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COUNCIL OF THE YEAR



Barry Keel
Chief Executive

Plymouth City Council
Civic Centre
Plymouth PL1 2AA

www.plymouth.gov.uk/democracy

Date: 10 October 2011

Please ask for: Nicola Kirby, Senior Democratic Support Officer (Cabinet)
T: 01752 304867 E: nicola.kirby@plymouth.gov.uk

CABINET

Date: Tuesday 18 October 2011
Time: 2pm
Venue: COUNCIL HOUSE, PLYMOUTH

Members:

Councillor Mrs Pengelly, Chair

Councillor Fry, Vice Chair

Councillors Ball, Bowyer, Brookshaw, Jordan, Michael Leaves, Sam Leaves, Monahan, Ricketts and Wigans.

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

Members and officers are requested to sign the attendance list at the meeting.

Please note that unless the chair of the meeting agrees, mobile phones should be switched off and speech, video and photographic equipment should not be used in meetings.

Barry Keel
Chief Executive

CABINET

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES

To receive apologies for non-attendance submitted by Cabinet Members.

2. DECLARATIONS OF INTEREST

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda.

3. MINUTES

(Pages 1 - 10)

To sign and confirm as a correct record the minutes of the meetings held on 13 September and 10 October 2011 (to follow).

4. QUESTIONS FROM THE PUBLIC

To receive questions from the public in accordance with the Constitution.

Questions, of no longer than 50 words, can be submitted to the Democratic Support Unit, Corporate Support Department, Plymouth City Council, Civic Centre, Plymouth, PL1 2AA, or email to democraticsupport@plymouth.gov.uk. Any questions must be received at least five clear working days before the date of the meeting.

5. CHAIR'S URGENT BUSINESS

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

REPORTS FROM SCRUTINY

6. SCRUTINY PANEL TASK AND FINISH GROUP FOR WINTER MAINTENANCE **(Pages 11 - 50)**

Cabinet Members: Councillors Bowyer and Wiggins
CMT Lead Officer: Director for Development and Regeneration

Councillor Nicholson (Chair of the Task and Finish Group and the Growth and Prosperity Overview and Scrutiny Panel) has been invited to attend the meeting to present the recommendations of the Task and Finish Group, contained in the scrutiny report on Winter Maintenance Preparation (Gritting). Councillor James (Chair of the Overview and Scrutiny Management Board) has also been invited to attend.

A written report will be submitted on the scrutiny recommendations.

CABINET MEMBER: THE LEADER

7. PLYMOUTH ARGYLE FOOTBALL CLUB - TO FOLLOW

The Director for Development and Regeneration will submit a written report on the possibility of the purchase of the freehold of Home Park, by the Council, on a commercial basis.

CABINET MEMBER: THE DEPUTY LEADER

8. CONTRACT AWARD FOR SINGLE HOMELESS HOSTEL SUPPORT SERVICE (Pages 51 - 54)

The Director for Development and Regeneration will submit a report on the background to a procurement exercise of services to replace the current hostel services for single homeless people and recommending the award of a contract.

A separate confidential report is referred to in item 11 below.

CABINET MEMBER: COUNCILLOR SAM LEAVES

9. CAPITAL INVESTMENT DELIVERY FOR MARINE ACADEMY PLYMOUTH AND ALL SAINTS ACADEMY PLYMOUTH (Pages 55 - 64)

1. The Director of Services for Children and Young People will submit a report a review of capital allocations was undertaken by Partnership for Schools. Following the review, capital allocations of £11.5m for All Saints Academy, Plymouth and £9.5m for Marine Academy, Plymouth were approved in May 2011.

1.1. PFS have indicated that the funding allocated is reliant on the procurement being through the Academies Framework administered by Partnership for Schools, managed through the Council. This was reinforced through a meeting with the Director for Services for Children and Young People and the Director for Corporate Support on 21 May 2011.

1.2. As the Academies are separate organisations to Plymouth City Council there is no financial advantage to the Council in acting as the procurement agents. The condition liability of the schools falls to the Academies and the government so there is no direct reduction of liability that this investment would bring. However the wider benefit to the city that such an investment would bring to the Council is significant. The capital investment would improve the school environments and bring up to current legislation the building fabric.

1.3. The City Council is a co- sponsor of these Academies which means that it retains an influence and a responsibility to support these organisations as partners in the important object of serving some of the most disadvantaged communities in the city. The Council has been fully involved in making the case to Government that these schools need capital investment to resolve long standing condition issues and to modernise their environments.

1.4. Both All Saints and Marine Academy have achieved substantial gains in attainment since becoming Academies but there remains much more to achieve. It is therefore recommended that the Council should support these projects by acting as the responsible body in the capital delivery and to therefore secure this investment for the city.

10. EXEMPT BUSINESS

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

that under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

CABINET MEMBER: THE DEPUTY LEADER

11. CONTRACT AWARD FOR SINGLE HOMELESS HOSTEL SUPPORT SERVICE (E3) (Pages 65 - 72)

Further to item above, the Director for Development and Regeneration will submit a report on the details of the proposed contract.

CABINET MEMBER: COUNCILLOR JORDAN

12. MOUNT EDGCUMBE INVEST TO SAVE OPTIONS (E3) (Pages 73 - 98)

The Director for Community Services will submit a written report on the recommendations arising from the Mount Edgcombe Joint Committee of the 30 September 2011, which outlined some immediate action to be taken at the park, in line with the recommendations approved by Cabinet on 22 July 2011.

Cabinet

Tuesday 13 September 2011

PRESENT:

Councillor Mrs Pengelly, in the Chair.

Councillor Fry, Vice Chair.

Councillors Ball, Bowyer, Jordan, Michael Leaves, Sam Leaves, Monahan, Ricketts and Wigens.

Also in attendance: Barry Keel (Chief Executive), Adam Broome (Director for Corporate Support), Carole Burgoyne (Director for Community Services), Bronwen Lacey (Director of Services for Children and Young People), Anthony Payne (Director for Development and Regeneration), Ian Gallin (Assistant Chief Executive), Mark Grimley (Assistant Director for Human Resources and Organisational Development), Peter Aley (Assistant Director for Safer Communities), Jayne Donovan (Assistant Director for Environmental Services), Peter Honeywell (Transformational Change Programme Manager), Clive Perkin (Assistant Director for Transport) and William Woyka (Chief Executive, Routeways) .

The meeting started at 4.00 pm and finished at 4.30 pm.

Note: At a future meeting, the Cabinet will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

46. **DECLARATIONS OF INTEREST**

There were no declarations of interest in accordance with the code of conduct from councillors in relation to items under consideration at this meeting.

47. **MINUTES**

Agreed that the minutes of the meeting held on 23 August 2011 are confirmed as a correct record.

48. **QUESTIONS FROM THE PUBLIC**

There were no questions from the public for this meeting.

49. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

SCRUTINY REPORTS

50. Localities and Neighbourhood Working Review

The Director for Community Services submitted a written report on the recommendations of the Overview and Scrutiny Management Board Task and Finish Group, and recommended acceptance of the proposals subject to the comments contained in the written report.

Councillor Jordan (Cabinet Member for Community Services (Safer and Stronger Communities and Leisure, Culture and Sport) presented the proposals which had been drawn up in consultation with partners.

Councillor James (Chair of the Overview and Scrutiny Management Board and the Task and Finish Group) presented the scrutiny report on localities and neighbourhood working review, which had been approved by the Overview and Scrutiny Management Board.

Agreed that –

- (1) subject to work undertaken by Strategic Housing Services in priority neighbourhoods being continued to be known as ‘neighbourhood management’, locality and neighbourhood working is renamed ‘neighbourhood working’ (Task and Finish Group Recommendation (R1);
- (2) best practice protocols regarding neighbourhood meeting arrangements are produced and shared amongst Neighbourhood Liaison Officers (NLO) and newly designated Senior Management Team members, with a view to promoting, implementing and monitoring consistent high quality arrangements. This would include flexibility over meetings to allow joint neighbourhood meetings up to ward level (only) if agreed locally (R3);
- (3) the role and identity of members are included in publicity regarding neighbourhood meetings (R4);
- (4) NLO roles are reviewed to ensure that skill sets of individuals match the demands of the job and specific training needs analysis is carried out to ensure training and development is available where needed. Line managers of NLOs will include the role within the NLO’s personal objectives, and will seek feedback from councillors at appraisal. NLO’s and their line managers will ensure that the role is integral to, rather than in addition to their work programme, and that adequate support is available to assist them in the role (R5);
- (5) analysis of repeat issues in neighbourhoods, and of complaints is undertaken to ensure that the necessary learning is taking place. This practice will be included in best practice protocols for neighbourhood working (R7);

- (6) a review is undertaken by the Customers and Communities Overview and Scrutiny Panel and a report submitted to the Overview and Scrutiny Management Board with respect to the role of community infrastructure and community anchor organisations in supporting neighbourhood working and combine with decision (8) below (R8);
- (7) neighbourhood profiles are reviewed and updated in line with the findings and recommendations of this review (R11);
- (8) a review is undertaken of communication methods around neighbourhood working, with recommendations back to the Customers and Communities Overview and Scrutiny Panel and combine with decision (6) above (R12);
- (9) with regard to R14 that a review of these arrangements is carried out as a Task and Finish Group in July 2012, it is suggested to the Overview and Scrutiny Management Board that the review is held later to allow a full 12 months of implementation under the new arrangements;
- (10) the Management Board's request that in order to better inform the next review, the cost in officer time attributed to localities working between now and then should be recorded, is accepted.

50a Localities and Neighbourhood Working Review - recommendations to the City Council

Further to minute 50 above,

Agreed that the City Council is Recommended to –

- (1) discontinue Locality Teams, set up as part of Locality and Neighbourhood Working arrangements in February 2010 and rescind the lead ward councillor decision. A member of the Council's Senior Management Team (SMT) should be nominated for each ward within the city, with designated duties with respect to support for ward councillors and neighbourhood working, subject to the SMT Members' role being to support and guide Neighbourhood Liaison Officers and not overlap their role (R2);
- (2) commend revised arrangements to Plymouth 2020 partnership and, subject to agreement, to publicise to and brief relevant stakeholders from all agencies and residents (R6);
- (3) subject to Health and Wellbeing Board arrangements being confirmed, the Shadow Health and Wellbeing Board takes responsibility for ensuring that neighbourhood level interaction takes place with key health agencies (R9);

- (4) plans are put in place to adopt the proposed boundary changes set out in the overview report (Appendix A and Figure 1 in the officer's report refers) (R10);
- (5) the Constitution is updated to reflect revised member and officer accountability arrangements for neighbourhoods and wards (R13).

51. **Unaccompanied Asylum Seeking Children and Young People in Care**

The Director of Services for Children and Young People submitted a written report on the recommendations of the Children and Young People Overview and Scrutiny Panel, through the Task and Finish Group, and recommended acceptance of the proposals. An action plan was also submitted to take forward the recommendations.

Councillor Sam Leaves (Cabinet Member for Children and Young People) introduced the proposals and thanked the Task and Finish Group for their work.

Councillor Wildy (Chair of the Children and Young People Overview and Scrutiny Panel Task and Finish Group) referred to the scrutiny report on unaccompanied asylum seeking children and young people in care, which had been approved by the Overview and Scrutiny Management Board, and made reference, in particular, to recommendation 6 in the Cabinet report. She advised Cabinet Members that, on rereading the recommendation, she felt that it could be misinterpreted if it was taken out of context and that it was necessary to read the text in the scrutiny report. She commended the action plan to Cabinet Members and looked forward to regular updates to the Corporate Parenting Group. She also thanked Councillor Sam Leaves for her support.

The Chair also thanked Councillors James and Wildy and the members of the task and finish groups for their work and recommendations.

Agreed that –

- (1) a protocol is established for facilitating the participation of groups of young people and adults, in member-led meetings, to aid communication, eg more use should be made of the corporate parenting leaflet;
- (2) Plymouth City Council more widely disseminates the existing policy and procedure to all sections of the children's workforce and store these documents in a way that facilitates ready access;
- (3) a review is conducted of the range of services for unaccompanied asylum seeking children, including services provided by Youth Services, those funded by the Social Inclusion Unit and any services provided by partners;

- (4) the Director of Services for Children and Young People establishes closer working arrangements between children's social care and other elements of the children's workforce that work with unaccompanied asylum seeking children, to meet the needs of unaccompanied asylum seeking children;
- (5) the Director of Services for Children and Young People improves training and understanding of unaccompanied asylum seeking children and asylum seekers and refugees' issues for staff working with these groups;
- (6) the Director of Services for Children and Young People clarifies and makes explicit professional boundaries between individual workers and unaccompanied asylum seeking children, to be monitored through supervision;
- (7) a report is prepared on how professionals across the Children and Young People's Trust work together to support the health and wellbeing of unaccompanied asylum seeking children, including where there are concerns;
- (8) the Corporate Parenting Group regularly monitors outcomes for unaccompanied asylum seeking children;
- (9) the action plan is implemented and that the Corporate Parenting Group receives regular reports on this area of work.

52.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD RECOMMENDATIONS OF 27 JULY 2011

A report was submitted on five recommendations made by the Overview and Scrutiny Management Board on 27 June 2011 and the officers' proposals in response to the recommendations on -

- monthly budget updates;
- the localism agenda;
- school academy transfers;
- the Sex Establishment Licensing Policy; and
- localities and neighbourhood working.

Councillor James (Chair of the Overview and Scrutiny Management Board) indicated that monthly budget updates were requested because, by the time scrutiny received the quarterly updates, the information was three months in arrears.

Agreed that –

- (1) the Overview and Scrutiny Management Board (OSMB) continues to receive the full quarterly Performance and Finance Monitoring Reports and extracts from the report will be submitted to City Council meetings;

- (2) Cabinet supports the need for Member briefings and seminars on new legislation and will instruct officers to take this work forward jointly between OSMB and relevant Portfolio Holders starting with a Member seminar on the Localism Bill;
- (3) the OSMB recommendation on school academy transfers is noted and Cabinet requests a financial report, outlining the risks of schools not buying into council services, as part of the budget report;
- (4) the OSMB is advised that the officer report on the Sex Establishment Licensing Policy document, to be considered by Cabinet on 15 November 2011, will address the recommendations of the scrutiny panel.

53. **WASTE AND RECYCLING IMPROVEMENTS**

The Assistant Chief Executive submitted a written report on proposals to improve the recycling and waste collection performance for the Council, including proposals -

- (a) to collect glass within the existing green bins for all customers in the city, in order to ensure that the Council met its obligations to Defra for the PFI credits supporting the Energy from Waste Plant;
- (b) for the introduction of a pilot glass recycling scheme for one of the existing collection rounds prior to rolling it out across the city;
- (c) for changes to the garden waste collection service to help to raise the recycling rates further and ensure consistent coverage across the city;
- (d) for changes to the way vehicles supporting the service were paid for, to reduce overall costs and maintain service reliability;
- (e) to review the depots used by the Council across the City once the Energy from Waste planning decision was made;
- (f) to establish a programme to deliver the changes, overseen by an Executive Group (with Member representation).

Cabinet Members were also advised that further reports would be submitted on the expenditure and other resource implications associated with the strategic Materials Recycling Facility replacement project, vehicles and depots.

Councillor Michael Leaves (Cabinet Member for Community Services (Street Scene, Waste and Sustainability)) congratulated the officers on the progress achieved to date and commended the proposals to Cabinet.

The Chair also drew the attention of Cabinet Members to the confidential report referred to in minute 59 below.

Agreed that –

- (1) the plans to deliver a kerb side glass recycling service across the city by April 2014 are endorsed, subject to a further report and Council approval of the change to the capital programme;
- (2) it is noted that officers will conduct a soft market testing for the options around a replacement Materials Recycling Facility;
- (3) the plans to deliver a pilot operation for kerb side glass collection by September 2012, are approved;
- (4) approval is given to the plans to extend garden waste collection on a trial basis for November 2011 and to extend the service coverage for the remaining 19,500 properties in the city, by April 2012, that have gardens;
- (5) approval is given to the Environmental Services Programme Governance Terms of Reference (Appendix 3) and delegation of authority as set out at Appendix 3 paragraph 4.3 to the officer who is the Chair of the Executive Group to allow the programme to progress at the required pace, in order to meet the timetable outlined in the report;
- (6) it is noted that the Executive Group for the programme will commission and deliver a communication plan for customers and media to support the implementation of these changes.

54. **REFURBISHMENT OF ARMADA WAY TOILETS**

The Director for Community Services and Assistant Chief Executive submitted a written report on proposals to refurbish the public toilets in Armada Way, and introduce a 20p charge for use.

The report indicated that -

- (a) the Armada Way toilets were the busiest public toilets in Plymouth, situated in the heart of the retail centre, used by visitors and residents;
- (b) the additional capital investment of £500k would add a further requirement to capital receipts for funding;
- (c) the proposals would add an ongoing budget pressure of £235k each year and would impact on the approved delivery plans to achieve savings;
- (d) the proposals would provide for an additional full time employee to support cleaning and maintenance at the toilets.

Councillor Michael Leaves (Cabinet Member for Community Services (Street Scene, Waste and Sustainability)) presented the proposals and indicated that it was important to start investing in improvements to toilets.

Cabinet Members indicated that the charges for toilets were more expensive in other parts of the country and that this proposal would comply with disability requirements and would be accessible to those with pushchairs, buggies etc.

Agreed that –

- (1) subject to Council approval of the change to the capital programme, approval is given to the refurbishment of the Armada Way toilets and the introduction of a charge of 20p for use;
- (2) a review takes place six months after the introduction of charging for use, to inform a review of the other toilets;
- (3) the City Council is Recommended to approve the change required to the capital programme.

55. **SAFEGUARDING CHILDREN CORPORATE POLICY**

The Director of Services for Children and Young People submitted a written report on the proposed Safeguarding Children Corporate Policy, which combined with the associated procedures, would provide guidance to all elected members and employees who may come across safeguarding concerns within the context of their work for the Council.

Councillor Sam Leaves (Cabinet Member for Children and Young People) indicated that the proposals updated and brought together all the existing policies.

The Director of Services for Children and Young People and her team were congratulated on their work as Cabinet Members were now more confident about safeguarding children than in previous years.

Agreed that the Safeguarding Children Corporate Policy is approved.

56. **CHILD POVERTY ACTION PLAN**

Further to minute 43 of the City Council meeting on 25 July 2011 which gave approval to the motion on notice on child poverty, the Director of Services for Children and Young People submitted a written report on tackling child poverty, together with an action plan prepared by a multi-agency task group that covered activity across the whole Plymouth 2020 partnership.

Councillor Sam Leaves (Cabinet Member for Children and Young People) indicated that Cabinet had approved the Children and Young People Plan which had included actions to address child poverty. She drew attention to the causes and consequences of child poverty and a citywide self assessment event in October in which elected members could participate.

She also thanked Candice Sainsbury (Senior Policy, Performance and Partnership Advisor) and William Woyka (Chief Executive, Routeways) for their work.

Mr Woyka addressed Cabinet Members and emphasised that tackling child poverty was a huge agenda. It was not just one authority's responsibility, it was everyone's responsibility and his attendance at the meeting was an example of Plymouth's broad approach to partnership working.

Agreed that –

- (1) Cabinet's commitment to tackling child poverty is reaffirmed, as outlined within the Children and Young People's Plan 2011 – 14;
- (2) approval is given to the multi agency delivery plan, as submitted, to cover the whole 2020 partnership;
- (3) an annual report is submitted to Cabinet, to monitor progress on tackling child poverty, including the findings from an annual self-assessment engaging all partners across the city.

57. **LOCAL SUSTAINABLE TRANSPORT FUND BID: SMART TICKETING**

The Director for Development and Regeneration submitted a written report on a successful bid to the Department for Transport's Local Sustainable Transport Fund, to aid the transition to smart bus ticketing throughout the south west.

The report indicated that –

- (a) the award was a third party funding arrangement and no further Plymouth City Council funds were required to deliver the Local Sustainable Transport Fund's part of the overall project;
- (b) the delivery body for the bid would be South West Smart Applications Limited, a public private, not-for-profit company, limited by guarantee, established to deliver the Department for Transport vision for smart and integrated ticketing throughout the south west;
- (c) the owners of South West Smart Applications Limited, were the 15 Unitary and County Highway Authorities in the south west, and the 15 major bus operators in the region. The Company has four local authority and four bus operator directors and an Independent Chairman. Andy Sharpe, an employee of Plymouth City Council is currently named as a deputy director.

Councillor Wigens (Cabinet Member for Transport) presented the proposals and indicated that the city was in the forefront of smart ticketing. He also reported that the scheme had been nominated for an award at the National Transport Awards.

Agreed that the grant is accepted and approval is given to proceed with this phase of the smart ticketing project in Plymouth and the region.

58. **EXEMPT BUSINESS**

Agreed that under Section 100(A) (4) of the Local Government Act, 1972, the press and public are excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

59. **WASTE AND RECYCLING IMPROVEMENTS (E3)**

The Assistant Chief Executive submitted a report on confidential details relating to the waste and recycling improvements, referred to in minute 53 above.

PLYMOUTH CITY COUNCIL

Subject:	Scrutiny Panel Task and Finish Group for Winter Maintenance
Committee:	Cabinet
Date:	18 October 2011
Cabinet Member:	Councillor Bowyer and Councillor Wigens
CMT Member:	Directors of Development and Regeneration and Corporate Support
Author:	Ian Ellis (Assistant Network Manager) Transport and Highways
Contact:	Tel: 01752 304223 Email: ian.ellis@plymouth.gov.uk
Ref:	IRE/0911
Key Decision:	N
Part:	Part 1

Executive Summary:

The Overview and Scrutiny Management Board approved in principle on 27 July 2011, the establishment of a Task and Finish Group to review the authority's winter maintenance preparation regime to ensure it was fit for purpose. The Task and Finish Group convened on the 8th and 15th September 2011 to consider evidence and hear from witnesses.

From the results of the evidence provided, the group made five recommendations. The recommendations are as follows:

1. That the Council make best use of the salt barn at Prince Rock and procure additional salt provision. This will guarantee greater capacity for the city wide gritting service and as a purchase of an asset should be regarded as a financial investment. The ability to treat areas of high footfall and high dependency will reduce the negative impact on the economy in the event of another harsh winter. The panel recommends that the salt be purchased soonest to secure the lower rates per tonnage and as salt is not perishable can be sold on a later date.
2. That the Directors of Corporate Support and Development & Regeneration, by delegation to officers, be responsible for the development of the business case for the actual salt procurement and the development and implementation of an operating model that will ensure optimum value for money This will include the responsibility and arrangements for the distribution and spreading of the supplies to non HMPE locations and the identification of corporate resources.
3. That PCC develop a Gritting Policy which will identify and prioritise needs over and above the existing Transport & Highways Winter Service plan that primarily deals with primary and secondary network routes. The policy which will be developed over time, will state criteria for the prioritisation of non HMPE and provide a clear transparent strategy for specific areas of the city to be treated ahead of others. To develop these criteria, officers will consider;
 - Areas of high footfall
 - Areas of high dependency
 - Ward Councillors feedback on specific hot spots within their wards, which should be considered as a priority and why
 - The views of residents at neighbourhood meetings

4. That Ward Councillors be asked to review existing grit bin sites in co-operation with the Transport & Highways partnership, and in accordance with the newly developing criteria. This will help determine the most appropriate provision for hot spot areas e.g. salt bins, salt bags or additional gritting to ensure the most costs effective treatment.
5. That PCC has a role in the strategic co-ordination and planning for gritting and supplies across the city by partner organisations such as NHS Derriford, Fire Service. That the appropriate PCC lead officer be identified to review previous ad-hoc demand for salt and to identify lead officers in partner organisations with whom we can work to ensure that key high risks areas across the city are identified.

Following consideration of the recommendations, officers' responses are as follows.

In the absence of a formally responsible officer for management of a winter maintenance service for the Corporate Estate, it is proposed that Corporate Property (the Facilities Manager) assume this responsibility. To this end the following arrangements will be made to support winter maintenance for winter 2011/12:

- To procure additional supplies of salt (circa 100 tonnes) to be stored initially in the salt barn at Prince Rock Depot.
- Provide security for salt supplies and manage the release and distribution of stocks around the Corporate Estate.
- To identify key secondary locations around the city, where salt supplies can be securely stored to enable better distribution at required times.
- Liaise with appropriate services to identify sources of labour to support with salt spreading in times of need.
- To review the Corporate Estate, liaise with and support building managers to ensure that supplies are distributed to buildings on a priority basis (initially buildings with public access and where access is required by service users from vulnerable sections of the community e.g. the elderly). These supplies to be sufficient to provide a minimum 6 days resilience for the clearance of a single pedestrian route from the curtilage of the site to main point of access and the areas immediately adjacent to emergency exits. Supplies to be distributed more widely within the limits of the resources available.
- Where premises/sites are not covered by the Corporate centralised maintenance budget costs to be recharged to appropriate departmental cost centres

In the medium term, Corporate Property will:

- Undertake a review of open land and grit bin locations, in coordination with the Transport and Highways partnership, to establish a methodology for the prioritisation, supply and distribution of salt for future years.
- Lead in the development of a strategy and policy for the effective winter maintenance of the wider Corporate Estate following the principles of the existing Transport and Highways winter maintenance plan.

The Transport and Highways partnership currently maintains approximately 400 grit bins as part of its Winter Service Plan; these have been installed ad hoc over many years. Whilst each of these are inspected and refilled annually in time for the winter period, no formal review has been undertaken to confirm that they are still properly located to best serve the needs of the community.

Officers will formalise the criteria for determining the location of grit bins before undertaking a full review of existing sites in consultation with Members. The review will coordinate with Corporate

Property to ensure that assets are not unnecessarily duplicated. Future requests for the provision of grit bins will be assessed against the criteria used in the review.

Preparation for the 2011/12 winter period is already underway; consequently, it is likely that changes proposed as a result the review will not be implemented until the following winter period.

Corporate Plan 2011 – 2014:

Providing a safe and well-maintained road network and corporate asset contributes to the economic well being of the City in support of the Growth priority.

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

Procurement of salt for the Prince Rock salt barn will be accommodated within existing resources. Further financial and resource implications are unknown until the proposed reviews are undertaken.

Other Implications: e.g. Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

Plymouth City Council’s defence against insurance claims relies largely on its ability to demonstrate performance against its prescribed service levels for maintaining its assets. Consequently, the review of winter service provision will ensure that a defensible position against claims arising from winter conditions can be maintained.

Recommendations & Reasons for recommended action:

It is recommended that Cabinet approves and notes:

1. The proposed actions to be undertaken by the Facilities Manager in respect of the arrangements for the corporate estate, both in the short and medium term.
2. The proposal to undertake both a full review of existing grit bin sites and the criteria used to determine the provision of future grit bins, in consultation with Members.

These actions will improve winter readiness for the corporate estate for 2011/12, whilst ensuring that the authority is properly prepared to deal with future winters.

Alternative options considered and reasons for recommended action:

None – The Task and Finish group’s review considered winter service planning across the authority and the subsequent recommendations are considered both positive and constructive.

Background papers:

Growth and Prosperity Overview and Scrutiny Panel Task and Finish Group Minutes for Winter Maintenance.

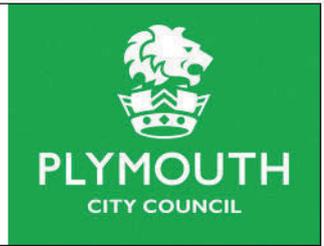
Sign off:

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Originating SMT Member Clive Perkin						

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WINTER MAINTENANCE PREPARATION (GRITTING)

Growth and Prosperity OSP- Task and Finish Group



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Appendix 1 – Project Initiation Document (PID)

Appendix 2 – Winter Maintenance Overview – PowerPoint presentation

Appendix 3 – Register of Salt Bins and Piles

Appendix 4 – Principle Gritting Network

Appendix 5 – Emergency Gritting Routes

Appendix 6 – Winter Service Benchmarking

Summary of Terms -

- HMPE – Highways Maintainable at Public Expense

Highway maintainable at public expense (HMPE) is highway where the liability for maintenance rests with the Highway Authority. HMPE may sometimes be referred to as 'public highway', although this term has no meaning in law. The Highways Act 1980, section 36, sets out which highways are HMPE.

- T & H P – Transport & Highways Partnership

I INTRODUCTION

The Overview and Scrutiny Management Board approved in principle on 27 July 2011, the establishment of a Task and Finish Group to review the winter maintenance preparation regime to ensure it was fit for purpose.

2 EXECUTIVE SUMMARY

The Growth and Prosperity Panel established a Task and Finish Group to review the Winter Maintenance regime in Plymouth. Several officers provided information to the panel and attended as witnesses to aid the panel in improving the regime.

3 THE PANEL

The Task and Finish Group's cross party membership comprised of the following Councillors –

- Councillor Nicholson (Chair)
- Councillor Coker (Vice Chair)
- Councillor Berrow
- Councillor Churchill
- Councilor Murphy
- Councillor Mrs Nicholson
- Councillor Williams
- Councillor Wright

For the purposes of the review, the Task and Finish Group was supported by –

- Gill Peele, Business Manager for Development and Regeneration
- Ian Ellis, Assistant Network Manager, Plymouth Transport & Highways Partnership
- Duncan Malloch, Network Manager, Plymouth Transport & Highways Partnership
- Tom White, Head of Network Management Unit, Plymouth Transport & Highways Partnership
- Helen Rickman, Democratic Support Officer

4 SCRUTINY APPROACH

4.1 The Task and Finish Group convened on two separate occasions to consider evidence and hear from witnesses –

- 8 September 2011

- 15 September 2011

4.2 Members of the Task and Finish Group aimed to examine and make recommendations about the Winter Maintenance regime in Plymouth to assess if it was fit for purpose.

4.3 The Work Programme Request (PID) is attached as Appendix I.

4.4 At its meetings on 8 September 2011 and 15 September 2011 the Task and Finish Group considered evidence from witnesses, raised questions and considered answers and recommendations relating to the Winter Maintenance regime.

4.5 Key issues and findings from the 8 September 2011 meeting included that –

- (a) Plymouth had experienced two bad winters in a row;
- (b) the Winter Maintenance regime in Plymouth was of public interest;
- (c) there were limited resources to grit the entire road network in Plymouth;
- (d) there were approximately 400 grit bins throughout the city – officers received several requests to refill the grit bins throughout the winter period;
- (e) gritting resources were focused on primary and secondary roads;
- (f) the current Transport & Highways Partnership Winter Maintenance Plan was not intended to cover maintenance of the corporate estate such as schools and road/land that was not maintainable at public expense;
- (g) it was a common misconception that grit was used in treating the road network in the winter when it was in fact salt that was used;
- (h) grit could be added to the salt when the stock diminishes however this would result in a residual product which could become a slipping hazard;
- (i) the Winter Maintenance regime ran from October to April;
- (j) it was important to put salt down on the road network before the formation of ice and snow;
- (k) there were a fixed number of operatives who dealt with the gritting of roads;
- (l) it was considered that 200 tonnes of salt was required to maintain the grit bins throughout the winter period;
- (m) seven snow ploughs were used in Plymouth to clear the snow from the road network;
- (n) the Council was proactive in liaising with its partners/businesses regarding the need for them to purchase salt stocks however several had not yet responded;
- (o) salt was only effective to the temperature -9
- (p) footpaths were not pre treated in Plymouth;

- (q) officers ensured that there was always a six day stockpile of salt at Hatfield House;
- (r) the council aimed to buy salt in the summer months as it is cheaper;
- (s) gritters were sent around the Plymouth road network to analyse known 'wet spots' which were known to form ice;
- (t) not all grit bins in the city were maintainable at public expense;
- (u) the location of grit bins were strategically placed to assist where the gritter lorries did not reach;
- (v) the contract that Plymouth City Council had with Amey was on the basis of a fixed annual fee;

4.6 Key issues and findings from the 15 September 2011 meeting including that –

- (a) there were four main emergency routes across Plymouth that were kept open and clear of snow at all times;
- (b) salt was approximately £30 per tonne in the summer but increased to £100 per tonne last winter;
- (c) Plymouth was named as 5th for customer satisfaction for winter maintenance out of 90 local authorities;
- (d) PCC and Amey were due to host a winter maintenance road show to offer advice;
- (e) there was capacity at Prince Rock depot to store several tonnes of salt;
- (f) PCC Corporate Support (asset management) had responsibility for the Prince Rock depot;
- (g) Amey tried to respond in an emergency to provide salt to partners/businesses however were not always able to facilitate every request;
- (h) officers received intelligence from members of the public and councillors who ring/write on the issues experiences with the winter maintenance regime;

5 WITNESSES

The Task and Finish Group heard representations from –

- Ian Ellis, Assistant Network Manager
- Duncan Malloch, Network Manager
- Tom White, Head of Network Management Unit
- Mike Hocking, Corporate Risk Manager

- Chris Davey – Highway Maintenance Technician
- Victoria Hutchings – Amey Watchman
- Ian Banfield – Maintenance Team Leader
- Phil Lord – Property Information Officer

6 KEY ISSUES ARISING FROM THE EVIDENCE

- 6.1 from the results of the evidence provided to the panel the following key themes emerged–
- 6.1.1 there was not a clear and concise approach to the coordination of the winter maintenance regime for non HMPE land; this resulted in a reactive and unreliable response which often affected the Transport & Highways Partnerships salt stocks;
 - 6.1.2 Council departments did not have a co-ordinated approach to the procurement of salt, hence not providing value for money;
 - 6.1.3 Council departments did not have a co-ordinated or formalised approach to the allocation or distribution of salt;
 - 6.1.4 there was no robust policy or criteria for the location of additional grit supplies such as grit bins or bags;
 - 6.1.5 the Prince Rock depot has an unutilized salt barn and would be an obvious resource in storing salt for the winter over and above the supplies maintained by the Transport & Highways Partnership;
 - 6.1.6 that primary and secondary routes are gritted, but there was no clear criteria beyond this.

7 FINDINGS

The panel was assured of the arrangements in place with the Transport & Highways Partnership to protect the priority primary and secondary gritting routes across the city. The panel received and endorsed the rationale for treating the main roads in Plymouth first and only applying post treatment to the footpaths if resources are available. The panel also received information on a number of additional sites, such as Crematorium, Ferry port, NHS Derriford, where the Transport & Highways Partnership provided additional chargeable services.

The panel identified however, that there is no strategic co-ordination for the management of non HMPE (highways maintainable at public expense) land or gritting provision to ensure safe access/ egress to corporate buildings, nor those of our partner organisations. Historically arrangements have been very reactive and usually late and unplanned and result in undue pressure on the salt supplies held by the T & H Partnership. This un-coordinated activity also includes un-controlled ad-hoc purchasing of salt supplies by council departments at considerably higher prices during the peak times and in the last two years has resulted in treatment of non HMPE land being dictated by salt stocks alone, rather than by identified priority need.

8 RECOMMENDATIONS AND REASONS

1. That the Council make best use of the salt barn at Prince Rock and procure additional salt provision. This will guarantee greater capacity for the city wide gritting service and as a purchase of an asset should be regarded as a financial investment. The ability to treat areas of high footfall and high dependency will reduce the negative impact on the economy in the event of another harsh winter. The panel recommends that the salt be purchased soonest to secure the lower rates per tonnage and as salt is not perishable can be sold on at a later date.
2. That the Departments of Corporate Support and Development & Regeneration be responsible for the development of the business case for the actual salt procurement and the development and implementation of an operating model that will ensure optimum value for money This will include the responsibility and arrangements for the distribution and spreading of the supplies to non HMPE locations and the identification of corporate resources.
3. That PCC develop a Gritting Policy which will identify and prioritise needs over and above the existing Transport & Highways Winter Service plan that primarily deals with primary and secondary network routes. The policy which will be developed over time, will state criteria for the prioritisation of non HMPE and provide a clear transparent strategy for specific areas of the city to be treated ahead of others. To develop these criteria, officers will consider;
 - Areas of high footfall
 - Areas of high dependency
 - Ward Councillors feedback on specific hot spots within their wards, which should be considered as a priority and why
 - The views of residents at neighbourhood meetings
4. That Ward Councillors be asked to review existing grit bin sites in co-operation with the Transport & Highways partnership, and in accordance with the newly developing criteria. This will help determine the most appropriate provision for hot spot areas e.g. salt bins, salt bags or additional gritting to ensure the most cost effective treatment.
5. That PCC has a role in the strategic co-ordination and planning for gritting and supplies across the city by partner organisations such as NHS Derriford, Fire Service. That the appropriate PCC lead officer be identified to review previous ad-hoc demand for salt and to identify lead officers in partner organisations with whom we can work to ensure that key high risks areas across the city are identified.

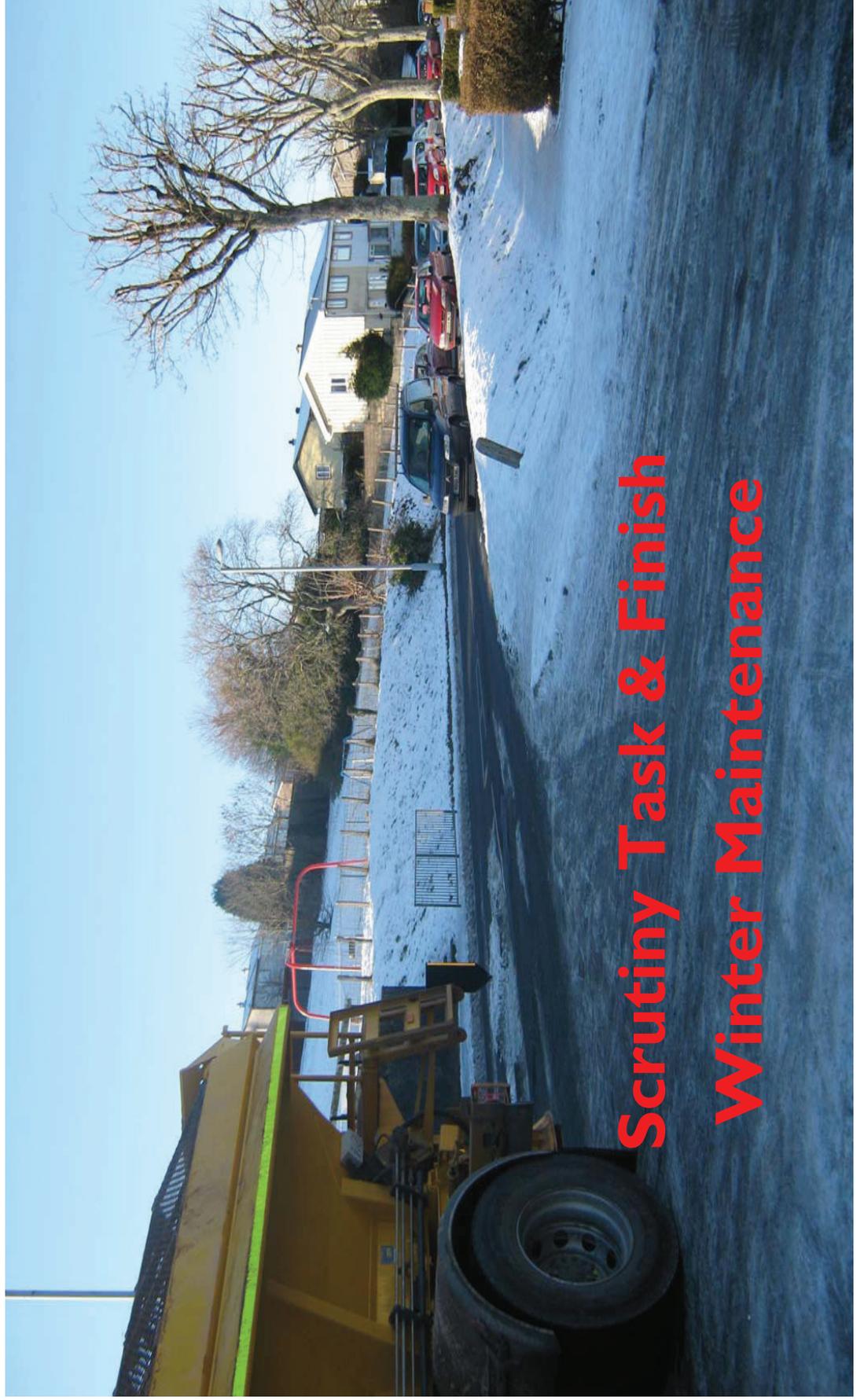
REQUEST FOR SCRUTINY WORK PROGRAMME ITEM



	Title of Work Programme Item	Review of Winter Maintenance Preparation: Gritting rounds and salt bins
2	Responsible Director (s)	Anthony Payne : Director for Development & Regeneration
3	Responsible Officer Tel No.	Tom White : Head of Network Management, Transport & Highways 01752 304256
4	Relevant Cabinet Member(s)	Cabinet Member for Transport
5	Objectives	Scrutiny members will gain a better understanding of: <ul style="list-style-type: none"> • The highway network and class of routes • Resources • Current locations/ routes (including non HMPE land) • Current assessment criteria • Comparison with other unitary authorities • Industry standards
6	Who will benefit?	The review will benefit the Council and Plymouth residents by reviewing current practice and value for money
7	Criteria for Choosing Topics (see table at end of document)	A high level of public interest, due to the icy conditions during the last two winters. <ul style="list-style-type: none"> • Issues consistently identified by Members as key through constituency activity • Public interest issue covered in local media
8	What will happen if we don't do this review?	The current Winter Maintenance Preparation programme will continue as normal.

9	What are we going to do?	<p>The scrutiny will review the current locations and arrangements for the gritting of the road network and pavements across the city and consider the assessment criteria to seek a fit for purpose winter maintenance programme.</p> <p>Overview of current provision including all non HMPE salt bins; Overview of current routes gritted; Review of current assessment criteria; Obtaining and understanding local and national comparators and Industry standard; Consideration of value for money;</p>
10	How are we going to do it? (witnesses, site visits, background information etc.)	Site visits, officer presentations, background information
11	What we won't do.	The scrutiny will exclude any activity that does not fall within the criteria of winter maintenance preparation.
12	Timetable & Key Dates	August/September 2011
13	Links to other projects or initiatives / plans	n/a
14	Relevant Overview and Scrutiny Panel / Membership if Task and Finish Group (to be decided by OSP before submission to OMB)	Growth and Prosperity Overview & Scrutiny Panel
15	Where will the report go? Who will make the final decision	To the scheduled meeting dates of the panel, the Overview and Scrutiny Management Board and Cabinet /Council
16	Resources (staffing, research, experts, sites visits and so on)	Plymouth City Council staff resources Amey staff resources
17	Is this part of a statutory responsibility on the panel?	No
18	Should any other panel be involved in this review? If so who and why?	N/A
19	Will the task and finish group benefit from co-opting any person(s) onto the panel.	No
20	How does this link to corporate priorities?	Delivering Growth, Value for Communities.

Task and Finish Review 2011



What is the service?

- Winter Season is October to April
- Pre treatment of the main roads in Plymouth
- Post treatment to footpaths (subject to resources), after roads, doing City Centre and shopping areas first, then by risk assessment.
- Maintaining 400+ grit bins (total 200t to refill).
- Clearance of snow off the main roads.
- Snow clearance on other roads after the main roads
- Snow clearance on footpaths if resources available



Legal implications and liabilities



PLYMOUTH
CITY COUNCIL

- Duty to maintain the highway under the Highways Act, 1980 which embraces Winter service.
- Highway Authority for a highway maintainable at the public expense are under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

From the Winter Maintenance Operational Plan



PLYMOUTH
CITY COUNCIL

- 14 pre-treatment routes have been defined - 7 Primary and 7 Secondary routes. These detail roads that are more heavily used or provide access to hospitals, fire stations etc.
- We pre-treat this defined network to prevent the formation of frost, ice or the laying of snow.
- 4 snow routes prioritise when snow is on the ground.
- Over 400 grit bins have been strategically placed across the network.
- We do not pre-salt the footway network.

We also support others in Plymouth



PLYMOUTH
CITY COUNCIL

- Crematorium - supply of salt bins.
- Treatment to some park and rides.
- Ferry port - gritting
- Torpoint Ferry - treatment of parking area
- Corporate Property - treatment of Windsor House Car park, Prince Rock Depot and supply of 20t of salt
- Community Grant fund - additional green grit bins

Last year we also supported Schools, NHS Derriford, Police and Fire Brigades when their salt stocks ran out, and City Centre Company when they wanted their own salt.

Salt supply

- Last year we used a total of 1522 tonnes
- We now have in stock 870 tonnes
- As used we will re-order to maintain a 6 day reserve.
- We can call upon local support, e.g. DCC and Amey Hampshire contract
- Last year Central Gov “Salt Cell” controlled national distribution, setting up a 250,000t stockpile.
- Amey brought in shipments to Southampton to support.

Last year

- 36 Early morning inspections (EMI)
- 24 Primary routes actions
- 18 Secondary routes actions
- Snow ploughs and continuous action on 2 days.
- Replenished grit bins 3 times
- In general it takes 4 hours to treat the 7 primary and secondary routes
- EMI two gritters dispatched to check known wet spots and check the network. Can escalate if needed to full action.



Grit bins, over 400 and growing!



PLYMOUTH
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- Actually hold salt not grit
- Not all grit bins are HMPE
- Can become litter bins, some people complain they don't want them by their property, abused by others.
- In our plan we review annually but based on historic information and new requests are considered as follows:
 - On a already treated route? Then normally rejected
 - Is the location traffic sensitive, with high volume?
 - Is the location a repetitive accident / incident spot?
 - Is the location commensurate with other sites?

This year's review and recommendations

- Plymouths Growth agenda, new developments.
- Change in emergency services locations
- Revised guidance in terms of spread rates.
- Revised considerations, city centre and shopping area footway areas.
- Different plant, Multihog unit.



Ideas for consideration



PLYMOUTH
CITY COUNCIL

- Stock pile for Corporate use? - PCC currently own a 3000t Salt Barn at Prince Rock , could this be better used.
- Grit Bin review - do we have too many? Are they in the right places? how do we consider new requests?
- Grit Bin Policy – to help us define how we deal with new requests

Register of Salt Bins and Piles			
Road / Street	Location (395 Salt bins)	Map Reference	Comments
Adams Close	Side of number 26 Kings Tamerton Road	7 E5	
Adams Close	outside number 28 Kings Tamerton Road	7 E5	
Almond Drive	Greenwood Park Road	15 G3	
Almond Drive	Outside number 41	15 G3	
Amados Drive	Merafield Drive	14 C5	
Amados Drive	Top end	14 C5	
Antony Gardens	Adjacent to number 87	11 G1	
Austin Crescent	Bircham View	13 E1	
Bampfylde Way	Bonville Road	4 B4	
Bardsey Close	Langley Crescent	5 E3	
Barndale Close	Barningham Crescent	5 E4	
Barne Close	Outside Mail Depot	10 A1	
Beacon Park Road	West Down Road	11 G 2	
Beare Close	Outside number 116	18 C6	
Beeston Walk	Side of number 1	13 E2	
Bellingham Crescent	Outside number 54	15 G5	
Bellingham Crescent	Totnes Close	15 G5	
Belliver Industrial Estate	Haxter Close	5 F1	
Belliver Industrial Estate	Porsham Close	5 F1	
Belliver Industrial Estate	Roundabout lamp post 20	5 F1	
Berwick Avenue	Dingwall Avenue	8 B4	
Bircham View	South side at first junction	9 F6	
Blackmore Crescent	Hancock	4 B4	
Blackstone Close	Opposite Netton Close	19 H5	
Bloomball Close	Windsor Road	12 D3	
Bodmin Road	Carlisle Road	8 A3	
Bodmin Road	Junction Warwick Avenue	9 A3	
Boringdon Hill	Opposite Devonia Close	14 D2	
Braemar Close	Outside number 9	15 H5	
Brean Down Close	Outside number 1	12 A3	
Brean Down Road	Ludlow Gardens	12 A2	
Brean Down Road	Burleigh Lane	12 A2	
Brest Road	Tavistock Road	8 D3	
Bridwell Road	Near Northumberland Street	10 C1	
Bridwell Road	Church Way at top end	10 C1	
Broadley Park Road	Junction near Belliver Industrial Estate	5 F1	
Broughton Close	Lockington Avenue	12 B2	
Brynmoor Walk	In turning head	12 C3	
Budshead Road	Dayton Close	8 B4	
Budshead Road	Westbury Close	8 A3	
Budshead Road	Near lamp post number 38	9 A3	
Budshead Road	Opposite lamp post number 39	10 A3	
Budshead Road	Lamp post 30	11 A3	

Budshead Road	Outside number 115	12 A3	
Buena Vista Close	Buena Vista Drive	5 G4	
Buena Vista Close	Buena Vista Way	5 G4	
Burleigh Lane	Berrow Park Road	11 H2	
Burnett Road	Opposite lamp post number 7	12 B1	
Burnett Road	Drax Gardens	12 B1	
Burnham Park Road	Brent Knoll Road	11 H2	
Burrow Hill	Outside number 10	19 E5	
Byron Avenue	Outside number 29	7 G5	
Camperdown Street	Outside number 43	16 B1	
Campion View	Lamp post 1	5 H2	
Cann Wood View	Lamp post 1	5 H3	
Challock Close	Rogate Drive	9 F2	
Charlton Road	Lansdowne Road	8 C4	
Charlton Road	Grosvenor Road	8 C4	
Cherry Tree Lane	St Maurice Lane	15 F5	
Chesterfield Road/Close	Outside number 61	12 D5	
Chivenor Avenue	Opposite 8, near Debden Close	6 C6	
Church Hill	Lamp post numbers 98 and 99	12 D1	
Church Park Road	Opposite number 2	5 H2	
Church Road	Pick Pie Drive	5 H2	
Church Road	Outside number 83	19 F4	
Church Road	Lamp post number 10	19 F4	
Clifton Avenue	Rashleigh Avenue	14 D2	
Colebrook Lane	Boringdon Hill	14 D2	
Colesdown Hill	Below lamp post First Avenue	19 G3	
Colesdown Hill	Second Avenue	19 G3	
Colesdown Hill	Near Wixenford Farm	19 G3	
Colwill Road	Chelson Gardens	9 H4	
Colwill Road	Outside vets	9 H4	
Combley Drive	Durris Close	9 G3	
Compass Drive	Opposite Newnham Drive	15 F2	
Copse Road	Drunken Bridge Hill	14 C5	
Copse Road	Rear of number 51	14 C5	
Cornwood Road	The Spinney	15 G5	
Coronation Place	Cardinal Avenue	6 D6	
Cot Hill	Dudley Road	14 B4	
Coypool	Car park	13 H2	
Coypool	By Railway level crossing	13 H2	
Cressbrook Drive	Opposite lamp post DR	9 H4	
Crossway	Plymbridge Road	14 C2	
Crownhill Road	By footway to Selkirk Place	8 B4	
Culver Way	Lamp post number 5	12 B1	
Danum Drive	Lotherton Close	15 G6	
Dark Street Lane	Underwood Road	14 D4	
Darwin Crescent	Outside number 9	13 F4	
Dean Hill	Outside number 38/42	19 F4	
Deer Park	Oregon Way	13 E3	
Donnington Drive	Eggbuckland Road	12 D2	
Donnington Drive	Upton Close	12 D2	
Dove Gardens	Outside shop	13 E3	
Duloe Gardens	Antony Gardens	11 G1	

Dunclair Park	Outside Residential Home	13 F4	
Dunnet Road	Lamp post P985	8 A1	
Dunraven Drive	Moorland View	8 C1	
Dunster Close	Outside number 7	15 H5	
Dunstone Road	Crownhill Road	7 E4	
Dunstone View	Dunstone Lane	19 G4	
Earlswood Drive	Plymbridge Road	9 H3	
Efford Lane	Chesterfield Road	12 D5	
Eggbuckland Road	By lamp post number 28	12 D1	
Eggbuckland Road	Eastfield Crescent opposite 4	12 C2	
Elburton Road	Alexandra Close	19 H3	
Elford Crescent	Outside number 165	15 E2	
Erlstoke Close	Freshford Walk	9 F6	
Fairview Avenue	Darwin Crescent	13 F4	
Fairview Avenue	Manor Lane	13 F4	
Fairview Way	Fairview Avenue	13 F4	
Farnley Close	Opposite number 24	5 E4	
Flamborough Road	Clittaford Road	4 D3	
Fletemoor Road	Moor Lane	6 D6	
Fletemoor Road	Outside number 120	6 D6	
Ford Hill	Opposite Browning Street	11 E4	
Forder Heights	Fort Austin Avenue	9 E5	
Foresters Road	Outside number 20	19 E4	
Foresters Road	Outside number 42	19 E4	
Foresters Road	Lamp post number 1	19 E4	
Fort Austin Avenue	Outside School	8 C5	
Fosbrooke Court	Side of number 69	12 B4	
Fountains Crescent	Outside number 122	11 G1	
Fountains Crescent	Outside number 44 junction of Springhill	11 G1	
Frensham Gardens	Outside number 15	5 F3	
Freshford Walk	Eastlake Close	9 F5	
Frontfield Crescent	Coplestone Road	8 A1	
Frontfield Crescent	By street nameplate at top	8 A1	
Furzehatt Avenue	Furzehatt Rise	19 G5	
Furzehatt Avenue	Shute Park Road	19 G5	
Geasons Lane	Outside School	14 D4	
Glen Road	Outside number 33	14 D3	
Glen Road	Parkstone Lane	14 D3	
Godding Gardens	Reddicliff Close	4 C4	
Goosewell Hill	Outside number 37	12 D1	
Goosewell Park	Road Shute Park Road	19 G5	
Goosewell Road	Holmwood Avenue bottom end	19 G5	
Goosewell Road	Lower Park Drive	19 G6	
Goswela Gardens	Goswela Close	19 G6	
Goswela Gardens	Staddon Park Road	19 G6	
Grantham Close	Outside number 3	14 B4	
Grantley Gardens	Outside number 4/5	12 C5	
Greatfield Road	Outside number 23	12 D2	
Greenacres	Billacombe Road	19 F3	
Greenacres	Garden Village	19 F3	
Greenbank Road	Just up from Lipson Road	3 D1	
Greenbank Road	Opposite Clifton Place	3 D1	

Greenwood Park Close	Lamp post number 1	15 G3	
Greenwood Park Road	Near Raleigh Court	15 G3	
Greenwood Park Road	Lamp post number 14	15 G3	
Greenwood Park Road	Outside number 55	15 G3	
Greenwood Park Road	Lamp post number 19	15 G3	
Grimspound Close	Lamp post number 13	13 G1	
Grimspound Close	Side of lamp post number 15	13 G1	
Gwyn Road	Near lamp post number 7	18 B1	
Hallerton Close	Lamp post number 1442	9 G5	
Ham Close	Opposite lamp post number 2	12 G1	
Ham Drive	By lamp post 64 junction of Langstone Road	11 E2	
Ham Lane	Above old Depot on hill	11 F 1	
Hartford Place	Outside number 11	10 C1	
Hartley Road	Mannamead Road	12 A3	
Hartwell Avenue	Sherford Road	20 C4	
Hawkinge Gardens	Outside number 91	6 D2	
Hawkinge Gardens	Near lamp post number 4	6 D2	
Hawthorn Way	Opposite number 12	12 D2	
Haye Road	By King George V playing fields	20 B3	
Haye Road	South Car park entrance	20 B4	
Healy Place	Garden Street	16 B1	
Healy Place	Pentamar Street	16 B1	
Hemerdon Heights	Outside number 152	15 F3	
Hemerdon Heights	Footway above number 217	15 F3	
Hessary Drive		5 F2	
Hessary Drive		5 F2	
Hessary Drive		5 F2	
Hickory Drive	Redwood Drive	15 G4	
Highclere Gardens	By lane	5 F3	
Hillcrest Drive	Wolridge Avenue	15 F4	
Hillcrest Drive	Ridgeway	15 F5	
Holly Park Drive	Milford Lane	7 F1	
Holly Park Drive	Lamp post 868	7 F1	
Hollycroft Road	Opposite number 38	12 C2	
Holmwood Avenue	Goosewell Road at top	19 G6	
Holne Chase	Prestonbury Close	5 E3	
Homer Park	Hooe Road	18 D6	
Hooe Hill	Sharrose Close	18 C6	
Hooe Hill	Bell Vue Close	18 C6	
Hooksbury Avenue	Neal Close	15 G5	
Horsham Lane	Mary Dean Avenue	4 A3	
Hosford Close	Coleman Drive	19 G6	
Humber Close	Deer Park Drive	13 F3	
Jackson Close	York Road	10 D1	
James Street	Outside Tamar House	16 B4	
James Street	Outside Lynher House	16 B4	
Jasmine Gardens	Side of number 16	15 H4	

Jasmine Gardens	Greenwood Park Road	15 H4	
Kenmare Drive	Hillcrest Drive	15 F4	
Kenmare Drive	Opposite number 82	15 F4	
Kenmare Drive	Outside number 102	15 F4	
Kenmare Drive	By lamp post 10 Z2096	15 F4	
Kennel Hill Close	Copse Road	14 C4	
Keswick Crescent	Miller Way Asda end	9 F4	
Keswick Crescent	Opposite number 171 in car park	9 F4	
Kirkwall Road	Budshead Road	8 A4	
Kitter Drive	Opposite number 77	19 G6	
Knapps Close	Opposite Sherborn Close	20 B5	
Knapps Close	Cul-De-Sac end	20 B5	
Kneele Gardens	Mannamead Road	12 A1	
Lake View Close	Outside number 47	7 F1	
Lake View Drive	Outside numbers 65/67	7 F1	
Lake View Road	Opposite number 61	7 F1	
Lakeside Drive	Outside number 12	6 C2	
Landulph Gardens	Junction near lamp post 1	10 B1	
Langdale Gardens	Langdale Close	9 G5	
Langley Crescent	In Langley Close side of 152	4 B3	
Larkham Lane	Plymbridge Road	14 B3	
Larkham Lane	The Dell	14 B3	
Leatfield Drive	Windermere Crescent	8 B2	
Leypark Drive	Opposite lamp post number 5	9 G4	
Leypark Walk	Opposite Community Centre	9 G4	
Linketty Lane West	West Lamp post numbers 1 & 8	12 B1	
Linton Road		4 A3	
Lipson Vale Lane	rear of Chudleigh Road	12 C5	
Little Ash Road	Outside number 4	6 A5	
Lockington Avenue	Dynevor Close	12 B2	
Long Ley	Higher Mowles	12 D3	
Long Meadow	Meadow View	14 D2	
Long Park Drive	Riverford Close	5 G3	
Looseleigh Park	Outside number 2	8 B1	
Loughborough Road	Stanhope Road	6 B5	
Lower Farm Road	Meadow Rise	15 F5	
Lucas Lane	Opposite lamp post 8	14 C3	
Ludlow Road	Berrow Park Road	11 H2	
Lynwood Avenue	Outside number 68	14 A3	
Lynwood Avenue	Outside number 1	14 A3	
Maddock Drive	Yealmpstone Close	15 G5	
Maidenwell Road	Underlane	14 C4	
Mallard Close	Outside number 10	15 E4	
Manadon Drive	St Peters Drive	12 A1	
Manifold Gardens	Pike Road	13 F4	
Manor Park	Outside number 2	15 F4	
Marrett Road	Outside number 20	7 E4	
Meadow Way	Outside number 64	14 C2	
Medland Crescent	Hurrell Close	4 B4	
Merfield Rise	By bus stop	14 C4	
Milford Lane	Truro Drive by lamp post 1	7 F1	
Milford Lane	In the narrows	7 F1	
Miller Way	Langdale Gardens	9 F2	

Miller Way	Opposite lamp post number 25	9 F2	
Millwood Drive	By street nameplate	9 H6	
Millwood Drive	Shell Close	9 H6	
Moor Lane	Ferrers Road	6 D6	
Moses Close	Dunnet Road	4 C3	
Moses Close	Clifford View	4 C3	
Mowhay Road	Opposite number 15	7 E6	
New Park Road	Outside number 3	15 F5	
Norfolk Road	Side of number 31	13 E4	
Normandy Hill	Pemros Road	6 A5	
Northampton Close	Lamp post number 1	7 F2	
Old Laira Road	Outside St Marys Church	12 D5	
Old Laira Road	Opposite Wycliffe Road	12 D5	
Oregon Way	Opposite lamp post 10	13 E3	
Oregon Way	Lamp post number 1	13 E3	
Pattinson Drive	Pattinson Close	9 G4	
Peeks Avenue	Church Road	19 G4	
Pendeen Crescent	Outside number 63	4 D4	
Penrith Gardens	Miller Way Asda End	9 F3	
Peters Close	Outside number 17	20 A4	
Peters Park Close	Peters Park Lane	6 D5	
Petersfield Close	Eggbuckland Road	12 D5	
Pike Road	Outside number 67	13 E4	
Pike Road	Opposite number 96	13 E4	
Pike Road	Opposite shops	13 E4	
Pinewood Drive	Opposite number 41	5 H3	
Plymbridge Road	Earlwood Drive	9 H3	
Plymbridge Road	Outside Treverbyn House	14 C3	
Pode Drive	Edwards Close	15 G5	
Pode Drive	Opposite number 36	15 G5	
Pode Drive	Bellingham Crescent	15 G5	
Pollard Close	Lalebrick Road	18 C6	
Pollard Close	Lamp post number 6	18 C6	
Powis Gardens	Farm Lane	7 G4	
Powisland Drive	Looseleigh Lane	8 C2	
Powisland Drive	Lamp post number 30	8 C2	
Prince Maurice Road	Salcombe Road	12 B5	
Quarry Park Road	Rollis Park Road	19 E4	
Rashleigh Avenue	Delacombe Close	15 E2	
Raphael Drive	Hogarth Walk	19 G5	
Reddicliff Road	Rowland Close	18 D6	
Reddicliff Road	Reddicliff Close	19 E6	
Reddicliff Road	Broom Park	18 D6	
Reddington Road	Hollycroft Road	12 C2	
Reddington Road	Opposite number 39	12 C2	
Rendlesham Gardens	Dover Road	9 G4	
Reservoir Road	South of Stanborough Road	19 H5	
Reservoir Road	Outside number 10	19 H5	
Reservoir Road	Lamp post number 11	19 H5	
Reservoir Way	Reservoir Crescent	20 A4	
Ridgeway	Maddock Drive	15 G5	
Roborough Avenue	Powisland Drive	8 C2	
Rochford Close	Junction lamp post number 30	7 E2	

Rochford Close	Junction of Westhampnett Place	8 E2	
Romilly Gardens	Robert Adams Close number 5	14 A4	
Romilly Gardens	Morley Close	14 A4	
Rosewood Close	Greenhill Close	19 G6	
Rowan Way	Opposite Maple Way	5 H3	
Russet Wood	By School entrance	7 E3	
Rydal Close	Opposite Rydal Close	9 F5	
Savage Road	Poole Park Road	10 B1	
Savage Road	Roope Close lamp post 10	10 B1	
School Close	Outside number 30	14 D2	
Sefton Avenue	Outside number 48	12 C5	
Sefton Avenue	Outside number 50	12 C5	
Sefton Avenue	Opposite number 130	12 C5	
Sefton Avenue	Opposite number 146	12 C5	
Sefton Avenue	Lipstone Crescent	12 C5	
Segrave Road	Lopes Road	11 F3	
Selkirk Place	At junction	8 B4	
Seymour Road	Compton Avenue	12 B2	
Sherford Road	Sherford Crescent	20 B4	
Sherford Road	Station Road	20 B4	
Sherford Road	Above Portway Close	20 B4	
Southgate Avenue	Outside number 17	19 F6	
Southgate Avenue	Tudor Close	19 F6	
Southgate Avenue	Outside number 9	19 F6	
Southgate Avenue	Southgate Close	19 F6	
Southway Drive	Opposite number 123	4 B5	
Speedwell Walk	Speedwell Crescent	12 D2	
Springhill Green	Outside number 19	11 G1	
St Budeaux By-Pass	Outside fire station	10 D1	
St Johns Road	Outside St Lukes Hospice	18 B4	
St Maurice Road	Hele Gardens	15 F5	
St Maurice View	Lamp post number 2	15 H5	
St Vincent Street	Outside number 4	10 D4	
Staddiscombe Road	Outside number 9 in verge opposite bus stop	19 G6	
Staddiscombe Road	Outside numbers 81/82	19 G6	
Staddiscombe Road	Outside number 57	19 G6	
Staddiscombe Road	Outside number 95	19 G6	
Staddiscombe Road	Opposite lamp post 36	19 G6	
Station Road	Tory Brook Residential Home	14 D3	
Station Road	Outside Tory Brook Residential Home	14 D3	
Station Road	Hillside Old Peoples Home	14 D3	
Steer Park Road	West Park Drive	15 H4	
Stefan Close	Lalebrick Road lamp post 6	18 C6	
Stentaway Road	Church Road	19 F4	
Stirling Road	Saltburn Road	6 B5	
Tamerton Close	Outside number 15	7 F1	
Tamerton Foliot Road	Opposite lamp post P1273	8 A1	
Tamerton Foliot Road	Opposite lamp post P1266	8 A1	
Tamerton Foliot Road	Foxwood Gardens lamp post 3A	8 A1	
Tamerton Road	Broadley Park Close	5 F1	
Taunton Avenue	Warwick Avenue	7 F1	

Tavistock Road	Opposite Turners Car Sales	5 F3	
Tern Gardens	Ridge Park Road	15 E4	
The Dell	Lamp post number 144	14 B3	
The Heathers	Lamp post number 7	5 G3	
Tithe Road	Off Woodford Avenue	14 A3	
Tor Lane	Outside Burleigh Manor	11 H2	
Towerfield Drive	Outside CSA lamp post 1	5 G2	
Turret Grove	Outside 118 Old Laira Road	12 B5	
Underhill Road	Outside Residential Home	16 D1	
Valley View Close	Deer Park Drive number 2	12 D3	
Valley View Road	Outside number 18	12 D2	
Valley View Road	Outside number 3	12 D2	
Vicarage Gardens	Normandy Hill	6 B5	
Vicarage Gardens	Junction opposite lamp post 1	6 B5	
Victoria Road	Outside number 230	6 C5	
Wain Park	Number 20	15 F5	
Waring Road	Near Dunnet Road	4 B3	
Wellhay Close	At junction	20 B5	
Wellsbourne Park	Outside number 12	12 C3	
Wembury Road	Opposite number 6	19 H5	
Wembury Road	Junction Coltness Road	19 H5	
Wembury Road	Opposite Coltness Road	19 H5	
Wensum Close	At junction	15 F4	
Wentwood Gardens	Miller Way	9 G4	
Western Drive	Castle Rise	12 D5	
Westfield	Outside school entrance	15 F3	
Westfield	Hemerdon Heights	15 F3	
Whin Bank Road	By lamp post E526	8 A4	
Whitsoncross Lane	Lamp post number 29	4 A3	
Wills Close	Opposite number 1	4 C3	
Windsor Road	Opposite R E Lucas & Son	12 D2	
Wolseley Road	Outside number 792 in Saltash Passage	6 A5	
Wolseley Road	Side of number 872	6 A5	
Wolverwood Lane	Aycliffe Gardens	15 G6	
Wolverwood Lane	Canefield Avenue	15 G6	
Wolverwood Lane	Burniston Close	15 G6	
Wolverwood Lane	St Stephens Road	15 F6	
Wood end Road	Opposite Meadowlands	5 G3	
Woodland Drive	Outside number 10	14 B4	
Woodland Drive	Amados Road	14 B4	
Woolwell Road	Lamp post number 15	5 G2	
Wycliffe Road	Opposite number 32	12 D5	
Wythburn Gardens	Lamp post number 2	9 G4	
York Road	Carlton Terrace	10 C1	

PRINCIPAL GRITTING NETWORK

Access Road to Train Station	P5	Clovelly Road	P1
Albert Road	P5	Clovelly Road	P2
Alexandra Road	P2	Clovelly Road	P4
Alexandra Road	P6	Cobourg Street	P4
Alma Road	P5	Cobourg Street	P5
Ashwood Park Road	P3	Colebrook Road	P3
Beacon Park Road	P5	Compton Park Road	P2
Beacon Park Road	P7	Cothill Road	P2
Beaumont Road	P1	Cothill Road	P3
Beaumont Road	P5	Coypool Road	P2
Beechwood Avenue	P7	Cremyll Street	P4
Belliver Way	P3	Cross Way	P3
Biggin Hill	P6	Crownhill Road	P2
Billacombe R/B	P1	CrownHill Road	P6
Billacombe Road	P1	Crownhill Road	P7
Blandford Road	P2	Cunningham Road	P6
Boringdon Hill	P3	Dale Road	P7
Boringdon Road	P3	Dean Cross	P1
Bovisand Lane	P1	Dean Cross Road	P1
Bovisand Road	P1	Dean Hill	P1
Brentonside	P4	Deep Lane	P2
Brest Road	P7	Derriford Hospital	P7
Broadley Park Road	P3	Derriford R/B	P3
Budhead Road Slip Road	P7	Derriford R/B	P7
Budhead Way	P2	Derriford Road	P7
Budshead Road	P6	Derry Cross	P4
Budshead Way R/B	P6	Devonport Hill	P4
Caroline Place	P4	Drake Circus	P4
Cattedown R/B	P1	Dunnet Road	P6
Cattedown R/B	P3	Durnford Street	P4
Cattedown Road	P2	Eagle Road	P3
Cattedown Road	P3	Eastern Wood Road	P3
Centre Park Avenue	P7	Ebrington Street	P5
Chapel Street	P4	Egerton Road	P6
Charles Cross	P5	Eggbuckland Road	P6
Charles Cross R/B	P4	Elburton Road	P1
Charles Street	P5	Elliot Road	P4
Charles Street	P4	Embankment Road	P3
Charnhill Way	P1	Embankment Road	P1
Chumberland Road	P4	Emma Place	P4
Church Hill	P6	Ernesettle Lane	P6
Church Hill Road	P1	Exeter Street	P5
Church Road	P1	Exeter Street	P4
Clarence Place	P4	Ferndale Road	
Clittaford Road	P3	Ferry Road	P5
Clittaford Road	P6	Finnigan Road	P4

Ford Hill	P4	Kinterbury Street	P4
Ford Park Road	P7	Knighton Road	P6
Forder Valley R/B	P3	Laira Bridge	P1
Forder Valley Road	P2	Laira Bridge Road	P1
Forder Valley Road	P3	Laira Bridge Road	P4
Fore Street	P4	Langage R/B	P3
Fore Street	P6	Langstone Road	P7
Fort Austin Avenue	P2	Lanhydrock Road	P6
Fort Austin Avenue	P6	Larkham Lane	P3
Fort Austin Avenue	P7	Lawrence Road	P1
Furzehatt Road	P1	Linton Close	P6
Gasking Street	P5	Linton Road	P6
Gdynia Way	P2	Lipson Hill	P1
George Lane	P2	Lipson Hill	P6
Glen Road	P2	Lipson Road	P1
Glen Road	P3	Lipson Road	P5
Golden Square	P3	Lipson Road	P6
Goosewell Road	P1	Little Dock Lane	P6
Greenbank Avenue	P6	Longbridge Road	P3
Greenbank Road	P2	Longbrook Street	P2
Greenbank Road	P7	Longcause	P2
Gydnia Way	P3	Longfield Place	P1
Gydnia Way	P4	Lower Compton Road	P2
Gydnia Way	P5	Lucas Lane	P3
Ham Drive	P5	Macadam Road	P1
Ham Drive	P7	Macadam Road	P2
Haye Road	P2	Macadam Road	P4
Hele Terrace	P4	Manadon R/B	P6
Heles Terrace traffic lights	P1	Manadon R/B	P7
Hender's Corner	P6	Mannamead Road	P2
Henderson Place	P4	Mannamead Road	P6
High Street	P4	Maple Grove	P7
Hillcrest Drive	P3	Marshmills R/B	P3
Hoe Approach	P4	Martin Street	P4
Holland Road	P3	Maxwell Road	P4
Honicknowle Green	P2	Mayflower Street	P4
Honicknowle Green R/B	P6	Meavy Way	P7
Honicknowle Lane	P2	Meavy Way	P6
Honicknowle Lane	P6	Melville Road	P4
Hooe Road	P1	Merafeild Road	P2
Horn Cross	P1	Milehouse Junction	P7
Houndiscombe Road	P7	Milehouse Road	P4
Hyde Park Road	P7	Military Road	P6
Jennycliff Lane	P1	Millbay Road	P4
Jubilee Road	P6	Millbridge	P4
Keyham Road	P5	Molesworth Road	P4
Kings Road R/B	P4	Moorland Road	P2
Kings Street	P4	Morshead Road	P7

Mount Gould Road	P1	Shakespeare Road	P2
Mudge Way	P2	Shallowford Road	P6
Mutley Plain	P5	Shapters Road	P2
Mutley Plain	P6	Shapters Road	P4
Mutley Plain	P7	Shapter's Road	P5
New Park Road	P2	Southway Drive	P3
New Passage Hill	P5	Southway Drive	P6
Newnham Road	P3	Springfield Road	P1
North Cross R/B	P4	St Andrew's Cross R/B	P4
North Hill	P5	St Aubuyn Road	P5
North Prospect Road	P7	St Budeaux By-Pass	P5
North Prospect Road	P5	St Budeaux Square	P5
Northolt Avenue	P6	St John's Road	P1
Notte Street	P4	St Levan Road	P4
Novorossisk Road	P3	St Levan Road R/B	P5
Oakfeild Terrace Road	P4	St Maurice Road	P2
Octagon Street	P4	St Modwen Road	P3
Old Laira Road	P2	St Peter's Road	P2
Old Laira Road (Slip Road)	P3	St Peter's Road	P6
Outland Road	P2	St Stephen Road	P2
Outland Road	P5	Staddiscombe Road	P1
Outland Road	P7	Staddon Lane	P1
Paradise Road	P4	Stamford Lane	P1
Park Avenue	P4	Stanborough Cross	P1
Park Avenue	P5	Stanborough Cross	P2
Parkway (Service Road)	P3	Stanborough Road	P1
Pemros Road	P5	Steer Park Road	P3
Pennycombequick R/B	P5	Stoke Road	P4
Pennycombequick R/B	P7	Stonehouse Bridge	P4
Peverell Park Road	P7	Stonehouse Street	P4
Pike Road	P2	Strode Road	P3
Plumer Road	P2	Stuart Road	P4
Plumer Road	P7	Sutherland Road	P7
Plymbridge Lane	P7	Tamerton Foliot Road	P6
Plymbridge Road	P3	Tamerton Road	P3
Plymouth Road	P2	Tavistock Road	P2
Plymouth Road	P3	Tavistock Road	P3
Pomphlett Road	P1	Tavistock Road	P6
Queens Road	P1	Tavistock Road	P7
Radford Park Road	P1	The Crescent	P4
Reservoir Road	P1	The Octagon	P4
Ridgeway	P2	The Parkway Flyover	P5
Roman Way	P5	The Viaduct	P4
Royal Parade	P4	Tor Lane	P2
Saltash Road	P5	Tothill Avenue	P2
Saltash Road T/L	P5	Tothill Avenue	P6
Sandy Road	P3	Tothill Road	P2
Seagrave Road	P5	Tothill Road	P6

Trelawny Place	P5
Trevithick Road	P5
Underlane	P1
Union Street	P4
Uxbridge Drive	P6
Vauxhall Street	P4
Victoria Road	P5
Victoria Road	P7
Wembury Road	P1
Western Approach	P4
Western Wood Road	P3
Weston Mill Road	P5
Whitsoncross Lane	P6
William Prance Road	P7
Wilton Road	P4
Wilton Street	P4
Wolseley Road	P4
Wolseley Road	P5
Wolseley Road	P7
Wolverwood Lane	P2
Woolwell R/B	P3
Yeomans Way	P2

EMERGENCY ROUTE NO 1

TRAVEL Out of Depot. Travel to Cattedown R/b.

GRIT Cattedown R/b to Embankment Road to Laira Bridge Road to Billacombe R/b **CIRCULATE** to Haye Road R/b **CIRCULATE** to Elburton R/b **CIRCULATE** and **RETURN** to Elburton Road **GRIT THROUGH** to Gdynia Way and Cattedown R/b.

TRAVEL Embankment Road to Prince Rock School.

GRIT Embankment Road to Marsh Mills R/b **CIRCULATE** to Plymouth Road to St Marys Bridge to the Ridgeway to Sandy Road R/b **CIRCULATE** to Sandy Road to Langage R/b **CIRCULATE** to Glen Road to Hillcrest Drive **TURN LEFT** at Hillcrest Drive to the Ridgeway R/b **CIRCULATE** and **RETURN** to Hillcrest Drive to Glen Road through dual carriageway section to Strode Road R/b **CIRCULATE RETURN** to dual carriageway and **GRIT** other side **U/TURN** at end of Dual carriageway.

TRAVEL **RETURN** to Strode Road R/b.

GRIT Glen Road to St Marys Bridge.

TRAVEL St Marys Bridge to Plymouth Road to start of Dual Carriageway.

GRIT Plymouth Road to Marsh Mills R/b to Embankment Road to Gdynia Way **BEAR RIGHT** to Heles Terrace to Laira Bridge Road **T/Lights TURN RIGHT** to pass Prince Rock School to Embankment Road to Cattedown R/b.

TRAVEL **RETURN TO DEPOT**

EMERGENCY ROUTE NO 2

TRAVEL Out of Depot. Travel to Charles Cross R/b

GRIT The Viaduct to Royal Parade to Union Street to Stonehouse Bridge to Cumberland Road to Park Avenue to Ferry Road **TURN LEFT CIRCULATE** to Ferry Entrance and **RETURN** to Park Avenue **TURN LEFT** to Albert Road Turn Left to Albert Road to Keyham Road to Saltash Road to Wolseley Road **TURN LEFT** to St Budeaux Square to Victoria Road to Victoria Road R/B **CIRCULATE** and **RETURN** to St Budeaux Square to Wolseley Road to Camels Head **TURN LEFT** to St Budeaux By-Pass to R/b **CIRCULATE** and **RETURN** to Camels Head **TURN LEFT** to Wolseley Road to Milehouse traffic lights to Citybus Depot **CIRCULATE DEPOT RETURN** to Milehouse traffic lights and Camels Head traffic lights to Saltash Road.

TRAVEL Saltash Road to St Levan Road, **TURN LEFT**.

GRIT St Levan Road to Wolseley Road R/b **CIRCULATE** and **RETURN** to St Levan Road to Bartholomew Road **TURN LEFT** to Milehouse Road **TURN RIGHT** to the traffic lights through to Devonport Road to Albert Road **TURN RIGHT** to Park Avenue **TURN LEFT**.

TRAVEL Park Avenue to Fore Street.

GRIT Fore street to Paradise Road to Kings Road **TURN RIGHT** to Stonehouse Bridge **TURN LEFT** to Union Street to Western Approach **TURN LEFT** to North Cross R/b **CIRCULATE RETURN** to Western Approach to Union Street **TURN LEFT** to Royal Parade to the Viaduct.

TRAVEL **RETURN TO DEPOT**

EMERGENCY ROUTE NO 3

TRAVEL Out of Depot. Travel to Marsh Mills R/b

GRIT Marsh Mills R/b to Slip Road Delamere R/b **CIRCULATE** R/b to Forder Valley Road to Crownhill Road to Meavy Way **TURN LEFT** to Tavistock Road **TURN LEFT** to Budshead Road to Budshead Way to Crownhill Road **TURN LEFT** to Plumer Road **TURN LEFT** to Tavistock Road to Morshead Road **TURN LEFT** to Crownhill shops to Crownhill Road **TURN LEFT** Crownhill Road to Victoria Road R/b **CIRCULATE** and **RETURN** to Forder Valley to Novorossisk Road **TURN LEFT** to Wrigleys R/b **TURN LEFT** to Plymbridge Road to Tavistock Road **TURN LEFT** to Southway Drive **TURN RIGHT** to Tamerton Foliot Road **TURN RIGHT** to Southway Drive (dual carriageway) **RETURN** to Tavistock Road **TURN LEFT** to Plymbridge Road to Novorossisk Road to Forder Valley to Delamere R/b

TRAVEL **RETURN TO DEPOT**

EMERGENCY ROUTE NO 4

TRAVEL Out of Depot. Travel to Cattedown R/b

GRIT Cattedown R/B to Exeter Street to Charles Cross R/b to Drake Circus R/b to Pennycomquick R/b to Alma Road to Milehouse traffic lights **TURN RIGHT** to Outland Road through to Tavistock Road to the boundary at Roborough R/b **CIRCULATE** and **RETURN** to Tavistock Road to Milehouse traffic lights **TURN LEFT** to Alma Road and **RETURN ROUTE** to Cattedown R/b **TURN LEFT** to Lipson Road to Mutley Plain Hyde Park Hotel **CIRCULATE** to Mannamead Road to the Golden Hind R/b **CIRCULATE** and **RETURN** to Mutley Plain to North Hill traffic lights **TURN RIGHT** to North Hill and to Drake Circus R/b **CIRCULATE** and **RETURN** to Mutley Plain to Alexandra Road to Old Laira Road to Embankment Road.

TRAVEL **RETURN TO DEPOT**

Winter Service Benchmarking with SW Authorities – 2010/11

Authority	Maximum salt storage capacity (tonnes)	Winter maintenance spend (£000's)	Population	Road Length (Km)	Cost per capita (£'s)	Cost per Km (£'s)
Bath and North East Somerset Council	1,500	663,000	177,738	930.20	3.73	712.75
Borough of Poole	1,200	239,000	141,200.00	481.80	1.69	496.06
Bournemouth Borough Council	1,000	151,000	168,100	474.10	0.90	318.50
Bristol City Council	2,500	412,000	441,300	1,089.00	0.93	378.33
Cornwall County Council	15,681	INA	INA	INA	INA	INA
Devon County Council	25,200	INA	INA	INA	INA	INA
Dorset County Council	10,400	INA	INA	INA	INA	INA
Gloucestershire County Council	9,650	2,310,000	593,500	4,403.00	3.89	524.64
North Somerset Council	2,000	609,000	209,100	1,026.70	2.91	593.16
Plymouth City Council	900	481,000	256,700	805.80	1.87	596.92
Somerset County Council	9,000	2,449,000	530,200	5,962.80	4.62	410.71
South Gloucestershire Council	6,000	688,000	264,800	1,338.00	2.60	514.20
Swindon Borough Council	5,000	INA	192,900	815.00	INA	INA
Torbay Council	3,000	380,000	134,000	523.00	2.84	726.58
Wiltshire County Council	17,000	4,054,000	455,450	3,864.00	8.90	1,049.17

INA = Information not available

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PLYMOUTH CITY COUNCIL

Subject:	Contract Award for Single Homeless Hostel Support Service
Committee:	Cabinet
Date:	18 October 2011
Cabinet Member:	Councillor Fry
CMT Member:	Director for Development and Regeneration
Author:	Nicola Rowley Adult Social Care Commissioning Officer
Contact:	Tel: 01752 307069 e-mail: nicola.rowley@plymouth.gov.uk
Ref:	
Key Decision:	Yes
Part:	I

Executive Summary:

Plymouth City Council was successful for its bid for capital money to develop a modern purpose built 46 bed homeless hostel. The new hostel opened in August 2011.

Prior to this Plymouth had two hostels meeting the needs of single homeless people in the city: the Ship, a 28 bed hostel run and managed by Plymouth City Council (PCC), and the Gates: a 10 bed night shelter run and managed by The Shekinah Mission.

The creation of a new purpose built hostel resulted in the amalgamation of two services and provided an opportunity to review the current provision.

A Business case agreed in February 2011 reviewed hostel services in the City and made the following recommendations:

- PCC relinquish management of the Ship service once a new service to replace it has been commissioned.
- Through competitive procurement commission one service (combining the services provided by PCC and Shekinah) to deliver support to the new single homeless hostel from an external organisation.
- Include the homeless outreach service currently provided by Plymouth Access To Housing (PATH) to work with people sleeping rough within the service procurement.
- The two existing services (The Ship and the Gates) to deliver within the new hostel until such time as a new service is procured. Contracts for the existing services will be extended to align to the newly procured service start date to ensure continuity of provision.

The recommended competitive procurement of services to replace the current hostel services will ensure:

- Creation of a new specification for the provision of a service which will ensure the new hostel service meets the requirements of the authority and partner agencies.
- Competitive procurement, achieving financial efficiencies.
- Improved outcomes for service users with a joined up provision giving a more holistic approach.

- Reduction in the financial risk to the authority in terms of potential loss of rent.
- The service will be run by specialist providers, meeting identified emerging need and improve joint working with specialist agencies.
- An opportunity to include homeless outreach services within the specification ensuring better value for money and therefore reducing costs to the Authority.
- Current staff of PCC will pass to the new provider as part of the contract process under TUPE regulations.

A competitive procurement was therefore conducted.

For reasons of commercial confidentiality, the full details of the proposed contract are included within a separate part 2 report.

Corporate Plan 2011-2014:

The award and execution of these contracts specifically relates to the following Corporate Priorities:

Raise aspiration: raise the skills and expectations of Plymouth residents.

Reduce inequalities: reduce the large economic and health gaps between different areas of the city by tackling the causes.

Provide value for communities: become more efficient and join up with partners and local residents to deliver services in new and better ways.

Deliver Growth: Tackling worklessness by increasing access to training and employment for homeless vulnerable people and increase the number returning to paid employment.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

The award of this contract is estimated to realise financial efficiencies for Plymouth City Council (Community Services and Development and Regeneration).

Other Implications: e.g. Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

The service directly impacts upon the following local Strategies:

Plymouth's Homelessness Strategy 2008 – 2011: This project supports the targets and outcomes identified in the homelessness strategy, including the city's move on plan.

Plymouth's Sustainable Community Strategy 2007 – 2020: This project supports the strategic objective of promoting inclusive community and improving health and well being.

Recommendations & Reasons for recommended action:

The recommendation is that a three year contract, with an option for three year extension be awarded to the preferred provider.

The evaluation process determined their offer to be the most economically advantageous tender based on price and quality. The award of this contract is forecasted to achieve efficiencies.

Alternative options considered and reasons for recommended action:

Extend Existing Contracts:

The contracts for the Ship and the Gates services expire 29th February 2012. If these were extended, it would not be possible to achieve the efficiencies and quality requirements necessary to deliver the commissioning strategy objectives.

In addition, the procurement of these services is subject to Plymouth Council's Contract Standing Orders which state that any procurement over the threshold value of £75,000 is to be competitively tendered.

Background papers:

Contract Award Report (Part 2)

Sign off:

Fin	CoS F ACI 112 001	Leg	ATI 268	HR		Corp Prop		IT		Strat Proc	JK/SP U/25 4/08 11
Originating SMT Member: Stuart Palmer											

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PLYMOUTH CITY COUNCIL

Subject:	Capital investment delivery for Marine Academy Plymouth and All Saints Academy, Plymouth.
Committee:	Cabinet
Date:	18 October 2011
Cabinet Member:	Councillor Samantha Leaves
CMT Member:	Director of Services for Children and Young People
Author:	Gareth Simmons (Programme Director for Learning Environments)
Contact:	Tel: 01752 307161, gareth.simmons@plymouth.gov.uk
Ref:	
Key Decision:	Yes
Part:	1

Executive Summary:

1. In the autumn of 2010 the Department for Education (DfE) requested Partnership for Schools (PFS) to undertake a review of capital allocations to academies. Following the review, capital allocations of £11.5m for All Saints Academy, Plymouth and £9.5m for Marine Academy, Plymouth were approved in May 2011.
 - 1.1. PFS have indicated that the funding allocated is reliant on the procurement being through the Academies Framework administered by Partnership for Schools, managed through the Council. This was reinforced through a meeting with the Director for Services for Children and Young People and the Director for Corporate Support on 21 May 2011.
 - 1.2. As the Academies are separate organisations to Plymouth City Council there is no financial advantage to the Council in acting as the procurement agents. The condition liability of the schools falls to the Academies and the government so there is no direct reduction of liability that this investment would bring. However the wider benefit to the city that such an investment would bring to the Council is significant. The capital investment would improve the school environments and bring up to current legislation the building fabric.
 - 1.3. The City Council is a co- sponsor of these Academies which means that it retains an influence and a responsibility to support these organisations as partners in the important objective of serving some of the most disadvantaged communities in the city. The Council has been fully involved in making the case to Government that these schools need capital investment to resolve long standing condition issues and to modernise their environments.
 - 1.4. Both All Saints and Marine Academy have achieved substantial gains in attainment since becoming Academies but there remains much more to achieve. It is therefore recommended that the Council should support these projects by acting as the responsible body in the capital delivery and to therefore secure this investment for the city.
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2. Corporate Plan 2011 - 2014:

This programme aligns with and supports the following Corporate Priorities:

- Deliver growth and promote Plymouth as a thriving growth centre by creating the conditions for investment in quality new homes, jobs and infrastructure. The Academy Investment will improve education infrastructure that supports the growth of the city by supplying good quality education provision that meets need, and makes the city an attractive place to live and work. This paper brings to Cabinet opportunities for substantial investment into the City.
- Raise aspiration and the skills and expectations of Plymouth residents to ensure our young people achieve better qualifications and find high quality jobs. The investment this paper describes will significantly improve 12.5% of the secondary school infrastructure in the city.
- Reduce inequalities by reducing the large economic and health gaps between different areas of the city by improving the educational offered in these parts of the City. The proposals in this paper are targeted at narrowing the gaps in inequality of education that exists in the city.
- Provide value for communities and to become more efficient and joined up with partners and local residents to deliver services in new and better ways. These proposals seek to support the Academies that our partner organisations brokered to achieve the maximum value for the communities they serve.

3. Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

The overall cost of the two building projects will be met from within the Capital Grant funding of £21M

- 3.1. The sum of £300,000 can be top sliced from the allocations for the Council to use for procurement costs. Based on an analysis of costs this top slice will not be sufficient to fund the full costs of managing a project. However, it is anticipated these costs can be managed within the available resources with the support of the Academy Sponsors, who share the view that reduced expenditure in this area would be a false economy. The other sponsors are of the view that any liability of procurement costs above the top slice should be met by their organisations as it would be them who would bear the long term liability for the condition of the schools. In this way it is not expected that the Council will have to bear any costs above the £300k top slice from the projects.
- 3.2. In addition there would be the Council's staff time or expenses in gaining internal approvals, letting and monitoring the building or technical advisors contracts. A detailed assessment of this has been carried out which indicates a total of 210 days would be required. This would be the Council's contribution in support of the projects.
- 3.3. Acting as procurement agent, the Council will take on all liability for project over-run either in terms of timing or costs, including any contractual disputes. Against this, there is no indicated incentive for the Council in relation of retaining any surplus funding should a project be delivered under budget. However PfS have devised a client biased contract that offers a good deal of comfort that much of the delay risk is transferred to the contractor. It is of key importance that the specification, procurement and contract management is undertaken with appropriate rigour to ensure this transfer of risk is secured.

- 3.4. The VAT implications regarding the capital investment delivery will depend on the ownership of the grant and the land interest. Formal leases have been held pending confirmation of the nature of the capital investment programme and so the Academy currently occupies the site under a Tenancy at Will (TAW). This was put in place in September 2010 and may be subject to amendment to meet the needs of project delivery. The revised arrangements will continue until the refurbishment is completed. The Council would contract with the D&B contractor to carry out the works and the refurbished site would then be transferred to the Academy Trust under a 125 year peppercorn lease. The Council would then be making a non-business supply for VAT purposes and providing this is a 'true peppercorn' lease, i.e. there is no consideration, PCC should be able to recover the VAT it incurs on the design and build contract. If the lease is not a 'true peppercorn' this would adversely affect the Council's partial exemption position in terms of the Council's ability to recover VAT on its expenditure. It is recommended, therefore, that the Council "Opt to Tax" the academy site to mitigate this risk and to protect its VAT recovery position.
- 3.5. The procurement does not involve any TUPE transfer so there are no demands on HR resources, however there would be a necessity to call on limited advice from Procurement, Legal and Finance officers in obtaining and reviewing advice from external consultants. A full resource plan has been devised that demonstrates the work commitment of corporate support officers.

4. Other Implications: e.g. Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

- 4.1. Schools are a key facility in their local communities and support wider cohesion in the area. An equality impact assessment has not been completed as the investment in school buildings would be designed to current building regulations which are fully DDA compliant. In addition, these are community facilities which are open to all; therefore issues surrounding discrimination on the basis of age, faith, gender, race, or sexual orientation are not applicable.
- 4.2. Capital investment into schools offers the opportunity for them to resolve many issues of health and safety and community safety that have become long standing in schools. The capital investment will resolve building condition issues that in the long term improve the building fabric that could lead to Health & Safety breaches.
- 4.3. A fully compliant risk register has been developed for the project.

5. Recommendations & Reasons for recommended action:

Recommendation

1. That cabinet approves the Council being the procurement agent for the delivery of the design and construction programmes at the Marine Academy, Plymouth and All Saints Academy, Plymouth in accordance with the schemes approved by Partnership for Schools

6. Alternative options considered and reasons for recommended action:

Careful consideration has been given to not acting as procurement agent and discussion has taken place with other authorities who have also been given this challenge by PFS, there are mixed views and other authorities have taken different courses of action. The ministerial view given to both sponsors has been one that the use of the Council as procurement agent is mandatory which implies that the investment into Plymouth would be lost if the Council chose not to act in this capacity.

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7. **Background papers:**
8. [Investment for Children Cabinet Paper approved 11 November 2008](#)
9. [Plymouth City Council Children's Services Strategy for Change Investment for Children](#)
10. [Building Schools for the Future \(BSF\) Project Governance and BSF Cabinet Committee](#)
11. Part II Memorandum of Agreement between sponsors and the Council (contains exempt information))

Sign off:

Fin	ChS 0 356'' .	Leg	TH0 028	HR	NA	Corp Prop	CT 21/09/ 11	IT	NA	Strat Proc	JK/S PU/ CP/2 58/0 911
Originating SMT Member											

8. Background

- 8.1. In June 2010 the Secretary of State stopped the Building Schools for the Future (BSF) programme and Plymouth's case for investment of the secondary schools was therefore denied. However, those schools that were sponsored academies and a part of the programme of capital renewal were not fully stopped but instead paused. The Department for Education (DFE) requested Partnership for Schools (PFS) to review the capital allocation to academies against a background of a reduction in available expenditure for academies from £1.4 billion to £800 million. In all, 75 academies across the country were subject to a site assessment against a condition based criteria devised by PFS. Seventy one academies were given allocations on 20 December 2010. All Saints Academy, Plymouth (ASAP) and the Marine Academy Plymouth (MAP) were allocated £10.6 million and £8.6 million respectively. This means that the city was successful in arguing the case for some investment to those schools that were part of its original BSF proposals.
- 8.2. The academy sponsors (of which Plymouth City Council are co-sponsors of both academies) appealed against their allocations and these were revised following submissions to Ministers. The current capital allocated were approved in May 2011 are: ASAP, £11.5 million and MAP £9.5 million. After some time all 71 academies nationally have been given the authority to proceed.

9. PFS preferred procurement

- 9.1. Ministers have signed off the allocations on the basis that the delivery of this capital investment is procured through the Academies Framework administered through PFS. In the discussions between PFS and sponsors of Marine Academy Plymouth and All Saints Academy Plymouth in May 2011, PFS have indicated that the funding allocated is reliant on the procurement being through this route and managed through the Council. This was reinforced through a meeting with the Director for Services for Children and Young People and the Director for Corporate Support on 21 May 2011.

Reasons given by PFS for the Council delivering these projects are as follows:

- Both All Saints and Marine Academy, Plymouth are similar projects involving refurbishment of buildings which were built at the same time by the Council, there would be economy of scale of a single procurement.
 - A single delivery project of £21 million will be more attractive to a framework contractor than single procurements of £9.5 million and £11.5 million leading to greater competition for the work.
 - A single procurement lead by the Council could be added to if funding for a UTC was approved.
 - Delivery by the Council removed the risk of overspend from Ministers to a Council level. Councils have a greater reputation in delivery on time and on budget than academy sponsors.
- 9.2. It is therefore concluded that unless the Council agree to undertake this work the investment for these schools would be lost to the city.

10. PFS framework

- 10.1. The Academies Programme has delivered new and refurbished academies through a national framework for over five years. This is a framework of contractors with a standard suite of documents that can deliver primary, secondary and post 16 education facilities. A new Contractors Framework was launched in 2010 to allow for greater volume and scope and is now being used for Free Schools and UTCs as well as academies.

- 10.2. Since July 2010 PfS have been working to improve its processes mirroring the department's Sebastian James Review with the aim of further increasing efficiency and effectiveness of the framework. These new models have been tested at the Doncaster Campsmount School, cutting costs by 30 per cent and procurement times by 50 per cent. Other examples across the country are also delivering the reductions in procurement time using this slimmed down process.
- 10.3. The preferred model of delivery is for a Local Authority to act as the procuring agent for the Academy Trust using its experience and skills to manage effectively the design and construction programme. The majority of the project risk is taken by the Design and Build contractor with only residual risks held by the Council. The sponsor leads the design development and jointly signs off the agreed project with the Council before the scheme is approved at central level and moves the contract award. The Council can top slice £150,000 for a single project to cover the majority of its costs. Future schools projects can be top sliced by £75,000. For Plymouth it would, therefore, receive £225,000 upfront to enable its delivery of All Saints and Marine Academy Plymouth. Both academies have objected to a batched approach to procurement and PfS finally confirmed on the 13 July 2011 that they would allow each academy to be a separate procurement, however still using the Council as agent. This means that it allows a total of £300k to be top sliced from the budget for delivery costs.

11. Objective benefits

- 11.1. As the Academies are separate organisations to Plymouth City Council there are no clear financial benefits to the Council in acting as the procurement agents. The condition liability of the schools falls to the Academies and the Government so there is no direct reduction of liability that this investment would bring. However the wider benefit to the city that such an investment would bring to the Council is significant. The capital investment would improve the school environments and bring up to current legislation the building fabric. The clear advantages in meeting the Council's objectives in raising aspiration and contributing to the growth of the city, by enabling significant capital investment into the education infrastructure is a clear benefit.
- 11.2. In addition to the above the Council is the co- sponsors of these Academies which mean that it retains an influence and a responsibility to support these organisations as partners in the important object of serving some of the most disadvantaged communities in the city. The Council has been fully involved in making the case to Government that these schools need capital investment to resolve long standing condition issues and to modernise their environments.
- 11.3. In 2009/10 the Council was fully committed to supporting these Academies in capital delivery through the BSF programme and the risks of procurement and delivery very clearly rested with the Council at this time, the Academies Act 2010 has changed the nature and reasons for schools becoming academies and changed the financial incentives. However the fundamental objectives and reasons the Council brokered sponsors for both ASAP and MAP remain unchanged. Both ASAP and MAP have achieved substantial gains in attainment since becoming Academies but there remains much more to achieve. It is difficult to argue that the Council should not continue to support these projects by acting as responsible body in the capital delivery.

- 11.4. By delivering these projects there is considerable influence that the Council gains in the contracting market due to the large scale of such a delivery. This would assist considerably in the delivery of other infrastructure projects in the growth agenda. Soft market testing with the contractor base indicated that local construction market would prefer the Council to manage the procurement and see advantages in contracting with a Local Authority as opposed to the academy Sponsors.
- 11.5. The relationship with sponsors and the future sponsors of a UTC is of consideration. The influence the Council retains through the delivery of these projects is of considerable benefit to the relationship between parties and organisations. This will contribute to the mutual support of the partner organisations that will build a stronger collaborative partnership that will benefit the long term development of the city.

12. Financial position

- 12.1. As the Academies are separate organisations to Plymouth City Council there is no financial advantage to the Council in acting as the procurement agents. The condition liability of the schools falls to the Academies and the Government so there is no direct reduction of liability that this investment would bring. However the wider benefit to the city that such an investment would bring to the Council is significant. The capital investment would improve the school environments and bring up to current legislation the building fabric. There are clear advantages in meeting the Council's objectives in raising aspiration and contributing to the growth of the city by enabling significant capital investment into the education infrastructure.
- 12.2. The sum of £300,000 can be top sliced from the allocations for the Council to use for procurement costs. The analysis below shows that this top slice will not be sufficient to fund the full costs of managing a project. However, it is anticipated these costs can be managed within the available resources with the support of the Academy Sponsors, who share the view that reduced expenditure in this area would be a false economy.
- 12.3. The technical advice and project management required has been tendered through the Office of Government Commerce (OGC) and will be a fixed sum of £227,789. This gives some comfort that the total procurement costs will be about £350k. An assessment of the costs are as follows:

• Project Management	£30,083	(fixed price contract)
• Technical Advisors	£197,706	(fixed price contract)
• Legal Consultant	£16,100	
• ICT Consultant	£21,600	
• Surveys	£58,900	
• Contingency	£25,611	
Total	£350,000	

13. The Council has experience of delivering similar scale projects through its own construction frameworks with delivery costs well below £300k however the reducing capacity of corporate support functions, such as legal and finance, due to diminishing revenue budgets will provide a challenge when compared to resourcing other key project requirements such as the Energy to Waste plant, although it is acknowledged that some of the Council's commitment to large investment projects are coming to an end and there is a need to retain staff with the skills in managing such infrastructure projects if the growth agenda is to be realised.

- 13.1. The procurement does not involve any TUPE transfer so there are no demands on HR resources, however there would be call on limited advice from Procurement, Legal and Finance officers in obtaining and reviewing advice from external consultants. A full resource plan has been devised that demonstrates the work commitment of corporate support officers.
- 13.2. Acting as procurement agent, the Council will take on all liability for project over-run either in terms of timing or costs, including any contractual disputes. Against this, there is no indicated incentive for the Council in relation of retaining any surplus funding should a project be delivered under budget. However PfS have devised a client biased contract that offers a good deal of comfort that much of the delay risk is transferred to the contractor. It is of key importance that the specification, procurement and contract management is undertaken with appropriate rigour to ensure this transfer of risk is secured.
- 13.3. The VAT implications regarding the capital investment delivery will depend on the ownership of the grant and the land interest. Formal leases have been held pending confirmation of the nature of the capital investment programme and so the interest in the land remains with Council, since the Academy occupies the site under a tenancy at will. This was put in place in September 2010 and will continue until the refurbishment is completed. The grant, therefore, belongs to the Council as the land owner. The Council would contract with the Design and Build contractor to carry out the works and the refurbished site would then be transferred to the Academy Trust under a 125 year peppercorn lease. The Council would then be making a non-business supply for VAT purposes and providing this is a 'true peppercorn' lease, ie there is no consideration, The Council should be able to recover the VAT it incurs on the design and build contract. If the lease is not a 'true peppercorn' this would adversely affect the Council's partial exemption position in terms of the Council's ability to recover VAT on its expenditure. It is recommended, therefore, that the Council "Opt to Tax" the academy site to mitigate this risk and to protect its VAT recovery position.
- 13.4. The ministerial view given to both sponsors has been one that the use of the Council as procurement agent is mandatory which implies that the investment into Plymouth would be lost if the Council chose not to act in this capacity.

14. Legal position

- 14.1. Whilst changes have been introduced by the Academies Act 2010, the Council does retain power to act as a procurement agent in the type of arrangements proposed.
- 14.2. As the Academies are now separate organisations to the Council, there will be the need to transfer collateral and other warranties from the consultants, contractors and manufactures of the works. The Council would not hold a residual role following the completion of the works as the Academy will retain responsibility for the on going repair and maintenance of the property as set out the standard 125 year academy lease.
- 14.3. In order to avoid any disputes between the parties there has been a Memorandum of Agreement (MOU) between the Academy Trusts, their sponsors and the Council, that sets out the expectations of each party. There is also standard Development agreement between the Council and the Academy Trust that is drafted by PfS that clearly sets out the transfer of the completed building works to the Academy Trust.
- 14.4. Partnership for Schools have also set out a standard MOU between the Council and them selves that formally sets out the agreement that the Council will follow PfS processes and use all of their standard documents.

15. Governance

- 15.1. The contractual liability rests with the Council as the direct contracting party, therefore the control of the contract and its procurement through the government's Academy Framework also rests with the Council. In this respect the project is like any other that the Council is delivering and its governance will be arranged in the same way as other projects including being governed by the Council's decision making structures, standing orders and financial regulations.
- 15.2. However it is recognised that, what is delivered and indeed the long term value from the investment, are the interests of the academy trusts. For this reason the academy trusts and the Sponsors are very insistent that they have a high degree of transparency to the procurement and to the technical advisors who will be offering advice on the value of the contractor's proposals.
- 15.3. Both academy trusts have set out how their organisations and their own governance structures will engage with the Council. Both academy trusts have appointed experienced people to represent their organisations one from the academy trust and one from the sponsoring organisation and these will be closely involved in the project.

16. Risks and benefits

- 16.1. For the sake of absolute clarity the following are the risks and benefits of undertaking the role as procurement agent for these projects:
 - The procurement top slice may not be sufficient to meet the cost of the procurement, especially if it is delayed in some way. This risk is mitigated by an agreement with both sponsors.
 - The building contracts will contain some risk of compensation events, this risk is mitigated by the use of PfS client biased contracts that mean that the scope of the works is at greater risk than project cost over run. This risk is also mitigated by robust governance in place that controls the expenditure and risk management throughout the project delivery.
 - There is a risk that the relationships with the partners and the Academies are strained by the challenges of getting a project that delivers within the constraints of the funding envelope.. This risk is mitigated by the arrangement that has been reached with sponsors that they should provide professional support with experience of technical and procurement matters as representatives to the project board.
 - There is also the reputational risk if the Council choose not to undertake the role as procurement agent, in this circumstance it is possible that the funding might be lost and also future funding could be in jeopardy if the Council are not able to support delivery.

Considering the benefits the following will be achieved if these projects are supported:

- There would be a £21m investment into two of the cities schools that would address a considerable back log of condition issues and offer them the opportunity to remove old and unwanted buildings on the sites.
- It offers the opportunity for the city to raise aspirations in parts of the city that need inward investment to value children's opportunities that will ensure that the work force of the future are able to make better contributions to Plymouth's economy.
- It offers the opportunity to place the Council in a position of influence in the construction marketplace to drive out the benefit of jobs in the construction industry to Plymouth's economy.

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