



Oversight and Governance

Chief Executive's Department

Plymouth City Council

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Delegated Decisions

Delegated Executive/Officer Decisions

Notice of call-in for non-urgent decisions must be given to the Democratic Support Team by 4.30 pm on 03 March 2026. 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 <https://tinyurl.com/3hwmppzp>

The decisions detailed below may be implemented on 04 March 2026 if they are not called-in.

Delegated Decisions

I. Councillor Tudor Evans OBE, Leader of the Council:

- I.a. L18 25/26 - Procurement Commencement Provision of Alternative Education Provision Services **(Pages 1 - 34)**
- I.b. L19 25/26 - Community Infrastructure Levy contribution for heat network and cultural infrastructure - Theatre Royal Plymouth **(Pages 35 - 62)**

EXECUTIVE DECISION

made by a Cabinet Member



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

Executive Decision Reference Number – L18 25/26

Decision	
1	Title of decision: Procurement Commencement Provision of Alternative Education Provision Services
2	Decision maker: Councillor Tudor Evans OBE (Leader of the Council)
3	Report author and contact details: Isabelle Kolinsky, Head of Education and Virtual School +441752307471 isabelle.kolinsky@plymouth.gov.uk
4	Decision to be taken: <ol style="list-style-type: none"> 1. Agrees the commencement of the procurement service for Alternative Education Provision service with a value of £5.8 million per year; 2. Delegates the award of the contract to the Director of Children's Services where they do not already have the authority to do so.
5	Reasons for decision: <ol style="list-style-type: none"> 1. The contract is necessary to secure sufficient, high-quality Alternative Educational Provision to meet the Council's statutory duties under education and SEND legislation and to support vulnerable children and young people who are unable to access mainstream education. 2. The delegation of contract award decision-making enables the timely and efficient award of the contract following completion of the procurement process, ensuring continuity of Alternative provision services and compliance with the Council's contractual responsibilities and internal governance. 3. The decision will ensure that all necessary legal, financial, and contractual documentation can be completed without delay, enabling the service to commence as planned (before the April 2027 academic session) and within approved budgets.
6	Alternative options considered and rejected: <ol style="list-style-type: none"> 1. Do nothing: Rejected as this would not provide sufficient assurance of value for money, quality, or capacity and would risk non-compliance with procurement and contract regulations. 2. Develop an in-house service: Rejected due to lack of specialist capacity, increased financial risk, and the inability to mobilise at scale within required timescales. 3. Short-term interim contracts: Rejected as this option would create instability for children, parents, providers, and schools. In addition, it would not support long-term planning or improved outcomes.
7	Financial implications and risks: <p>The contract will be funded from existing approved budgets within the Children's Services Directorate. The procurement process has been designed to ensure value for money and affordability within the Council's medium and long-term financial plans. There are no unbudgeted financial commitments arising</p>

	from this decision. Ongoing expenditure will be subject to contract management and financial monitoring arrangements.			
8	<p>Legal Implications:</p> <p>The decision supports the Council's statutory duties under the Education Act 1996, Children and Families Act 2014 and SEND Code of Practice. The procurement and award of the contract will be undertaken in accordance with the Council's Contract Standing Orders (CSO), public procurement legislation, and relevant safeguarding and data protection requirements.</p>			
9	<p>Is the decision a Key Decision? (please contact Democratic Support for further advice)</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>		15 January 2026	
10	<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>This decision supports Plymouth City Council's corporate plan and wider policy framework, particularly:</p> <ol style="list-style-type: none"> 1. A Caring Plymouth – supporting vulnerable children and young people to achieve positive educational outcomes. 2. A Fair and Inclusive City – reducing inequality and improving access to education for those unable to attend mainstream education provision. 3. Early Help and SEND priorities – ensuring sufficient and appropriate education provision. 4. The decision also aligns with the Council's statutory responsibilities for education sufficiency and inclusion. 			
11	<p>Please specify any direct environmental implications of the decision (carbon impact)</p> <p>The decision has no significant direct environmental impact, as it relates to the commissioning of education services rather than capital development. However, indirect opportunities exist to:</p> <ul style="list-style-type: none"> - Encourage local delivery models that reduce travel distances - Promote digital learning approaches where appropriate - Embed proportionate sustainability expectations within contract management. <p>Overall, these measures support Plymouth City Council's ambition to reduce carbon emissions and contribute to its</p>			

		long-term climate objectives, including the commitment to becoming a carbon-neutral city.		
Urgent decisions				
12a	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)
12b	Reason for urgency:			
12c	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 Jemima Laing (Deputy Leader and Cabinet Member for Children's Services, Culture and Communications)		
13c	Date Cabinet member consulted	14 January 2026		
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	David Haley	
		Job title	Director of Children's Services	
		Date consulted	12 November 2025	
Sign-off				
16	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	JS78 25/26	
		Finance (mandatory)	DN.25.26.018	
		Legal (mandatory)	LS/00001312/1/AC/9/2/26	

		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	Ref.	Title of appendix
	A	Briefing report for publication
	B	Equalities Impact Assessment
	C	Climate Impact Assessment
	D	Business Case

Confidential/exempt information

18a	Do you need to include any confidential/exempt information? Please type an X into the relevant box	Yes	<input checked="" type="checkbox"/>	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 type="checkbox"/>	

Exemption Paragraph Number

		1	2	3	4	5	6	7
18b	Confidential/exempt briefing report title: D – Business Case			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.
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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	24/02/2026
Print Name	Councillor Tudor Evans, Leader of Plymouth City Council		

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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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BRIEFING REPORT

Provision of Alternative Education Provision service



1. INTRODUCTION

1.1. This report is in relation to the procurement of an Alternative Provision (AP) service and a coordinated Education Otherwise Than At School (EOTAS) framework for Plymouth.

The purpose of this procurement is to secure a high-quality, legally compliant, and outcome-focused system that meets the Council's statutory duties under Section 19 of the Education Act 1996 and Section 61 of the Children and Families Act 2014. These duties require the Council to arrange suitable, full-time education for children and young people who cannot attend mainstream school due to exclusion, illness, or other reasons, and to provide EOTAS where an Education, Health, and Care Plan (EHCP) specifies education outside a school setting.

1.2. The commissioned service will deliver registered AP schooling, outreach and preventative support, and tailored EOTAS packages. Provision will include education for pupils who are permanently excluded, at risk of exclusion, medically unwell, or requiring reintegration support. The service will also ensure robust safeguarding, equality compliance, and partnership working with schools, families, and multi-agency partners.

2. BACKGROUND

2.1. Plymouth requires a strategic AP and EOTAS solution to address rising demand and complexity in pupil needs. Current arrangements are fragmented, with limited capacity for outreach and reintegration, and variable quality in off-site education. Demand for EOTAS has grown significantly, particularly for pupils with complex Special Educational Needs and Disabilities (SEND) and health needs. Without a co-ordinated system, the Council risks non-compliance with statutory duties, inconsistent outcomes for vulnerable learners, and escalating costs through out-of-area placements.

2.2. The proposed procurement will establish a single, integrated framework that combines AP and EOTAS under one governance and quality assurance structure. This approach will deliver a continuum of provision from early intervention to full-time alternative education, ensuring every child in Plymouth who cannot access mainstream education receives suitable, high-quality learning that promotes wellbeing and long-term success.

3. PROPOSED CHANGES AND PROCUREMENT PROCESS

3.1. A hybrid open light touch framework and delegated funding model is recommended under the Procurement Act 2023. The Council will use this hybrid model to ensure proportionate and flexible processes while maintaining transparency and fairness. An open light touch framework will admit multiple providers and enable controlled refresh over time, ensuring resilience and specialist coverage across AP and EOTAS while the delegated funding for school-led commissioning will provide schools with the option to purchase AP directly from the approved list of providers under the relevant Lot or schools may choose to develop internal interventions. The contract term will be three years, with an option to extend for up to two years, subject to performance and funding. The estimated annual value is £5.9 million, funded through the Dedicated Schools Grant (High Needs Block) and DfE per-place AP funding, supplemented by top-up contributions for individual placements.

3.2. The framework will include:

- Registered AP schooling for up to 200 full-time equivalent (FTE) pupils across Key Stages 1-4.
- Outreach and preventative services to reduce exclusions and support reintegration.
- Individualised EOTAS packages for pupils whose EHCP specifies education outside school.

- A broad, balanced, and accredited curriculum tailored to pupil needs.
- Robust safeguarding, equality compliance, and performance monitoring.

4. RISK

4.1. The following are risks which have been considered as part of the process of contingency planning:

Risk	Possible Impact
Market capacity shortfall	Insufficient places for pupils; delays in meeting statutory duties; increased reliance on costly out-of-area provision.
Estates readiness issues	Premises not compliant or available on time; disruption to service start; safeguarding concerns.
Cost escalation	Budget pressures; reduced flexibility to meet complex needs; risk of overspend against High Needs Block.
Safeguarding incident	Harm to a child; reputational damage; regulatory intervention; urgent corrective measures required.
Reintegration delays	Longer AP/EOTAS placements; increased costs; reduced attainment and wellbeing outcomes.
Data protection breach	Loss of sensitive pupil data; ICO enforcement; reputational harm; need for immediate remediation.
TUPE complexities	Staff uncertainty; mobilisation delays; potential legal disputes; impact on service continuity.
Over-reliance on single provider	Reduced resilience; limited choice; risk of service failure during peak demand or provider exit.

4.2. To ensure resilience and quality across the system, the open framework will include multi-provider participation, location-based allocation of pupils, and review points to monitor performance and capacity. Safeguarding audits, DPIAs, and secure MIS will underpin compliance, while early HR/legal due diligence will manage workforce transitions. Reintegration targets will be supported by strong outreach capacity embedded within the framework.

5. FINANCIAL IMPLICATIONS

5.1. The financial implications for the procurement and contract award are as follows: The estimated annual contract value is approximately £5.8 million, funded primarily through the Dedicated Schools Grant (High Needs Block) and DfE per-place AP funding, with top-up contributions for individual placements and locally negotiated outreach arrangements. The financial model reflects national funding structures for AP and ensures transparency and control.

5.2. Value for money will be achieved through early intervention and outreach to prevent exclusions, time-bound reintegration to reduce placement durations, and quality assurance of EOTAS packages to avoid duplication. The approach is expected to reduce reliance on out-of-area placements, improve attendance and attainment, and lower the long-term risk of pupils becoming NEET (Not in education, Employment, or Training), delivering both financial and social benefits.

6. IMPLEMENTATION TIMELINE

A tentative timeline is as follows:

Phase	Key Activities	Target Dates
Market engagement	Supplier briefings; soft-market testing; publication of preliminary market engagement notice	Mar-June 2026
Tender publication	Issue ITT under open light touch framework route	July 2026
Evaluation & moderation	Technical and commercial evaluation; governance sign-off	Aug-Oct 2026
Standstill and award	Contract award and publication of notices	Nov-Dec 2026
Mobilisation	Safeguarding audits, premises readiness, workforce/TUPE, DPIA, stakeholder communications	Jan-Mar 2027
Service commencement	Full go-live for AP and EOTAS	1 April 2027

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EQUALITY IMPACT ASSESSMENT – ALTERNATIVE EDUCATION PROVISION SERVICES

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Anita Olanrewaju	Department and service:	Strategy & Planning Adult, Health & Communities	Date of assessment:	18 December 2025
Lead Officer: Head of Service, Service Director, or Strategic Director.	Isabelle Kolinsky	Signature:		Approval date:	16 January 2026
Overview:	<p>The proposed Alternative Education Provision (AP) Services will support up to 200 full-time equivalent (FTE) pupils across Key Stages 1 to 4. Provision will include education for pupils who:</p> <ul style="list-style-type: none"> • Are permanently excluded from school • Are at risk of exclusion and referred for short-term intervention • Cannot attend school due to medical, social, or emotional needs • Require transition or reintegration support following alternative education • Have an Education, Health and Care Plan (EHCP) naming Education Other Than at School (EOTAS) as the appropriate provision <p>The estimated annual contract value is approximately £5.8 million, funded through the Dedicated Schools Grant (High Needs Block) and Department for Education per-place funding. The proposed contract term is three years, with an option to extend for a further two years, subject to performance and funding availability.</p>				
Decision required:	<ol style="list-style-type: none"> 1. Agrees the commencement of the procurement service for Alternative Education Provision service with a value of £5.8 million per year; 2. Delegates the award of the contract to the Director of Children’s Services where they do not already have the authority to do so. 				

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts:	Yes	X	No	
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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	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>With the addition of possible new academic providers, the service is targeted at statutory school-age children and young people indicating that this will impact school-age children who are currently within the ACE School provision.</p> <p>If children are moved to more suitable provisions, this will require an adjustment period for both the children and their families.</p>	<p>By procuring the AP offer in lots, the provision will be designed to better suit the children’s needs and ensure that integration into the new provision is not adversely impacted.</p> <p>As per our strategy, the aim is to make the AP service more accessible and closer to children and their families. The procurement process will consider these mitigating steps throughout the life span of the project especially during the active procurement stages.</p>	<p>Commissioning – ongoing</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>This service may impact on care experienced children and young within Alternative Education Provision services.</p>	<p>The decision actively advances equality of opportunity by removing barriers to education for children regardless of background or lived experiences. It will provide tailored and needed support, creating inclusive pathways and reintegration where possible.</p>	<p>Commissioning – ongoing</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>This service supports children with SEND and additional needs who are disproportionately represented in Alternative Education Provision.</p>	<p>The procurement process and service requirements ensure compliance with equalities legislation. Providers will be required to demonstrate inclusive practice and reasonable adjustments. Contract monitoring will include outcomes monitoring and feedback on equality and accessibility measures.</p>	<p>Commissioning – ongoing</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>There are no adverse impacts anticipated.</p>	<p>N/A</p>	<p>N/A</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>There are no adverse impacts anticipated.</p>	<p>N/A</p>	<p>N/A</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.	There are no adverse impacts anticipated.	N/A	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>	There are no adverse impacts anticipated as service is based on needs and providers are required to promote inclusive practice.	N/A	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>	There are no adverse impacts anticipated.	N/A	N/A
Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	There are no differential impacts anticipated.	N/A	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).	There are no adverse impacts anticipated.	N/A	N/A

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	<p>The decision supports multiple sections within the Human Rights Act (1998) by promoting access to education for vulnerable children and young people, supporting safeguarding and wellbeing, advancing equality of opportunity and reducing the risk of exclusion from education.</p>	<p>Providers will be required to comply with safeguarding, equality, and data protection requirements. In addition, robust contract monitoring will ensure oversight of quality, accessibility and measurable outcomes. Avenue for co-production as well as complaints and escalation channels will remain in place for children and their families to contribute.</p>	<p>Commissioning – ongoing</p>

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>There are no adverse impacts anticipated.</p>		
<p>Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.</p>	<p>There are no adverse impacts anticipated.</p>		
<p>Build and develop a diverse workforce that represents the community and citizens it serves.</p>	<p>There are no adverse impacts anticipated.</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.	There are no adverse impacts anticipated.		
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Alternative Education Provision Services

Project details

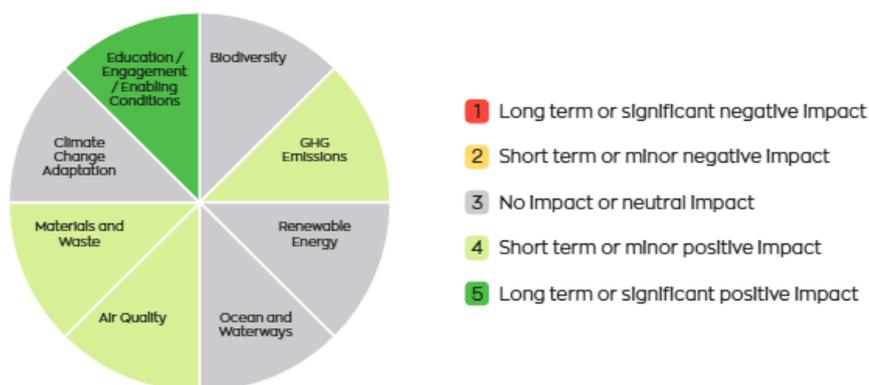
Assessment author

Anita Olanrewaju

Project summary

This project aims to redesign Plymouth's Alternative Provision (AP) system to create a flexible, sustainable, and outcomes-driven model that better meets the diverse needs of children and young people. The model positions Plymouth to build a modern, innovative AP system that maximises social value, drives best value for money, and improves outcomes for vulnerable learners.

Summary of assessment



The proposed Alternative Education Provision Services project is predominantly neutral to modestly positive on climate and environmental outcomes, with no direct construction or land-use change. This means that there is no inherent long-term environmental risk associated with commissioning this provision. Where positive contributions are identified around reductions in travel emissions, improved air quality, and reduced material use, these are dependent on provider compliance with agreed sustainability requirements which will be measured in the contract and monitored through KPIs.

Assessment scores

Biodiversity

Score

(3) No impact or neutral impact



Score justification

The proposed Alternative Provision (AP) services are delivered entirely within existing educational and community buildings. As the project does not involve any construction, land-use change, habitat removal, or activity within sensitive ecological areas, it is not expected to influence local species diversity or habitat connectivity. Noise levels and human activity will remain consistent with current use of these sites, and no elements of the project increase the likelihood of invasive species or pathogen introduction.

Mitigatory measures applied:

Any settings with green infrastructure will be encouraged to maintain biodiversity-friendly practices where appropriate.

GHG Emissions

Score

(4) Short term or limited positive impact

Score justification

The project will not create one-off greenhouse gas emissions, as no construction or physical infrastructure changes are proposed. Ongoing emissions relate primarily to staff and learner travel and the operational energy use of existing buildings—both of which offer opportunities for incremental improvement. The service model allows for reductions in emissions through the use of hybrid or remote meetings, digital documentation, reduced travel for multi-agency reviews, and adoption of efficient operational practices where providers control building conditions.

Mitigatory measures applied:

1. Providers will be encouraged to adopt active travel, public transport, and EV-first approaches where feasible.
2. Contract monitoring will include expectations for reduced unnecessary travel through remote engagement where appropriate.
3. Providers will be encouraged to demonstrate energy-efficient practices within premises they operate.

Renewable Energy

Score

(3) No impact or neutral impact

Score justification

The service does not involve changes to energy infrastructure nor does it directly influence the availability or generation of renewable energy. Delivery is hosted in premises owned or managed by schools, the Council, or community providers, limiting the AP provider's control over energy sources.

Mitigatory measures applied:

Providers will be encouraged to use renewable energy tariffs where available or premises with existing onsite renewable generation.

Ocean and Waterways

Score

(3) No impact or neutral impact



Score justification

The project will not involve activities that affect water quality, create new wastewater demands, or alter marine or aquatic habitats. No part of the service is expected to generate chemical pollutants or increased litter risks beyond standard operational levels associated with typical educational environments.

Mitigatory measures applied:

1. Providers will be required to maintain good waste-management practices, particularly when delivering activities in outdoor areas or near waterways.
2. Single-use plastics should be minimised at events and activities.

Air Quality

Score

(4) Short term or limited positive impact

Score justification

The most significant determinant of air quality is travel associated with the service. By reducing unnecessary journeys through hybrid meetings, promoting active travel, and discouraging idling near school sites, the service model offers reasonable potential for improving local air quality in areas that often experience congestion.

Mitigatory measures applied:

Travel planning should prioritise low-emission modes and efficient route planning.

Materials and Waste

Score

(4) Short term or limited positive impact

Score justification

Although the service will require some materials (e.g., stationery, teaching resources), the tender enables a shift toward digital-first practice, reducing paper consumption and associated waste. Equipment purchased for the project is expected to be modest and manageable under existing waste streams.

Mitigatory measures applied:

Providers are encouraged to use recycled paper and IT equipment must be disposed of through compliant processes, with reuse or refurbishment preferred.

Climate Change Adaptation

Score

(3) No impact or neutral impact

Score justification

The service does not involve physical assets or infrastructure that require climate-resilience measures. However, operational resilience can be strengthened through planning for disruption associated with extreme weather events, which may affect attendance, building access, or safe travel.



Mitigatory measures applied:

1. Providers will be expected to maintain a service continuity plan that includes extreme heat, storm events, and flooding.
2. Activities should be scheduled in well-ventilated rooms and avoid known overheating-prone areas.

Education / Engagement / Enabling Conditions

Score

(5) Long lasting or extensive positive impact

Score justification

The project has a strong potential to generate lasting positive impact by embedding sustainability awareness and pro-environmental behaviours within educational pathways. AP provision often offers personalised, project-based approaches, creating opportunities to integrate climate education, environmental stewardship, and engagement with local green initiatives.

Mitigatory measures applied:

1. Providers will be encouraged to integrate sustainability themes into the personal development and enrichment components of the AP curriculum.
2. Partnerships with local environmental groups may be used to strengthen place-based learning.

EXECUTIVE DECISION

made by a Cabinet Member



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

Executive Decision Reference Number – L19 25/26

Decision	
1	Title of decision: Community Infrastructure Levy contribution for heat network and cultural infrastructure – Theatre Royal Plymouth
2	Decision maker: Councillor Tudor Evans OBE, Leader of Plymouth City
3	Report author and contact details: Jon Selman, jonathan.selman@plymouth.gov.uk , 01752 307814
4	Decision to be taken: <ol style="list-style-type: none"> 1. Approves the Business Case; 2. Allocates £500,000 for the project into the Capital Programme funded by Community Infrastructure Levy; 3. Delegates the signing of the grant agreement to Service Director for Strategic Planning and Infrastructure, where they do not already have authority to do so.
5	Reasons for decision: <p>The contribution of £0.5m from the Community Infrastructure Levy (CIL) infrastructure fund to the Theatre Royal (TRP) will address an urgent need to upgrade its existing heating system to be more efficient and heat network compatible and support the connect charge costs to allow connection to the Plymouth Heat Network infrastructure, to support the decarbonisation of the Theatre Royal.</p> <p>The contribution will also provide match funding for a £10m Arts Council bid, delivering an £11.7m wider project that makes critically needed improvements to the physical infrastructure of the Theatre Royal.</p>
6	Alternative options considered and rejected: <p>Option 1: Not provide grant funding. This would risk losing Arts Council funding of £10m to invest in critical infrastructure with risks of a forced closure and a resulting Plymouth City Council (PCC) maintenance liability for building. No other known and legally compliant alternative is considered to offer the combined corporate and strategic benefits as the proposed investment in TRP.</p> <p>Option 2: A smaller contribution could be made. TRP need to demonstrate £1.7m of match funding to be able to qualify for the Arts Council grant, and a reduction could put this at risk</p> <p>Option 3: Another funding option. No other suitable external funding options were identified, only service or corporate borrowing, or taking funds from alternative scheme/s.</p>
7	Financial implications and risks: The CIL investment can be made with zero need for corporate or service borrowing. The proposal to invest CIL funds in works at the Theatre Royal fully fits with the statutory purpose of CIL and how we have prioritised use of CIL on key strategic infrastructure necessary for the sustainable growth of the city.

	PCC is currently responsible for the external maintenance of the building. The investment would allow PCC to reduce the building's maintenance liability.		
8	Legal Implications: In respect of Subsidy Control/ State Aid, this proposal doesn't meet all 4 limbs of the Department for Trade test for a subsidy (as the financial assistance doesn't confer an economic advantage on the Theatre Royal and isn't capable of having an effect on competition or investment within the UK) and therefore it is our view that Subsidy Control doesn't apply in this case.		
9	Is the decision a Key Decision? (please contact Democratic Support for further advice)	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 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		
10	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:	Corporate Plan Priority: Green investment, jobs, skills and better education. Plymouth Plan Policy GR07, Plymouth and South West Devon Joint Local Plan (policy DEV 32) and Net Zero Action Plan.	
11	Please specify any direct environmental implications of the decision (carbon impact)	The grant will allow the Theatre Royal to upgrade its existing heating system to be more efficient and heat network compatible, and support connection to the Plymouth Heat Network. This will allow decarbonisation of the building by displacing gas boilers through the use of heat pumps/ heat network, reducing GHG emissions, improving air quality and enabling a wider approach to climate resilience.	
Urgent decisions			
12a	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)
12b	Reason for urgency:		

I2c	Scrutiny Chair Signature:		Date	
	Scrutiny Committee name:			
	Print Name:			
Consultation				
I3a	Are any other Cabinet members' portfolios affected by the decision?	Yes	X	
		No		(If no go to section I4)
I3b	Which other Cabinet member's portfolio is affected by the decision?	Cllr Tom Briars Delve- Cabinet Member Environment & Climate Change; Cllr John Stephens- Cabinet Member for Strategic Planning and Transport; Cllr Chris Penberthy- Cabinet Member for Housing, Cooperative Development and Communities		
I3c	Date Cabinet member consulted	30 October 2025		
I4	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	
I5	Which Corporate Management Team member has been consulted?	Name	Glenn Caplin-Grey	
		Job title	Strategic Director for Growth	
		Date consulted	17 November 2025	
Sign-off				
I6	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	JS77 25/26	
		Finance (mandatory)	OW.25.26.122	
		Legal (mandatory)	LS/5689(01)/RH/150126	
		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				
I7	Ref.	Title of appendix		
	A	Business Case		

	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	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 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		24/02/2026	
Print Name		Councillor Tudor Evans OBE, Leader of Plymouth City Council						

CAPITAL INVESTMENT BUSINESS CASE

Community Infrastructure Levy contribution for heat network and cultural infrastructure – Theatre Royal Plymouth



What is the endorsement you are seeking from CPOG

Allocate £0.5m of Community Infrastructure Levy funding to the capital programme (2026/27-27/28) as a contribution to Theatre Royal Plymouth to enable it to address an urgent need to replace its old heating system, meet costs of connecting it to the Plymouth Heat Network infrastructure, and provide match funding for a £10m Arts Council grant for an £11.7m project to deliver critically needed improvements to the physical infrastructure of the theatre.

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 business case relates a contribution of £0.5m from the Community Infrastructure Levy (CIL) infrastructure fund to the Theatre Royal (TRP). The contribution will:

- Enable TRP to address an urgent need to upgrade its existing heating system to be more efficient and become heat network compatible, and support the connect charge costs to allow connection to the Plymouth Heat Network infrastructure, which will supply the Theatre Royal and support its decarbonisation.
- In so contributing, to provide match funding for a £10m Arts Council bid, delivering an £11.7m wider project that makes critically needed improvements to the physical infrastructure of the Theatre Royal, helping de-risk an existential threat to its continued operation.

The £0.5m would be paid across 2026/27 and 2027/28, currently estimated to be £0.365m in 2026/27 and £0.135m in 2027/28.

The proposed CIL investment provides a particularly strong fit to the statutory purposes of CIL and no alternative option brings greater combined strategic and corporate benefits, given:

- It's potential to unlock substantial and critically needed investment in the physical infrastructure, helping de-risk an existential threat to the Theatre and removing a major maintenance liability to the Council of potentially £millions for years to come.
- The key role of TRP, as a strategic partner in city transformation and as a cultural anchor for the city centre, the city and the wider region.
- The Council's key role as owner of this asset and as a strategic leader for city transformation.
- The link to a £400m heat network investment which is a core part of existing strategies (Local Plan, Economic Strategy, Net Zero Action Plan), aligns with Corporate Plan priorities and will play a key role in city centre transformation.
- The charitable status of TRP.

Ultimately, it offers a solution to a major strategic and corporate problem for both Council and city, without any spend from core budgets or a need to increase its borrowing requirement.

The proposed funding arrangements are:

Funding Source	£	Secured
CIL	500,000	Yes
Total	500,000.00	

SECTION I: PROJECT DETAIL			
Project Value (indicate capital or revenue)	£0.5m	Contingency (show as £ and % of project value)	0%
Portfolio Holder	Cllr Tom Briars-Delve, Environment and Climate Change	Directorate	Growth Directorate
		Service Director	Paul Barnard (Strategic Planning & Infrastructure)
Senior Responsible Officer (client)	Jonathan Bell	Project Manager	Jon Selman
Address and Post Code	Theatre Royal, Royal Parade, PL1 2TR	Ward	St Peter and the Waterfront
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>Theatre Royal Plymouth (TRP) was built between 1978 and 1982. Despite various improvements, no significant work has been undertaken on its core infrastructure. The proposed project addresses urgent and very significant capital risks, that are of existential importance. It will ensure safe, sustainable operations and reduce the risk of infrastructure failures resulting in forced closure.</p> <p>The proposed CIL contribution would help unlock an overall investment of £11.7m in the Theatre Royal (£10m Arts Council grant; £1.7m match funding).</p> <p>TRP has identified £35m of capital work with a 3-stage roadmap: Critical, Urgent & Essential.</p> <p>The Critical Project (£11.7m.) includes items that need immediate attention / are highest risk:</p> <ul style="list-style-type: none"> • Core Electrical Systems: Full electrical infrastructure replacement & rewire; urgent replacement of stage & house lighting with LED technology. An unplanned, emergency closure is a real risk & could potentially be catastrophic for the charity. • Safety: Repairs to flown & fixed ceiling linings. The unique moving ceiling is mechanically sound but the fascia is lifting & small segments have fallen onto the audience below. Replacement of the acoustic get-in doors to the stage, which are currently operated manually and therefore no longer meet industry health and safety standards. • Environmental: The gas boilers are beyond end of life. Works will be undertaken to improve the plumbing system to reduce overflow and closure due to flooding. The core electrics will be removed from the basement area to the first floor due to the flooding of the basements. Connection to the heat network to provide a long-term solution. • Air handling unit: The system is original to the building & beyond end of life. <p>The Council has been working with the Theatre Royal for a number of years on connection to the heat network, including completing a survey of their existing heating system to understand the changes needed and costs to connect and also securing Listed Building Consent for the heat sub-station and connection point.</p>			
Proposal: <i>(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?)</i>			
<p>The provision of CIL funding to the Theatre Royal will enable a more efficient building heating system that is compatible with the heat network and support connection costs to the heat network infrastructure, as part of both the Civic Cluster (which will also supports decarbonisation of the Civic Centre and Plymouth Combined Courts) but also a wider phase of works in the City Centre.</p> <p>The proposed CIL investment will also be part of a much larger project to improve the physical infrastructure of the Theatre Royal, helping to provide some match funded for a bid for £10m of</p>			

Arts Council England funding, with a total project value of £11.7m. The Theatre need to raise 15% of total project costs in match funding.

If the CIL investment is not agreed, the impact could be as follows:

- TRP would have insufficient match funding for its Arts Council bid, meaning that unless it quickly finds alternative match funding it will not have the funds to undertake critical repairs, which itself would likely mean forced closure.
- TRP could be forced continue with an inefficient, unreliable and expensive heating system that is past its life.
- A closure of TRP would be a huge hit for the city at a time of major programmes for growth and city centre transformation.
- A closure of TRP would be a significant reputational issue for the Council, as both strategic partner and owner of the asset.
- A closure of TRP would mean that the full liability for the infrastructure transfers back to the Council.
- It could delay TRP's integration into the heat network and reduce the attractiveness of the heat network investment to the private sector (although this does not in itself mean that the network will be unviable).
- It could passport an expensive retrofit to the future as government rules around heat zones may require TRP to be connected at some point.

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).*

One alternative is not to spend it at all. This would allow the fund to replenish, enabling a larger investment in the future in another infrastructure project. With current CIL commitments, the forecast balance in 2026/27 is c£505k (against a £365k requirement for the project in that year should this be approved).

The other alternative is to use the CIL for other infrastructure projects that meet the legal requirements. Options have been discussed with Capital Finance and FM, with Plymouth Guildhall and Mount Batten pontoon being the most obvious potential alternatives. However, neither of these match the combined strategic and corporate benefits associated with the proposed investment in TRP.

The case for the proposed CIL investment is a particularly strong with substantial strategic and corporate benefits, including:

- The fact that the investment will provide match funding for major funding bid being made by the Theatre Royal to deliver £11.7m of critically needed physical improvements, helping de-risk an existential threat and removing a major maintenance liability to the Council of potentially £millions for years to come.
- The key role of TRP, as a strategic partner in city transformation and as a cultural anchor for the city centre, the city and the wider region.
- The Council's key role as owner of this asset and as a strategic leader for city transformation.
- The link to a £400m heat network investment which is a core part of existing strategies (Local Plan, Economic Strategy, Net Zero Action Plan), aligns with Corporate Plan priorities and will play a key role in city centre transformation.
- The charitable status of the Theatre Royal.

The wider investment will make the building fit for purpose, enhance artistic and audience experience and secure its economic resilience. By safeguarding the physical assets, the Theatre's ability to deliver world-class performing arts and life-changing creative engagement for the 2.1m residents of the South West peninsula will be protected.

The CIL investment can be made with zero need for corporate or service borrowing. The proposal to invest CIL funds in works at the Theatre Royal fully fits with the statutory purpose of CIL and how we have prioritised use of CIL on key strategic infrastructure necessary for the sustainable growth of the city.

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 No contribution made to the Theatre Royal

List Benefits: CIL could enable a larger investment in the future in another infrastructure project or to use the CIL for other infrastructure projects, However, they would also need to comply with the legal framework for CIL and could not be spent on general public administration infrastructure.

List Risk / Issues: Losing Arts Council funding of £10m to invest in critical infrastructure with risks of a forced closure and a resulting PCC maintenance liability for building.

Cost: £0

Why did you discount this option No other known and legally compliant alternative is considered to offer the combined corporate and strategic benefits as the proposed investment in TRP.

Do Minimum Option A smaller contribution could be offered.

List Benefits: More CIL would be retained for other infrastructure projects.

List Risk / Issues: TRP need to demonstrate £1.7m of match funding to be able to qualify for the Arts Council grant, and a reduction could put this at risk.

Cost: £0

Why did you discount this option £0.5m is the estimated sum needed for the heating system changes and heat network connections, and the broad magnitude of funding needed to ensure TRP meet the match funding requirement.

Viable Alternative Option Another funding option.

List Benefits: CIL could be used towards other infrastructure projects, where relevant.

List Risk / Issues: Potential additional cost to PCC, as it may need to consider using core PCC budgets to provide the match funding required, or alternative stopping or reducing another project to provide finance for this one.

Cost: Potentially c£500k

Why did you discount this option No other suitable external funding options were identified, only service or corporate borrowing, or taking funds from alternative scheme/s.

Strategic Case:

Which Corporate Plan priorities does this project deliver? Green investment, jobs, skills and better education

Milestones and Date:

Contract Award Date	Start On Site Date	Completion Date
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March 2026	July 2026	July 2028
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SECTION 2: PROJECT RISK, OUTCOMES AND BENEFITS

Risk Register: The Risk Register/Risk Log is a master document created during the early stages of a project. It includes information about each identified risk, level of risk, who owns it and what measures are in place to mitigate the risks (cut and paste more boxes if required).

Potential Risks Identified		Likelihood	Impact	Overall Rating
Risk	Costs escalate	Medium	Medium	Medium
Mitigation	PCC's contribution set at £0.5m with no provision made for additional spend	Low	Low	Low
Calculated risk value in £ (Extent of financial risk)	£0	Risk Owner	Theatre Royal	
Risk	Arts Council bid unsuccessful	Medium	Medium	Medium
Mitigation	Theatre Royal shortlisted to second stage application. Works still required to existing heating system as well as other infrastructure renewal at the Theatre, so even if the bid was unsuccessful the investment would provide significant benefits.	Low	Low	Low
Calculated risk value in £ (Extent of financial risk)	£0	Risk Owner	Theatre Royal	

Outcomes and Benefits

List the outcomes and benefits expected from this project.

(An **outcome** is the result of the change derived from using the project's deliverables. This section should describe the anticipated outcome)

(A **benefit** is the measurable improvement resulting from an outcome that is perceived as an advantage. Benefits are the expected value to be delivered by the project, measurable whenever possible)

Financial outcomes and benefits:	Non-financial outcomes and benefits:
<p>The investment will improve a PCC asset and help de-risk future liabilities:</p> <ul style="list-style-type: none"> Substantial maintenance liabilities exist with the building, with PCC responsible for exterior. TRP identifies a c£35m maintenance backlog. The investment would enable a lease renegotiation, which would allow PCC to reduce the building's maintenance liability from 17 to 5 years, with clear long-term financial benefits (potentially £millions). Were TRP to be forced to close, all building liabilities would pass fully back to PCC, and there would be significant reputational and economic damage. The proposed CIL investment would help reduce this risk. 	<p>The investment will contribute to city decarbonisation:</p> <ul style="list-style-type: none"> The heat network proposal is the single greatest intervention towards decarbonisation of the city (a key objective of sustainable growth) resulting in over 47,000 tonnes CO2 reduction/ annum (approximately 5% of the current city emissions). The first phase would result in a 12,000 tonnes CO2 / annum reduction. TRP itself contributes significantly to emissions and upgrading its heating system will make a significant impact (200 tonnes/annum). Heat network is probably the only practical solution to decarbonise the Theatre Royal. <p>The investment contribute to the strategic heat network:</p> <ul style="list-style-type: none"> TRP is a key anchor load in initial phase of heat network development.

	<ul style="list-style-type: none"> • As an early adopter into the heat network, TRP will help make this a particularly attractive proposition to private investors at a time the development partner is being procured. • The heat network proposal has strong alignment with the Corporate Plan's 'Green Investment, jobs and skills' priority. • The heat network is essential infrastructure to support new housing and other developments in the City Centre and will expand to serve a zonal area with an investment of in the region of £400m supporting the creation of jobs and skills in line with the Corporate Plan, supporting the NZAP, JLP and Plymouth Economic Strategy and supporting energy security, decarbonisation and air quality improvements. • Delivery of heat networks is a key element of the city's growth strategy as set out in the Plymouth Plan and the Plymouth & South West Devon Joint Local Plan, and is a key proposal of both the Plymouth Economic Strategy and the Council's Net Zero Action Plan. • Although not specific to the strategic network, the investment would also enable TRP to be connected to the local Civic cluster which will be operational earlier than the wider network. <p><i>The investment will contribute to culture and economy:</i></p> <ul style="list-style-type: none"> • TRP is cultural infrastructure of regional significance. • Unlocking the Arts Council funding will prevent risk of forced closure and help to make the building fit for purpose, enhance artistic and audience experience, and secure its economic resilience. • Safeguarding TRP physical assets protects its ability to deliver 'world-class performing arts and life-changing creative engagement for the 2.1m residents of the South West peninsula'. <p><i>The investment contribute to the city centre:</i></p> <ul style="list-style-type: none"> • City centre transformation is one of the six interconnected workstreams under Team Plymouth. • The workstream seeks 'to deliver a bold and vibrant city centre regeneration programme, including 10,000 new homes and a dynamic mix of residential, commercial, and cultural spaces that will create a city centre that is inclusive and creative'.
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	<ul style="list-style-type: none"> • TRP is a key cultural anchor for the city centre, the city and its wider sub-region. • Leverage off our existing infrastructure and cultural assets is central to our bid for New Town designation with culture and social infrastructure being one of 10 placemaking principles of the New Towns Taskforce.
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SECTION 3: CONSULTATION

Does this business case need to go to CMT	No	Date business case approved by CMT (if required)	n/a
Did a mandate go via CPOG/CPB	Yes	Date Capital Mandate approved by CPB	11/12/2025

Does this project involve a corporately maintained property	Yes
Details of impact of this project ie cost saving from this project or additional requirements	PCC is currently responsible for the external maintenance of the building. The investment would enable a lease renegotiation, which would allow PCC to reduce the building's maintenance liability from 17 to 5 years, with clear long-term financial benefits (potentially £millions).

Climate Impact Assessment

Upload Climate Impact Wheel	Completed 30 th October 2025
Summary of the anticipated impact of the proposal on the climate (including any proposed mitigations and impacts beyond 2030)	The grant will allow the Theatre Royal to upgrade its existing heating system to be more efficient and heat network compatible, and support connection to the Plymouth Heat Network. This will allow decarbonisation of the building by displacing gas boilers through the use of heat pumps/ heat network, reducing GHG emissions, improving air quality and enabling a wider approach to climate resilience. There are no biodiversity impacts associated with the works, no impacts on water quality, no waste impacts and neutral construction impacts associated with this project

Confirm you have engaged with Procurement <i>(All business cases must be discussed with Procurement prior to submission to CPOG. If Procurement have not been consulted on the procurement route, CPOG may not endorse your project to CPB for approval)</i>	Yes
Who have you consulted with in Procurement/ who is your Procurement lead?	Holly Golden
Where an existing contract is to be used could you include the contract title and reference number	[Insert contract name and reference No.]
Procurement route options considered <i>(Procurement Officer to complete this section only)</i>	Not applicable as this is a financial contribution from the CIL infrastructure fund we manage for the city
Recommended Procurement route <i>(Procurement Officer to complete this section only)</i>	n/a

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- Cabinet Member Environment & Climate Change. Joint Portfolio Holder meeting 30/10/2025 Cllr John Stephens- Cabinet Member for Strategic Planning and Transport. Joint Portfolio Holder meeting 30/10/2025 Cllr Chris Penberthy- Cabinet Member for Housing, Cooperative Development and Communities. Joint Portfolio Holder meeting 30/10/2025
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Confirm you have taken necessary Legal advice, is this proposal State Aid compliant, if yes please explain why.	In respect of Subsidy Control/ State Aid, this proposal doesn't meet all 4 limbs of the DfT test for a subsidy (as the financial assistance doesn't confer an economic advantage on the Theatre Royal and isn't capable of having an effect on competition or investment within the UK) and therefore it is our view that Subsidy Control doesn't apply in this case.
Who is your Legal advisor you have consulted with?	Richard Hargreaves

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
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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.	25/26	26/27	27/28	28/29	29/30	Future Yrs.	Total
	£	£	£	£	£	£	£	£
Grant to Theatre Royal			£365k	£135k				£500k
Total capital spend			£365k	£135k				£500k

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

Breakdown of proposed funding	Prev. Yr.	25/26	26/27	27/28	28/29	29/30	Future Yrs.	Total
	£	£	£	£	£	£	£	£
Community Infrastructure Levy			£365k	£135k				£500k

Total funding			£365k	£135k				£500k

S106 or CIL (Provide Planning App or site numbers)	CIL
Which alternative external funding sources been explored	CEIF or Corporate Borrowing
Are there any bidding constraints and/or any restrictions or conditions attached to your funding	<p>Community Infrastructure Levy is a charge which can be levied by local authorities on new development in their area. It is an important tool for local authorities to use to help them deliver the infrastructure needed to support development in their area.</p> <p>CIL is ‘an important tool for local authorities to use to help them deliver the infrastructure needed to support development in their area’ (Paragraph: 001 Reference ID: 25-001-20190901).</p> <p>CIL charging authorities must apply CIL funding to ‘the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area’ (Section 216 of the Planning Act 2008; Regulation 59 of the CIL Regulations 2010).</p> <p>Govt. guidance gives examples: transport, flood defences, schools, hospitals, health and social care facilities, play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes, police stations, community safety facilities (Paragraph: 144 Reference ID: 25-144-20190901).</p> <p>Public administration is not included in this list, this is assumed to be deliberate (general local authority administration is needed regardless of development).</p> <p>‘Information on the charging authority area’s infrastructure needs should be drawn from the infrastructure assessment that was undertaken when preparing the relevant plan (the Local Plan ...) and their CIL charging schedules. This is because the plan identifies the scale and type of infrastructure needed to deliver the area’s local development and growth needs ...’ (Paragraph: 017 Reference ID: 25-017-20190901).</p> <p>With regard to the Theatre Royal proposal, heat network infrastructure is specifically identified in the Joint Local Plan and it’s accompanying Infrastructure Needs Assessment.</p> <p>The heat network and cultural facilities / Theatre Royal are specifically identified as key areas for investment in the Plymouth Economic Strategy.</p>
Tax and VAT implications	The payment of a grant or funding to the Theatre Royal is outside the scope of VAT, since there is no supply to the Council, and so the Council will not incur any VAT on costs relating to this project. There will no impact, therefore, on the Council’s partial exemption position.
Tax and VAT reviewed by	Sarah Scott

Will this project deliver capital receipts? <i>(If so please provide details)</i>	
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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	N/A
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	N
Budget Managers Name	

Ongoing Revenue Implications for Service Area						
	25/26 £	26/27 £	27/28 £	28/29 £	29/30 £	Future Yrs.
Service area revenue cost						
Other (eg: maintenance, utilities, etc)						
Loan repayment (terms agreed with Treasury Management)						
Total Revenue Cost (A)						
Service area revenue benefits/savings						
Annual revenue income (eg: rents, etc)						
Total Revenue Income (B)						
Service area net (benefit) cost (B-A)						
Has the revenue cost been budgeted for or would this make a revenue pressure						
Which cost centre would the revenue pressure be shown				Has this been reviewed by the budget manager	Y/N	
Name of budget manager						
Loan value	£	Interest Rate	%	Term Years	Annual Repayment	£
Revenue code for annual repayments						
Service area or corporate borrowing						
Revenue implications reviewed by						

Version Control: *(The version control table must be updated and signed off each time a change is made to the document to provide an audit trail for the revision and update of draft and final versions)*

Author of Business Case	Date	Document Version	Reviewed By	Date
	00/00/2020	v 1.0		00/00/2020
	00/00/2020	v 2.0		00/00/2020
	00/00/2020	v 3.0		00/00/2020

Service Director

Either signed:		Date 04 February 2026
Or Email date:		Date

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Theatre Royal CIL Grant funding

Project details

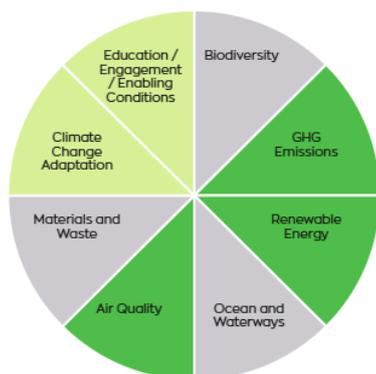
Assessment author

Jon Selman

Project summary

A contribution of £500,000 from the CIL infrastructure fund is proposed to Theatre Royal to upgrade its existing heating system to be more efficient and heat network compatible, and support the connect charge costs, to allow connection to the Plymouth Heat Network infrastructure, which will supply the Theatre Royal and support its decarbonisation.

Summary of assessment



- 1 Long term or significant negative impact
- 2 Short term or minor negative impact
- 3 No impact or neutral impact
- 4 Short term or minor positive impact
- 5 Long term or significant positive impact

The grant will allow the Theatre Royal to upgrade its existing heating system to be more efficient and heat network compatible, and support connection to the Plymouth Heat Network. This will its allow decarbonisation of the building by displacing gas boilers through the use of heat pumps, reducing GHG emissions, improving air quality and enabling a wider approach to climate resilience. There are no biodiversity impacts associated with the works, no impacts on water quality, no waste impacts and neutral construction impacts associated with this project.

Assessment scores

Biodiversity

Score

(3) No impact or neutral impact



Score justification

The grant is covering building internal works and costs of connection only.

GHG Emissions

Score

(5) Long lasting or extensive positive impact

Score justification

The internal works to the heating system will reduce the heat demand and increase efficiency, and this grant will also support connection to the heat network, displacing the existing gas boilers, reducing the GHG emissions from heating significantly.

Renewable Energy

Score

(5) Long lasting or extensive positive impact

Score justification

The grant will support internal works to the heating system and a contribution to connection to the heat network, which will utilise renewable energy (heat pumps) to generate the heat.

Ocean and Waterways

Score

(3) No impact or neutral impact

Score justification

The works covered by the grant funding does not impact any waterways or the ocean and does not affect water run-off.

Air Quality

Score

(5) Long lasting or extensive positive impact

Score justification

The grant will cover internal works to the heating system will reduce the heat demand and increase efficiency, and support connection to the heat network, displacing the existing gas boilers, reducing the nitrogen oxide pollution from heating significantly.

Materials and Waste

Score



(3) No impact or neutral impact

Score justification

The grant is to support the costs of connection to the heat network, and will only involve limited works to the heating system, including valve and pump changes.

Climate Change Adaptation

Score

(4) Short term or limited positive impact

Score justification

The grant will fund works that make the building more efficient, but also overall support a wider approach to carbon mitigation and energy security, as set out earlier.

Education / Engagement / Enabling Conditions

Score

(4) Short term or limited positive impact

Score justification

The grant will support connection to the heat network, which will enable decarbonisation of a number of buildings in the area, by displacing gas boilers through the use of heat pumps.

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EQUALITY IMPACT ASSESSMENT – THEATRE ROYAL CIL GRANT

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Jon Selman	Department and service:	Place, SP&I	Date of assessment:	15/12/2025
Lead Officer: Head of Service, Service Director, or Strategic Director.	Jonathan Bell	Signature:	J A Bell	Approval date:	15/12/2025
Overview:	This Business Case relates Community Infrastructure Levy grant funding to Theatre Royal Plymouth to enable it to address an urgent need to replace its old heating system, meet costs of connecting it to the Plymouth Heat Network infrastructure, and provide match funding for an Arts Council grant to deliver critically needed improvements to the theatre.				
Decision required:	<ol style="list-style-type: none"> 1. Approve the Business Case; 2. Allocates £500,000 for the project into the Capital Programme funded by Community Infrastructure Levy; 3. Delegates the signing of the grant agreement to Service Director for Strategic Planning and Infrastructure, where they do not already have authority to do so. 				

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.

Full EIA is not required, as this grant will not affect the public functions of the Theatre, other than ensuring the facility can continue to function.

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>	N/A		

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
<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>	N/A		

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
Disability	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)	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).	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).	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.	N/A		

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
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>	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>	N/A		
Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	N/A		

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
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).	N/A		

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	N/A	N/A	

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 	N/A	N/A	
Give specific consideration to care experienced people to improve their life	N/A	N/A	

outcomes, including access to training, employment and housing.			
Build and develop a diverse workforce that represents the community and citizens it serves.	N/A	N/A	
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.	N/A	N/A	