable these plots to be sold.			
7	<p>Financial implications:</p> <p>If the Council were not to grant the leases of the garages then Plots 1 and 3 could not be sold and the receipt to plan for homes would be £3.325m a deterioration of the financial position of Plan for Homes of £715,000.</p> <p>The leases themselves have a capital value of approximately £30,000 each or £60,000 in total.</p>			
8	Is the decision a Key Decision? (please contact Democratic Support for further advice)	Yes	No	Per the Constitution, a key decision is one which:
			X	in the case of capital projects and contract awards, results in a new commitment to spend and/or save in excess of £3million in total
			X	in the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1million
		X	is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.	
If yes, date of publication of the notice in the Forward Plan of Key Decisions		N/A		

9	Please specify how this decision is linked to the Council's corporate plan/Plymouth Plan and/or the policy framework and/or the revenue/capital budget:	<p>Links to the Corporate Plan:-</p> <p>Build more homes - for social rent and affordable ownership</p> <p>This project delivers 10 new, energy efficient, adaptable homes. Any surplus from the project is reinvested into Plymouth's Plan for Homes unlocking housing sites and delivering affordable and social homes across the city.</p> <p>Green investment, jobs, skills and better education</p> <p>All 10 homes include air sourced heat pumps, photovoltaic panels and electric vehicle charging points as standard. They have been delivered by a Plymouth based building contractor and using local and apprentice workers.</p>
10	Please specify any direct environmental implications of the decision (carbon impact)	This development provides 10 low carbon, accessible and adaptable homes and a 40% on site biodiversity improvement. All homes will be gas free with air source heat pump, photovoltaic panels and electric vehicle charging.

Urgent decisions

11	Is the decision urgent and to be implemented immediately in the interests of the Council or the public?	Yes		(If yes, please contact Democratic Support (democraticsupport@plymouth.gov.uk) for advice)
		No	X	(If no, go to section 13a)


12a Reason for urgency:

12b	Scrutiny Chair Signature:	Date	
	Scrutiny Committee name:		
	Print Name:		

Consultation

13a	Are any other Cabinet members' portfolios affected by the decision?	Yes	X	
		No		(If no go to section 14)
13b	Which other Cabinet member's portfolio is affected by the decision?	Councillor Chris Penberthy (Cabinet Member for Housing, Cooperative Development and Communities)		
13c	Date Cabinet member consulted	05 November 2024		

14	Has any Cabinet member declared a conflict of interest in relation to the decision?	Yes		If yes, please discuss with the Monitoring Officer				
		No	X					
15	Which Corporate Management Team member has been consulted?	Name		Karime Hassan				
		Job title		Interim Strategic Director for Growth				
		Date consulted		05 November 2024				
Sign-off								
16	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)			JS72 24/25			
		Finance (mandatory)			DJN.24.25.134			
		Legal (mandatory)			LS/00001312/1/AC/5/11/24			
		Human Resources (if applicable)			N/A			
		Corporate property (if applicable)			N/A			
		Procurement (if applicable)			N/A			
Appendices								
17	Ref.	Title of appendix						
	A	Briefing report for publication						
	B	Equalities Impact Assessment						
Confidential/exempt information								
18a	Do you need to include any confidential/exempt information?	Yes		If yes, prepare a second, confidential ('Part II') briefing report and 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 in 18b below. (Keep as much information as possible in the briefing report that will be in the public domain)				
		No	X					
		Exemption Paragraph Number						
		1	2	3	4	5	6	7
18b	Confidential/exempt briefing report title:							
Background Papers								
19	Please list all unpublished, background papers relevant to the decision in the table below.							

Background papers are <u>unpublished</u> 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. 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.							
Title of background paper(s)	Exemption Paragraph Number						
	1	2	3	4	5	6	7
Cabinet Member Signature							
20	I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget. In taking this decision I have given 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. For further details please see the EIA attached.						
Signature			Date of decision	22 November 2024			
Print Name	Councillor Tudor Evans OBE (Leader of the Council)						

BROADLAND GARDENS – GRANT OF LONG LEASES

Executive decision briefing report



1. PROJECT SUMMARY

The Broadland Gardens project is the redevelopment of the Former Morley Youth Centre, Plymstock by the Council, to provide 10 new homes that are liveable, adaptable and sustainable.

The project has demolished the existing building on site and provided 6 four bedroom, 3 three bedroom and 1 two bedroom home for sale. The homes have been designed so that they can be adapted over time to changing requirements of their owners and are energy efficient to live in. They are contemporary in appearance with a focus upon the quality of the living environment – they have taken some inspiration from the flexibility, simplicity or form and use of materials that is characteristic of Plymouth's 19th Century housing stock –which is distinctly Plymothian. The houses are arranged around a central greenspace, which is a signature of the project.

The homes will be sold on the open market and proceeds from the sale will be reinvested in to the Plan for Homes Investment Fund to support further housing objectives across the city. The homes are nearing completion with the first sales anticipated for December 2024.

2. PURPOSE OF REPORT AND EXECUTIVE DECISION

The purpose of the report and Executive Decision is to agree the grant of two 999 year leases for garage units at the development.

The homes have been designed in such a way that Plot 2 is a coach house which contains within it garages for Plots 1, 2 and 3. Plots 1, 2 and 3 will have ongoing obligations to one another with regards to maintenance, insurance and safe use of the building. The best way to control this relationship is through the granting of 999 year leases between Plot 2 and each of the garage owners, Plots 1 and 3.



The Council is disposing of all units at market value in compliance with previous decision [SPH01 22/23](#).

3. FINANCIAL IMPLICATIONS

The leases themselves have a capital value of approximately £30,000 each or £60,000 in total however the true cost would be to make Plots 1 and 3 unsellable as they would no longer contain any parking provision, contrary to the planning permission.


The expected receipt to Plan for Homes that this decision supports is £4.04m. If the Council were not to grant the leases then Plots 1 and 3 could not be sold and the receipt to plan for homes would be £3.325m a deterioration of the financial position of Plan for Homes of £715,000.

4. NEXT STEPS AND TIMELINE

If approval is given then the sales of the homes will proceed with the initial receipts expected in the first weeks of December.

EQUALITY IMPACT ASSESSMENT – BROADLAND GARDENS GRANT OF LONG LEASES

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Joe McCarthy	Department and service:	Strategic Planning and Infrastructure, Housing and Regeneration	Date of assessment:	07 November 2024
Lead Officer: Head of Service, Service Director, or Strategic Director.	Nick Carter	Signature:		Approval date:	07 November 2024
Overview:	The decision relates to the granting of long leases for two garages on the development known as Broadland Gardens. These leases are required to sell Plots 1 and 3. The leases control what each homeowner can do with their garage and controls obligations around repairs, maintenance and safe use with Plot 2 who is the freeholder.				
Decision required:	Approve the grant of two 999 year leases at the development known as Broadland Gardens.				

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts: Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?	Yes		No	X
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	X
Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section three)	Yes		No	X

If you do not agree that a full equality impact assessment is required, please set out your justification for why not.

The decision only relates to the granting of long leases and does not impact the physical environment or change who can purchase the homes.

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
Age	<p>Plymouth</p> <ul style="list-style-type: none"> • 16.4 per cent of people in Plymouth are children aged under 15. • 65.1 per cent are adults aged 15 to 64. • 18.5 percent are adults aged 65 and over. • 2.4 percent of the resident population are 85 and over. <p>South West</p> <ul style="list-style-type: none"> • 15.9 per cent of people are aged 0 to 14, 61.8 per cent are aged 15 to 64. • 22.3 per cent are aged 65 and over. <p>England</p> <ul style="list-style-type: none"> • 17.4 per cent of people are aged 0 to 14. • 64.2 per cent of people are aged 15 to 64. • 18.4 per cent of people are aged 65 and over. <p>(2021 Census)</p>	No adverse impact anticipated.		

<p>Care experienced individuals (Note that as per the Independent Review of Children’s Social Care recommendations, Plymouth City Council is treating care experience as though it is a protected characteristic).</p>	<p>It is estimated that 26 per cent of the homeless population in the UK have care experience. In Plymouth there are currently 7 per cent of care leavers open to the service (6 per cent aged 18-20 and 12 per cent of those aged 21+) who are in unsuitable accommodation.</p> <p>The Care Review reported that 41 per cent of 19-21 year old care leavers are not in education, employment or training (NEET) compared to 12 per cent of all other young people in the same age group.</p> <p>In Plymouth there are currently 50 per cent of care leavers aged 18-21 Not in Education Training or Employment (54 per cent of all those care leavers aged 18-24 who are open to the service).</p> <p>There are currently 195 care leavers aged 18 to 20 (statutory service) and 58 aged 21 to 24 (extended offer). There are more care leavers aged 21 to 24 who could return for support from services if they wished to.</p>	<p>No adverse impact anticipated.</p>		
<p>Disability</p>	<p>9.4 per cent of residents in Plymouth have their activities limited ‘a lot’ because of a physical or mental health problem.</p> <p>12.2 per cent of residents in Plymouth have their activities limited ‘a little’ because of a physical or mental health problem (2021 Census)</p>	<p>No adverse impact anticipated.</p>		

Gender reassignment	0.5 per cent of residents in Plymouth have a gender identity that is different from their sex registered at birth. 0.1 per cent of residents identify as a trans man, 0.1 per cent identify as non-binary and, 0.1 per cent identify as a trans women (2021 Census).	No adverse impact anticipated.		
Marriage and civil partnership	40.1 per cent of residents have never married and never registered a civil partnership. 10 per cent are divorced, 6 percent are widowed, with 2.5 per cent are separated but still married. 0.49 per cent of residents are, or were, married or in a civil partnerships of the same sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).	No adverse impact anticipated.		
Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.	No adverse impact anticipated.		

<p>Race</p>	<p>In 2021, 94.9 per cent of Plymouth’s population identified their ethnicity as White, 2.3 per cent as Asian and 1.1 per cent as Black (2021 Census)</p> <p>People with a mixed ethnic background comprised 1.8 per cent of the population. 1 per cent of the population use a different term to describe their ethnicity (2021 Census)</p> <p>92.7 per cent of residents speak English as their main language. 2021 Census data shows that after English, Polish, Romanian, Chinese, Portuguese, and Arabic are the most spoken languages in Plymouth (2021 Census).</p>	<p>No adverse impact anticipated.</p>		
<p>Religion or belief</p>	<p>48.9 per cent of the Plymouth population stated they had no religion. 42.5 per cent of the population identified as Christian (2021 Census).</p> <p>Those who identified as Muslim account for 1.3 per cent of Plymouth’s population while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2021 Census).</p>	<p>No adverse impact anticipated.</p>		
<p>Sex</p>	<p>51 per cent of our population are women and 49 per cent are men (2021 Census).</p>	<p>No adverse impact anticipated.</p>		
<p>Sexual orientation</p>	<p>88.95 per cent of residents aged 16 years and over in Plymouth describe their sexual orientation as straight or heterosexual. 2.06 per cent describe their sexuality as bisexual, 1.97 per cent of people describe their sexual orientation as gay or lesbian. 0.42 per cent of residents describe their sexual orientation using a different term (2021 Census).</p>	<p>No adverse impact anticipated.</p>		

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	No adverse impact anticipated.		

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
<p>Work together in partnership to:</p> <ul style="list-style-type: none"> ▪ promote equality, diversity and inclusion ▪ facilitate community cohesion ▪ support people with different backgrounds and lived experiences to get on well together 	No adverse impact anticipated.		
<p>Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.</p>	No adverse impact anticipated.		
<p>Build and develop a diverse workforce that represents the community and citizens it serves.</p>			
<p>Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.</p>			

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EXECUTIVE DECISION

made by a Cabinet Member



REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY BY AN INDIVIDUAL CABINET MEMBER

Executive Decision Reference Number – L27 24/25

Decision	
1	Title of decision: Guildhall Refurbishment Additional Works
2	Decision maker (Cabinet member name and portfolio title): Councillor Tudor Evans OBE (Leader of the Council)
3	Report author and contact details: Ann Thorp (Facilities Manager) 07877 830490
4	<p>Decision to be taken:</p> <p>To approve the addition of £490,374 in respect of the additional works to the Guildhall refurbishment project to the Capital Programme, needed in respect of the variation to the contract awarded to TEC Construction to include completion / management of the following additional works:</p> <ol style="list-style-type: none"> 1. Replace electrical systems that are at end of life; 2. Replace fire and intruder alarm systems that are failing; 3. Refurbishment of passenger lifts.
5	<p>Reasons for decision:</p> <p>TEC Construction are undertaking works to the Guildhall and additional urgent works have been identified.</p> <p>As TEC Construction are already on-site undertaking works and in view of urgency it was sensible to vary their contract to include completion /management of these additional works.</p> <p>Agreement for the funding of the work was needed urgently to address Health and Safety concerns over the safety of the building during and post refurbishment as well as providing the financial commitment to reduce the impact on critical refurbishment works that can be completed.</p> <p>Due to the value of works this cannot be covered by revenue and needs to be added to the Capital Programme.</p>
6	<p>Alternative options considered and rejected:</p> <p>1. Work not to be undertaken</p> <p>The electrical improvements and fire/intruder alarm are required to ensure that the building meets the statutory compliance and building standards. Failure to complete these works puts the building and its users at risk due to the heightened risk of fire and the lack of detection or alarmed systems.</p> <p>The fire/intruder alarm must be updated prior to the planned reopening. Failure to be compliant will result in the building not opening.</p>

The passenger lift refurbishment is required to ensure accessibility, improve the customer experience and to bring them up to a modern standard in keeping with the other works that are being undertaken.

2. Partial works to be completed and residual to be completed by FM post refurbishment

The fire/intruder alarm must be completed prior to opening to comply with health and safety regulations.

The electrical circuitry needs to be updated to comply with our statutory obligations and will therefore be required if not now, then in the near future. Not completing the works during the refurbishment programme would result in the building having to be partially or fully closed again when the works are undertaken resulting in loss of income and reputational damage.

Completion of all electrical improvements during the refurbishment programme and the works to the fire/intruder alarm will provide value for money as there will not be a requirement to undertake the associated building related works i.e. removing walls and ceilings, as this will already be undertaken during the refurbishment.

Completing the refurbishment of the lifts after the building has reopened will impact on access to the building as the passenger lifts enable individuals with mobility issues to access all of the building. Without the lifts the Drake room, Great Hall and Lounge, where most events are held will not be accessible. Completion of the works would require the building to be closed for periods of time causing loss of revenue and reputational damage

7 Financial implications and risks:

The costs of the works are:

1. £144,383 - Fire/Intruder alarm;
2. £175,000 - Electrical improvements;
3. £170,991 – Passenger Lifts.

Now the commitment for funding has been agreed, the project programme can be updated to include the additional works and enable procurement of the relevant items as needed based on the urgency of works.

Funding allocation to the Guildhall Project can be phased supported by the programme's cashflow projections as shown below to best support the Council's financial position

1. Fire/Intruder alarm funding needed during November 2024
2. Electrical improvement funding needed during December 2024
3. Passenger Lifts funding may not be required until April 2025


The £319,383 that relates to the urgent health and safety works and will be funded by Health and Safety corporate borrowing

The refurbishment of the passenger lifts will be met by Facilities Management (Soft Services) service borrowing. Borrowing costs of £14,005.28 pa over a 20-year period will be covered from the additional income generated post refurbishment.

As the refurbishment budget has been fully allocated there is no financial support available for the repairs usually undertaken by Facilities Management. As the works were unexpected there is no Facilities Management repairs and maintenance budget that can be allocated.

8	Is the decision a Key Decision? (please contact Democratic Support for further advice) Please type an X into the relevant boxes		Yes	No	Per the Constitution, a key decision is one which:
				X	in the case of capital projects and contract awards, results in a new commitment to spend and/or save in excess of £3million in total
				X	in the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1 million annually
				X	is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.
If yes, date of publication of the notice in the Forward Plan of Key Decisions		N/A			
9	Please specify how this decision is linked to the Council's corporate plan/Plymouth Plan and/or the policy framework and/or the revenue/capital budget:		Improving the Guildhall to be an events space of choice for event companies and members of the public will support the local economy and give greater choice for local residents and visitors alike.		
10	Please specify any direct environmental implications of the decision (carbon impact)		No direct impact of this decision.		
Urgent decisions					
11	Is the decision urgent and to be implemented immediately in the interests of the Council or the public? Please type an X into the relevant box		Yes		(If yes, please contact Democratic Support (democraticsupport@plymouth.gov.uk) for advice)
			No	X	(If no, go to section 13a)
12a	Reason for urgency:				
12b	Scrutiny Chair Signature:		Date		
	Scrutiny Committee name:				
	Print Name:				
Consultation					
			Yes	X	

13 a	Are any other Cabinet members' portfolios affected by the decision? Please type an X into the relevant box	No		(If no go to section 14)
13 b	Which other Cabinet member's portfolio is affected by the decision?	Councillor Chris Penberthy (Cabinet Member for Housing, Cooperative Development and Communities)		
13 c	Date Cabinet member consulted	25/10/2024		
14	Has any Cabinet member declared a conflict of interest in relation to the decision? Please type an X into the relevant box	Yes		If yes, please discuss with the Monitoring Officer
		No	X	
15	Which Corporate Management Team member has been consulted?	Name	Jens Gemmel	
		Job title	Interim Chief Operating Officer	
		Date consulted	28/10/2024	
Sign-off				
16	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	JS68 24/25	
		Finance (mandatory)	DJN.24.25.125	
		Legal (mandatory)	LS/00001312/1/AC/19/11/24.	
		Procurement (if applicable)	N/A	
		Corporate property (decisions involving Council owned land or facilities) (if applicable)	N/A	
		Human Resources (if applicable)	N/A	
Appendices				
17	Re f.	Title of appendix		
	A	Briefing report for publication		
	B	Business Case for additional works (Part I)		
	C	Equalities Impact Assessment		
	D	Climate Impact Assessment		
Confidential/exempt information				
18 a	Do you need to include any confidential/exempt information?	Yes	X	If yes, prepare a second, confidential ('Part II') briefing report and indicate why it is not for

	Please type an X into the relevant box	No	publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box in 18b below. (Keep as much information as possible in the briefing report that will be in the public domain)					
		Exemption Paragraph Number						
		1	2	3	4	5	6	7
18b	Confidential/exempt briefing report title: Business Case for additional works (Part II)			X				
Background Papers								
19	Please list all unpublished, background papers relevant to the decision in the table below. Background papers are <u>unpublished</u> 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. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.							
Title of background paper(s)		Exemption Paragraph Number						
		1	2	3	4	5	6	7
Cabinet Member Signature								
20	I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget. In taking this decision I have given 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 (2010) and those who do not. For further details please see the EIA attached.							
Signature			Date of decision	22 November 2024				
Print Name	Councillor Tudor Evans OBE (Leader of the Council)							

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GUILDHALL REFURBISHMENT - PART I

ADDITIONAL FUNDING BUSINESS CASE



Purpose of report

This business case has been put together to support the additional funding requirement needed to ensure that Plymouth Guildhall's electrical, fire and intruder alarm systems and internal lifts are fit for purpose, all statutory safety measures are compliant ensuring the safety of the building and its users.

Background

The refurbishment of the Guildhall was agreed following a review of the opportunities that the Guildhall could offer, along with market research and stakeholder engagement. This enabled the scope for an internal refurbishment programme to be produced and £3.9m grant funding from the Future High Street Fund to support the works to be secured.

The original scope of the project, subject to planning and budget, was as follows;

- An increased number of toilets and upgrades to existing amenities, including the Green Room, to increase capacity, support large events and the customer experience.
- Replacing the stage in the Great Hall as well as improving the acoustics and lighting rigs in the hall and the Drake Room thereby improving the variety and quality of events including increasing the offering for the music provision.
- Upgrades to the Great Hall kitchen to allow opportunities for large parties, galas, and dinners to be able to prep, reheat and serve food.
- Improving the two bars, to provide a larger workspace and improving the lighting encouraging additional bar use, enabling a better customer experience and increased sales.
- Improving the lounge kitchen area enabling this space to be used and rented when the bar is not open.
- Upgrading the WIFI, allowing for larger numbers of clients on site, supporting our retail customers, conferencing capability and university partnerships.
- Astor, Charter, and North Rooms to benefit from general refurbishment allowing for multi-functional activities and improved conferencing options.
- Accessibility improved with an external ramp, internal platform lifts and refurbished existing lifts.
- The space currently occupied by the NHS for Breast Screening will be converted to flexible office and hot desk space.
- Mechanical and electrical improvements to the building to support other works and reduce the need for regular maintenance and repairs.
- A full marketing strategy will be developed to support the launch of the rebranded offer.

The project received planning and listed building consent, subject to conditions, in May 2023.

The detailed designs and the tender process were completed which resulted in all pricing submissions coming in over budget. The decision was taken for the client team to review the scope and to provide a ranking for works based on necessity for customer experience and income generation. Please see below:

Must Have: WIFI, acoustics, main stairwell, ramp, and stairs at the entrance to the building, stage in Great Hall, trusses for lighting including internal PA system, with the appropriate infrastructure to support these works.

Reduce Specification: Drake Room bar, Lounge bar, Crittall windows, toilets in Lower Hall and Lounge Bar areas, concertina door between Astor/Charter room, entrance doorways, kitchen & Paxton access

Not do: Platform lift in main entrance, reception area, staff welfare area, stairwells, and display screens

Other Options: No works to be undertaken in the packels and breast screening area and for it to be used as is, storage area under the stairs to be reconsidered, Green Room to be left as is and reviewed post refurbishment, ventilation and Mechanical and Electrical (M&E), this is a large ticket item with no immediately discernible benefits, however need to review the scope based on condition reports, reduce lighting specification focusing on the key areas of the building, review of the benefits of cleaning stonework in Great Hall, & remedial works to the floor in meeting rooms, scale back works in the Astor and Charter room.

Some initial analysis regarding impact of the above on the estimated costs were calculated and it was agreed that in principle works to the Lower Ground Floor and the Second floor would be omitted from the scope. This was shared with the tenderers for them to resubmit their costing's, however revised resubmissions were still over budget.

The contract was awarded in principle with value engineering being required to ensure that the refurbishment package could be completed within budget. This meant that areas within the building where works were not required were omitted from the project scope, adjustments were considered in respect of the specification of fixtures and fittings and as the largest cost was for the M&E work this was also reviewed. The original design included a high quantity of plant and ducting being replaced. The review, taking into account the areas that had been omitted from the programme, was able to reduce costs by reusing plant and ducting and only replacing where needed.

On completion of the value engineering exercise possession of the Guildhall building was given to TEC construction on 23 September who have started works on site.

The delays to the commencement of the programme due to the value engineering requirement has meant a change in the programme which was initially for a 12-month package of works due to be completed at the end of March 2025. Due to the reduction in scope this timeline has been reduced however the planned works will still take 8 months to complete, with the current timeline being for the building to be handed back to the Council early May 2025 with the first bookings being in late June 2025.

Current Position (Electrical, Fire & Intruder Alarm, Internal Lifts)

I. Electrical Works

An electrical installation condition report (EICR) was undertaken on 29 May 2024 to assess the condition of the electrical systems prior to any works being completed. This identified that some of the electrical infrastructure had been upgraded piece meal as required, however much of the circuitry was approximately seventy years old and appeared to be at the end of its serviceable life. The report showed that the current status was unsatisfactory. With 78 % of the identified actions being classified C1, danger present/ risk of injury and immediate remedial action required or C2, potentially dangerous with urgent action required to ensure compliance with the current safety regulations.

Although an element of electrical upgrades was included in the refurbishment work to support the future requirements for maintenance of the building, the poor condition of the existing services and therefore the level of necessary electrical upgrades was not expected. increasing the amount and cost of the electrical works needed on the ground floor and first floor.

Works to the lower ground and second floors had been omitted from the refurbishment project scope of works due to the necessity to reduce costs in the areas which have the lowest impact to the customer experience or income generation opportunities. However not completing the electrical upgrades in these areas of the building would create a risk of electrical failure, increase the risk of fire and reputational damage to the council with high profile events planned in the future.

The electrical works need to be completed as a matter of urgency. Some elements will be completed as part of the refurbishment programme, however the works required to lower ground floor, and second floor are out of scope. All electrical works being completed a part of the refurbishment programme will provide economies of scale by reducing the need of additional building works having to be undertaken if the additional electrical works are completed post refurbishment.

Based on the electrical report these works will costs in the region of £175,000 which includes replacement where needed, using existing fittings etc where possible, building related works and a 10% contingency.

2. Fire and Intruder Alarm systems

The fire and intruder alarm systems at the Guildhall are outdated and replacement parts have been difficult to source over recent years. The latest fire maintenance certificate dated February 2024 identified that the fire panel is working but is in excess of 15 years old and requires an upgrade, we have also been advised that the cabling needs to be replaced, and detection added to meet current standards.

The upgrades to the electrical systems will require connectivity to the control panel, which due to its age, is not compatible and will therefore be obsolete. The fire specialist has reviewed the current situation and advised that a replacement of the fire control panel only would not be an option as other areas of the system are obsolete. An estimate has been provided for a new fire alarm, renewing the fire alarm panels and cabling, however there may be additional works needed in respect of the new plant room, but this will not be known until a full review of works is conducted. The total indicative costs of a replacement system would be in the region of £144,383.

Works to this system are not included in the refurbishment programme and will need additional funding.

Preparatory works needed to safely isolate and disconnect all the electrical services throughout the ground and first floors, to enable the safe removal of ceilings, walls and services to these areas has already identified issues with the alarm system. This is due to the way the fire and intruder alarms have been installed/adapted over the years.

The contractors are recommending that both the fire and intruder alarm systems are decommissioned for the duration of their works and temporary systems installed where required. In the interest of best value for money it is recommended that the works be agreed and completed as a top priority in the refurbishment programme. Failure to complete these works during the refurbishment programme could result in closure of the building or 24-hour fire watch process, creating risk to programme and operational delivery.

3. Internal Passenger Lifts

As part of the original scope of works the options to refurbish the 2 passenger lifts in the Guildhall were considered and it was agreed that Facilities Management would pay for this work as it was due to be completed as part of standard repairs and maintenance during the lifespan of the lifts.

Funding;

The refurbishment of the Guildhall is funded by the Future High Street Fund of £3.9M. This does not allow for any unplanned Electrical or Fire & Intruder Alarm works, without which the building is non-complaint with regulations and compliance standards nor the refurbishment of the passenger lifts

Electrical works for the lower ground and second floor can be undertaken during the programme of works ensure economies of scale.

Replacement of the fire alarm system is required as elements are at end of life and therefore not compatible with the improved electrical circuits. The current system is not suitable to support the refurbishment programme nor the future of the site post completion. A temporary solution will be installed at circa £10,000 to mitigate current risks.

Works required	Costs	Borrowing Period	Annual Borrowing Cost
Electrical works	£175,000	N/A	
Fire & Intruder Alarms	£144,383	N/A	
Lifts refurbishment	£170,991	20 years	£14,005.28
TOTAL	£490,374		£14,005.28

The £319,383 that relates to the urgent health and safety works and will be funded by Health and Safety corporate borrowing

The refurbishment of the passenger lifts will be met by Facilities Management (Soft Services) service borrowing. Borrowing costs of £14,005.28 pa over a 20-year period will be covered from the additional income generated post refurbishment.

Recommendations:

The Electrical, Fire & Intruder Alarm packages of works to be completed as part of the refurbishment programme with additional funding provided. This will ensure that the building is compliant with all electrical and fire safety standards

The refurbishment lifts to be met by Facilities Management to enable other critical elements of the project scope to be undertaken enabling increased income opportunities and improved customer accessibility and experience

Confirmation of the additional funding is key to being able to finalise the package of works, manage the supply chain and complete the refurbishment on time. No funding being agreed or a delay in the decision to agree funding will put the completion of the project at risk, the ability to retain the Future High Street Funding, which needs to be spent by 31 March 2025, deliver the project scope and meet the necessary project outcomes

The 3 aspects of funding may be able to be allocated in different financial years to support the current financial position, based on the health and safety risks and spending profile of the project, as long as the firm commitment to the funds being available is given. Please see table below

Works	Cost	Reason for Requirement	When funding needed to be allocated	FM Maintenance Matrix
Fire/Intruder Alarm replacement	£144,383	Current system failing and is incompatible with new electrical provision	November 2024	Proceed Urgent
Electrical improvements	£175, 000	Current system is out of date and failure to upgrade will cause a risk of failure and potential fire.	December 2024	Proceed Urgent


Lift refurbishment	£170, 991	Refurbishment needed by FM as part of repairs and maintenance.	April 2025	Refer for Consideration *

*NB without funding critical packages will not be able to be completed causing reputational risk

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EQUALITY IMPACT ASSESSMENT – GUILDHALL REFURBISHMENT ADDITIONAL WORKS

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Ann Thorp	Department and service:	Facilities Management (Soft Services)	Date of assessment:	28/10/2024
Lead Officer: Head of Service, Service Director, or Strategic Director.	Jens Gemmel	Signature:		Approval date:	30/10/2024
Overview:	<p>Reasons for decision:</p> <p>An urgent decision is needed to meet the Health and Safety concerns over the safety of the building during and post refurbishment as well as providing the financial commitment now to reduce the impact on critical refurbishment works that can be completed</p> <p>The Guildhall refurbishment project team have undertaken an extensive value engineering exercise to enable the scope of works for the project to come within budget whilst still delivering the key aims of improving the customer experience and increasing income generation opportunities. This has now been achieved, subject to any unforeseen additional costs.</p> <p>The budget for this project is covered by the Future High Street Fund which requires funding to be spent by March 2025. The programme of works therefore has to be completed in line with funding.</p> <p>TEC Construction have taken over the site and the programme of works is being finalised based on budget and funding deadlines. The Guildhall will be handed programme has an end date of May 2025, allowing for snagging etc</p> <p>Failure to secure immediate commitment to the additional funding required for the works shown below will mean that;</p> <ul style="list-style-type: none"> • The programme of works cannot be finalised creating additional delays and increased costs, • the health and safety risk on site will not be able to be mitigated, • Any additional pressure on budgets will result critical elements of the scope of works, ie AV system, will not fund as other financial commitments regarding agreed works will need to be met, • Further delays to the project programme will potentially cause a loss of funding and income generation opportunities. 				

	<ul style="list-style-type: none"> • Reputational damage for the Council of not completing the project to the agreed specification or timeline <p>Key elements of work required.</p> <p>1. An electrical installation condition report (EICR) was undertaken to assess the condition of the electrical systems at the Guildhall. The report identified that some of the electrical infrastructure in the building had been upgraded piece meal over time however much of the circuitry is approximately seventy years old and appears to be at the end of its serviceable life. The Guildhall Refurbishment project includes electrical works to support the future repairs and maintenance requirement of Facilities Management however investigation into the condition of the electrical system has meant that that the required works across the building are now more extensive than anticipated due to the poor condition.</p> <p>Due to the costs for the refurbishment project coming in over the £3.9m budget in the original tendering exercise a value engineering exercise was undertaken, one outcome being that works to the lower ground and second floor i.e. those areas that had the least impact on customer experience or income generation, were omitted from the projects scope of works. This means that the electrical works will not be completed in those areas.</p> <p>Due to the condition of the electrical circuits, it is not advisable to partially update the system, which creates a risk of electrical faults and potentially fire. A more efficient option is to undertake the additional work during the refurbishment.</p> <p>2. Elements of the current fire and intruder alarm system are at the end of their life and will not be supported by the improved electrical circuits being installed in the Guildhall. Preparatory works, undertaken as part of the refurbishment project, have identified failings in the system and it has been recommended that it is decommissioned while the works are undertaken and a temporary solution is installed. A replacement system is needed to ensure that the building is compliant with current fire safety regulations</p> <p>3. The refurbishment of the passenger lifts was agreed to be completed during the refurbishment programme and funded by Facilities Management on the basis that the refurbishment was an expectation of the standard repairs and maintenance regime, due to the age of the lifts. Improving the lifts will give a better customer experience in terms of accessibility and support the improved standards within the Guildhall post refurbishment.</p> <p>There is a risk to the amount of funding available to complete all of the critical improvements, due to the cost of the refurbishment of the passenger lifts. It was agreed that refurbishment of the lifts was needed to support our customers, however this would be paid by Facilities Management and not the refurbishment project.</p>
Decision required:	To agree for TEC Construction, who have been awarded the Plymouth Guildhall refurbishment project, to be instructed to undertake urgent works to the value of £490, 374.

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts:	Yes		No	X
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Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?				
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	X
Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section three)	Yes		No	X
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	Completing the works required will enable all visitors to the Guildhall and staff working on site to be able to safely access and use the facilities. Refurbishment of the lifts will provide a better level of support to those with mobility issues and their family members or support when using the building			

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
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Age	<p>Plymouth</p> <ul style="list-style-type: none"> • 16.4 per cent of people in Plymouth are children aged under 15. • 65.1 per cent are adults aged 15 to 64. • 18.5 percent are adults aged 65 and over. • 2.4 percent of the resident population are 85 and over. <p>South West</p> <ul style="list-style-type: none"> • 15.9 per cent of people are aged 0 to 14, 61.8 per cent are aged 15 to 64. • 22.3 per cent are aged 65 and over. <p>England</p> <ul style="list-style-type: none"> • 17.4 per cent of people are aged 0 to 14. • 64.2 per cent of people are aged 15 to 64. • 18.4 per cent of people are aged 65 and over. <p>(2021 Census)</p>			
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<p>Care experienced individuals (Note that as per the Independent Review of Children’s Social Care recommendations, Plymouth City Council is treating care experience as though it is a protected characteristic).</p>	<p>It is estimated that 26 per cent of the homeless population in the UK have care experience. In Plymouth there are currently 7 per cent of care leavers open to the service (6 per cent aged 18-20 and 12 per cent of those aged 21+) who are in unsuitable accommodation.</p> <p>The Care Review reported that 41 per cent of 19-21 year old care leavers are not in education, employment or training (NEET) compared to 12 per cent of all other young people in the same age group.</p> <p>In Plymouth there are currently 50 per cent of care leavers aged 18-21 Not in Education Training or Employment (54 per cent of all those care leavers aged 18-24 who are open to the service).</p> <p>There are currently 195 care leavers aged 18 to 20 (statutory service) and 58 aged 21 to 24 (extended offer). There are more care leavers aged 21 to 24 who could return for support from services if they wished to.</p>			
<p>Disability</p>	<p>9.4 per cent of residents in Plymouth have their activities limited ‘a lot’ because of a physical or mental health problem.</p> <p>12.2 per cent of residents in Plymouth have their activities limited ‘a little’ because of a physical or mental health problem (2021 Census)</p>			

<p>Gender reassignment</p>	<p>0.5 per cent of residents in Plymouth have a gender identity that is different from their sex registered at birth. 0.1 per cent of residents identify as a trans man, 0.1 per cent identify as non-binary and, 0.1 per cent identify as a trans women (2021 Census).</p>			
<p>Marriage and civil partnership</p>	<p>40.1 per cent of residents have never married and never registered a civil partnership. 10 per cent are divorced, 6 percent are widowed, with 2.5 per cent are separated but still married.</p> <p>0.49 per cent of residents are, or were, married or in a civil partnerships of the same sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).</p>			
<p>Pregnancy and maternity</p>	<p>The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.</p>			

<p>Race</p>	<p>In 2021, 94.9 per cent of Plymouth’s population identified their ethnicity as White, 2.3 per cent as Asian and 1.1 per cent as Black (2021 Census)</p> <p>People with a mixed ethnic background comprised 1.8 per cent of the population. 1 per cent of the population use a different term to describe their ethnicity (2021 Census)</p> <p>92.7 per cent of residents speak English as their main language. 2021 Census data shows that after English, Polish, Romanian, Chinese, Portuguese, and Arabic are the most spoken languages in Plymouth (2021 Census).</p>			
<p>Religion or belief</p>	<p>48.9 per cent of the Plymouth population stated they had no religion. 42.5 per cent of the population identified as Christian (2021 Census).</p> <p>Those who identified as Muslim account for 1.3 per cent of Plymouth’s population while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2021 Census).</p>			
<p>Sex</p>	<p>51 per cent of our population are women and 49 per cent are men (2021 Census).</p>			
<p>Sexual orientation</p>	<p>88.95 per cent of residents aged 16 years and over in Plymouth describe their sexual orientation as straight or heterosexual. 2.06 per cent describe their sexuality as bisexual, 1.97 per cent of people describe their sexual orientation as gay or lesbian. 0.42 per cent of residents describe their sexual orientation using a different term (2021 Census).</p>			

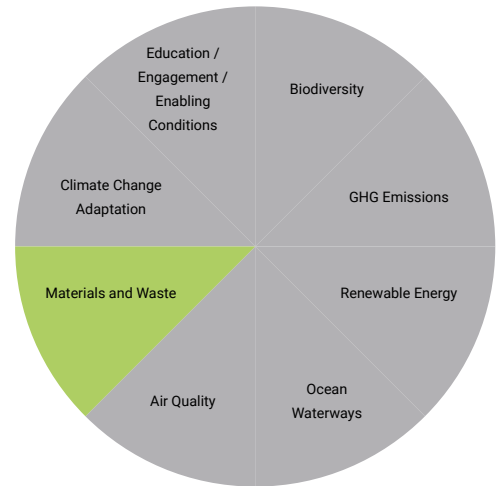
SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
<p>Work together in partnership to:</p> <ul style="list-style-type: none"> ▪ promote equality, diversity and inclusion ▪ facilitate community cohesion ▪ support people with different backgrounds and lived experiences to get on well together 			
<p>Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.</p>			
<p>Build and develop a diverse workforce that represents the community and citizens it serves.</p>			
<p>Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.</p>			

Guild Hall Refurbishments - Wiring, Alarm, Lifts FINAL



Assessment ID: GUI571

Assessment Author: Chris Duggan

Project Summary:

This is to replace the fire and intruder alarm system, replace the electrical systems that are at end of life and to refurbish the lifts.

Summary of Assessment:

The project as a whole is judged to be neutral in terms of its climate impact with one positive score for refurbishing the lifts, extending their life which reduces any embodied carbon impacts. Furthermore, this project is being scheduled at the same time as major works for efficiency. A delay to this decision might increase the level of works required and carry additional climate impacts.

Biodiversity Score: 3

Biodiversity Score Justification: No impacts to biodiversity on site. The works are all internal.

Biodiversity Score Mitigate: No

GHG Emissions Score: 3

GHG Emissions Score Justification: Contract works require some site visits over and above the work being undertaken, but the overall impact will be negligible.

GHG Emissions Score Mitigate: No

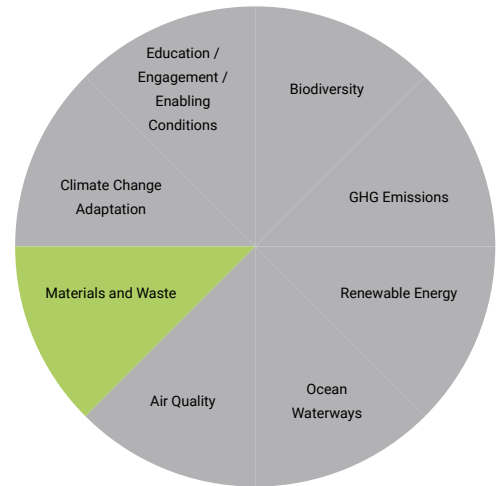
Renewable Energy Score: 3

Renewable Energy Score Justification: No demonstrable impact on energy demand or renewable energy supply.

Renewable Energy Score Mitigate: No

Ocean and Waterways Score: 3

Guild Hall Refurbishments - Wiring, Alarm, Lifts FINAL



Ocean and Waterways Score Justification: No impacts to ocean and waterways on site. The works are all internal.

Ocean and Waterways Score Mitigate: No

Air Quality Score: 3

Air Quality Score Justification: Limited additional vehicle journeys from contractors but this is not expected to be significant.

Air Quality Score Mitigate: No

Materials and Waste Score: 4

Materials and Waste Score Justification: This initiative is to keep the existing lifts in use through refurbishment, which is compatible with circular economy principles and removes any need for the sourcing and shipping of new equipment. Some waste will be created from old wiring and the fire alarm system. It is anticipated that this will be recycled where possible.

Materials and Waste Score Mitigate: No

Climate Change Adaptation Score: 3

Climate Change Adaptation Score Justification: Not applicable to this project.

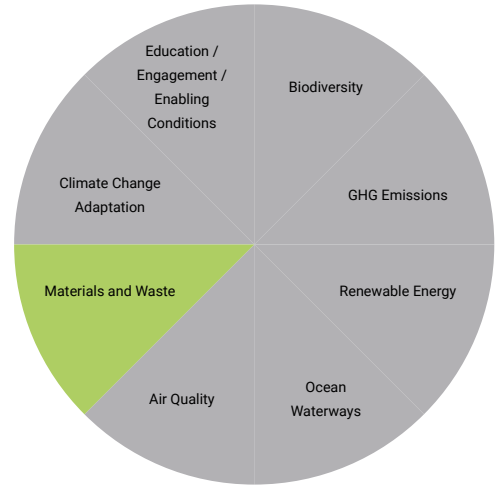
Climate Change Adaptation Score Mitigate: No

Education / Engagement / Enabling Conditions Score: 3

Education / Engagement / Enabling Conditions Score Justification: No material difference.

Education / Engagement / Enabling Conditions Score Mitigate: No

Guild Hall Refurbishments - Wiring, Alarm, Lifts FINAL



Wheel Key

- Long lasting or severe negative impact
- Short term or limited negative impact
- No impact or neutral impact
- Short term or limited positive impact
- Long lasting or extensive positive impact

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The following relates to exempt or confidential matters (Para(s) 3 of Part 1, Schedule 12A of the Local Govt Act 1972). Any breach of confidentiality could prejudice the Council/person/body concerned & might amount to a breach of the councillors /employees codes of conduct.

Document is Restricted

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EXECUTIVE DECISION

made by Leader of the Council



REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY BY AN INDIVIDUAL CABINET MEMBER

Executive Decision Reference Number – L30 24/25

Decision	
1	Title of decision: Food waste collection service vehicles and containers.
2	Decision maker (Cabinet member name and portfolio title): Councillor Tudor Evans OBE (Leader of the Council)
3	<p>Report author and contact details:</p> <p>Name: Rachel Hawadi, Senior Project Manager</p> <p>Email: Rachel.hawadi@plymouth.gov.uk</p> <p>Tel: 01752 307016</p>
4	<p>Decision to be taken:</p> <p>It is recommended that the Leader of the Council:</p> <ol style="list-style-type: none"> Approves the Business Case for procuring food waste collection service vehicles and containers. Allocates £2,296,779.94 for the project into the Capital Programme funded by £1,941,574.00 Defra Grant and £355,205.94 service borrowing. Delegates the award of the contracts to the Service Director of Street Services where they would not already have the authority to award it within the scheme of delegation.
5	<p>Reasons for decision:</p> <ol style="list-style-type: none"> The project is delivering what will become a statutory service from 01 of April 2026. The new vehicles and containers will be crucial to enable delivery of this new service. A delay in making the decision could mean missing the deadline which presents a reputational risk for the Council and missing the opportunities to increase the Council's recycling rate and making a tangible and quantitative impact towards the objectives of the Plymouth Net Zero Action Plan.
6	<p>Alternative options considered and rejected:</p> <ol style="list-style-type: none"> Delivering an opt-in service akin to the garden waste service to reduce the number of vehicles and containers was rejected as it would not be legally compliant, the Council is obligated to provide a service to all households. Combining food waste and garden waste was rejected as it increases disposal costs for both garden and food waste, impacts on existing operations and compromises the Council's revenue. The environmental benefits of separating food waste from residual waste disposal would also not be fully realised.
7	Financial implications and risks:

	<p>Financial: The total capital cost included in this decision is for £2,296,779.94, funded by £1,941,574.00 Defra Grant and £355,205.94 in service borrowing.</p> <p>Risks:</p> <ul style="list-style-type: none"> • Missing the deadline: Because of long procurement timelines. • Escalating Costs/Availability of Assets: Because a large number of Waste Collection Authorities are also procuring vehicles and containers at the same time from a limited supply market which is likely to result in price increases over time. • Low public appetite for participation: this will be mitigated in measures set out in a future business case which will set out a robust communications and engagement programme. 			
8	<p>Is the decision a Key Decision?</p> <p>(please contact Democratic Support for further advice)</p> <p>Please type an X into the relevant boxes</p>	Yes	No	Per the Constitution, a key decision is one which:
			x	in the case of capital projects and contract awards, results in a new commitment to spend and/or save in excess of £3million in total
			x	in the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1 million annually
			x	is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.
	<p>If yes, date of publication of the notice in the Forward Plan of Key Decisions</p>	N/A		
9	<p>Please specify how this decision is linked to the Council's corporate plan/Plymouth Plan and/or the policy framework and/or the revenue/capital budget:</p>	<p>1. The approval will expedite the implementation of a food waste service within the legislative deadline. This helps deliver the Council's Mission to "Making Plymouth a fairer, greener city where everyone does their bit" by ensuring that Plymouth residents participate in transferring food waste from residual waste. This means minimizing potential greenhouse gases from food waste going into the atmosphere.</p> <p>2. The approval of this decision supports the Council's measurable commitment to the following priorities:</p> <p>a) Fewer potholes, cleaner, greener streets and transport.</p> <p>b) green investment, jobs, skills and better education</p> <p>This will increase the recycling rate. Food waste will be transferred from the Energy for Waste stream to processing in an Anaerobic Digestion facility where bio renewable energy is produced.</p> <p>3. Food waste contributes to 8-10% of the greenhouse gases in the atmosphere. A food waste collection service will contribute to the Net Zero Action Plan by intentionally sequestering food waste and processing it anaerobically to remove fugitive gases that contribute to climate change. Furthermore, the project will contribute to creating a circular economy by producing bio renewable energy which goes back to the National Grid.</p>		

10	<p>Please specify any direct environmental implications of the decision (carbon impact)</p>		<p>The project has overall environmental benefits of reducing the impact of greenhouse gases from the atmosphere and aligning with the integrity of Plymouth’s commitment to the Net Zero Action Plan. These benefits are mainly derived from the disposal process when comparing Anaerobic Digestion treatment versus disposal via an energy from waste plant. However, there is an unavoidable disbenefit of using more fossil fuel dependent vehicles and an increase in the city’s “plastic footprint.” It will be imperative that a robust public education programme is adapted to increase the number of residents participating in the scheme to maximise the disposal benefits and to reduce the number of unused containers.</p>
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Urgent decisions

11	<p>Is the decision urgent and to be implemented immediately in the interests of the Council or the public?</p> <p>Please type an X into the relevant box</p>	Yes		<p>(If yes, please contact Democratic Support (democraticsupport@plymouth.gov.uk) for advice)</p>
		No	x	<p>(If no, go to section 13a)</p>


12a	<p>Reason for urgency:</p>
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12b	<p>Scrutiny Chair Signature:</p>		Date	
	<p>Scrutiny Committee name:</p>			
	<p>Print Name:</p>			

Consultation

13a	<p>Are any other Cabinet members’ portfolios affected by the decision?</p> <p>Please type an X into the relevant box</p>	Yes	x	
		No		<p>(If no go to section 14)</p>

13b	Which other Cabinet member's portfolio is affected by the decision?	Councillor Tom Briars-Delve (Cabinet Member for Environment and Climate Change)		
13c	Date Cabinet member consulted	08 November 2024		
14	Has any Cabinet member declared a conflict of interest in relation to the decision? Please type an X into the relevant box	Yes		If yes, please discuss with the Monitoring Officer
		No	x	
15	Which Corporate Management Team member has been consulted?	Name	Karime Hassan	
		Job title	Interim Strategic Director of Growth	
		Date consulted	08 November 2024	
Sign-off				
16	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	JS71 24/25	
		Finance (mandatory)	DJN.24.25.135	
		Legal (mandatory)	LS/00001312/2/AC/19/11/24.	
		Procurement (if applicable)	PW/PS/760/ED/1124	
		Corporate property (decisions involving Council owned land or facilities) (if applicable)	N/A	
		Human Resources (if applicable)	N/A	
Appendices				
17	Ref.	Title of appendix		
	A	Briefing report for publication		
	B	Equalities Impact Assessment		
	C	Climate Impact Assessment		
	D	Capital Business Case		
Confidential/exempt information				
18a		Yes		If yes, prepare a second, confidential ('Part II') briefing report and indicate why it is not for

	<p>Do you need to include any confidential/exempt information?</p> <p>Please type an X into the relevant box</p>	<p>No</p>	<p>x</p>	<p>publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box in 18b below.</p> <p>(Keep as much information as possible in the briefing report that will be in the public domain)</p>				
		Exemption Paragraph Number						
		1	2	3	4	5	6	7
18b	<p>Confidential/exempt briefing report title:</p>							
Background Papers								
19	<p>Please list all unpublished, background papers relevant to the decision in the table below.</p> <p>Background papers are <u>unpublished</u> 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. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</p>							
Title of background paper(s)		Exemption Paragraph Number						
		1	2	3	4	5	6	7
Cabinet Member Signature								
20	<p>I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget. In taking this decision I have given 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 (2010) and those who do not. For further details please see the EIA attached.</p>							
Signature		Date of decision	22 November 2024					
Print Name	Cllr Tudor Evans OBE, Leader of Plymouth City Council							

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BRIEFING REPORT

Food Waste Collection Project

(Phase I procurement of vehicles and containers only)



1. EXECUTIVE SUMMARY

The purpose of this document is to accompany the business case for the procurement of vehicles and containers for phase I of the Food Waste Collection Project. This is a legislatively driven and mandatory city-wide weekly food waste collection service. The primary legislation is the Environment Act 2021, but the project also interfaces with the Climate Change 2008 Act and the UK's Net Zero targets on reducing greenhouse gases therein. The service must be delivered by 1 April 2026. The total capital cost included in this decision is £2,296,779.94. £1,941,574.00 is funded by the Department for Environment, Food & Rural Affairs (Defra) and £355,205.94 by service borrowing based on forecasted figures.

Defra has provided the Council with an initial £1,941,574.00 of capital funding for the procurement of internal caddies, kerbside caddies, communal wheeled bins and vehicles and any spares. A decision was made to de-risk the project by presenting a business case for vehicles and containers with funding that is available to the Council at this stage whilst we await confirmation of phases 2 and 3 revenue funding from Defra.

The business case considered the idea of combining the garden waste and food waste service and buying vehicles that could be used for both. This option was discarded following legal advice and guidance from food waste consultants for the following reasons.

- a) Research shows yields of food waste collected are lower when collected with garden waste than when collected as a separate collection service.
- b) Garden waste is a revenue stream for the Council, if co-mingled with food waste (a free service) the council would have to stop charging for garden waste.
- c) The gate fees for processing food waste with garden waste are 3 times higher than processing food waste separately.
- d) There would be a significant disruption to existing collection services impacting residents. The disruption is associated with performance and scheduling because garden waste is fortnightly and food waste service is weekly.

The sooner the Council can commence the procurement processes the greater the likelihood of meeting the April 2026 deadline thus reducing the financial impact of any demand led price increases. Demand is high due to a large number of Local Authorities all procuring Food Waste vehicles and caddies concurrently to meet the legislative deadline.

Since the business case was written an executive decision has been made by the Cabinet member (ECC02 24/25) to commence the procurement process. This decision is now seeking to add the funding to the Capital programme and delegate future contract awards

2. BACKGROUND

In October 2023, the government launched 'Simpler recycling', a reformative and legislation driven programme that aims to make recycling easier, consistent throughout the country, to increase stagnant recycling rates and to align with net zero targets. The introduction of a weekly food waste collection service is one of the outcomes of the initiative. The UK currently produces 9.5 million tonnes of food waste annually and 70% of this food waste is deemed avoidable. The estimated costs associated with this food waste is £19 billion and has associated emissions of 36 million tonnes of carbon dioxide equivalent.

Defra has provided £295 million to around 50 per cent of all Waste Collection Authorities (WCA) in England who have not already implemented a food waste collection service.

The project has an intrinsic benefit that supports the Council's Corporate Plan, Plymouth's Net Zero Action Plan and financial savings from the cost of food waste being processed with residual waste. The introduction of a food waste collection service will increase the recycling rate by 3-7% depending on the participation rates and the efficacy of the public engagement and behavioural programme.

3. PROPOSAL

The proposal is to procure vehicles and containers separately in preparation for the remaining funding from Defra.

As part of the procurement the Council must provide 5/7 litre internal caddies to all 123,000 households in Plymouth of which approximately 29,000 are flats or Houses with Multiple Occupants (HMO). Residents are, however, not obligated to present their food waste

Residents will be asked to place the following into their internal food caddies.

- All uneaten food and plate scrapings
- Tea bags – biodegradable and non-biodegradable accepted
- Coffee grounds
- Out of date or mouldy food
- Raw and cooked meat, including bones
- Raw and cooked fish, including skin and bones
- Shellfish and seafood shells
- Dairy products such as cheese
- Eggs and eggshells
- Rice, pasta and beans
- Baked goods such as bread, cakes and pastries
- Fruit and vegetables, including raw and cooked vegetables and peelings and cut flowers
- Pet food waste

The Council must also provide external kerbside caddies where residents will deposit food waste for collection by the Council on a weekly basis. Communal bins will be provided for blocks of flats, estates and clusters of flats.

Food waste will be collected in new bespoke food waste vehicles that align with the Waste and Resources Action Programme (WRAP) technical specifications. The vehicles will have as a minimum, a slave bin mechanism, a leak proof watertight body that can transfer food waste without leakage of slurry onto the ground. The project has also explored the procurement of Electrical Vehicles (EV) and was advised by Fleet Management that EVs would cost around £300,000 per unit for a 12-tonne vehicle and also that the market and technology for food waste EVs was immature and would present significant issues for the ongoing maintenance of vehicles.

4. FINANCIAL IMPLICATIONS

The total capital cost included in this decision is for £2,296,779.94, funded by £1,941,574.00 of a Defra Grant and £355,205.94 of service borrowing.

This vehicles and containers only business case shows a requirement for service borrowing of £353,133.89 in 2025/26, £1,879.33 in 2026/27 and £192.73 in 2027/28 which is assigned to Medium Term Financial Planning (MTFP). Repayments of which will be £85,550.35 in 26/27 are included in the MTFP submission of planned revenue pressures for 26/27 onwards. An initial estimate of £250k for 2025/26 increasing to £500k in 2026/27 was submitted as part of the MTFP to cover all the costs associated with the delivery of the project including elements which are out of scope of this decision such as further capital works, staffing and changes in waste disposal costs. This is still relevant and required for the full business case. A more accurate figure will be shown when Defra provides clarity on phases 2 and 3 funding.

5. RISK

The following key risks have been identified:

- **Missing the deadline:** Because of long procurement timelines (an estimated 9-15 months for vehicles).
- **Escalating Costs/Availability of Assets:** Because around 50% of WCAs are procuring vehicles and containers at the same time from the same suppliers, there is a risk of escalating costs (market saturation and supply and demand issues).
- **Negative media/public attention:** Because of lack of information or misinformation.
- **Low public appetite for participation.** Because of socio-ideological biases, apathy, lack of information or misinformation.

EQUALITY IMPACT ASSESSMENT – FOOD WASTE COLLECTION PROJECT- VEHICLES AND CONTAINERS PROCUREMENT ONLY

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): This is the person completing the EIA template.	Rachel Hawadi	Department and service:	Street Services	Date of assessment:	30 September 2024
Lead Officer: Head of Service, Service Director, or Strategic Director.	Andy Sharp (Head of Environmental Operations)	Signature:	A.Sharp	Approval date:	11 November 2024
Overview:	This document is the Equality Impact Assessment (EIA) which accompanies the business case to procure vehicles and containers to support the implementation of a weekly household Food Waste Collection Service to all residents of Plymouth by 1 April 2026. The project is legislatively driven and funded by the Department for Environment, Food & Rural Affairs (Defra). The Council is obliged to provide all residents with an internal caddie, a kerbside caddie and communal bins for flats, Houses in Multiple Occupation, flats, clusters of flats and estates. Residents however have the option to participate in the food waste collection service. The project will overlay existing residual & recycle waste collections and utilize current practices for assisted collections as requested by residents. As part of the public engagement and behavioural change programme that underpins the project there will be deliverables specifically designed with communicating with those that struggle with English.				
Decision required:	To approve the business case to procure food waste vehicles and containers to support the implementation of the legislatively driven food waste collection service by 1 April 2026.				

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts: Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?	Yes		No	No
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	No

Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section three)	Yes	X	No	
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.				

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
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<p>Age</p>	<p>Plymouth</p> <ul style="list-style-type: none"> • 16.4 per cent of people in Plymouth are children aged under 15. • 65.1 per cent are adults aged 15 to 64. • 18.5 percent are adults aged 65 and over. • 2.4 percent of the resident population are 85 and over. <p>South West</p> <ul style="list-style-type: none"> • 15.9 per cent of people are aged 0 to 14, 61.8 per cent are aged 15 to 64. • 22.3 per cent are aged 65 and over. <p>England</p> <ul style="list-style-type: none"> • 17.4 per cent of people are aged 0 to 14. • 64.2 per cent of people are aged 15 to 64. • 18.4 per cent of people are aged 65 and over. <p>(2021 Census)</p>	<p>Participation in the service will require residents to present a kerbside container for collection. The Council will also provide a kitchen caddy that the resident can use to collect waste and transfer contents into the larger kerbside caddy. Older people may struggle with lifting and transfer of the waste.</p>	<p>Whilst participation in the service will be voluntary the Council clearly want to ensure everyone can use it. Residents who struggle with the presentation of waste will be able to access the Assisted Waste Collection scheme and application process will be amended to accommodate this new service.</p>	<p>In line with roll out of the Service in 2026.</p>
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<p>Care experienced individuals (Note that as per the Independent Review of Children’s Social Care recommendations, Plymouth City Council is treating care experience as though it is a protected characteristic).</p>	<p>It is estimated that 26 per cent of the homeless population in the UK have care experience. In Plymouth there are currently 7 per cent of care leavers open to the service (6 per cent aged 18-20 and 12 per cent of those aged 21+) who are in unsuitable accommodation.</p> <p>The Care Review reported that 41 per cent of 19-21 year old care leavers are not in education, employment or training (NEET) compared to 12 per cent of all other young people in the same age group.</p> <p>In Plymouth there are currently 50 per cent of care leavers aged 18-21 Not in Education Training or Employment (54 per cent of all those care leavers aged 18-24 who are open to the service).</p> <p>There are currently 195 care leavers aged 18 to 20 (statutory service) and 58 aged 21 to 24 (extended offer). There are more care leavers aged 21 to 24 who could return for support from services if they wished to.</p>	<p>No adverse impacts are anticipated from this decision.</p>	<p>Not applicable.</p>	<p>Not applicable.</p>
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<p>Disability</p>	<p>9.4 per cent of residents in Plymouth have their activities limited ‘a lot’ because of a physical or mental health problem. 12.2 per cent of residents in Plymouth have their activities limited ‘a little’ because of a physical or mental health problem (2021 Census)</p>	<p>Participation in the service will require residents to present a kerbside container for collection. The Council will also provide a kitchen caddy that the resident can use to collect waste and transfer contents into the larger kerbside caddy. Those with physical disabilities may struggle with lifting and transfer of the waste.</p>	<p>Whilst participation in the service will be voluntary the Council clearly want to ensure everyone can use it. Residents who struggle with the presentation of waste will be able to access the Assisted Waste Collection scheme and application process will be amended to accommodate this new service.</p>	<p>In line with roll out of the Service in 2026.</p>
<p>Gender reassignment</p>	<p>0.5 per cent of residents in Plymouth have a gender identity that is different from their sex registered at birth. 0.1 per cent of residents identify as a trans man, 0.1 per cent identify as non-binary and, 0.1 per cent identify as a trans women (2021 Census).</p>	<p>No adverse impacts are anticipated from this decision.</p>	<p>Not applicable.</p>	<p>Not applicable.</p>
<p>Marriage and civil partnership</p>	<p>40.1 per cent of residents have never married and never registered a civil partnership. 10 per cent are divorced, 6 percent are widowed, with 2.5 per cent are separated but still married. 0.49 per cent of residents are, or were, married or in a civil partnerships of the same sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).</p>	<p>No adverse impacts are anticipated from this decision.</p>	<p>Not applicable.</p>	<p>Not applicable.</p>

Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.
Race	<p>In 2021, 94.9 per cent of Plymouth’s population identified their ethnicity as White, 2.3 per cent as Asian and 1.1 per cent as Black (2021 Census)</p> <p>People with a mixed ethnic background comprised 1.8 per cent of the population. 1 per cent of the population use a different term to describe their ethnicity (2021 Census)</p> <p>92.7 per cent of residents speak English as their main language. 2021 Census data shows that after English, Polish, Romanian, Chinese, Portuguese, and Arabic are the most spoken languages in Plymouth (2021 Census).</p>	No adverse impacts are anticipated from this decision. However, the EIA accompanying the full Food Waste business case will address the issue of communicating the changes for residents who struggle with reading English.	Not applicable.	Not applicable.
Religion or belief	<p>48.9 per cent of the Plymouth population stated they had no religion. 42.5 per cent of the population identified as Christian (2021 Census).</p> <p>Those who identified as Muslim account for 1.3 per cent of Plymouth’s population while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2021 Census).</p>	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.
Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.

Sexual orientation	88.95 per cent of residents aged 16 years and over in Plymouth describe their sexual orientation as straight or heterosexual. 2.06 per cent describe their sexuality as bisexual, 1.97 per cent of people describe their sexual orientation as gay or lesbian. 0.42 per cent of residents describe their sexual orientation using a different term (2021 Census).	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.
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SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

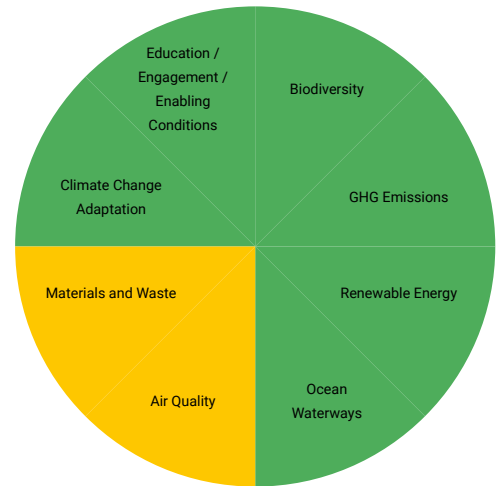
Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
<p>Work together in partnership to:</p> <ul style="list-style-type: none"> ▪ promote equality, diversity and inclusion ▪ facilitate community cohesion ▪ support people with different backgrounds and lived experiences to get on well together 	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.
<p>Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.</p>	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.

Build and develop a diverse workforce that represents the community and citizens it serves.	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.
Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.	No adverse impacts are anticipated from this decision.	Not applicable.	Not applicable.

Plymouth Food Waste Service Implementation



Assessment ID: PLY439

Assessment Author: Rachel Hawadi

Project Summary:

The project is a legislatively driven initiative in accordance with section s45A of the Environment Act 1990 brought into legislation by The Environment Act 2021. The implementation of a city-wide food waste service is mandatory and scheduled to be implemented by 1 April 2026.

Summary of Assessment:

Biodiversity Score: 5

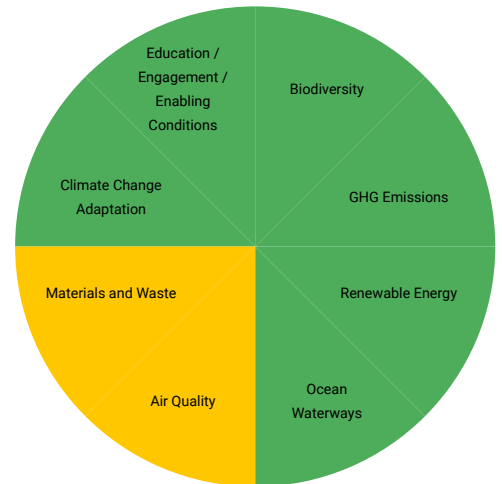
Biodiversity Score Justification: The project has indirect impact on Biological Diversity in the following ways. 1. Habitat destruction and land use change. Growing and producing food requires a significant amount of land, water, and other resources. When food is wasted, all those resources go to waste as well. This land use change – most often, deforestation – can lead to the destruction of natural habitats. This project will a) In the long term encourage people to change their consumption which originally leads to food waste but also to be recycle food which can then be used for manure, renewable fuel to encourage biodiversity. 2. Water pollution: Food waste can pollute water sources. When food waste is dumped in landfills, it decomposes and produces methane gas, which can seep into nearby water sources and contaminate them. Methane gas is a potent greenhouse gas that contributes to climate change. In addition, food waste can also contain harmful chemicals and pesticides that can pollute water sources and harm aquatic life. By treating food waste in this way there is a greater chance of a flourishing ecosystem that encourages bio-diversity. 3. Loss of pollinators: Pollinators such as bees, butterflies, and birds are essential for maintaining plant biodiversity and food production. However, food waste can reduce the number of pollinators by destroying their habitats and reducing the availability of food sources. In addition, food waste can also contain harmful chemicals that can harm pollinators and other beneficial insects. By creating a food waste service the amount of uncontrolled food waste can eliminate this issue.

Biodiversity Score Mitigate: No

GHG Emissions Score: 5

GHG Emissions Score Justification: According to The United Nations Environment Programme (2021) Food Waste Index Report 2021. Food waste alone generates about 8% - 10% of global greenhouse gas emissions. Food waste emits more greenhouse gases than all single countries

Plymouth Food Waste Service Implementation



in the world except China and the US. Due to its quick decay rate, food waste in landfills contributes to more methane emissions than any other landfilled materials to produce methane. Methane is the most powerful greenhouse gas. An estimated 58 percent of the fugitive methane emissions (those released to the atmosphere) from municipal solid waste landfills are from landfilled food waste. By implementing a food waste service Plymouth will be reducing the amount of food that goes into landfills that produce methane gas.

GHG Emissions Score Mitigate: No

Renewable Energy Score: 5

Renewable Energy Score Justification: First, the food is separated from its packaging and to further sort plastic packaging/polymer type. The food is converted to energy using the anaerobic digestion process which generates heat, biogas (biomethane) and electricity. The electricity generated is fed into the national grid. What's left after the anaerobic digestion process is pasteurised into a nutritionally rich slurry and used as organic fertiliser. This process will be critical for producing a closed loop sustainability cycle.

Renewable Energy Score Mitigate: Yes

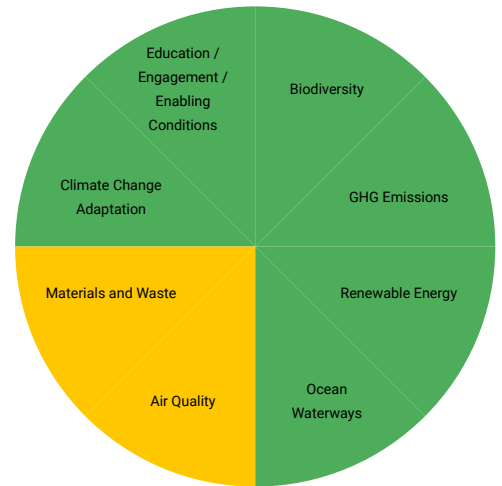
Renewable Energy Revised Score: 5

Renewable Energy Revised Score Justification: To ensure that there are contractual KPIs to demonstrate sustainability outputs from the Anaerobic Digestion process which will be delivered by a third party.

Ocean and Waterways Score: 5

Ocean and Waterways Score Justification: 1. Water Quality: Food waste is a huge contributor to water pollution. When food is discarded, it creates an excess of food waste that has to be disposed of in waterways. This can have a negative effect on the environment. This creates environmental problems such as the build-up of algae, which can cause flooding and contamination of drinking water. Leachate, a toxic liquid that forms when rainwater mixes with decomposing waste, can also contaminate nearby groundwater and surface water sources. In the long-term, awareness of the environmental impact of food waste in the household could lead to

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lower, more informed purchasing at the retail level which could lead to less food production at agricultural level. Every food item grown, produced, processed, cleaned and transported has its own 'water footprint', using up earth's precious freshwater reserves. Rescuing food from waste also means rescuing water.² Marine/aquatic habitats: Food is often treated with pesticides, insecticides, hormones, antibiotics, and preservatives. When human food waste finds its way to waterways and the ocean, it is consumed by marine life. The chemicals in that waste accumulate as they move up the food chain and cause elevated levels of toxicity. The bioaccumulation of pesticide and other chemicals from food waste will be reduced by implementing a food waste service. In addition, nutrients from food waste irresponsibly deposited into the ocean can cause eutrophication, a process in which high nutrient concentration in water causes algal bloom. Algal bloom typically happens as a result of nutrients such as nitrogen or phosphorus entering an aquatic system and causing phytoplankton to grow and reproduce. The algal bloom disrupts the normal marine ecosystem in a number of ways: using all the oxygen in the water, blocking sunlight for photosynthetic marine plants, and producing toxins harmful to the food chain.

Ocean and Waterways Score Mitigate: Yes

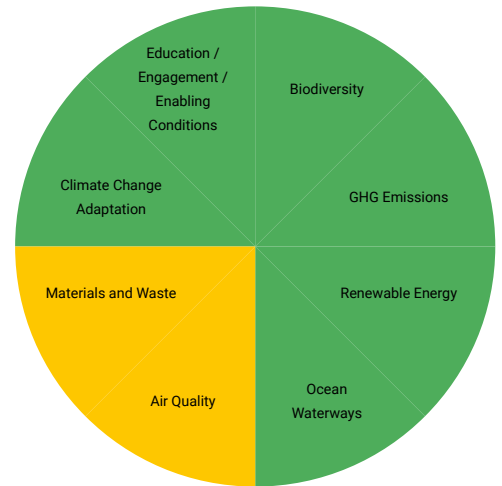
Ocean and Waterways Revised Score: 5

Ocean and Waterways Revised Score Justification: Ensuring that the Council has visibility of the processes and or KPIs related to the disposal of leachate. Having a robust catchment tank to process leachate from the waste transfer site going to reservoirs and public waterways.

Air Quality Score: 2

Air Quality Score Justification: This project is likely to increase the number of diesel powered waste vehicles on the road which is negative. Emissions of particular concern are NOX and particulates. NOX emissions arise primarily as nitric oxide (NO) which is rapidly oxidised to nitrogen dioxide (NO2). At high ambient concentration levels, NO2 has health impacts on sensitive people. Particulates arise from diesel vehicles and contain a mixture of soot, unburned fuel and hydrocarbon compounds produced during incomplete combustion. They are now the major source of grime in towns and cities throughout the UK. Air Quality in Plymouth is monitored and deemed to be overall "good". Adding an additional 10 diesel vehicles will add to the deterioration of air quality but at an incremental and insignificant level. (This could be mitigated by using Electrical Vehicles, however these are double the market price of diesel vehicles and

Plymouth Food Waste Service Implementation



have a lower life span). Air emissions from food waste should lead to an overall decrease in emissions, however this will be negated by the increase in emissions from food waste vehicles and haulage trucks which will be even more if the Anaerobic Digestion site is at a long distance from Plymouth. There will be no particulates produced as the digestate will be converted to slurry, biogas, heat and electricity. During the creation of this Climate Impact Assessment an initial conversation with Tony Norton from Exeter University in partnership with the Net Zero team who estimated based on various assumptions that 5,000 tpa of food waste would mean 38% of organics being removed from the landfill and therefore the corresponding GHG.

Air Quality Score Mitigate: Yes

Air Quality Revised Score: 2

Air Quality Revised Score Justification: 1. Procuring an Anaerobic Digestion Site within close proximity to reduce the impact of using Diesel vehicles. 2. Procuring some or all electrical waste vehicles. 3. Cost v Benefit Analysis on procurement of hydrogen vehicles

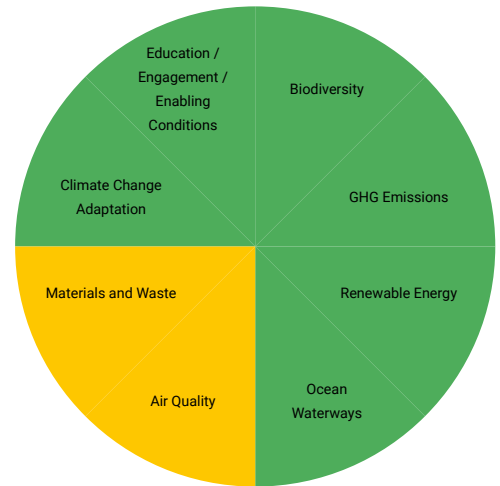
Materials and Waste Score: 2

Materials and Waste Score Justification: Indicative food waste studies conducted in 2022 by a "Local Partnerships" study estimates a yield of a little over 10,000 tonnes per annum of food waste for Plymouth in 2026/2027. Frith RM Consultants working with the project estimated in 2024 food waste for Plymouth to be around between 4,483 tonnes (FRM 'top down) to 6,736 tonnes (WRAP yield) The food waste project would mean that in due time (depending on participation rates) the tonnage of food waste going to landfill/recycling/incineration or to the Energy for Waste plant will be taken to an Anaerobic Digestion site which will produce slurry that goes back to the earth as fertilizer for plants and for renewable energy to be produced.. There is however a plastic footprint disbenefit of providing more than 200,000 plastic containers where potentially 60-80% may not be used for food waste recycling.

Materials and Waste Score Mitigate: No

Materials and Waste Revised Score Justification: 1. A robust public Education and Engagement from the start. 2. Engagement with Green Communities and CICs. 3. A robust Schools programme to educate children who could be powerful messengers to adults at home. 4. To undertake roadshows. 5. To have councillors actively engage with residents in their jurisdiction. 6. To have a

Plymouth Food Waste Service Implementation



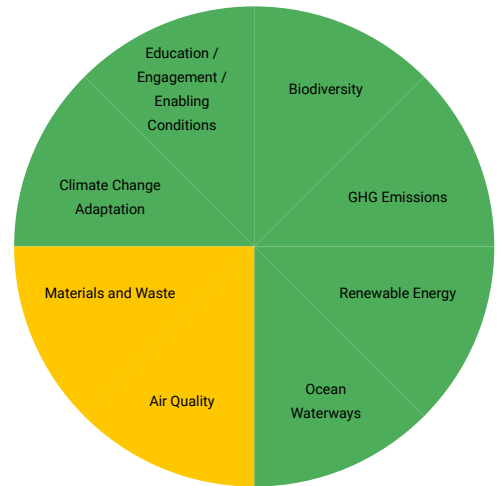
robust interactive Social Media campaign across all platforms.7. To have a solid FAQ section.8. To pilot the service and gain a deep understanding of potential issues before rolling out.

Climate Change Adaptation Score: 4

Climate Change Adaptation Score Justification:

1. Will an assessment be conducted of the vulnerability of this project to climate change impacts? Yes The Net Zero Delivery team have been engaged at the discovery stage of this project and will form critical Stakeholders and form part of an Advisory Group who will be engaged throughout the delivery of this project and will assist and advise on all impact assessments to include vehicle procurement decisions, selection of an Anaerobic Digestion site and an overview of processes and public education and engagement to assess the vulnerability and also resilience of this project to climate change impact.
2. Will this project contribute to making Plymouth more or less resilient to the anticipated effects of climate change? Yes The intention of this project is not only to implement food waste (therefore reducing GHG) but to undertake a robust public engagement programme to include all green communities and CICs, a schools programme, roadshows and to encourage Councillors to participate within their jurisdictions in order to increase higher participation rates which will be the true success of the project.
3. Will an assessment be conducted of the vulnerability of this project to climate change impacts? Yes The Net Zero Delivery team have been engaged at the discovery stage of this project and will form critical stakeholders and form part of the Advisory Group who will be engaged throughout the delivery of this project and will assist and advise on all impact assessments to include vehicle procurement decisions, selection of an Anaerobic Digestion site and an overview of processes and public education and engagement. These impact assessments will be built into the project plan.
4. Will this project contribute to making Plymouth more or less resilient to the anticipated effects of climate change? Yes The intention of this project is not only to implement food waste but engage in a robust public engagement programme to include all green communities and CICs, a schools programme, roadshows and to encourage Councillors to participate within their jurisdictions.
5. Will this project lead to changes in the risk of flooding? No Will this project lead to increased urban heat islands? No Since Urban heat islands" occur when cities replace natural land cover with dense concentrations of pavement, buildings, and other surfaces that absorb and retain heat. This effect increases energy costs (e.g., for air conditioning), air pollution levels, and heat-related illness and mortality. It can therefore be concluded that this project will not be producing any heat islands.

Plymouth Food Waste Service Implementation



Climate Change Adaptation Score Mitigate: Yes

Climate Change Adaptation Revised Score: 5

Climate Change Adaptation Revised Score Justification: By continuously consulting with the Net Zero Delivery Team throughout the life cycle of the project.

Education / Engagement / Enabling Conditions Score: 5

Education / Engagement / Enabling Conditions Score Justification: This project is not just a technical delivery to meet legislative requirements. At the heart of the success of the project is winning the hearts and minds of the public through a robust, well managed, consistent, informed educational campaign. The message will likely need to be novel, innovative and collaborative and have long term climate awareness beyond food waste.. Public engagement will begin with learning lessons from other local authorities on what has and has not worked well in the past. This will be followed by a steady messaging vehicle to include1. Roadshows2. Engagement and collaboration with Green communities3. A schools programme4. Videos5. Targeting all social Media platforms6. Leaflets7. Press articlesThe overarching achievement of the education programme is to raise awareness of climate change and to change personal behaviour and personal responsibility towards climate change.

Education / Engagement / Enabling Conditions Score Mitigate: Yes

Education / Engagement / Enabling Conditions Revised Score: 5

Education / Engagement / Enabling Conditions Revised Score Justification: 1. Research what has worked.2. Collaboration.3. To have champions in problem areas.4. To have recycle officers.5. To undertake a through stakeholder Analysis.6. To understand stakeholder needs thoroughly.

Wheel Key

- Long lasting or severe negative impact
- Short term or limited negative impact
- No impact or neutral impact
- Short term or limited positive impact
- Long lasting or extensive positive impact

CAPITAL INVESTMENT BUSINESS CASE

(Food Waste Collection Project-Phase I vehicle and containers procurement)



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.

This document sets out the business case for the procurement of vehicles and containers required to implement a mandatory weekly food waste service to all Plymouth households by 1 April 2026. The project is a legislatively driven initiative in accordance with section S45A of the Environment Act 1990, brought into legislation by the Environment Act 2021.¹ Food waste is estimated to contribute to 8-10% of greenhouse gases (GHG) in the atmosphere therefore the project also aligns with the Climate Change Act.²

The Department for Environment, Food & Rural Affairs (Defra) has given the Council phase I funding of £1,941,574.00 to procure internal caddies, external kerbside caddies, communal bins and vehicles. This business case shows a capital expenditure of £ 2,296,779.94. The capital expenditure forecasting profile is as follows:

- 10 x 12 tonne food waste vehicles - £1,400,000.00
- Vehicle signage/livery -£20,000
- Caddies -£816,274.00
- Procurement Fees-£4,486.92
- 2.5 % Contingency £56,019.02

This vehicles and containers only business case shows a requirement for service borrowing of £353,133.89 in 2025/26, £1,879.33 in 2026/27 and £192.73 in 2027/28 which is assigned to Medium Term Financial Planning (MTFP). Repayments of which will be £85,550.35 in 26/27 which is included in the MTFP submission of planned revenue pressures for 26/27 onwards.

A further full business case will be developed to cover all elements of delivering a Food Waste Collection Service including additional capital requirements and revenue. It has not been possible to bring a full business case at this stage whilst we await confirmation on two pots of Defra revenue funding.³

Around 50% of the 376 Waste Collection Authorities (WCA) have implemented a food waste collection service. In the Southwest, Plymouth is the only WCA that does not collect food waste. Delaying this project will create a very high aggregated risk (financial, legal, reputational) that increases exponentially with time. This business case will bring financial benefits of reducing the cost of food waste going to Energy for Waste streams. It will have a positive and tangible impact on the Plymouth Net Zero Action Plan and the recycling rates which are currently in the 30-35% range (below national average of 44%) but have a target of 65% by 2025.

key risks

- Missing the deadline: Because of long procurement timelines (an estimated 9-15 months).⁴
- Escalating Costs/Availability of Assets: Around 50% of WCAs buying assets at same time.
- Negative media/public attention: Because of lack of information or misinformation.
- Low public appetite for participation. Socio-ideological biases, apathy, lack of information.

¹ The service is mandatory for the Council to provide but not mandatory for residents to participate. Environment Act 2021 ([Environment Act 2021 \(legislation.gov.uk\)](https://legislation.gov.uk))

² [Climate Change Act 2008](#)

³ This section is a response to the CPOG requirement to a) Revenue implications need to match figures going into Medium Term Financial Planning - £250k 2025/26 increasing to £500k in 2026/27 and b) Reflect in cost and volume (mtfp) to tie in loan borrowing.

⁴ Estimates given by Frith RM Consultant (July 2024) and Presentations and anecdotes from Southern Food Waste Conference (Sept 2024) hosted by [Larac](#).

SECTION I: PROJECT DETAIL													
Project Value (indicate capital or revenue)	Capital: £ 2,296,779.94	Contingency (show as £ and % of project value)	2.5 % £ 56,019.02										
Programme	Low Carbon	Directorate	Place										
Portfolio Holder	Councillor Tom Briars Delve	Service Director	Philip Robinson (Street Services)										
Senior Responsible Officer (client)	Philip Robinson	Project Manager	Rachel Hawadi										
Address and Post Code	Prince Rock Depot Macadam Road Plymouth PL4 0RZ	Ward	Citywide										
Current Situation: <i>(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)</i>													
<p>Food Waste and Climate Change</p> <p>The UK currently produces 9.5 million tonnes of food waste annually and 70% of this food waste is deemed avoidable.⁵ According to the Waste Resources Action Programme (WRAP) the GHGs associated with wasted food and drink in the UK accounted for approximately 18 million tonnes of CO₂ equivalent in 2021/22.⁶ Although GHG emissions have been steadily going down since 1990 (Fig 1), a UN Climate Change Report published as recently as 28th October 2024 stated that “current national climate plans fall miles short of what’s needed to stop global heating from crippling every economy, and wrecking billions of lives and livelihoods across every country”.⁷</p> <div style="display: flex; align-items: flex-start;"> <div style="flex: 1;"> </div> <div style="flex: 1;"> <table border="1"> <caption>2022 Emissions Breakdown</caption> <thead> <tr> <th>Gas Type</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Carbon dioxide</td> <td>80%</td> </tr> <tr> <td>Methane</td> <td>14%</td> </tr> <tr> <td>Nitrous oxide</td> <td>4%</td> </tr> <tr> <td>Fluorinated gases</td> <td>2%</td> </tr> </tbody> </table> </div> </div> <p>Fig 1: UK territorial greenhouse gas emissions, 1990-2022</p> <p>The food waste hierarchy (Fig 2) sets out steps for preventing and managing food waste to minimise the impact on the environment. The waste hierarchy has been incorporated into UK law through the Waste (England and Wales) Regulations 2011, the Waste Regulations (Northern Ireland) 2011, and the Waste (Scotland) Regulations 2012.⁸</p>				Gas Type	Percentage	Carbon dioxide	80%	Methane	14%	Nitrous oxide	4%	Fluorinated gases	2%
Gas Type	Percentage												
Carbon dioxide	80%												
Methane	14%												
Nitrous oxide	4%												
Fluorinated gases	2%												

⁵ [Food Waste Statistics - 2024 \(wastemanaged.co.uk\)](https://www.wastemanaged.co.uk/food-waste-statistics-2024)

⁶ [Household Food and Drink Waste in the United Kingdom 2021-22 | WRAP](https://www.wrap.org.uk/resources/infographic/household-food-and-drink-waste-in-the-united-kingdom-2021-22)

⁷ [New UN Climate Change Report Shows National Climate Plans 'Fall Miles Short of What's Needed' | UNFCCC](https://www.unfccc.org/news/new-un-climate-change-report-shows-national-climate-plans-fall-miles-short-of-what-s-needed)

⁸ [Food waste in England - Environment, Food and Rural Affairs Committee - House of Commons \(parliament.uk\)](https://www.parliament.uk/business/committees/committees-a-z/commons-climate-and-environment/committees/a-z/commons-climate-and-environment/waste-in-england)

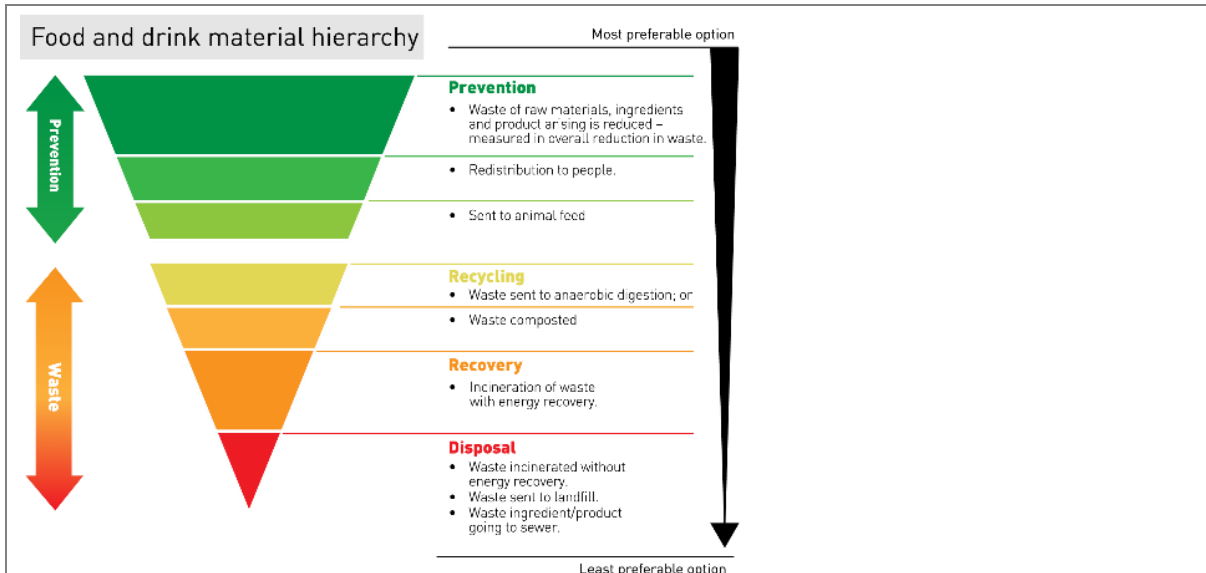


Fig 2: Food and Drink material hierarchy.

Plymouth’s domestic food waste currently ends up in the household residual waste with a small percentage contributing to the contaminants in the recycling waste stream. The 2023/2024 internal waste figures show that the total tonnage of kerbside collected residual waste is 53,867 tonnes per annum at an estimated cost of £5,225,099. Plymouth City Council has stated in the Corporate Plan that “Making Plymouth a fairer, greener city, where everyone does their bit. On 18 March 2019, at a meeting of the City Council, councillors unanimously voted to declare a Climate Emergency, making a pledge to make Plymouth carbon neutral by 2030.”⁹

Legislation

In October 2023, Defra secured £295 million, for new burdens funding for a separate food waste collection for all WCAs in England as part of the “Simpler Recycling” scheme. The scheme is underpinned by section S45A of the Environment Act 1990, brought into legislation by the Environment Act 2021.¹⁰ The Council is obligated to provide a mandatory citywide weekly food waste collection service by 1st of April 2026.

The project has explored opt-in services in an initial attempt to bring the costs down, however Legal advice is that we should not deviate from the legislative requirement to provide all households with caddies and a weekly food waste collection service.

Funding and Revenue Implications

On 9th of January 2024 Defra wrote to the Chief Executive of Plymouth City Council to outline the indicative capital transitional funding for the mandatory implementation of a weekly food waste collection service. An initial £1,941,574.00 was given to the Council to procure internal caddies, external kerbside caddies and communal bins as follows.

Capital Costs	Earmarked
Kitchen Caddies	£ 243,062.00
Kerbside Caddies	£ 491,955.00
Communal bins	£ 81,257.00
Vehicles	£1,125,300.00
	<u><u>£1,941,574.00</u></u>

⁹ [About the Net Zero Action Plan | PLYMOUTH.GOV.UK](https://www.plymouth.gov.uk/about-the-net-zero-action-plan)

The funding is split into 3 Phases 1:

1. **Phase 1:** Indicative Transitional Capital Funding-For food implementation by 1 April 2026 (which has already been allocated to the Council).
2. **Phase 2:** Resource transitional funding which will be given in 2024/25. This amount is yet to be confirmed.
3. **Phase 3:** Ongoing resource and revenue costs which will be provided in the 2025/2026 financial year. This amount is yet to be confirmed.

This business case deals with Phase 1 only, i.e. the procurement of vehicles and containers only. A full business case will be developed to cover Phases 2 and 3.

Procurement Delay Risk

There are 376 WCAs in England, around half of these have implemented a food waste service either in part or in full.¹¹ In the Southwest all local authorities already provide a food waste collection service, with Plymouth being the exception. This means that the longer there is a delay in procuring the vehicles and containers before market saturation the more likely the Council will realize the risk of escalating prices and lack of availability. Overall, this could create a reputational issue if there is a further delay in moving the project to the Capital Programme.

Recycling Rate Increase Opportunity

Fig 3 shows that Plymouth has a fluctuating recycling rate. At the time this document was written the most recent data for Plymouth published by Defra shows a recycling rate of 32.2% for the year 2022/23. A figure which is well below the national average of 44.1% in 2022.¹²¹³

In the Climate Emergency Action Plan 2021 it is stated that **“2.55 - Utilise community feedback, data evidence and behavioural change opportunities to commence new innovative approaches to reuse and recycling which will increase Plymouth's household and municipal recycling rates from 40% to 65% by 2025”**.¹⁴

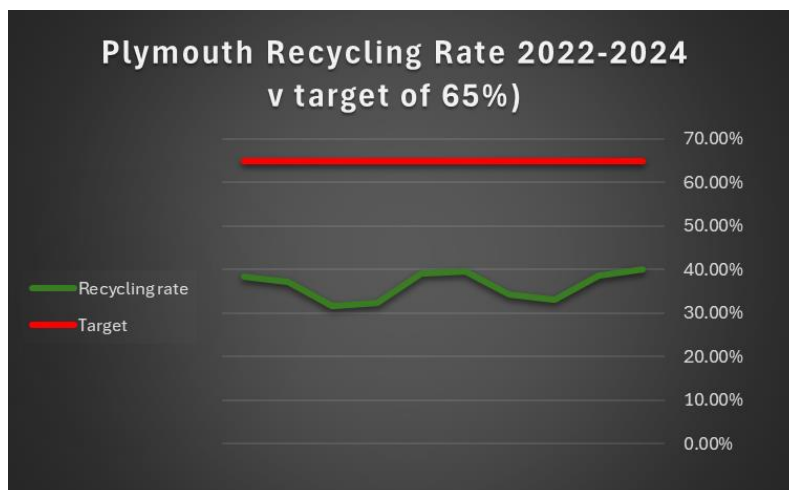


Fig 3 Plymouth's Recycling Rate 2022-2024 trend v 2025 target

For this business case the recycling rate figures for 2023/24 were used to model the potential increase in recycling rate as a result of implementing a food waste service. The table shows that the increase would range between 3.90-7.65%.

¹¹ [Local Authority Food Waste Market Report](#)

¹² [UK statistics on waste - GOV.UK](#)

¹³ [Understanding Waste Collection in Plymouth | LG Inform](#)

¹⁴ [Waste 2021 | PLYMOUTH.GOV.UK](#)

	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Hold Waste for 2023/2024	37.11%	40.15%	39.79%	40.18%	39.62%	39.28%	39.55%	34.21%	28.09%	32.50%	34.78%	32.02%
Recycling Rate with High Food yield	43.71%	46.02%	46.03%	46.92%	45.74%	46.16%	45.94%	40.73%	35.73%	38.84%	42.13%	39.31%
Recycling Low Food yield	41.50%	44.06%	43.94%	44.66%	43.70%	43.86%	43.80%	38.55%	33.18%	36.72%	39.67%	36.87%
increase in recycling rate with High Food	6.60%	5.86%	6.23%	6.74%	6.12%	6.88%	6.39%	6.52%	7.65%	6.34%	7.35%	7.28%
increase in recycling rate with Low Food	4.39%	3.90%	4.15%	4.49%	4.07%	4.58%	4.25%	4.34%	5.09%	4.22%	4.89%	4.85%

Table 1: 2023/24 modelled recycling rates showing potential increase in recycling rate with food waste in the recycling stream.

The current situation requires the approval of this business case for the procurement vehicles and containers to satisfy the legal requirement for a citywide food waste project in Plymouth,

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?)

This business case proposes the discrete procurement of the capital assets as provided by the Defra's phase 1 funding in preparation for phase 2 funding which will cover implementation costs and phase 3 Operational costs when the service goes live.

Participation Rates

At the foundation of this proposal is a rigorous study of previous Plymouth City Council waste management studies.¹⁵ Followed by employing the services of waste consultants to undertake parametric analyses against our existing waste rounds to estimate anticipated tonnage of food waste and participation rates. This has enabled the estimation of the number of food waste vehicles. The national average household produces 1.5 kg of food waste per household per week (kg/hh/w). An estimated range of 4,483-6,736 tonnes of food waste per annum is likely to be produced in Plymouth depending on participation rates.

In a previous study with the Council WRAP estimated a 55% participation rate for Plymouth. The WRAP food Waste Guidance 2024 cites the following.

- Poor participation = <35%.
- Average participation = 35-55%.
- Good participation = >55%.

The consultants used to model the requirements for the project used a more cautious participation rate of 45% for the city of Plymouth.

Combining Garden and Food Waste

The project in consultation with Frith RM consultants explored the idea of combining garden waste and food waste which at first glance presents the opportunity for using the same fleet of vehicles and staff therefore introducing savings. However, there are a number of reasons why co-collection of organic waste (food waste and garden waste) is not prevalent in the UK policy and economic context, but contrary to earlier policy announcements suggesting that it might be banned, more recent Government policy announcements (Simpler Recycling) have suggested it will still be permissible. The reasons why it is generally not preferred as a municipal waste collection and treatment option are fourfold: -

¹⁵ A review of the kerbside waste and recycling service provided by Plymouth City Council, including options for its future development Report-Research done in collaboration with WRAP study period **Research date:** November 2021 – March 2022 (Written by Circulogic), Plymouth Food Waste Report 2019 (Local partnerships, Local Government partnerships (Author James Buckinghamshire)- October and March 2019, Food waste collection modelling for Plymouth City Council -Frith Resource Management consultants (January 2019)

1. From a performance perspective, it is also often seen that yields of food waste collected are lower when collected with garden waste than when collected as a separate collection service (source: WRAP). Therefore, to achieve higher recycling performance and greater diversion of organic material from the residual stream, separate food waste collections are preferred.
2. From an operational perspective, co-collecting organic material could impact on the performance of the well-established and high performing Garden Waste service.
3. To be compliant with the Environment Act, the comingled organics would require a weekly collection service, due to the nature of food waste, as opposed to the current fortnightly collection frequency for garden waste. As a greater proportion of household waste would then be collected weekly, it is likely to raise collection costs.
4. From a management and treatment cost perspective, it is cheaper, on average, to send separately collected garden waste to open windrow composting (c. £25 / tonne) and separate food waste for Anaerobic Digestion (c. £20 / tonne) than it would be to send mixed food and garden waste for In-Vessel Composting (IVC) (this is the primary treatment process for mixed food and garden waste) at c. £71 / tonne. See the table below for the WRAP median gate fees as reported 2023/24.

Gate Fee Type	Median (£/t)
Anaerobic Digestion (AD) of food waste only	£20
IVC	Not given
Mixed food & green (garden) waste	£71
Food waste only	£70
Source: WRAP Gate Fees Report 2023/24	

Table 2: Gate Fee costs per tonne comparison for food waste treatment options.

Benchmarking /Learning from others

The project team has been engaging with other waste collection authorities with similar socio-demographic profiles as well as other criteria such as rurality, level of deprivation, conurbation to build this business case.¹⁶ These include the combined council of Bournemouth, Christchurch and Poole (BCP), Portsmouth, South Hams, Cornwall and North Northamptonshire Councils. Further Local Authorities have been identified and will be engaged over the coming months to understand the full end-to-end food waste service and to learn and apply lessons *in situ*.

Summary of Food Waste Collection service project elements

A summary of the requirement elements for the procurement of vehicles and containers.

- **Internal Caddies**

The Council is obligated to provide 5/7 litre internal caddies to all 123,000 households in Plymouth of which approximately 29,000 are flats or Houses with Multiple Occupants (HMO). Residents are, however, not obligated to present their food waste. This will in part be dependent on the success of the project to win “hearts and minds” through a robust public engagement and behavioural change programme.

¹⁶Socio-demographic peers include Bristol, Cardiff, Derby, Darlington, Exeter, Eastbourne, Lincoln, Norwich, Portsmouth, Sheffield, Southampton and Torbay



Fig 4: An example of internal kitchen caddies and liners (for illustration only).

Residents will be asked to place the following into their internal food caddies.

- All uneaten food and plate scrapings
- Tea bags – biodegradable and non-biodegradable accepted
- Coffee grounds
- Out of date or mouldy food
- Raw and cooked meat, including bones
- Raw and cooked fish, including skin and bones
- Shellfish and seafood shells
- Dairy products such as cheese
- Eggs and eggshells
- Rice, pasta and beans
- Baked goods such as bread, cakes and pastries
- Fruit and vegetables, including raw and cooked vegetables and peelings
- Shredded paper – please remove windows in envelopes
- Cut flowers
- Pet food waste

The business case proposes providing (initially) internal compostable liners which have proven to encourage participation. Average participation rates in trials have shown a participation rate ranging from 21% (for a flats collection) to 76%.¹⁷ Research has shown that having liners can increase the yield in food waste by 0.6 kg.¹⁸

- **External Kerbside caddies**

Residents will be given 23 litres external kerbside bins. To ensure service efficiency and route optimisation the collection points for food waste caddies will be at the front of properties. However, it is understood that in some circumstances this may not be appropriate. The food waste will be collected by loaders into a “slave” bin which will be loaded into a specialist 12 tonne food waste truck.



Fig 5: An example of 23 L kerbside caddies (for illustration only).

- **Communal Bins**

140 litre communal bins will be provided at communal food waste collection points in blocks of flats, estates and clusters of flats. The level of demand will be established during further phases of the project which will require detailed analysis of existing communal bins and engagement with property managers e.g. Plymouth Community Homes.

¹⁷ [Microsoft Word - Evaluation of the WRAP FW Collection Trials Update June 2009.doc \(york.gov.uk\)](#)

¹⁸ Larac Food waste presentation 4 September 2024. Presentation slides available on request.



Fig 6: An example of 40 L communal bins (for illustration only).

- **Specialist Food Waste Collection Vehicles**

Modelling by Frith RM Consultants using existing quantitative refuse and recycle data including route optimization and estimated food waste tonnage has informed the project of a need for 9 specialist food waste vehicles and one spare. Benchmarking with other WCAs indicate a preference for 12 tonne vehicles over the smaller 7.5 tonne or the 26 tonne vehicles. This offers a greater capacity which should improve service efficiency and future proofing capability as participation rates increase.

The Council will purchase new bespoke food waste vehicles that align with WRAP Technical specifications. The vehicle will have as a minimum, a slave bin mechanism, a leak proof watertight body that can transfer food waste without leakage of slurry onto the ground. Vehicles represent the highest in the funds allocated by Defra. The estimated cost of the vehicles is based on an average from 3 different sources.

Source	Cost	Date	Brand	Source
Frith RM	£120,000.00	Jul-24	Not given	ESPO
Martin Hoar	£137,627.00	Jan-24	Faun Zoeller	None given
Martin Hoar	£122,300.00	Jan-24	Terberg Orus	ESPO
BCP	£157,000.00	2023 (purchase)	Farid Hilled	Purchase

Average £134,231.75

Table 3: Food Waste Vehicle Cost estimates.

Each vehicle requires around £6,000 of equipment therefore a forecast of £140,000 for each vehicle has been used in this business case.

It should be noted that vehicles are funded by service borrowing over a 5-year period wherein the fleet may need to be refreshed in year 7. After consulting with food waste consultants there is no evidence that Defra will provide future funding for vehicles. Following a further discussion with Council accountants it was agreed that it is not possible for the project to forecast revenue implications of the cost of vehicles in 7 years' time as the market is changing. The Council may consider a waste partnership or purchase electrical vehicles or hydrogen powered vehicles.



Fig 7: An example of a bespoke Terberg Matec food waste truck (for illustration only). ¹⁹	
Why is this your preferred option: (Provide a brief explanation why this option is preferred) and (Explain why this is a good capital investment and how this would be an advantage for the Council) and (explain how the preferred option is the right balance between the risks and benefits identified below).	
This option aligns with government priorities and legislation. Furthermore, this option is preferred because it supports the delivery of the Council's Corporate Priorities and Net Zero Action Plan.	
Option Analysis: (Provide an analysis of 'other' options which were considered and discounted, the options considered must be a 'do Nothing' and 'do minimum' and 'viable alternative' options. A SWOT – Strength, Benefit, Opportunity, Threat analysis could be attached as an appendix).	
Do Nothing Option	Do not deliver a Citywide Domestic Food Waste Collection Service
List Benefits:	Maintain status quo To not have disruption to current services and routes To not have to re-configure space to allow for additional vehicles at Prince Rock Depot. Not commit to further service borrowing
List Risk / Issues:	Legal risks of non-compliance Reputational risk of non-compliance Inadequate funds in service borrowing to cover shortfall/contingency in estimated capital expenditure Potential fines from central Government Public outrage and noncompliance from Environmental groups Negative Media coverage.
Cost:	Potential fines / clawback of Government monies
Why did you discount this option	This option is discarded because it would expose the council to significant reputational risk. Recycling food waste is also aligned with the Plymouth Net Zero Action Plan.
Do Minimum Option	
List Benefits:	To implement a food waste service that allows residents to opt in so rounds are based on proactive participation.
List Risk / Issues:	The Council would not be providing caddies and bins which would be unused. The Council would not have excess food waste drivers and loaders. The Council would not be in danger of over procuring vehicles. The Council would not have staff doing rounds with little or no collections. The Council would not have to recruit excess staff or staff with very little to do.
Cost:	Reputational risk of non-compliance. Potential fines from central Government Public outrage from environmental groups. Negative media coverage.
Why did you discount this option	Lower cost but may result in Government fines / grant clawback
Why did you discount this option	The option has been discounted at this stage because it lacks integrity and is not aligned with Plymouth Net Zero Action plan. It would expose the council to a reputational risk of being challenged by the media and The Green communities for lacking integrity. However, it may be the only viable option if additional capital / revenue funds cannot be made available.

¹⁹ An example of a food waste vehicle can be viewed at "[Food & Bio Waste \(terbergmatec.co.uk\)](https://www.terbergmatec.co.uk)"

Food Waste Collection Project-Phase I vehicle and containers procurement

Author Rachel Hawadi

Viable Alternative Option	Combining food waste and garden waste streams to reduce the cost of vehicles and caddies.
List Benefits:	A smaller number of vehicles required as both will be used for garden and food waste. Reduced number of crews as they will be used for both garden and food waste. Ability to have vehicles in service during the garden season downtime.
List Risk / Issues:	Inability to charge for garden waste when combined with food waste Redesign waste rounds to make garden waste weekly Raised operational costs A mixture of food and garden waste is around 3x more to process per tonne.
Cost:	Lower cost of vehicles but increased operational costs/ potential for losing grant money saved.
Why did you discount this option	The end costs will be higher once operational costs, processing costs are added together. It compromises a revenue stream for the council. It will disrupt current services.

Strategic Case:	
Which Corporate Plan priorities does this project deliver?	Fewer potholes, cleaner, greener streets and transport
	Green investment, jobs, skills and better education
	Select a priority
	Select a priority

Milestones and Date:		
Contract Award Date	Start On Site Date	Completion Date
Food waste Vehicles October 2025	December 2025	31 March 2026
Caddies and wheeled containers December 2025	December 2025	31 March 2026
30 cu yard containers December 2025	December 2025	31 March 2026
Anaerobic Digestion Site April 2025	January 2026	31 March 2026

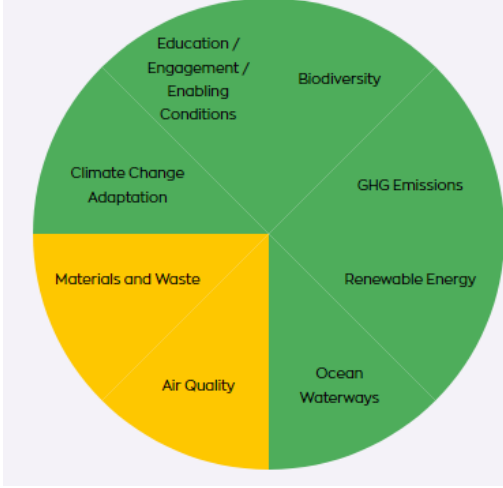
SECTION 2: PROJECT RISK, OUTCOMES AND BENEFITS					
Risk Register: <i>The Risk Register/Risk Log is a master document created during the early stages of a project. It includes information about each identified risk, level of risk, who owns it and what measures are in place to mitigate the risks (cut and paste more boxes if required).</i>					
Potential Risks Identified			Likelihood	Impact	Overall Rating
Risk	Long vehicle procurement timelines result in missing the deadline of 01 April 2026.		High	High	High
Mitigation	Expediting the approval of The Capital Investment Business Case within the Council.		Medium	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£ unknown	Risk Owner	Philip Robinson		
Risk	A negative public reaction to a food waste service which could be deemed as a “waste of money” and or unnecessary.		High	High	High
Mitigation	A robust public education and engagement programme throughout the project tapping into green communities as critical friends to support the initiative.		Medium	Low	Medium
Calculated risk value in £ (Extent of financial risk)	£ unknown	Risk Owner	Philip Robinson		
Risk	Lack of space to accommodate a waste transfer site and food waste vehicles and containers at Prince Rock Depot.		Medium	High	Medium
Mitigation	To undertake early site planning to accommodate other projects, departments and assets currently in the Depot or planned.		Medium	Low	Medium
Calculated risk value in £ (Extent of financial risk)	£ unknown	Risk Owner	Philip Robinson		
Risk	The best value Anaerobic Digestion site is at distant meaning a daily consumption of fossil fuels which negates the ambitions of the Plymouth Net Zero plan.		Low	Medium	Medium
Mitigation	Carbon emissions will be a scored factor used in the procurement process to ensure the best balance of cost and impact on the environment is achieved.		Low	Low	Low
Calculated risk value in £ (Extent of financial risk)	£ unknown	Risk Owner	Philip Robinson		

Outcomes and Benefits	
<p>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)</p>	
Financial outcomes and benefits:	Non-financial outcomes and benefits:
<ol style="list-style-type: none"> 1. Reducing the cost of waste going to Energy for Waste streams. 2. Reducing the cost of residual waste due to food contamination. 3. Utilising Government funding to deliver a Service which has long being aspired for in Plymouth 	<ol style="list-style-type: none"> 1. Compliance with section s45A of the Environmental Protection Act 1990 introduced by the Environment Act 2021. 2. To Align with the Plymouth Net Zero Action Plan. 3. To Align with the Council's Corporate Plan's priorities "to be a green sustainable city that cares about the environment" 4. Creating awareness of general household food waste to residents which can assist "cost of living crisis" issues management. 5. Increase Council's recycling rate

SECTION 3: CONSULTATION

Does this business case need to go to CMT	Yes	Date business case approved by CMT (if required)	Not yet
Did a mandate go via CPOG/CPB	Yes	Date Capital Mandate approved by CPB	N/A

Does this project involve a corporately maintained property	No
Details of impact of this project ie cost saving from this project or additional requirements	Prince Rock Depot. The project will require the demolition of 3 outbuildings to create space. At the time of writing the project is seeking a quote for the costs of the works with the view of asking Defra for additional funding. These works will be covered in a future business case.

Climate Impact Assessment	
<p>Upload Climate Impact Wheel</p>	
<p>Summary of the anticipated impact of the proposal on the climate (including any proposed mitigations and impacts beyond 2030)</p>	<p>Overall, the implementation of a food waste service will have a positive impact on the Plymouth Net Zero Action Plan. <i>Biodiversity</i> is positively impacted by the reduction of food waste in landfill which reduces the amount of greenhouse gases and emissions going into the atmosphere.</p> <p>The introduction of a food waste collection service will increase the recycling rate by 3-7% depending on the initial participation and the efficacy of the public engagement and behavioural programme.</p> <p>The food waste is converted to energy using the anaerobic digestion process which generates heat, biogas (biomethane) and electricity. The electricity generated is fed into the national grid. What is left after the anaerobic digestion process is pasteurised into a nutritionally rich slurry and used as organic fertiliser. This process will be critical for producing a <i>closed loop sustainability cycle</i>.</p> <p>Food waste is a huge contributor to <i>water pollution and the natural marine ecosystem</i>. If it is redirected to an Anaerobic digestion site, the oceans and waterways should see a reduction in the creation of algae, leachate but also raise awareness of food waste to the public at the retail level.</p> <p>There is a counterintuitive disbenefit related to the number of plastic containers which are indiscriminately given to householders. Based on the experience from the garden waste project and expected participation rates there's likely to be 60 to 80% of these containers which will not be used for food waste thus adding to the plastic footprint.</p> <p>The project will also not have a positive on-air quality impact due to the usage of diesel-powered vehicles. Ideally electrical vehicles would have been the preferred choice; however Fleet Services advise suggests that the extremely high costs of these vehicles would be prohibitive. The mitigation would be entering into a contract with an Anaerobic Digestion site within proximity to Plymouth for low fuel consumption and to design food waste</p>

	rounds that are optimised to ensure efficiency. This will be best done by trialling and end to end service well before roll out.
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Confirm you have engaged with Procurement	Yes
<p>Procurement route options considered for goods, services or works</p>	<p><u>Procurement Options</u></p> <p>In line with the Council's Contract Standing Orders, both requirements (wheeled bin containment, and refuse collection vehicles) will be classed as High Value / High Risk Procurements, as the value of each exceeds the relevant EU threshold and will be subject to the full public procurement regime as set out in the Public Procurement Regulations 2015. Of the six EU procurement procedures available, two procurement procedures are appropriate and have been considered for these requirements as follows:</p> <p><u>Open Procedure</u></p> <p>With the Open Procedure, any interested bidder may submit a bid. The Council is free to use this procedure, which can be applied to both contracts and framework agreements. However, in some cases it can be beneficial to choose a procedure (such as the Restricted procedure) where the number of the bidders can be reduced at the selection stage based on their capability and capacity, especially if the Council does not have enough resources (such as time) to conduct a full Open Procedure.</p> <p>The Open procedure is best used where the requirements are typically straight forward, with a relatively simple selection and award process, or it is anticipated that only a small number of suppliers will respond to the advertised Contract Notice.</p> <p>The practicality of the Open Procedure will depend upon the potential number of bids received and the nature of the evaluation criteria. If the Council receives a large number of bids, the evaluation of all compliant bids is likely to be time consuming.</p> <p><u>Timescales to Consider</u></p> <p>After despatching the contract notice, at least 35 days has to elapse before the closing date for receipt. In the case of Tenders that submitted electronically, the number of days may decrease to 30. Timescales can be reduced to 15 days If urgent (and justified), or a Prior Information Notice is issued under certain conditions.</p> <p><u>Restricted Procedure</u></p> <p>This is a two-stage procedure. Stage 1 is a pre-selection stage and is used to de-select suppliers. Stage 2 is the tender stage and is used to determine a successful supplier to whom a contract will be awarded. A minimum of five suppliers must be invited to tender and in all other cases a minimum of three must be invited to Stage 2. The Restricted Procedure should be used for procurements where market analysis has indicated a large number of bidders are likely to be interested in participating. In this case it is beneficial to use this procedure where the number of bidders can be reduced at the selection stage based on their</p>

capacity, capability and experience to perform the contract. Like the Open Procedure the Council are free to use this procedure, in any circumstances and for any type of contract. The contract will be awarded to the most economically advantageous tender (MEAT).

Timescales to Consider

In Stage 1, bidders must be given a minimum of 30 days from the day the Contract Notice is sent for publication to respond to a call for competition. Timescales can be reduced to 15 days if urgent (and justified).

In Stage 2, Bidders must be given a minimum 30 days to respond to the ITT (or 25 days where the Council has indicated that, it will accept electronic submission). Timescales can be reduced to 15 days if urgent (and justified), or a Prior Information Notice is issued under certain conditions.

Other Options

In line with the Regulation 33 of the Public Procurement Regulations, and the Council's Contract Standing Orders section 30 there is also the option to use Predetermined EU & UK compliant Framework Agreements.

The following frameworks have been considered for each requirement:

Wheeled Bin Containment

Eastern Shires Purchasing Organisation (ESPO) Framework 860_22 – Refuse and Recycling Products (including wheeled bins)

This framework is a nationally procured framework. It offers a quick, simple and competitive route to the supply of refuse & recycling products including but not limited to wheeled bins, kerbside recycling boxes and bags, food waste containers, compostable liners, plastic refuse sacks, waste housing units and compost bins. The framework will also provide services for container maintenance. Utilizing this framework, will provide the Council with the ability to undertake a further competition from market leading suppliers.

Some of the benefits from using this option are:

- Product choice - Provides a vast range of refuse and recycling products from trusted suppliers.
- Quick and easy to use - Compliant with UK/EU procurement legislation, so no need to run a full procurement process.
- Suppliers listed on the framework were assessed during the procurement process for their financial stability, track record, experience and technical & professional ability, before being awarded a place on the framework.

	<ul style="list-style-type: none"> • Pre-agreed terms & conditions - Pre-agreed under the framework and will underpin all orders. <p><u>Refuse Collection Vehicles</u></p> <p>Halton Housing Procurement of Fleet (Vehicles and Associated Assets) Framework 2024.</p> <p>This framework is a nationally procured framework, which allows access to a full range of new motor vehicles. This ranges from cars to refuse collection vehicles, from minibuses to road and street sweepers, from panel vans to coaches. Customers can also obtain bespoke conversions which manufacturers are able to provide as part of a turnkey solution. Using this framework, will provide the Council with the ability to direct award (if appropriate to do so, and justifying best value), or undertake a further competition.</p> <p>Some of the benefits from using this option are:</p> <ul style="list-style-type: none"> • Provides a simple and competitive route to the acquisition of a wide range of fleet assets. • Ability to access turnkey solutions from suppliers for both standard build and converted vehicles • Transparent and ultra-low framework rebates, with less rebate required to be paid by the supplier in comparison to other frameworks, allowing suppliers the freedom to pass on greater discounts to the contracting authority. • Option to use local dealerships for delivery and after-sales service <p>Any resulting contract through either of the above options will be awarded to the most economically advantageous tender (MEAT).</p>
<p>Procurements Recommended route.</p>	<p>The recommended procurement route for both requirements is as follows:</p> <p>Further competition through the following frameworks:</p> <p>Wheeled Bin Containment Eastern Shires Purchasing Organisation (ESPO) Framework 860_22 – Refuse and Recycling Products (including wheeled bins)</p> <p>Refuse Collection vehicles Halton Housing Procurement of Fleet (Vehicles and Associated Assets) Framework 2024.</p> <p>Running a further competition procurement under these frameworks provides the Council with access to a list of market leading suppliers who have been pre-approved in terms of their economic & financial standing, technical ability, including environmental and social standing. By utilising these frameworks, the Council can also benefit from lower pricing due to the considerable economies of scale used to set up the framework. These economies would not be available if the Council ran its own EU & UK compliant procurement process.</p>

	If there is, a change in circumstances and the recommended procurement route cannot be undertake or no longer represents best value for the Council any subsequent procurement route undertaken will be in accordance with the Council's Contract Standing Orders and Procurement Law.	
Who is your Procurement Lead?	Paul Williams	
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'		
Which Members have you engaged with and how have they been consulted <i>(including the Leader, Portfolio Holders and Ward Members)</i>	Cllr. Tom Briars Delve a presentation on the project along in a detailed briefing meeting which was attended by the Head of Environmental Operations and the Director for Street Services.	
Confirm you have taken necessary Legal advice, is this proposal State Aid compliant, if yes please explain why.	Yes No subsidy control issues.	
Who is your Legal advisor you have consulted with?	Alison Critchfield	
Equalities Impact Assessment completed <i>(This is a working document which should inform the project throughout its development. The final version will need to be submitted with your Executive Decision)</i>	Yes	

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. £	24/25 £	25/26 £	26/27 £	27/28 £	28/29 £	Future Yrs. £	Total £
Vehicles ²⁰	-	-	1,400,000.00					1,400,000.00
Containers ²¹	-	-	733,392.00	75,173.00	7,709.00			816,274.00
Vehicle Decal/Livery/Signage ²²	-	-	20,000.00					20,000.00
Procurement fees	-	-	4,486.92					4,486.92
Contingency 2.5%	-	-	53,946.97	1,879.33	192.73			56,019.02
Total capital spend			2,211,825.89	77,052.33	7901.73			2,296,779.94

Provide details of proposed funding: Funding to match with Project Value

Breakdown of proposed funding	Prev. Yr. £	24/25 £	25/26 £	26/27 £	27/28 £	28/29 £	Future Yrs. £	Total £
DEFRA Transitional Funding	-	-	1,858,692.00	75,173.00	7,709.00			1,941,574.00
Service Borrowing: Vehicles & Decal. (5years)	-	-	353,133.89	1,879.33	192.73			355,205.94
Total funding	-	-	2,211,825.89	77,052.33	7,901.73			2,296,779.94

²⁰ Estimate is an average of 4 vehicle estimates from Frith RM consultants and internal figures from suppliers Faun Zoeller, Farid Hillend and Terberg Matec and ranged from £120,000 to £160,000. A total of 9 12 t vehicles and 1 spare have been modelled for this business case.

²¹ Containers are 7L kitchen caddies which will be given to all households and cost an estimated £1.65. 140 L Communal bins at £18.50 per unit will be given to flats, HMOS, clusters of flats and estates. 110,000 kerbside caddies at £4.60 per unit will be given to residents

²² Cost for designing vinyl waterproof large-scale advertising at £2,000 per vehicle.

S106 or CIL (Provide Planning App or site numbers)	
Which alternative external funding sources been explored	S106 for the costs associated with demolishing outbuildings in Prince Rock Depot and creating a parking area for vehicles but was informed that this was not appropriate.
Are there any bidding constraints and/or any restrictions or conditions attached to your funding	<ol style="list-style-type: none"> 1. Yes, funding is specifically designated for delivering a weekly Food Waste Collection service. 2. The service can not include an opt-in service like garden waste, but residents can opt out if they so choose 3. Section s45(3) provides that no charge shall be made for the collection of household waste except in cases prescribed in regulations made by the Secretary of State.
Tax and VAT implications	The collection of domestic waste through normal weekly household collections is a statutory function and is therefore a non-business activity of the Council. The VAT incurred on costs relating to this project will be fully recoverable, and there will be no adverse impact on the Council's partial exemption position.
Tax and VAT reviewed by	Juliet Russell
Will this project deliver capital receipts? (If so please provide details)	No

REVENUE COSTS AND IMPLICATIONS

Cost of Developing the Capital Project (To be incurred at risk to Service area)

Total Cost of developing the project	£0
Revenue cost code for the development costs	4055
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	Andy Sharp

Ongoing Revenue Implications for Service Area

	24/25 £	25/26 £	26/27 £	27/28 £	28/29 £	Future Yrs.
Service area revenue cost						
Other (eg: maintenance, utilities, etc)						
Loan repayment (terms agreed with Treasury Management)		0	85,550.35	86,005.64	86,052.33	86,633.90
Total Revenue Cost (A)		0	85,550.35	86,005.64	86,052.33	86,633.90
Service area revenue benefits/savings						
Annual revenue income (eg: rents, etc)						

Total Revenue Income (B)							
Service area net (benefit) cost (B-A)			0	85,550.35	86,005.64	86,052.33	86,633.90
Has the revenue cost been budgeted for or would this make a revenue pressure		<p>A revenue budget growth request has been included in the draft MTFP of £250k for 25-26 and £500k for financial years ongoing to reflect the expected pressure as a result of this project. The growth request will cover all phases of the project.</p> <p>Phase 1: Procurement of vehicles and containers.</p> <p>Phase 2: Staff costs, vehicle maintenance and other costs.</p> <p>Phase 3: New burdens funding.</p>					
Which cost centre would the revenue pressure be shown		4055	Has this been reviewed by the budget manager		Y		
Name of budget manager		Andy Sharp					
Loan value	£ 355,205.94	Interest Rate	6.75%	Term Years	Vehicles and Containers-5 Years	Annual Repayment	£ £86,052.33 per annum.
Revenue code for annual repayments		4055					
Service area or corporate borrowing		Service Area borrowing					
Revenue implications reviewed by		Jozef Lewis					

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
R.Hawadi	22/10/2024	V 1.0	Andy Sharp	4/11/2024
		V 1.0	Lynn Walter	4/11/2024
		V 1.0	Jozef Lewis	4/11/2024
		V 4.0	Tom Briars-Delve	11/11/2024
		V4.0	Karime Hassan	11/11/2024
		V5.0	Paul Williams	15/11/2024
		V6.0	Alison Critchfield	19/11/2024
		V6.0	Jamie Sheldon	19/11/2024

SECTION 5: RECOMMENDATION AND ENDORSEMENT**Recommended Decision**

It is recommended that the Leader of the Council:

- Approves the Business Case
- Allocates £2,296,779.94 for the project into the Capital Programme funded by £1,941,574.00 Defra Grant and £355,205.94 service borrowing
- Delegates the award of the contract to the Service Director of Street Services

Cllr. Tom Briars-Delve		Philip Robinson	
Either email dated:	<i>date</i>	Either email dated:	<i>date</i>
Or signed:		Signed:	
Date:		Date:	

EXECUTIVE DECISION

made by a **Cabinet Member**



REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY BY AN INDIVIDUAL CABINET MEMBER

Executive Decision Reference Number – HCDC03 24/25

Decision	
1	Title of decision: Energy Efficiency Dynamic Purchasing System (EEDPS)
2	Decision maker (Cabinet member name and portfolio title): Councillor Chris Penberthy (Cabinet Member for Housing, Cooperative Development and Communities)
3	Report author and contact details: Nicola Turvey, Net Zero Delivery Officer nicola.turvey@plymouth.gov.uk 01752 304118
4	Decision to be taken: To agree: 1. Concession Agreement with Independence Community Interest Company (INCIC) to host an Energy Efficiency Dynamic Purchasing System; 2. Customer Access Agreement with INCIC to use the EEDPS to source approved, appropriately qualified and competent local contractors to deliver Retrofit works across the city.
5	Reasons for decision: Business Opportunity: Plymouth City Council seeks the opportunity to contract INCIC Ltd, through a Concession Agreement, to set up and manage an Energy Efficiency Dynamic Purchasing System (EE DPS), and to provide the role of securing correctly qualified and competent contractors to deliver a full range of energy efficiency (EE) retrofit measures to Plymouths eligible homes. The EEDPS will resolve our current challenge of sourcing competent contractors and varied measures by managing the PQQ procurement process, vetting, inspections and ongoing competency, compliance and contract particulars to provide a pool of approved PAS2030 and TrustMark accredited contractors, many of whom may already be approved to deliver installations through Plymouth City Councils Disability Facility Grant programme, and will be supported by INCIC, through their social values programme, to continually upskill their team and sub-contractors to PAS2030 certification to include insulation and other retrofit measures. Contracting INCIC's DPS to support the local SME market to engage with the WH:LG funding will enable Plymouth City Council to invest the funding we secure back into our local economy, increasing the social value to our city, increase employment opportunities, and direct investment into specific PAS2030 training programmes with City College to ensure more micro and SME businesses are skilled and compliant to work on the grant funded scheme.

Preferred Option - Good Capital Investment:

- Increased accountability of grant spending
- Increased management and oversight of contractor compliance
- Increased access to competent contractors and specialists
- Increased audit trail of full works delivered per property
- Ability to deliver complex works to eligible homes, to deliver deep retrofit
- Improved transparency of grant expenditure and resultant works completed
- Increased opportunity to invest the funding into local micro and SME businesses
- Increased opportunity to increase the social value of the funding to improve the local training opportunities with City College to upskill local businesses
- Very low financial risk – all financial risk sits within the parameters of the grant fund, and how it is spent
- Expenditure is based on competitive tendering, and weighted as set by PCC Procurement, Sustainability and Social Values agenda

Advantage to PCC:

Plymouth City Council already has an existing, mature and well developed Concession Agreement and Customer Access Agreement in place with INCIC to provide an ARMI DPS (Adaptations, Repairs, Maintenance & Improvement). This Agreement has been in place for over 8 years, and managed by the Housing Team has aided their ability to deliver a leading housing service in support and improvements, especially through the Disabled Facilities Grant.

PCC retrofit grant delivery model was established in 2020, based on the exemplary model of the Housing Teams exemplary model in delivering Disabled Facilities Grants (DFG). However, the key DFG procurement structure that the retrofit model failed to develop (due to role changes, and staff departures and new starters), has to date prevented Retrofit from investing its funding secured into the local economy and building up suitably qualified local contractors. The PCC Net Zero Delivery Team now finds itself in a strong position to be able to develop this procurement structure into our current Retrofit model, whilst still working in delivery partnership with Plymouth Energy Community, our key partner in ensuring the residents remain at the centre of all grant funding expenditure, and home improvements.

Key Benefits Include:

- Streamlined Procurement:** Reduces costs and simplifies the contractual process, encouraging competitive pricing
- Project Support:** Facilitates the assessment and funding of complex projects, allowing for thorough and effective retrofits
- Improved Response Times:** Saves time on project initiation, contract awards, record handling, and payments, enhancing operational efficiency
- Local Economy Investment:** Includes a profit-sharing model between INCIC and PCC, whereby PCC can receive 50% of the profit after INCIC costs are deducted, which can be reinvested into the local economy to ensure PAS2030 upskilling and certification is met
- Social Value:** Engages with micro and SMEs, fostering supportive relationships for delivering retrofit improvements
- Carbon Reduction:** Supports local businesses, reducing travel mileage and sourcing materials locally, contributing to carbon reduction target

Risks Understood:

- Entering into a Concession Agreement does not place PCC at any financial risk, as this agreement is not based on any direct financial transactions.
- Entering into a Customer Access Agreement places PCC at minimal financial risk, so long as the 1% management fee to INCIC is set, and not subject to inflation or increase at intermittent stages throughout contract length

Missing a valuable opportunity to utilise significant grant funding secured to invest into our local economy

6 Alternative options considered and rejected:

Do Nothing Option	Continue with current Retrofit Delivery Model
List Benefits:	Mature procurement process in place with Evolve Ltd and Taylor Hickey Ltd, that works Current model has passed multiple external audits conducted by grant funders and Devon Audit Partnership, and deemed an acceptable and approved model
List Risk / Issues:	Reduced offer of what improvements can be made to residents homes; Evolve Ltd will control the pricing, materials and measures to be installed as well as pace of delivery. PCC reliant on both organisations, leaving PCC exposed to risks on demanding improved quality, performance, delivery timeframes Unable to move away from Contractor should issues arise, as lack of other options in place
Cost:	£0.00 (set at zero as all expenditure is covered by grant funding)
Why did you discount this option	Option of what can be provided to a resident is too narrow Doesn't always result in the best improvement for what the resident/ house could receive to improve the thermal comfort of their home

Do Minimum Option	Continue with current approved Installer PEC & PCC project mgrs. seek to onboard more local contractors as PCC progresses into new WH:LG scheme
List Benefits:	Have established model in place Roles and deliverables are known and understood
List Risk / Issues:	Lack of internal staff resource to effectively deliver on this Potential lack of access into local contractor market without supporting time resource
Cost:	£25,000.00 – additional time and focus from internal resource working away from direct project delivery
Why did you discount this option	Time and focus is an issue with this option, its not impossible, but it would require a considerable amount of officer time to achieve effectively

Viable Alternative Option	Reshape PCC delivery model and find turnkey contractor to deliver full grant programme
List Benefits:	Main Contractor will be responsible for sourcing all contractors to improve residents homes
List Risk / Issues:	PCC would have a lack of control on design and depth of improvements to homes it would remove role of Plymouth Energy Community who play a vital role in handholding the resident through their

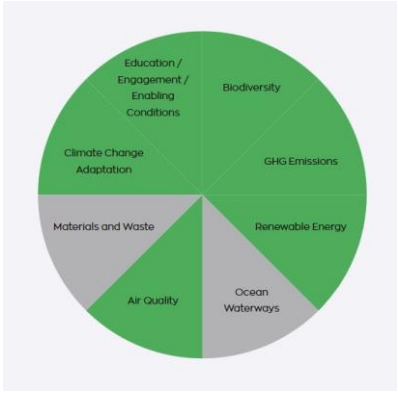
	customer journey, offering impartial advice and checking that they receive best workmanship and quality of install			
Cost:	£135,000.00 – PCC officer time in developing tender, and contract managing Main Contractor over 3 x year period			
Why did you discount this option	<p>This model has significant risk of not ensuring the resident is the central focus of the grant fund,</p> <p>In delivery process the offer to the resident may be simple and cheapest solution, so Contractor and subcontractors maximise their profit in fund delivery</p> <p>A key focus of both PCC and PEC to ensure that the funding results in highest levels of improvements as felt by the resident, and that the funded improvements work at a practical level to suit the households needs and lifestyle. This is likely not the case with a Main Contractor</p>			
7 Financial implications and risk:				
Potential Risks Identified		Likelihood	Impact	Overall Rating
Approved Contractors do not remain fully compliant and qualified – results in home not receiving TrustMark cert, and funding not being able to be utilized for costs of works delivered		Medium	High	High
<p>INCIC/ EEDPS monitor all documentation/ qualifications and associated expiry dates of approved Contractors. If either a quality issue or expiry date is noted without corrective actions taken then the Contractor is suspended from being able to bid for further works.</p> <p>INCIC will enforce minimum requirements and competency standards.</p> <p>In addition to this, the Contractor will only receive payment upon TrustMark cert upload to DPS CRM system</p>		Medium	Low	Low
Calculated risk value in £ (Extent of financial risk)	£30,000.00	Risk Owner	Nicky Turvey, Plymouth City Council INCIC	
Risk	Loss of local micro and SME contractors if they are priced out of competitive tender process by national larger organizations	High	High	High
Mitigation	PCC can directly manage this risk by setting the ratio of how a contract is awarded, such as reducing the set ratio of 60% price 40% quality; to align with the DFG standard of 40% price 60% quality, which can include a weighting towards local micro and SME businesses	Medium	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£7 million not invested in local SMEs	Risk Owner	Plymouth City Council	

	Risk	PAS2030 & DPS Set up could be a barrier into the Plymouth retrofit market	High	High	High
	Mitigation	Set up the DPS process in a way that works with neurodiversity, different reading and writing capabilities and tools/ templates for businesses to use via a tablet to ensure they have the records and support in place to apply for PAS2030 certification. Support provided will include CDM Regs 2015 risk assessment templates.	Medium	High	Medium
	Calculated risk value in £ (Extent of financial risk)	£7 million not invested in local SMEs	Risk Owner Nicky Turvey, Plymouth City Council INCIC		
	Risk	Warranties not secured for works delivered to residents homes	Medium	Medium	Medium
	Mitigation	DPS tracking all records provided by Contractor, and payment is not issued until documentation is complete. INCIC offer further level of assurance by insuring 1.2% of the contract value, which can be drawn upon for remedial works should this be required	Medium	Medium	Medium
	Calculated risk value in £ (Extent of financial risk)	£100,000.00	Risk Owner Nicky Turvey, Plymouth City Council INCIC		
8	Is the decision a Key Decision? (Please contact Democratic Support for further advice)	Yes	No	Per the Constitution, a key decision is one which:	
			X	in the case of capital projects and contract awards, results in a new commitment to spend and/or save in excess of £3million in total	
			X	in the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1million	
			X	is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.	
	If yes, date of publication of the notice in the Forward Plan of Key Decisions	28/11/2024			
9	Please specify how this decision is linked to the Council's corporate	The project is an excellent fit with the strategic objectives of The Council. Social inequalities will be reduced by the provision of efficient heating and efficiency measures to social housing households experiencing fuel			

plan/Plymouth Plan and/or the policy framework and/or the revenue/capital budget:

poverty. This not only provides a much healthier, warmer, and comfortable environment for the householder, it also reduces the annual energy bill ensuring vulnerable households income is maximised. The retrofitted energy efficiency measures will help to reduce the carbon emissions of the city, contributing to the delivery of the Joint Local Plan and Climate Emergency Action Plan.

I 0 Please specify any direct environmental implications of the decision (carbon impact)



Overall this project generates long term positive climate impact in the following areas:

- Biodiversity
- GHG Emissions
- Renewable Energy
- Air Quality
- Climate Change Adaptation
- Education/ Engagement/ Enabling Conditions

Currently there is not a directly positive climate impact to:

- Materials and Waste
- Ocean Waterways

However, there is the opportunity to use this project to steer an improvement in retrofit practise when and where it interacts with these 2 x areas. to ensure continual improvement is driven to ensure these areas also benefit from the retrofit delivery within the city.

Urgent decisions

<p>I 1 Is the decision urgent and to be implemented immediately in the interests of the Council or the public?</p>	<p>Yes</p>		<p>(If yes, please contact Democratic Support (democraticsupport@plymouth.gov.uk) for advice)</p>
	<p>No</p>	<p>X</p>	<p>(If no, go to section I3a)</p>

I 2 Reason for urgency:
a

12	Scrutiny Chair	Date	
b	Signature:		
	Scrutiny Committee name:		
	Print Name:		
Consultation			
1	Are any other Cabinet members' portfolios affected by the decision?	Yes	<input checked="" type="checkbox"/>
3		No	<input type="checkbox"/>
a		(If no go to section 14)	
1	Which other Cabinet member's portfolio is affected by the decision?	Councillor Tom Briars Delve (Cabinet Member for Environment and Climate Change)	
3			
1	Date Cabinet member consulted	21/11/2024	
3			
1	Has any Cabinet member declared a conflict of interest in relation to the decision?	Yes	<input type="checkbox"/>
4		<input type="checkbox"/>	If yes, please discuss with the Monitoring Officer
		No	<input checked="" type="checkbox"/>
1	Which Corporate Management Team member has been consulted?	Name	Paul Barnard
5		Job title	Service Director for Strategic Planning & Infrastructure
		Date consulted	21/11/2024
Sign-off			
1	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	JS73 24/25
6		Finance (mandatory)	DJN.24.25.123
		Legal (mandatory)	LS/2960(25)/JP/191124
		Human Resources (if applicable)	N/A

		Corporate property (if applicable)	N/A
		Procurement (if applicable)	KK/PS/759/ED/1124

Appendices

17	R ef.	Title of appendix
	A	Briefing report for publication
	B	Equalities Impact Assessment
	C	Climate Impact Assessment

Confidential/exempt information

18a	Do you need to include any confidential/exempt information?	Yes		If yes, prepare a second, confidential ('Part II') briefing report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box in 18b below. (Keep as much information as possible in the briefing report that will be in the public domain)
		No	<input checked="" type="checkbox"/>	


		Exemption Paragraph Number						
		1	2	3	4	5	6	7
18b	Confidential/exempt briefing report title:							

Background Papers

19 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. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.

Title of background paper(s)	Exemption Paragraph Number						
	1	2	3	4	5	6	7

Cabinet Member Signature

20	I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget. In taking this decision I have given 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. For further details please see the EIA attached.		
Signature		Date of decision	22.11.2024
Print Name	Councillor Chris Penberthy (Cabinet Member for Housing, Cooperative Development and Communities)		

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Energy Efficiency Dynamic Purchasing System (EEDPS)

Procuring Retrofit Services for the future
Net Zero Delivery Team



I. EXECUTIVE SUMMARY

I.1 Recommendation to sign and enter into a Concession Agreement and Customer Contract Agreement with INCIC to host and use an Energy Efficiency Dynamic Purchasing Agreement (EEDPS) to then procure suitably qualified and competent PAS2030 contractors to deliver retrofit improvements to privately owned and rented homes.

I.2 There is no financial risk in entering the Concession Agreement, and there is minimal financial risk in entering the Customer Access Agreement. The risks in the competence and quality of the contractor delivery is transferred to INCIC to manage. The benefits significantly outweigh the risk, especially in investing the grant funding directly into Plymouth's local economy.

I.3 There are positive Climate Impacts as a result of this proposal and no negative effects identified in the Equality and Diversity Impact Assessment.

I.4 There is no financial expenditure associated with the Concession Agreement, however a likely revenue income should the DPS cover all INCIC's annual overheads and generate a profit, of which PCC stands to receive 50% as part of the revenue sharing clause within the Agreement.

I.5 Financial expenditure from direct DPS use will likely be no more than £35,960.00 per year, and will be fully funded by the Warm Homes: Local Grant fund secured from DESNZ.

I.6 Key risks: Contractor Competency; Contractor Capability; PAS2030 certified Contractors locally available to deliver complex retrofit works.

2. BACKGROUND

2.1 Business Need:

The Net Zero Delivery Team is in the process of securing over £7 million of Warm Homes: Local Grant (WH:LG) funding from the Central Government Department of Energy Security and Net Zero (DESNZ), to improve over 500 eligible homes.

This grant will be spent on fully funding measures to improve the thermal performance, comfort and energy self-sufficiency of privately owned and rented low income and fuel poor households across the city. These home improvement actions are termed 'Retrofitting' existing homes and include measures such as insulation, solar pV, and better heating systems for the home, such as air source heat pumps.

The funding duration is initially for 3 x years, running from 1 April 2025 until 31 March 2028, and it is within this timeframe PCC aim to treat and improve >500 homes.

This initial 3 x year duration it is expected to be extended by Central Government for a further 2 x years, potentially increasing the project lifespan to 5 years, and being available until 3 March 2030.

If the funding is extended, the Net Zero Delivery Team aims to secure an additional £5.8 million to treat a further >400 homes.

2.2 Current Business Problem:

Currently we face the challenge of securing local, competent and appropriately qualified contractors to deliver retrofit works, which could include:

- Loft Insulation
- External Wall Insulation
- Solar pV installation
- Air Source Heat Pump Installation
- Room in Roof Insulation
- Improvement ventilation

Instead, we are currently reliant on 1 x national company, Evolve Home Solutions Ltd, who has a monopoly over the products installed, measures that can be installed, level of improvement to a home, cost, and speed of delivery. All of which place Plymouth City Council in a vulnerable position of being reliant on the sole Contractor to set the pace and options of retrofit measures, which doesn't always best serve the resident, especially in the case of complex needs with hard to treat properties.

2.3 Business Opportunity:

Plymouth City Council seeks the opportunity to contract INCIC Ltd, through a Concession Agreement, to set up and manage an Energy Efficiency Dynamic Purchasing System (EE DPS), and to provide the role of securing correctly qualified and competent contractors to deliver a full range of energy efficiency (EE) retrofit measures to Plymouths eligible homes.

The EEDPS will resolve our current challenge of sourcing competent contractors and varied measures by managing the PQQ procurement process, vetting, inspections and ongoing competency, compliance and contract particulars to provide a pool of approved PAS2030 and TrustMark accredited contractors, many of whom may already be approved to deliver installations through Plymouth City Councils Disability Facility Grant programme, and will be supported by INCIC, through their social values programme, to continually upskill their team and sub-contractors to PAS2030 certification to include insulation and other retrofit measures.

Contracting INCIC's DPS to support the local SME market to engage with the WH:LG funding will enable Plymouth City Council to invest the funding we secure back into our local economy, increasing the social value to our city, increase employment opportunities, and direct investment into specific PAS2030 training programmes with City College to ensure more micro and SME businesses are skilled and compliant to work on the grant funded scheme.

2.4 PROPOSED CHANGES AND REASONS

2.5 Business Proposal:

2.5.1 Concession Agreement:

Enter into a non-exclusive Concession Agreement with INCIC to host the EEDPS, which will allow this DPS to then be made available to other LA's to have individual Access Agreements with INCIC to make use of the platform in securing energy efficiency works.

The Concession Agreement will be at no cost to Plymouth City Council, and should last for an initial period of 4 x years, with the opportunity to extend by further 2 x periods up to a maximum of 60 months.

The Concession Contract will have a Revenue Sharing Clause written into it, that will state PCC will receive 50% of the profit after INCICs costs are deducted, creating a potential revenue stream for Plymouth to further invest in our internal retrofit delivery, local training and skills programmes, or SMEs to continue the upskilling of competence to deliver whole house retrofits within the city.

2.5.2 EEDPS Customer Access Agreement (CAA):

Separately for Plymouth City Council to enter a Customer Access Agreement with INCIC, for an initial period of 4 x years, with the opportunity to extend by further 2 x periods up to a maximum of 60 months.

Plymouth City Council will use the DPS to advertise the works required at each home in 'Lots', which will enable more complex works to be bid for, as the works can be broken down into specific measures, such as External Wall Insulation; Solar pV, which will enable more specialist contractors to bid for depending on their business offering, mitigating the risk of 1 x business providing a one stop shop of measures that may not be applicable to complex housing archetypes and retrofit recommendations.

INCIC will charge a management fee of 1% (Net of Vat) on each total Lot value contracted through the DPS platform.

The financial risk to PCC is minimal as charges are only incurred as a result of use and contracts secured.

Alongside the EEDPS enabling Plymouth City Council to provide far more complex whole house retrofit works to our eligible homes across the city, which will make a marked improvement for the low income, fuel poor residents within these properties; it will also provide a greater transparency and access to records, photos and contractor certifications - evidencing who, where, what and how each task has been completed, which will support our own audit records per property, and collate the records to evidence to the grant funder how the funding has been appropriately spent.

2.6 Why is the EEDPS a Preferred Option:

- Increased accountability of grant spending
- Increased management and oversight of contractor compliance
- Increased access to competent contractors and specialists
- Increased audit trail of full works delivered per property
- Ability to deliver complex works to eligible homes, to deliver deep retrofit
- Improved transparency of grant expenditure and resultant works completed
- Increased opportunity to invest the funding into local micro and SME businesses
- Increased opportunity to increase the social value of the funding to improve the local training opportunities with City College to upskill local businesses
- Very low financial risk – all financial risk sits within the parameters of the grant fund, and how it is spent
- Expenditure is based on competitive tendering, and weighted as set by PCC Procurement, Sustainability and Social Values agenda

2.7 Advantage to PCC:

Plymouth City Council already has an existing, mature and well developed Concession Agreement and Customer Access Agreement in place with INCIC to provide an ARMI DPS (Adaptations, Repairs, Maintenance & Improvement). This Agreement has been in place for over 8 years, and managed by the

Housing Team has aided their ability to deliver a leading housing service in support and improvements, especially through the Disabled Facilities Grant.

PCC retrofit grant delivery model was established in 2020, based on the exemplary model of the Housing Teams exemplary model in delivering Disabled Facilities Grants (DFG). However, the key DFG procurement structure that the retrofit model failed to develop (due to role changes, and staff departures and new starters), has to date prevented Retrofit from investing its funding secured into the local economy and building up suitably qualified local contractors. The PCC Net Zero Delivery Team now finds itself in a strong position to be able to develop this procurement structure into our current Retrofit model, whilst still working in delivery partnership with Plymouth Energy Community, our key partner in ensuring the residents remain at the centre of all grant funding expenditure, and home improvements.

2.8 Key Benefits Include:

- **Streamlined Procurement:** Reduces costs and simplifies the contractual process, encouraging competitive pricing
- **Project Support:** Facilitates the assessment and funding of complex projects, allowing for thorough and effective retrofits
- **Improved Response Times:** Saves time on project initiation, contract awards, record handling, and payments, enhancing operational efficiency
- **Local Economy Investment:** Includes a profit-sharing model between INCIC and PCC, whereby PCC can receive 50% of the profit after INCIC costs are deducted, which can be reinvested into the local economy to ensure PAS2030 upskilling and certification is met
- **Social Value:** Engages with micro and SMEs, fostering supportive relationships for delivering retrofit improvements
- **Carbon Reduction:** Supports local businesses, reducing travel mileage and sourcing materials locally, contributing to carbon reduction target

2.9 Risks Understood:

- Entering into a Concession Agreement does not place PCC at any financial risk, as this agreement is not based on any direct financial transactions.
- Entering into a Customer Access Agreement places PCC at minimal financial risk, so long as the 1% management fee to INCIC is set, and not subject to inflation or increase at intermittent stages throughout contract length
- Missing a valuable opportunity to utilise significant grant funding secured to invest into our local economy

2. 3. ALTERNATIVE OPTIONS

3.1 What may happen should we 'do nothing':

Plymouth City Council will continue our currently well established model of working with Plymouth Energy Community to secure work with Evolve Home Energy Solutions Ltd to deliver simple quick win measures for homes, that don't deliver complex retrofit improvements.

Together with PEC, PCC will seek to support and procure local competent contractors to deliver within the scheme requirements. However, this is a time consuming and significant resource demand of both PEC and PCC

project mgr time, and so is unlikely to be progressed with the speed and focus required to make any significant changes within the 3 x year timeframe.

3.2 Do Nothing Option	Continue with current Retrofit Delivery Model
List Benefits:	<ul style="list-style-type: none"> - Mature procurement process in place with Evolve Ltd and Taylor Hickey Ltd, that works - Current model has passed multiple external audits conducted by grant funders and Devon Audit Partnership, and deemed an acceptable and approved model
List Risk / Issues:	<ul style="list-style-type: none"> - Reduced offer of what improvements can be made to residents homes; - Evolve Ltd will control the pricing, materials and measures to be installed as well as pace of delivery. - PCC reliant on both organisations, leaving PCC exposed to risks on demanding improved quality, performance, delivery timeframes - Unable to move away from Contractor should issues arise, as lack of other options in place
Cost:	£0.00 (set at zero as all expenditure is covered by grant funding)
Why did you discount this option	<ul style="list-style-type: none"> - Option of what can be provided to a resident is too narrow - Doesn't always result in the best improvement for what the resident/ house could receive to improve the thermal comfort of their home
3.3 Do Minimum Option	<ul style="list-style-type: none"> - Continue with current approved Installer - PEC & PCC project mgrs. seek to onboard more local contractors as PCC progresses into new WH:LG scheme
List Benefits:	<ul style="list-style-type: none"> - Have established model in place - Roles and deliverables are known and understood
List Risk / Issues:	<ul style="list-style-type: none"> - Lack of internal staff resource to effectively deliver on this - Potential lack of access into local contractor market without supporting time resource
Cost:	£25,000.00 – additional time and focus from internal resource working away from direct project delivery
Why did you discount this option	<ul style="list-style-type: none"> - Time and focus is an issue with this option, its not impossible, but it would require a considerable amount of officer time to achieve effectively
3.4 Viable Alternative Option	Reshape PCC delivery model and find turnkey contractor to deliver full grant programme
List Benefits:	<ul style="list-style-type: none"> - Main Contractor will be responsible for sourcing all contractors to improve residents homes
List Risk / Issues:	<ul style="list-style-type: none"> - PCC would have a lack of control on design and depth of improvements to homes - it would remove role of Plymouth Energy Community who play a vital role in handholding the resident through their customer journey, offering impartial advice and checking that they receive best workmanship and quality of install
Cost:	£135,000.00 – PCC officer time in developing tender, and contract managing Main Contractor over 3 x year period

Why did you discount this option	<ul style="list-style-type: none"> - This model has significant risk of not ensuring the resident is the central focus of the grant fund, - In delivery process the offer to the resident may be simple and cheapest solution, so Contractor and subcontractors maximise their profit in fund delivery - A key focus of both PCC and PEC to ensure that the funding results in highest levels of improvements as felt by the resident, and that the funded improvements work at a practical level to suit the households needs and lifestyle. This is likely not the case with a Main Contractor
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4. FINANCIAL IMPLICATIONS AND RISK

The financial implication is minimal to Plymouth City Council:

4.1 Concession Agreement:

There is no financial expenditure connected to this Agreement. By signing the Concession Agreement Plymouth City Council enables INCIC to offer the platform to other Local Authorities through their own direct Customer Access Agreements.

At YE, after all INCIC overheads have been accounted for, a revenue sharing clause applies, whereby Plymouth City Council receives 50% of any profit made. Plymouth City Council can then utilise this to invest into internal staffing costs, or alternatively through further developing retrofit training, contractor competencies within our local economy.

4.2 Customer Access Agreement:

There is a 1% mgmt fee charged to PCC by INCIC for the total value of contracts issued to contractors using the EEDPS. This 1% fee will be fully funded by the Warm Homes: Local Grant Plymouth City Council will receive from central government Department of Energy Security and Net Zero over 3 x year duration between FY's 25/26 – 27/28.

5. TIMESCALES

5.1 Concession Agreement:

To sign both the Concession Agreement by 1 November 2024.

This will enable PCC and INCIC to work in partnership over the following 4 x months to invest in local micro and SME contractors to be procured onto the DPS, ready for the commencement of the Warm Homes: Local Grant on 1 April 2025.

5.2 Customer Access Agreement:

To sign this Agreement prior to 1 March 2025.

There is less pressure to set up Plymouth City Councils individual Access Agreement, as we will not likely start to use until the commencement of the Warm Homes: Local Grant on 1 April 2025.

EQUALITY IMPACT ASSESSMENT – Energy Efficiency Dynamic Purchasing System

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Nicola Turvey	Department and service:	Growth, Net Zero Delivery Team	Date of assessment:	30.10.2024
Lead Officer: Head of Service, Service Director, or Strategic Director.	Paul Barnard	Signature:	Service Director for Strategic Planning and Infrastructure	Approval date:	21 November 2024
Overview:	Implementation of the Energy Efficiency Dynamic Purchasing System (EEDPS) for Plymouth City Council to utilise to procure retrofit implementation services				
Decision required:	To approve the Energy Efficiency Dynamic Purchasing System (EEDPS) Capital Business Case				

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts: Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?	Yes		No	X
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	X
Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section three)	Yes		No	X

<p>If you do not agree that a full equality impact assessment is required, please set out your justification for why not.</p>	<p>No negative impacts will be experienced either internally within Plymouth City Council or externally by Plymouth residents or businesses</p>
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Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
<p>Age</p>	<p>Plymouth</p> <ul style="list-style-type: none"> • 16.4 per cent of people in Plymouth are children aged under 15. • 65.1 per cent are adults aged 15 to 64. • 18.5 percent are adults aged 65 and over. • 2.4 percent of the resident population are 85 and over. <p>South West</p> <ul style="list-style-type: none"> • 15.9 per cent of people are aged 0 to 14, 61.8 per cent are aged 15 to 64. • 22.3 per cent are aged 65 and over. <p>England</p> <ul style="list-style-type: none"> • 17.4 per cent of people are aged 0 to 14. • 64.2 per cent of people are aged 15 to 64. • 18.4 per cent of people are aged 65 and over. <p>(2021 Census)</p>	<p>No adverse impacts anticipated</p>	<p>None</p>	<p>N/A</p>

<p>Care experienced individuals</p> <p>(Note that as per the Independent Review of Children's Social Care recommendations, Plymouth City Council is treating care experience as though it is a protected characteristic).</p>	<p>It is estimated that 26 per cent of the homeless population in the UK have care experience. In Plymouth there are currently 7 per cent of care leavers open to the service (6 per cent aged 18-20 and 12 per cent of those aged 21+) who are in unsuitable accommodation.</p> <p>The Care Review reported that 41 per cent of 19-21 year old care leavers are not in education, employment or training (NEET) compared to 12 per cent of all other young people in the same age group.</p> <p>In Plymouth there are currently 50 per cent of care leavers aged 18-21 Not in Education Training or Employment (54 per cent of all those care leavers aged 18-24 who are open to the service).</p> <p>There are currently 195 care leavers aged 18 to 20 (statutory service) and 58 aged 21 to 24 (extended offer). There are more care leavers aged 21 to 24 who could return for support from services if they wished to.</p>	No adverse impacts anticipated	None	N/A
<p>Disability</p>	<p>9.4 per cent of residents in Plymouth have their activities limited 'a lot' because of a physical or mental health problem.</p> <p>12.2 per cent of residents in Plymouth have their activities limited 'a little' because of a physical or mental health problem (2021 Census)</p>	No adverse impacts anticipated	None	N/A

Gender reassignment	0.5 per cent of residents in Plymouth have a gender identity that is different from their sex registered at birth. 0.1 per cent of residents identify as a trans man, 0.1 per cent identify as non-binary and, 0.1 per cent identify as a trans women (2021 Census).	No adverse impacts anticipated	None	N/A
Marriage and civil partnership	40.1 per cent of residents have never married and never registered a civil partnership. 10 per cent are divorced, 6 percent are widowed, with 2.5 per cent are separated but still married. 0.49 per cent of residents are, or were, married or in a civil partnerships of the same sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).	No adverse impacts anticipated	None	N/A
Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.	No adverse impacts anticipated	None	N/A

Race	<p>In 2021, 94.9 per cent of Plymouth's population identified their ethnicity as White, 2.3 per cent as Asian and 1.1 per cent as Black (2021 Census)</p> <p>People with a mixed ethnic background comprised 1.8 per cent of the population. 1 per cent of the population use a different term to describe their ethnicity (2021 Census)</p> <p>92.7 per cent of residents speak English as their main language. 2021 Census data shows that after English, Polish, Romanian, Chinese, Portuguese, and Arabic are the most spoken languages in Plymouth (2021 Census).</p>	No adverse impacts anticipated	None	N/A
Religion or belief	<p>48.9 per cent of the Plymouth population stated they had no religion. 42.5 per cent of the population identified as Christian (2021 Census).</p> <p>Those who identified as Muslim account for 1.3 per cent of Plymouth's population while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2021 Census).</p>	No adverse impacts anticipated	None	N/A
Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	No adverse impacts anticipated	None	N/A
Sexual orientation	88.95 per cent of residents aged 16 years and over in Plymouth describe their sexual orientation as straight or heterosexual. 2.06 per cent describe their sexuality as bisexual, 1.97 per cent of people describe their sexual orientation as gay or lesbian. 0.42 per cent of residents describe their sexual orientation using a different term (2021 Census).	No adverse impacts anticipated	None	N/A

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department

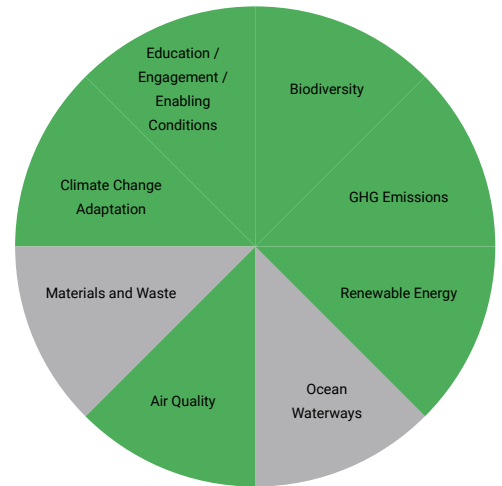
SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
Work together in partnership to: <ul style="list-style-type: none"> ▪ promote equality, diversity and inclusion ▪ facilitate community cohesion ▪ support people with different backgrounds and lived experiences to get on well together 	This DPS tool will be utilised to seek specialised contractors to deliver improvement work to specifically low income, fuel poor households to improve the thermal comfort and energy self-sufficiency of the home	None	N/A
Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.	This DPS tool will be utilised to seek specialised contractors to deliver improvement work to specifically low income, fuel poor households to improve the thermal comfort and energy self-sufficiency of the home	None	N/A
Build and develop a diverse workforce that represents the community and citizens it serves.	This DPS tool will be utilised to seek specialised contractors, with the aim of increasing the investment into our local micro and SME contractors who are qualified to deliver the required improvement works	None	N/A
Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate	This DPS tool will be utilised to seek specialised contractors to deliver improvement work to specifically low	None	N/A

incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.	income, fuel poor households, and in doing so may include replacement window and doors with more thermally efficient upgrades. In doing so this will increase the security of the resident's home, which may make them feel safer, as well as boost pride within the local community		
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Energy Efficiency Dynamic Purchasing System



Assessment ID: ENE178

Assessment Author: Nicola Turvey

Project Summary:

Implementation of the Energy Efficiency Dynamic Purchasing System (EEDPS) for Plymouth City Council to utilise to procure retrofit implementation services

Summary of Assessment:

Overall this project generates long term positive climate impact in the following areas: - Biodiversity- GHG Emissions - Renewable Energy- Air Quality- Climate Change Adaptation- Education/ Engagement/ Enabling Conditions
Currently there is not a directly positive climate impact to: - Materials and Waste- Ocean Waterways
However, there is the opportunity to use this project to steer an improvement in retrofit practise when and where it interacts with these 2 x areas. to ensure continual improvement is driven to ensure these areas also benefit from the retrofit delivery within the city.

Biodiversity Score: 5

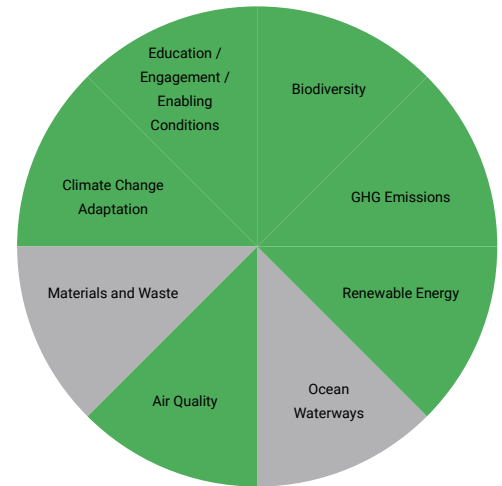
Biodiversity Score Justification: Nature conservation is not enhanced, however retrofit delivery will lead to heating interventions and improvements in privately owned and rented homes across the city; providing fully funded solutions to move homes away from reliance on open fires; wood burners; oil fuelled heating and gas fired central heating (all that emit pollutants into the atmosphere), and instead offer efficient replacements, such as electrically powered air source heat pumps, or solar pV to power electrically operated High Heat Retention Storage Heaters, which will reduce/ mitigate localised & national GHG emissions and particulate matter pollution from fossil fuel generated heating sources, and work towards improving the internal and external air quality, which may aid biodiversity improvements.

Biodiversity Score Mitigate: No

GHG Emissions Score: 5

GHG Emissions Score Justification: Retrofit delivery will involve improving Plymouths eligible privately owned and privately rented homes building fabric, to increase the thermal performance of the home, which should result in a home requiring less heating to reach a comfortable internal temperature, and be able to retain the heat for longer (so less topping up of the heat once that comfort level has been reached). Better insulating our existing housing stock will then lead to a reduction in the heating demand, which will reduce the associated GHG emissions / year,

Energy Efficiency Dynamic Purchasing System



improving the energy efficiency of the home. In addition to improving the building fabric, retrofit delivery also seeks to improve the energy self-sufficiency of the home, so if the home also has pV installed and is an electrically heated property it will further reduce its energy demand from the national grid, further reducing its emissions footprint

GHG Emissions Score Mitigate: Yes

GHG Emissions Revised Score: 5

GHG Emissions Revised Score Justification: The installation of effective renewable tech such as pV, or the replacement of gas boilers with ASHP, where the co-efficient is >3:1 will further reduce/mitigate GHG emissions

Renewable Energy Score: 5

Renewable Energy Score Justification: The installation of effective renewable tech such as pV, coupled with battery storage or the replacement of gas boilers with low carbon heating solutions such as ASHP, where the co-efficient is >3:1 will further reduce/ mitigate GHG emissions

Renewable Energy Score Mitigate: Yes

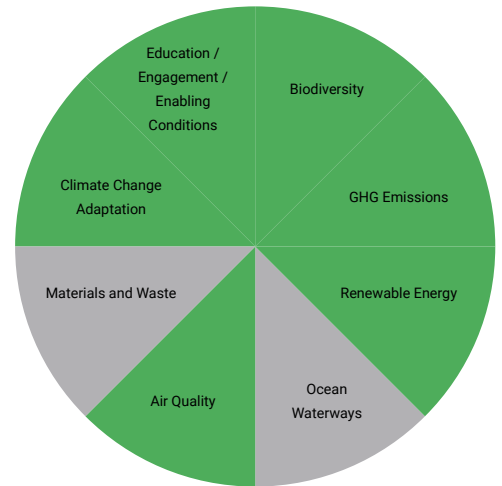
Renewable Energy Revised Score: 5

Renewable Energy Revised Score Justification: Including battery storage as a further self-sufficiency measure to pV enables further mitigation and ability for the home to utilise energy directly generated from the pV panels

Ocean and Waterways Score: 3

Ocean and Waterways Score Justification: It is not possible to record direct impact of retrofit delivery. However, retrofit delivery facilitates and funds the transition of a home away from oil or LPG heating methods, by installing low carbon alternatives. By changing a homes heating method from oil, removes the need for an oil tank, and removes the risk of a leak from the tank into the ground water or a spillage from the tank refill process, which could end up in a local water source or surface drainage which could potentially flow into local water source

Energy Efficiency Dynamic Purchasing System



Ocean and Waterways Score Mitigate: No

Air Quality Score: 5

Air Quality Score Justification: Retrofit delivery will lead to heating interventions and improvements in privately owned and rented homes across the city; providing fully funded solutions to move homes away from reliance on open fires; wood burners; oil fuelled heating and gas fired central heating (all that emit pollutants into the atmosphere), and instead offer efficient replacements, such as electrically powered air source heat pumps, or solar pV to power electrically operated High Heat Retention Storage Heaters, which will reduce/ mitigate localised & national GHG emissions and particulate matter pollution from fossil fuel generated heating sources, and work towards improving the internal and external air quality, which may aid biodiversity improvements.

Air Quality Score Mitigate: Yes

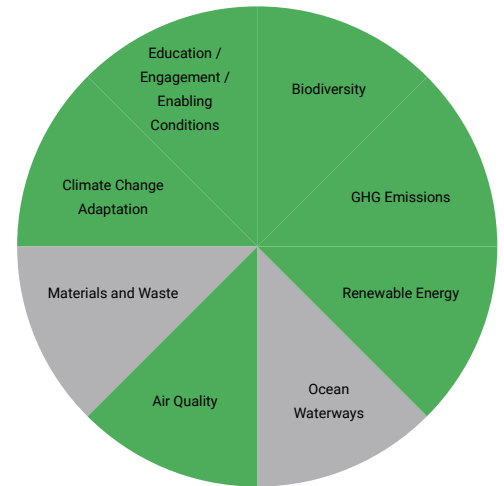
Air Quality Revised Score: 5

Air Quality Revised Score Justification: Removal of reliance on fossil fuel heating sources by installing either renewable heating sources (solar pV generating electricity to power electric radiators or High Heat Retention Storage Heaters); or low carbon heating installations such as Air Source Heat Pumps

Materials and Waste Score: 2

Materials and Waste Score Justification: Retrofit Delivery may likely generate some waste products such as radiators, inefficient storage heaters; gas boilers, window and door replacements; packaging from insulation products. Most product wrapping is recyclable, and the contractors will need to follow their company policies in correctly disposing of packaging. All contractors will need to follow their company policy and procedures in correctly disposing of waste or obsolete items, especially if they contain any hazardous substances. Should they contain hazardous substances, the correct waste transfer notes will be required to be obtained to evidence and audit trail of how item was removed - such as asbestos tiles from a roof, prior to pV being installed

Energy Efficiency Dynamic Purchasing System



Materials and Waste Score Mitigate: Yes

Materials and Waste Revised Score: 3

Materials and Waste Revised Score Justification: Ensuring compliance is followed, monitored and evidenced in how materials are procured and waste is handled

Climate Change Adaptation Score: 5

Climate Change Adaptation Score Justification: Yes - each home will receive a full survey from appropriately qualified Retrofit Assessor, which will be reviewed by Plymouth Energy Community's Retrofit Specifier, and overseen by a third party Retrofit Co-Ordinator to ensure the improvement and interventions provided to each home are in line with considerations of cooling as well as heating requirements, to ensure the residents are protected from the property overheating in summer months, and sufficiently ventilated to mitigate/ minimise damp, especially due to the geographical location of Plymouth, whereby being in the SW we have a higher level of exposure to driven wet rain, which saturates house walls and humid weather conditions, which aids the growth of mould should the home not be dry and ventilated enough to prevent this.

Climate Change Adaptation Score Mitigate: Yes

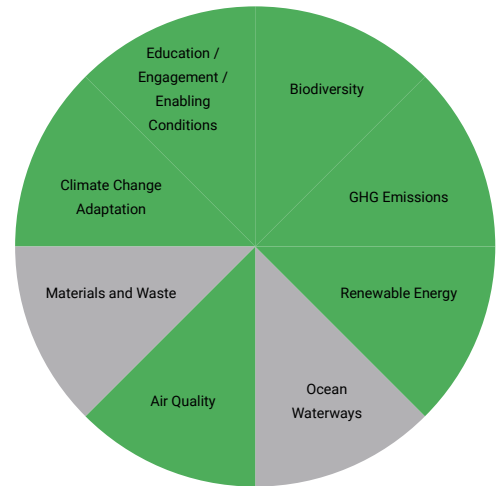
Climate Change Adaptation Revised Score: 5

Climate Change Adaptation Revised Score Justification: Improved ventilation systems with each fabric insulation improvement

Education / Engagement / Enabling Conditions Score: 5

Education / Engagement / Enabling Conditions Score Justification: Yes - the Energy Efficiency Dynamic Purchasing System will be developed to support local micro and SME businesses in upskilling to PAS2030 certification/ standard, which will enable the retrofit funding secured to be invested back into Plymouth's local economy. In doing so an aim is to collaborate with the city college to increase the PAS2030 training courses available to upskill Plymouth's workforce to this standard in delivering either fabric first or low carbon heat installations. In addition to the local

Energy Efficiency Dynamic Purchasing System



economy, Plymouth will work with over 500 x residents to improve their homes thermal and energy performance, which in turn will build this awareness into the residents in receipt of grant funded improvements, and through word of mouth they may increase awareness on retrofit amongst their friends and family. We hope retrofit could also become an education piece of learning among school age children, who could actively participate in this learning through school engagement events or through education clubs within local communities

Education / Engagement / Enabling Conditions Score Mitigate: No

Wheel Key

- Long lasting or severe negative impact
- Short term or limited negative impact
- No impact or neutral impact
- Short term or limited positive impact
- Long lasting or extensive positive impact

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