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Democratic Support

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CABINET

Tuesday 12 August 2014

2.00 pm

Council House (Next to the Civic Centre), Plymouth

Members:

Councillor Evans, Chair

Councillor Peter Smith, Vice Chair

Councillors Coker, Lowry, McDonald, Penberthy, Tuffin and Vincent.

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

This agenda acts as notice that Cabinet will be considering business in private if items are included in Part II of the agenda.

This meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing. By entering the Warspite Room and during the course of the meeting, Councillors are consenting to being filmed and to the use of those recordings for webcasting.

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Tracey Lee

Chief Executive

CABINET

AGENDA

PART I (PUBLIC MEETING)

1. APOLOGIES

To receive apologies for absence submitted by Cabinet Members.

2. DECLARATIONS OF INTEREST (Pages 1 - 2)

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda. A flowchart providing guidance on interests is attached to assist councillors.

3. MINUTES (Pages 3 - 14)

To sign and confirm as a correct record the minutes of the meeting held on 15 July 2014.

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, 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.

6. WASTE COLLECTION RE-ORGANISATION BUSINESS CASE (Pages 15 - 80)

Anthony Payne (Strategic Director for Place) will submit a report on the waste collection reorganisation business case which will include three workstreams:

- the implementation of new collection routes, including changes to collection days for some properties in the City;
- a review of assisted collections users;
- the creation of formal waste collection policies, including a charge for the delivery of replacement containers.

Background papers to this report can be accessed at the Council's website Council and Democracy/Councillors and Committees/Library/Cabinet background papers or using the following hyperlink –

<http://tinyurl.com/q3d6bmh>

The outcome of the consideration by a joint review on 8 August 2014 by members of the Working Plymouth and Your Plymouth Scrutiny Panels will also be submitted.

7. AIR QUALITY MANAGEMENT AREA DECLARATION (Pages 81 - 92)

Kelechi Nnoaham (Director of Public Health) will submit a report on a proposal to declare a single Air Quality Management Area (AQMA) covering five identified sites not meeting current air quality standards for nitrogen dioxide, and the interlinking roads, in accordance with the Environment Act 1995

The five sites will be the two existing AQMA's in Exeter Street and Mutley Plain, and three additional areas at Royal Parade, the junction of Molesworth Road and Devonport Road in Stoke and the Tavistock Road and Crownhill Road junction.

The declaration of AQMA's means that the Council has to consider what steps it will implement to improve air quality in these areas.

8. SPECIAL EDUCATIONAL NEEDS AND DISABILITY REFORM (Pages 93 - 102)

Carole Burgoyne (Strategic Director for People) will submit a report on the Children and Families Act 2014 which sets out a reform programme for the delivery of support and assessment to children and young people with special educational need and disability and their families.

This report will update Cabinet on the new duties in relation to Special Educational Needs and Disability and the progress of the local implementation plan for Special Educational Needs in readiness for the new duties commencing on 1 September 2014. The report also proposes spending priorities and the use of the SEND grant to support the changes and transitional period.

9. DRAFT RESPONSE TO PLYMOUTH FAIRNESS COMMISSION (Pages 103 - 128)

Tracey Lee (Chief Executive) will submit a report welcoming the final report of the Plymouth Fairness Commission and presenting the Council's draft response to Commission's recommendations outlined in their report.

A background paper to this report can be accessed at the Council's website Council and Democracy/Councillors and Committees/Library/Cabinet background papers or using the following hyperlink –

<http://tinyurl.com/q3d6bmh>

10. EXEMPT BUSINESS

No representations have been made that this part of the meeting should be in public.

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 item(s) of business on the grounds that it (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. At the time this agenda is published no representations have been made that this part of the meeting should be in public.

(Members of the public to note that, if agreed, you will be asked to leave the meeting).

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

Nil

DECLARING INTERESTS – QUESTIONS TO ASK YOURSELF

What matters are being discussed?

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Does the business relate to or is it likely to affect a disclosable pecuniary interest (DPI)? This will include the interests of a spouse or civil partner (and co-habitees):

- any employment, office, trade, profession or vocation that they carry on for profit or gain
- any sponsorship that they receive including contributions to their expenses as a councillor or the councillor’s election expenses from a Trade Union
- any land licence or tenancy they have in Plymouth
- any current contracts leases or tenancies between the Council and them
- any current contracts leases or tenancies between the Council and any organisation with land in Plymouth in they are a partner, a paid Director, or have a relevant interest in its shares and securities
- any organisation which has land or a place of business in Plymouth and in which they have a relevant interest in its shares or its securities

No

Yes

Declare interest and leave (or obtain a dispensation)

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Does the business affect the well-being or financial position of (or relate to the approval, consent, licence or permission) for:

- a member of your family or
- any person with whom you have a close association; or
- any organisation of which you are a member or are involved in its management (whether or not appointed to that body by the council). This would include membership of a secret society and other similar organisations.

Yes No You can speak and vote

Will it confer an advantage or disadvantage on your family, close associate or an organisation where you have a private interest more than it affects other people living or working in the ward?

Yes No Declare the interest and speak and vote

Speak to Monitoring Officer in advance of the meeting to avoid risk of allegations of corruption or bias

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Cabinet members must declare and give brief details about any conflict of interest* relating to the matter to be decided and leave the room when the matter is being considered. Cabinet members may apply to the Monitoring Officer for a dispensation in respect of any conflict of interest.

*A conflict of interest is a situation in which a councillor’s responsibility to act and take decisions impartially, fairly and on merit without bias may conflict with his/her personal interest in the situation or where s/he may profit personally from the decisions that s/he is about to take.

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Cabinet**Tuesday 15 July 2014****PRESENT:**

Councillor Evans, Chair
Councillor Peter Smith, Vice Chair
Councillors Coker, Lowry, McDonald, Penberthy, Tuffin and Vincent

Apologies for late arrival: Tracey Lee (Chief Executive)

Also in attendance: Mike Artherton (Parking and Marine Service Manager), Carole Burgoyne (Strategic Director for People), Hannah Daw (Policy and Business Planning Officer), Councillor Darcy (Chair of the Working Plymouth Co-operative Scrutiny Review Group), Judith Harwood (Assistant Director for Education, Learning and Families), Philip Heseltine (Head of Integrated Transport), Nicky Jones (Commissioning Lead, West Locality NEW Devon CCG), Craig McArdle (Head of Co-operative Commissioning), Stuart Palmer (Assistant Director for Homes and Communities), Anthony Payne (Strategic Director for Place), Chris Trevitt (Head of Partnerships and Operations), Mark Turner (Head of Waste Services), Craig Williams (Interim Programme Manager Integrated Health and Wellbeing) and Helen Wright (Democratic Support Officer).

The meeting started 2pm at and finished at 3.40pm.

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.

16. DECLARATIONS OF INTEREST

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

17. MINUTES

Agreed the minutes of the meeting held on 17 June 2014.

18. QUESTIONS FROM THE PUBLIC

There were no questions submitted from members of the public for this meeting.

19. CHAIR'S URGENT BUSINESS

Councillor Evans (Council Leader) welcomed the MTV Crashes event to Plymouth which was taking place on the Hoe this evening. Top named bands would be performing, including the Kaiser Chiefs, The 1975, Example and Kiesza. The event would be broadcast in August 2014 to a potential audience of two million people. This was a fantastic opportunity to showcase Plymouth.

The second night of the event on Wednesday 16 July 2014 would be host to local bands.

This event formed part of the '100 Years 100 Events' programme which commemorated World War I and celebrated the centenary of the amalgamation of the Three Towns of Plymouth.

20. **CONTROLLED PARKING ZONES: ON STREET PARKING REVIEW SCRUTINY REPORT**

Councillor Darcy (Chair of the Working Plymouth Co-operative Scrutiny Review Group), attended the meeting and presented the scrutiny recommendations following their review of controlled parking zones and on street parking. He also presented the comments of the Co-operative Scrutiny Board referred to in minute 14 of its meeting held on 25 June 2014.

Councillor James, Chair of the Co-operative Scrutiny Board, was not able to attend the meeting.

Anthony Payne (Strategic Director for Place) submitted a report responding to the recommendations in the scrutiny report and by the Co-operative Scrutiny Board. The recommendations would form a Controlled Parking Zone (CPZ) policy which would define when the introduction a CPZ was appropriate to tackle difficulties with residents parking and set out a co-operative and democratic approach to the consultation for and adoption of such schemes.

Councillor Coker (Cabinet Member for Transport) thanked the co-operative review group for their work.

Mike Artherton (Parking and Marine Service Manager) and Gill Peele (Business Manager) also attended the meeting for this item.

Councillor Evans (Chair) joined with Councillor Coker to thank the Panel and the Co-operative Scrutiny Board for their work, together with the co-operative review group members and all those who supported it.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed the recommendations from the Co-operative Scrutiny Board, together with officer recommendations, for the adoption of a Controlled Parking Zone policy. The policy sets and defines the criteria for when a Controlled Parking Zone is an appropriate tool to help resolve parking difficulties within residential areas (as set out in the report).

21. **EXTREME WEATHER RESILIENCE REPORT**

Anthony Payne (Strategic Director for Place) submitted a report updating Cabinet of the effects of this winter's extreme weather on the City in terms of its impact on local highway maintenance, strategic road and rail connections between the city and the rest of the UK, damage to properties, green infrastructure and the City's foreshore. The report also detailed the City's resilience in dealing with this.

Councillor Coker (Cabinet Member for Transport) introduced the proposals. Philip Heseltine (Head of Integrated Transport) and Chris Trevitt (Head of Partnerships and Operations) also attended the meeting for this item.

Alternative options considered and the reasons for the decision –

As set out in the report.

The report is noted.

Agreed to write to the Local Government Association supporting any proposals to establish a ring-fenced recovery fund for extreme weather events, in order to provide certainty for local authorities for this process.

Councillor Evans (Council Leader) once again thanked the Council's staff, who had worked above and beyond the call of duty during the storms and also the staff of Amey.

22. **A FRAMEWORK FOR WORKING WITH OUR CITIZENS AND COMMUNITIES**

Carole Burgoyne (Strategic Director for People) submitted a report providing a draft new framework of working with Plymouth's citizens and communities to -

- (a) listen and respond to the Council's customers around the provision of services and city wide agendas; and
- (b) create a more sustainable model of engagement whereby citizens take control of their own communities.

Although Plymouth had had some success of working with, and within, communities, feedback indicated that engagement was fragmented, partial and community empowerment activity did not address the fundamental issue of enabling citizens to be in control of their own communities. The new framework aimed to address these shortcomings.

Councillor Peter Smith (Deputy Leader) introduced the proposals.

Stuart Palmer (Assistant Director for Homes and Communities) and Hannah Daw (Policy and Business Planning Officer) attended the meeting for this item.

Councillor Evans (Council Leader) reported that pre decision scrutiny by the Your Plymouth Scrutiny Panel had asked Cabinet to delay the decision to adopt the framework pending a co-operative review being undertaken. However, this would prevent work with partners and communities on developing the detail of how this would work in practice.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed that -

- (1) Council adopts the co-operative engagement principles and framework as the basis for a different model of working with and supporting citizens and communities in Plymouth. These should be applied when anyone on behalf of the Council plans, develops, delivers or supports service and community engagement activity.
- (2) the Deputy Leader of the Council and officers work with members of the Your Plymouth Scrutiny Panel on a co-operative review to explore:
 - (a) how the framework would best roll out at a local level, including the potential for development of the role of ward councillors;
 - (b) how existing community organisations including Economic Development Trusts could hold and deploy neighbourhood budgets to commission local services such as youth services or health projects;
 - (c) how public health funding could be incorporated and deployed into neighbourhood budgets so that communities could commission projects and initiatives to tackle highly localised health issues and improve health and well being;
- (3) there is a community consultation exercise to receive feedback on the framework which will inform the implementation planning and an Equality Impact Assessment;
- (4) our Council works with key public, private and voluntary sector partners in the city to jointly coordinate the development of practical responses to the framework, sharing resources and delivering collectively.

23. **ROYAL NAVY PARTNERSHIP PLAN**

Tracey Lee (Chief Executive) submitted a report on a draft Royal Navy Partnership Agreement which had been jointly prepared to outline the commitment that the Royal Navy had in enhancing its visibility and image within the City and provided an enduring framework to formalise the respective roles of the Royal Navy and Plymouth City Council.

An Activity Plan would be agreed which identified the current joint working arrangements and sought to provide a co-ordinated and collaborative approach to working better together.

Councillor Penberthy (Cabinet Member for Co-operatives, Housing and Community Safety) introduced the proposals. Commodore Little, Naval Base Commander, had been invited to the meeting but, unfortunately, was not able to attend.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed –

- (1) to adopt the Royal Navy Partnership Agreement as submitted;
- (2) that the Activity Plan would be submitted to Cabinet at a future date for its approval.

24. **CORPORATE PLAN REVIEW**

Tracey Lee (Chief Executive) submitted a report updating the Corporate Plan 2013/14 - 2016/17 which set out Plymouth's vision to become a Brilliant Co-operative Council, including the Council's values, objectives and outcomes as well as the key actions that would deliver the required changes. The review brought the plan in line with the commitments considered by Cabinet on 17 June 2014 and also removed duplicate and completed actions.

A report on progress against the Corporate Plan was submitted on a quarterly basis to the Co-operative Scrutiny Board and Cabinet and the revisions to the Corporate Plan actions set out in the report would be reported in quarter 2: October 2014.

Councillor Evans (Council Leader) introduced the proposals.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed the revisions to the Corporate Plan appended to the report and Recommends it to the City Council for adoption.

25. **FAIRER CHARGING FOR NON-RESIDENTIAL SERVICES**

Carole Burgoyne (Strategic Director for People) submitted a report setting out the Council's proposed revised Fairer Charging Policy for non-residential services and the rationale for changing the existing policy. The proposed policy would ensure that charging would be based on the ability to pay, meet the legal framework for such policies and afford protection for veterans.

The proposed policy would bring Plymouth into line with comparator and neighbouring authorities, align Fairer Charging to the City Council's Fees, Charges and Concessions Policy and also to the guidance and regulations of the new Care Act 2014. Implementation of the policy would raise additional revenue which in turn would protect front line service delivery.

The report also detailed the comprehensive consultation process undertaken in developing this policy and how the policy would meet individual circumstances and needs.

Councillor Tuffin (Cabinet Member for Health and Adult Social Care) introduced the proposals.

The recommendations of the Caring Plymouth Co-operative Scrutiny Review Group were noted.

Craig McArdle (Head of Co-operative Commissioning) also attended the meeting for this item.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed the revised Fairer Charging Policy for non-residential services.

26. **INTEGRATED COMMISSIONING BUSINESS CASE**

Carole Burgoyne (Strategic Director for People) submitted a report on the Integrated Commissioning project, which formed part of the Integrated Health and Well Being transformation programme, together with the business case for the project. The business case set out how Plymouth City Council and Northern, Eastern and Western Devon Clinical Commissioning Group (NEW Devon CCG) proposed to take forward Integrated Commissioning, in line with the Health and Wellbeing Board's vision of achieving integration by 2016.

Councillor Tuffin (Cabinet Member for Health and Adult Social Care) introduced the proposals.

The recommendations of the Caring Plymouth Co-operative Scrutiny Review Group were noted.

Judith Harwood (Assistant Director for Education, Learning and Families, Craig McArdle (Head of Co-operative Commissioning), Craig Williams, (Interim Programme Manager for Integrated Health and Wellbeing) and Nicky Jones (Commissioning Lead, West Locality NEW Devon CCG) also attended the meeting.

Alternative options considered and the reasons for the decision –

As set out in the report.

In order to meet the challenges facing the health and care system, Agreed that -

- (1) Plymouth City Council reviews all commissioning activity across the People Directorate and Office of the Director of Public Health and establishes a single co-operative commissioning unit ahead of integration;
- (2) Plymouth City Council works collaboratively with NEW Devon CCG to achieve a fully integrated commissioning function new entity by March 2016;
- (3) Plymouth City Council works with NEW Devon CCG to develop a section 75 agreement(s) by the end of March 2015 to pool budgets

based around:

- (a) wellness;
- (b) community based care;
- (c) complex / bed based care (excluding acute);

as a result, Plymouth City Council and NEW Devon CCG will work collaboratively to achieve an interim commissioning function by March 2015;

- (4) Plymouth City Council works with NEW Devon CCG to develop single commissioning strategies based around the above;
- (5) Recommendations (2), (3) and (4) are subject to further Plymouth City Council and NEW Devon CCG governance approvals prior to implementation in November 2014.

(Please note: Tracey Lee (Chief Executive) arrived and was present for the remaining items on the agenda).

27. **INTEGRATED COMMUNITY HEALTH AND SOCIAL CARE DELIVERY**

Carole Burgoyne (Strategic Director for People) submitted a report on the Integrated Community Health and Social Care Delivery project, which formed part of the Integrated Health and Well Being transformation programme, together with the full business case which set out how Plymouth City Council and Northern, Eastern and Western Devon Clinical Commissioning Group (NEW Devon CCG) proposed to take forward Integrated Community Health and Social Care Delivery, in line with the Health and Wellbeing Board's vision of achieving integration by 2016.

It was anticipated that by further developing an integrated approach to service delivery, citizens of Plymouth would have improved access to the right support, at the right time and by the right person. This would remove current duplication and support statutory services to meet the growing demand of complex health and social care need across the city

Councillor Tuffin (Cabinet Member for Health and Adult Social Care) introduced the proposals.

The recommendations of the Caring Plymouth Co-operative Scrutiny Review Group were noted.

Judith Harwood (Assistant Director for Education, Learning and Families, Craig McArdle (Head of Co-operative Commissioning), Craig Williams, (Interim Programme Manager for Integrated Health and Wellbeing) and Nicky Jones (Commissioning Lead, West Locality NEW Devon CCG) also attended the meeting.

Alternative options considered and the reasons for the decision –

As set out in the report.

Plymouth City Council and NEW Devon CCG being minded to integrate health and social care services, Agreed that –

- (1) Plymouth City Council works with NEW Devon CCG to develop a Section 75 agreement that pools relevant Adult Social Care and CCG budgets to facilitate the creation of a single community health and social care delivery model;
- (2) Plymouth City Council works with NEW Devon CCG to develop robust governance, contractual and financial systems that provide appropriate assurance to both organisations;
- (3) Plymouth City Council works with NEW Devon CCG and Plymouth Community Healthcare (PCH) as the incumbent local community health provider, on developing and evaluating options for the integration of Community Health and Adult Social service delivery in the City by April 2015;
- (4) to consult with staff, unions and stakeholders in developing the new service model;
- (5) the final position to be presented to Cabinet and NEW Devon CCG Governing Body in November 2014 for decision.

28. **CO-OPERATIVE CHILDREN AND YOUNG PEOPLE'S SERVICES**

Carole Burgoyne (Strategic Director for People) submitted a report on the Children and Young People's Services project, which formed part of the Integrated Health and Well Being transformation programme, together with the outline business case which set out how Plymouth City Council, in conjunction with partners, was taking forward Co-operative Children and Young People's Services in line with the priorities set out in the Plymouth Children and Young People's Plan 2011 – 2014, which was currently being refined by the Children's Partnership.

The outcomes expected from the programme were –

- (a) the prioritisation of delivering an enhanced prevention and early intervention capability for children, young people and families;
- (b) the improvement of educational outcomes for all and raising aspiration through an enhanced and integrated way of delivering school to school support and school improvement;
- (c) the extension of school organisation and support services through creation of cooperative trading companies where assets can be distributed to meet need;
- (d) the development of community learning and support for neighbourhoods through the development of a cooperative joint

venture between Plymouth Adult and Community learning (PACLs) and voluntary sector organisations;

- (e) the creation of a Local Authority Trading Co-operative Company: the healthy, local, school food co-operative;

Councillor McDonald (Cabinet Member for Children, Young People and Public Health) introduced the proposals.

Judith Harwood (Assistant Director for Education, Learning and Families, Craig McArdle (Head of Co-operative Commissioning), Craig Williams, (Interim Programme Manager for Integrated Health and Wellbeing) and Nicky Jones (Commissioning Lead, West Locality NEW Devon CCG) also attended the meeting.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed that -

- (1) approval is given to the Outline Business Case that sets out how Plymouth City Council, in conjunction with partners, is to take forward Co-operative Children and Young People's Services in line with the priorities set out in the Plymouth Children and Young People's Plan 2011 – 2014;
- (2) further work is undertaken to develop a detailed business case which would develop five clusters which would form the proposed new co-operative delivery model -
 - education catering and facilities services;
 - community and extended learning;
 - targeted services (SEN);
 - aspiration and learning;
 - knowledge and intelligence.

Councillor Evans (Council Leader) took the opportunity to thank officers for their hard work and commitment in progressing the Integrated Commissioning Business Case, the Integrated Community Health and Social Care Delivery and the Co-operative Children and Young People's Services.

29. **IMPLEMENTING THE CARE ACT 2014**

Carole Burgoyne (Strategic Director for People) submitted a report on the Care Act 2014 which created a single modern piece of law for adult care and support in England and introduced significant new duties on local authorities with significant change involving finances, processes and people.

The report set out the main changes brought about by the legislation and the approach that Plymouth City Council was adopting to deliver its successful implementation which was linked to the wider Integrated Health and Wellbeing Transformation Programme.

Funding reforms would introduce a national minimum eligibility threshold, a cap on care costs, the introduction of Independent Personal Budgets, the maintenance of Care Accounts and a universal Deferred Payment Scheme.

Councillor Tuffin (Cabinet Member for Health and Adult Social Care) introduced the proposals.

Craig McArdle (Head of Co-operative Commissioning) and Craig Williams (Interim Programme Manager for Integrated Health and Wellbeing) also attended the meeting for this item.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed that -

- (1) the implementation of the Care Act is linked to the wider Integrated Health and Wellbeing Transformation Programme;
- (2) the potential financial impact of the Care Act 2014 is recognised and Cabinet receive regular update reports as details become clearer.

30. **APPROVAL TO AWARD A CONTRACT EXTENSION FOR THE ONGOING MANAGEMENT OF LANDFILL GAS AT CHELSON MEADOW LANDFILL SITE**

Anthony Payne (Strategic Director for Place) submitted a report on a proposal to extend the existing landfill gas management contract for Chelson Meadow with the existing specialist landfill gas contractor (Chelson Meadow Energy Ltd a subsidiary of CLP Envirogas), with updated commercial terms to reflect partnering obligations and an equitable sharing of costs and incomes.

The obligations under the Council's Waste Management Licence in relation to the Chelson Meadow site, included the active management and control of gas and emissions generated from the landfill and the existing contractor combusts the extracted gas on the site to produce electricity which was sold into the National Grid.

A separate report, containing commercially sensitive information was also submitted and was referred to in minute 32 below.

Councillor Vincent (Cabinet Member for Environment) introduced the proposals.

Mark Turner (Head of Waste Services) attended the meeting for this item.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed that the existing landfill gas management contract with the existing specialist landfill gas contractor (Chelson Meadow Energy Ltd a subsidiary of CLP Envirogas) is extended for a maximum period of 20 years with updated commercial terms on the terms and agreed amendments to contract conditions to include partnering obligations and an equitable sharing of costs and incomes as outlined in the private Contract Award Report referred to in minute 32 below.

31. **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 items of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

32. **APPROVAL TO AWARD A CONTRACT EXTENSION FOR THE ONGOING MANAGEMENT OF LANDFILL GAS AT CHELSON MEADOW LANDFILL SITE (E3)**

Anthony Payne (Strategic Director for Place) submitted the contract award report for an extension of the existing landfill gas management contract with the existing specialist landfill gas contractor (Chelson Meadow Energy Ltd a subsidiary of CLP Envirogas), which contained commercially sensitive information.

(See minute 30 above).

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PLYMOUTH CITY COUNCIL

Subject: Waste Collection Reorganisation Business Case
Committee: Cabinet
Date: 12 August 2014
Cabinet Member: Councillor Vincent
CMT Member: Anthony Payne (Strategic Director for Place)
Author: Tom Cox, Project Manager
Contact details: Tel: 01752 306984
E-mail: tom.cox@plymouth.gov.uk
Key Decision: Yes
Part: I

Purpose of the report

This report provides an overview of the GAME Programme's Waste Collection Reorganisation Project.

Plymouth City Council's Waste Collection Service provides 117,000 households with weekly refuse and biweekly recycling collections. The service generally operates to a high standard, for example with around 9,000 bins or bags missed last year out of over 8.6 million collections. However a review of provision, supported by EDGE Public Solutions, has identified the potential to further improve outcomes for customers and the community while supporting the Council in meeting its £64.5 million funding gap. Notably:

- The Contact Centre receives around 5,000 calls per month about waste, equating to roughly 20% of all calls received. This suggests that more can be done to clarify collection policies, improve waste collection services and manage issues such as side waste¹ which create problems in the community. Formal policies would help us to achieve these goals, with consultation exercises demonstrating public support for this approach. For example a survey conducted in 2011 identified that 99.5% of assisted collection users were in favour of structured policies
- There are around 9,000 homes which receive assisted collections in the City². While the Council is committed to providing support to those who need it, records have not been updated in the last six years, meaning that many households are receiving a service that they do not require
- The service spent around £260k on replacement bins and bags including delivery in 2013/14. Some of this cost related to provision for new builds. However 70% of requests from the public were to replace bins or bags that had gone missing, suggesting that the Council can do more to encourage people to look after their waste containers. A neighbouring authority achieved a 33% reduction in requests for replacement containers by issuing a minor charge for delivery

¹ Side waste refers to waste that is placed for collection outside of the designated container. For example black bags placed next to a green or brown bin are side waste

² Assisted collections are provided for residents who are unable to take their waste container to the designated collection point. A member of staff will therefore come onto their property to collect their container and return it once it has been emptied

- Waste collection routes are currently not as efficient as they could be. Through the use of specialist route optimisation software the project will deliver predicted savings of around £368k per annum by reducing the number of staff required

The project aims to address these issues through three workstreams:

- The implementation of new collection routes, based on the output of specialist route optimisation software. A change to the collection days for some properties is necessary within this for savings to be achieved
- The creation of formal waste collection policies, incorporating a prohibition on the presentation of side waste, delivery charges for replacement bins, the requirement that bins are closed for collection, guidance on contamination and single collection points.
- A review of assisted collections

The project aims to provide a gross financial benefit over the next 3 years of £917k at an investment of £117k resulting in a net benefit to the Council of £800k. This is a conservative figure, based on a provisional project implementation date of 19/01/2015.

£520k of additional benefits will be realised in the 'Introduction of Category Management – Fleet Services' Project within the GAME Programme, encompassing reduced vehicle maintenance and fuel costs achieved through more efficient routing.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The following, taken from the Business Case, demonstrates the alignment of the project with the Corporate Plan.

The project proposes to 'co-design' elements of this project wherever possible. Consultation with the community will take place throughout the project, providing meaningful opportunities to influence provision. Alongside this, the project will embrace democratic processes, maintaining a high level of contact with Councillors including further opportunities to 'co-design'. Examples of the project's democratic approach include:

- All-Member briefings – three dates have been run on the 18th, 20th and 23rd of June, with feedback integrated into the project. Further dates will be run at a later stage in the project
- Presentations to Cabinet Members and the Leader
- Community surveys, for example with the First Stop Service running a data collection exercise on Street Services provision across the week beginning the 21st of July
- Community engagement events, for example 'Have Your Say Meetings', providing the opportunity for two way dialogue around elements of the project
- Engagement exercises with Voluntary and Community Sector organisations such as Plymouth Area Disability Action Network and Age UK, using their networks and knowledge to ensure the project understands the needs of the community as a whole.

Responsible

Plymouth's £64.5 million funding gap over the next 3 years requires that services are more responsible in their use of resources. In line with this, following an independent review by EDGE Public Solutions, the Project Board is confident that savings of at least £368k per year can be realised by reorganising existing collection routes using route optimisation software.

Alongside this the project proposes to support the community to be more responsible through the implementation of formal waste collection policies. For example, the Council, under the Environmental Protection Act, has a duty to ensure that household waste is presented in an appropriate manner. However, as the Council have not adopted side waste, closed bin and contamination policies it is not providing clear guidance in this regard. Similarly the Council does not encourage service users to take care of their waste containers, incurring costs of around £260k per annum. This can be reduced by providing a minor charge for the delivery of new containers.

Fair

This project will take a fair approach. The planned communication campaign will ensure an open and honest dialogue with all stakeholders, informing them of the basis for change and providing opportunities for two way conversations.

Formalising policies will ensure that service provision is consistent throughout the City, with crews currently managing issues such as side waste in different ways.

The project's wider approach will support fairer outcomes for members of the community. For example, it will be dementia friendly in its approach to assisted collections, moving beyond a view of need as based on physical ability to recognise the mental vulnerability of residents that might prevent them from putting their waste out.

Partners

The project proposes to pro-actively engage with Partners. This will improve the outcomes that are achieved and enable the service to implement change more efficiently by sharing resources. For example the project will:

- Use information from Adult Social Care, the Human Support Group and other organisations to minimise the impact of the Assisted Collection Review on vulnerable members of the community
- Engage with organisations such as Plymouth Community Homes, major employers such as NHS, Babcock, and the Universities to optimise resources and to promote a common approach
- Share information with the Fire Service, Plymouth Guild and other organisations, ensuring that vulnerable members of the community receive the best possible level of support. For example, the Fire Service has a list of properties with known vulnerable residents, enabling them to respond appropriately in emergencies; the data collected through this project can add to this list.
- Utilise the specialist knowledge and contacts provided by Partner organisations to ensure that policies and the Council's approach are fit for purpose
- Seek to link with local time banks to empower the community to support assisted collections
- Work with Plymouth's Youth Offending Team in the project's communication campaign to give young offenders the opportunity to make amends for the offences that they have committed by distributing posters to community venues, using their local knowledge to ensure that information is presented in optimal locations

Implications for Medium Term Financial Plan and Resource Implications:

Including finance, human, IT and land:

- This project requires an investment in human resources, communications resources and IT resources amounting to £117k. These are outlined in section 7 of the Business Case
- The project will realise a net saving of £800k over three years

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

This project has a number of implications:

- It will improve the Council's recycling rates and reduce its carbon footprint
 - It will contribute to health and safety, promoting a cleaner, safer and more attractive environment
-

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? Yes

Recommendations and Reasons for recommended action:

It is recommended that Cabinet:

1. Agree the business case for the Waste Collection Reorganisation Project attached to this report
2. In accordance with the business case, agree that Officers implement new collection routes, including changes to collection days for the some properties in the City
3. In accordance with the business case, agree that Officers undertake a review of assisted collection users, including using information from partner agencies where appropriate, and implement any changes resulting from the review
4. In accordance with the business case, to delegate responsibility for approval of the waste collection policies, including a charge for the delivery of replacement containers, to the Cabinet Member for the Environment in consultation with the Strategic Director for Place.

Please note that the project proposes a charge for the delivery of containers, not for the containers themselves. Service users will be able to collect containers without incurring a charge, in turn reducing waiting times.

The Council's reason for these recommendations is:

- Initial scoping exercises have shown strong support for a clearer and more structured policy approach, for example with 99.5% of assisted collection users in favour of a formal policy and 90% of the community in favour of a charge for the delivery of replacement bins in conjunction with the option to collect for free from a Council depot
- The Council can provide a better service for customers by clarifying policies around waste presentation, collection points and contamination
- These options will improve recycling rates, in turn reducing waste disposal costs
- The lack of formal policy means that the Council is not fully promoting responsible behaviour within the community. While the Project Board understands that this involves challenging existing behaviour, given the Council's Corporate Plan more could be done to promote pro-social, responsible behaviour patterns. This in turn will result in a cleaner, more attractive City.
- The Council faces a £64.5 million funding gap over the next 3 years. This requires that services operate more efficiently. It is recognised that some decisions, such as charges for replacement containers and changes to collection days, are sensitive. However the Project Board is confident that these risks can be managed, and furthermore that a larger risk is the failure of services to attain a sustainable working model

- Assisted collection users have demonstrated support for a service review, particularly if data is utilised to minimise the impact on 'legitimate' users. Alongside this Waste Collection Services are aware from a sample exercise that at least 10% of current households no longer contain the resident who made the initial application for support. Therefore there is a strong mandate to for this change
- This project will enable the Council to effectively respond to the growth of the City, including the opening of a new waste disposal facility
- The implementation of more efficient collection routes will save the Council around £368k per annum on crew costs, and a further £220k on vehicle costs

Alternative options considered and rejected:

- Do nothing: opportunities for savings of around £1.3 million over the next three years will be missed (including savings in the Introducing Category Management – Fleet Services project). Problems around the presentation of waste will continue, limiting recycling and making Plymouth a less attractive place to live in, work in and visit
- Implement new policies without charging for the delivery of bins: improvements will be realised. However spend on the provision of bins and bags will remain high

Published work / information:

No published work has been used in this document

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Equality Impact Assessment	x									
Assisted Collection Review 2011	x									

Sign off:

Fin	MH 1415 .02	Leg	DS. 20892	Mon Off	DS. 20892	HR		Assets		IT		Strat Proc	
Originating SMT Member: Simon Dale													
Has the Cabinet Member(s) agreed the content of the report? Yes													



Full Business Case

Programme Name:	<i>Growth, Assets and Municipal Enterprises</i>		
Date:	24/07/2014	Version:	0.10
Projects:	Waste Collection Reorganisation Project		
Author:	Tom Cox		
Owner (SRO):	Simon Dale		

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0.02	01/07/2014	Tom Cox and Nigel Gooding	Initial document review	all
0.03	07/07/2014	Tom Cox	Feedback from Anthony Payne, Dalvinder Gill and Simon Arthurs	all
0.04	08/07/2014	Tom Cox	Additional feedback and content from Dalvinder Gill	all
0.05	09/07/2014	Tom Cox	Additional feedback from Sue Thomas	all
0.06	10/07/2014	Tom Cox	Additional Feedback from Emily Hatcher	all
0.07	18/07/2014	Tom Cox	Update to following input from Mark Turner	all
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REVIEW AND APPROVAL PROCESS:

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EXCEPTIONS/WAIVERS

Detail waiver/ exception	Requested by	Reason	Agreed by	Decision ID
IT architectural waiver	Nigel Gooding	Installation of new route optimisation software	ICT	001

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Preface: Transformation background and overview

An introduction to Plymouth City Council's Transformation Programme

Context

2002-12: A Decade of Improvement

Plymouth has had an extra-ordinary journey over the past ten years. A decade ago, it had a reputation as a City of low aspiration with a lack of vision, weak financial and strategic planning, poor relationships between agencies, and service delivery arrangements that did not meet the needs of all of its citizens. An acknowledgement of the determined and sometimes inspired effort that was then made to improve the City came in 2010 when the Council was voted 'Best Achieving Council of the Year' by the Municipal Journal. Behind that accolade, foundations had been laid by successive political administrations of a clear, ambitious vision for the City, sound financial management arrangements, the development of strong strategic Partnerships and a determined focus on the improvement of service delivery. The Council has acknowledged and embraced its role as a key player in influencing the broader City and regional agenda, driving economic growth and making coherent contributions to broader policy-making.

Drivers for Transformation:

The Brilliant Co-operative Council with less resources

On its adoption of a new Corporate Plan in July 2013, the Council set the bar still higher, to become a Brilliant Co-operative Council. This 'Plan on a Page' commits the Council to achieving stretching objectives with measurable outcomes, and also sets out a Co-operative vision for the Council, creating a value-driven framework for the way that it will operate as well as the outcomes that it is committed to achieve.

The Corporate Plan was developed using the principles of a Co-operative Council. It is a short and focused document, but does not compromise on its evidence base, and was co-developed with the Cabinet of the Council, before being presented in person by members of the Corporate Management Team to every member of staff throughout the Council at a series of 74 roadshows. The positive results of this commitment to strong communications and engagement were evidenced by 81% of Council staff responding to the workplace survey conducted in October 2013 agreeing that they understand and support the values and objectives set out in the Corporate Plan.

OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL



CITY VISION
Britain's Ocean City

One of Europe's most vibrant, waterfront cities where an outstanding quality of life is enjoyed by everyone.

CO-OPERATIVE VALUES
One team serving our city

<p>WE ARE DEMOCRATIC</p> <p>Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.</p>	<p>WE ARE RESPONSIBLE</p> <p>We take responsibility for our actions, care about their impact on others and expect others will do the same.</p>
<p>WE ARE FAIR</p> <p>We will be honest and open in how we act; treat everyone with respect; we will champion fairness and create opportunities.</p>	<p>WE ARE PARTNERS</p> <p>We will provide strong community leadership and work together to deliver our common ambition.</p>

OUR OBJECTIVES Creating a fairer Plymouth where everyone does their bit

PIONEERING PLYMOUTH	GROWING PLYMOUTH	CARING PLYMOUTH	CONFIDENT PLYMOUTH
We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.	We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.	We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.	We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.

THE OUTCOMES What we will achieve by this plan

<ul style="list-style-type: none"> ■ The Council provides and enables brilliant services that strive to exceed customer expectations. ■ Plymouth's cultural offer provides value to the city. ■ A Council that uses resources wisely. ■ Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility. 	<ul style="list-style-type: none"> ■ More decent homes to support the population. ■ A strong economy creating a range of job opportunities. ■ A top performing education system from early years to continuous learning opportunities. ■ Plymouth is an attractive place for investment. 	<ul style="list-style-type: none"> ■ We will prioritise prevention. ■ We will help people take control of their lives and communities. ■ Children, young people and adults are safe and confident in their communities. ■ People are treated with dignity and respect. 	<ul style="list-style-type: none"> ■ Citizens enjoy living and working in Plymouth. ■ Plymouth's brand is clear, well known and understood globally. ■ Government and other agencies have confidence in the Council and partners: Plymouth's voice matters. ■ Our employees are ambassadors for the city and the Council and they are proud of the difference we make.
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www.plymouth.gov.uk/ourplan

The economic, demographic and policy environment affecting public services is accepted as the most challenging in a generation. At the same time as an ageing population is placing increased demand on health and social care services, the UK is facing the longest, deepest and most sustained period of cuts to public services spending at least since World War II. The Council's Medium Term Financial Plan identified in June 2013 funding cuts of £33m over the next three years which, when added to essential spend on service delivery amount to an estimated funding shortfall of circa £64.5m from 2014/15 to 2016/17, representing 30% of the Council's overall net revenue budget.

The Council has shown remarkable resilience in addressing reduced funding and increased demand in previous years, removing circa £30m of net revenue spend from 2011/12 to 2013/4 through proactive management and careful planning. However, the Council has acknowledged that addressing further savings of the magnitude described above while delivering the ambitions of the Corporate Plan will require a radical change of approach.

Review of existing transformation programmes

The Council commissioned Ernst and Young in June 2013 to:

- 6 Examine the Council's financial projections and provide expert external validation of our assumptions about costs and income in the medium term
- 7 Review the Council's existing transformation programmes and provide a view as to whether they will deliver against the Corporate Plan
- 8 Provide advice as to how the Council might achieve the maximum possible benefit through a revised approach to transformation

Ernst and Young validated the Council's current Medium Term Financial Plan based on projections and assumptions jointly agreed, and judged it to be robust, taking into account the complex financial landscape and changing government policy.

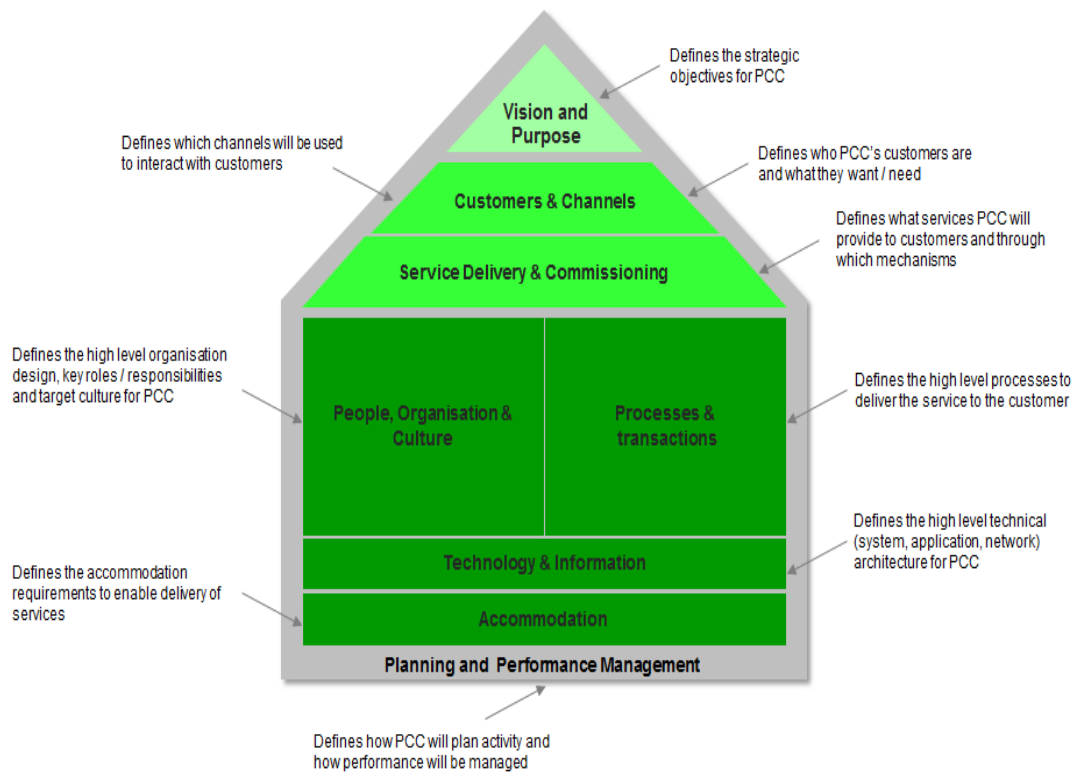
The Council has initiated a number of far-reaching and ambitious change programmes over 2012-13 to address the twin aims of addressing financial constraints and improving service delivery. These include:

- 11 Investment in Customer Transformation and Core ICT infrastructure (Cabinet approval September 2012)
- 12 ICT Shared Services: DELT (Cabinet approval October 2013)
- 13 Redevelopment of the Civic Centre and future accommodation requirements (Cabinet approval September 2013)
- 14 Modernising Adult Social Care Provision (Cabinet approval January and August 2013)
- 15 Co-location with Clinical Commissioning Group at Windsor House (Cabinet approval January 2013)

In addition to feedback and advice about individual programmes, the Council received advice that has been carefully considered, and which has informed the overall design of the Transformation Programme and the content of the business cases for the five programmes.

Vision and Direction: The Blueprint

The Council has responded to concerns that, despite strong support for the Corporate Plan from both Officers and Members, there was a lack of clarity about how the Corporate Plan translates into practical action and a danger that the Council might be attempting to ‘do the right things, but in the wrong way’. After significant consultation with Members and over 100 staff from all levels and disciplines within the organisation, the Council’s vision for the Brilliant Co-operative Council has been translated into a Blueprint which describes the capabilities which the Council will need in the future. These capabilities will be commissioned by the Council and will result in services being delivered by the Council and a variety of other organisations operating across the public, community and voluntary and private sectors. The components of the Blueprint are illustrated below:



To inform the development of the main components of the Blueprint, a number of principles have been developed co-operatively with Members, senior Officers and staff to ensure that the values set out in the Corporate Plan guide how the Blueprint is developed.

Governance and Oversight

The Council has also responded to advice that governance and oversight arrangements for transformation projects would benefit from being strengthened. Whilst ensuring that the Council's existing constitutional arrangements for decision making are unaffected, a number of bodies have been put in place to ensure a co-ordinated approach is taken to oversight of the Transformation programme. The detail of the transformation governance arrangements were considered by the Council's Audit Committee on 13 March 2014 and can be summarised as follows:

Members

- The Members Transformation Board provides executive ownership and accountability for the Transformation Portfolio, chaired by the Cabinet Member for Transformation and comprising the individual Cabinet Members aligned to the five programmes
- The Transformation Advisory Group builds cross party dialogue, understanding and consensus on Transformation, and is chaired by the Cabinet Member for Transformation, comprising the Shadow Leader, Chair of the Co-operative Scrutiny Board and an additional ruling group Member.
- The Co-operative Scrutiny Board and Panels are aligned to the Transformation Board and programmes that match their terms of reference

Officers

1. The Transformation Portfolio Board co-ordinates the delivery of the Blueprint, prioritises decisions within and between programmes, ensures effective engagement, ensures overall resourcing and delivery of the programme and recommends Programme Business cases and exceptions. It is chaired by the Chief Executive and comprises Senior Responsible Officers for the Programmes, the Transformation Director, engagement leads, finance and HR Responsible Officers and the Head of the Portfolio Office
2. Programmes are led by a Senior Responsible Officer, who is accountable for the successful delivery of the programme, achieving desired outcomes and realising expected benefits and is responsible for chairing the Programme Board and leading the Programme
3. Each project within the five Programmes is led by a Project Executive who is accountable to the Senior Responsible Officer for the successful delivery of the Project, and chairs the Project Board.
4. The Portfolio Office provides co-ordination and support across all the programmes and projects and ensures that sufficient capacity and capability is in place to deliver the overall programme.

I. Executive Summary

Plymouth's Waste Collection Service plays a central role in creating a clean, safe and vibrant environment for the City's residents and visitors, providing residual, recyclate, glass and garden waste collections for around 117,000 properties.

While the current service operates to a high standard in many areas a number of issues and opportunities exist that provide a mandate for change:

- The introduction of Co-operative principles requires that services work in different ways, moving from an Officer led approach to a model that promotes co-design and co-production, so enabling the Council to become a 'brilliant, co-operative' Council
- The Contact Centre receives around 5,000 calls per month relating to waste, suggesting that more could be done to clarify policies and improve waste management processes. For example many properties have different collection points for general and recyclate waste, creating an inconsistent system for customers and reducing the efficiency of the service
- The potential to enhance the efficiency of routes has been identified, with savings of around 18% suggested as achievable by EDGE Public Solutions
- Plymouth has around 9,000 assisted collection users. This number has doubled in the last 6 years meaning that records need to be fully reviewed and updated to ensure that support is properly targeted
- Plymouth City Council faces a £64.5 million funding gap over the next three years, requiring that services are re-designed to cost less or generate additional income
- The absence of side-waste and closed bin policies is a significant issue for the community and front line staff, for example waste that is not properly presented is being ripped open and spread by vermin
- Plymouth's spend for new and replacement residual containers last year, including staff and vehicle costs, was around £260k. A significant proportion of this cost was incurred for replacement containers
- Contamination is a problem, with many properties placing waste in the wrong container. This reduces levels of recycling and consequently incurs additional costs as general waste is over 400% more expensive to dispose of in comparison to recyclable waste.
- Plymouth's ambitious growth strategy, including the opening of a new waste disposal facility, will require a changes to collection routes

This project proposes a response to these issues and opportunities through three workstreams, which have been shared with Members and the Council's leadership through a series of briefings:

- The implementation of new collection routes, based on the output of specialist route optimisation software. A change to the collection days for some properties is necessary within this for savings to be achieved
- The creation of formal waste collection policies, incorporating a prohibition on the presentation of side waste, delivery charges for replacement bins, the requirement that bins are closed for collection, guidance on contamination and single collection points
- A review of assisted collections users

These workstreams will realise a range of benefits including:

- Clearer policies that provide effective guidance for the community and enable the Council to engage with individuals who are acting in an anti-social manner in the presentation of their waste. A copy of the draft policy document is included in Appendix section 9.2.

- Better demand management by making clear the community's responsibility to present waste properly and take care of waste containers
- Improved recycling and a reduced carbon footprint, with carbon savings equivalent to the yearly output of 40 family properties
- Routes that incorporate Plymouth's new disposal facility, with improved capacity to respond to the City's wider plans for growth
- Net efficiency savings over 3 years of £800k through a reduction in personnel and replacement container costs. A further £520k of savings relating to vehicle costs are articulated in the Introduction of Category Management Fleet Services business case, but will only be achieved if the reorganisation of routes is implemented. Further information is provided in section 2.2.

All elements of residual waste collection policy are included in scope of this project, alongside the rerouting of waste collection routes incorporating potential changes to a household's collection days.

Commercialisation and the use of alternative service delivery vehicles for collection provision are addressed by other projects within the GAME Programme. Alongside this, the project does not consider changes to worker's terms and conditions. A reduction in drivers and crew may result from this project, although it is anticipated that this will be managed through voluntary severance and early retirement and the impact will be significantly mitigated through a reduction in the number of agency staff employed by the service.

In achieving its goals the project will be an exemplar of the values embedded in Plymouth's Corporate Plan. For example it will:

- *Be democratic* by giving stakeholders the opportunity to co-design waste collection services
- *Be responsible* by ensuring that public funds are used in the best possible way
- *Be fair* by ensuring that services are universally accessible
- *Value Partners* by integrating with organisations such as the Fire Service, Youth Offending Team, NHS and Plymouth Community Homes to share information and resources, so improving outcomes for service users

Alongside this the project will align with the GAME Programme and other projects within the Transformation portfolio. In particular there is a shared vision with the 'Creating a Brilliant Co-operative Street Service' project, which aims to make the Street Services Department leaner with a greater focus on outcomes for the community, achieved through a co-operative approach. In its emphasis on Partnership working, stakeholder consultation and financial responsibility the Waste Collection Reorganisation project will therefore integrate with and promote the wider work being undertaken to make the Council's service provision 'brilliant'.

This project will also incorporate findings from the Fairness Commission and integrate with partnership work being undertaken around enforcement.

An options appraisal has been undertaken to consider alternative solutions for this project. A more detailed breakdown is included in section 4.

- I. Do nothing
 - The opportunity to realise savings of around 800k over three years will be missed, placing additional pressure on other sections of the Council to meet the £64.5 million budget gap
 - The ability to improve outcomes for the community will be missed, for example with continued problems in regards to side waste and unclear policies

- Staff feedback will be ignored, for example with continued problems around providing support for households who are not entitled to assisted collections
 - The opportunity to improve recycling and reduce the Council's carbon footprint will be missed
2. Implement new collection routes via route optimisation software, incorporating a change to collection days
 - Savings of £368k per annum on staffing costs will be achieved, alongside a further £220k on vehicle costs
 - Areas will more closely match ward boundaries, supporting a more transparent and co-operative approach
 - A significant communication campaign will be required, although this will be an opportunity to promote recycling and introduce new waste policies
 - A review by Council staff has identified that meaningful savings cannot be achieved without a change to collection days
 3. Formalise collection policies
 - Clearer guidance for the community, encouraging people to be more responsible and creating a cleaner city
 - A clearer outline of service commitments, enabling transparency and better performance management
 - Improved recycling rates
 - Savings of around £72.5k per annum on replacement container costs if a delivery charge is introduced. Waste Services will not charge for the containers themselves; customers will be able to pick these up at no charge from Council depots and potentially other council buildings
 - The project proposes that households with a low income will not be charged for replacement containers
 4. Assisted Collection Review
 - A bespoke service that links in with Partners to promote the welfare of service users and more accurately responds to individual need
 - Support focused on those who need it
 - A more efficient service, with savings in staff hours equating to around £29k per annum
 - A forward looking approach that prepares the service to deal with increased demand resulting from an aging population

In considering these options the project has consulted with Partners and other local authorities through umbrella organisations such as the Association of Public Sector Excellence. While elements of these proposals are politically sensitive, particularly around charging for the delivery of new bins, feedback canvassed from community engagement events, primarily co-ordinated through the Plymouth Plan's 'Sofa Sessions', demonstrates strong support for formal policies. For example 90% of people asked were in favour of a charge for the delivery of replacement bins or bags. Furthermore many other authorities, including neighbours in the South West, have successfully implemented a similar policy package with minimal negative feedback from the community. Plymouth can achieve the same outcomes with Member support, and therefore the project recommends that Option 2, 3 and 4 are taken. Information on provision from other local authorities is included in Appendix item 9.7.

A comprehensive communication engagement plan is being created to support this project and promote a co-operative approach. This includes:

- Contacting every household via a letter and bin sticker to inform them of changes as appropriate
- Placing frontline staff at the heart of the design and realisation of the project. A ‘lessons learnt’ document, reflecting this engagement, is included as Appendix item 9.6.
- Providing co-design opportunities for Councillors and the community, particularly in relation to assisted collections and policy changes
- Using any communications to promote wider messages in relation to recycling and good practice

A detailed risk breakdown is included in section 8.3 alongside mitigations. However, an overarching risk is that the Council fails to transform its provision to meet the challenges posed in the current financial climate and to optimise benefits associated with a co-operative approach. Therefore this business case recommends that Cabinet:

1. Agree this business case
2. In accordance with the business case, agree that Officers implement new collection routes, including changes to collection days for some properties in the City
3. In accordance with the business case, agree that Officers undertake a review of assisted collection users, including using information from partner agencies where appropriate, and implement any changes resulting from the review
4. In accordance with the business case, agree for Officers to finalise waste collection policies including a charge for the delivery of replacement bins, and delegate responsibility for confirming the policies to the Cabinet Member for the Environment in consultation with the Director of Place

If these recommendations are followed the expected investments and financial benefits for the project are illustrated in the table below. These may change through the lifetime of the project.

Waste Collection Re-organisation	2014/15 £	2015/16 £	2016/17 £	Total £
Additional savings and income (bin delivery)	6,042	72,500	72,500	151,042
Additional Savings (reduction in crews)	£30,667	368,000	368,000	766,667
Total Gross Benefit	36,709	440,500	440,500	917,709
Investment	117,500	£0	0	117,500
Net Benefit Realised	-80,791	440,500	440,500	800,209

Therefore the project requires approval for:

- The implementation of new waste collection routes, including changes to collection days for the majority of households in the City
- An Assisted Collection Policy and review of existing users
- Side waste, Closed Bin and Contamination Policies
- A Replacement Bin Policy including a delivery charge

Although specific routes and policies will not be finalised prior to the Final Business Case passing through Cabinet, the project will include additional oversight opportunities for Members on an ongoing basis with further quality assurance provided at Assistant Director and Strategic Director levels.

2. Case for Change

2.1 Current situation

Plymouth's Waste Collection Service currently provides an effective service for customers. For example, in the last year less than 9,000 containers were missed across 8.6 million collections. Similarly the service supports around 9,000 assisted collection users, accounting for 8% of properties in the City, with over 90% of service users rating the service highly.

However a review of the existing routes used by collection vehicles, validated through specialist route optimisation software, has identified potential efficiency gains.

Alongside this the Council's assisted collection scheme has not been reviewed in a structured manner over the last 6 years, within which time the number of users has doubled. A test exercise conducted in 2011 identified that around 10% of households are receiving support they do not need, and given that less than half of individuals contacted did not respond this number may be much higher.

The Council is also limited by a lack of formal policies relating to assisted collections, side waste, closed bins, collection points, contamination and replacement containers. This poses a challenge to enforcement and demand management, and also means that Waste Services are not fully educating the public around good practice in the presentation of waste. For example, the service incurred a cost of around £260k for the provision of new and replacement residential containers in 2013/14, including delivery costs. A substantial element of this cost related to containers that were reported as 'missing; although some of these will have been stolen this suggests that more can be done to encourage residents to look after their bin or bag.

Similarly, the criteria to access the Council's assisted collection scheme is unclear, enabling residents who are capable of placing their bins out to benefit from the scheme.

The lack of clarity around side waste creates further problems, particularly in areas around the City Centre where there are a high number of multi-occupancy homes and a transient population. Waste that is incorrectly presented can become a target for seagulls and other pests and is easily spread, creating an untidy and unattractive environment for residents. This in turn places additional pressure on street cleansing services.

Taken together, issues relating to waste generate over 5,000 calls to the Contact Centre each month, equating to around 20% of all traffic that the call centre receives.

Underpinning these issues, it is clear that Waste Collection Services could operate in a far more co-operative manner. For example forums for customer engagement are currently limited, and collection rounds do not integrate with ward boundaries limiting the ability of Councillors to provide oversight of provision. Given that the goals of the Service are contingent upon community engagement and compliance, a co-operative approach should be at the heart of waste collection provision. Therefore, while this project is partially driven by the financial challenges the Council faces, this is equally an opportunity to contribute to the creation of a 'brilliant co-operative' service.

2.2 Benefits and Capabilities

Plymouth's Waste Collection Service has identified the potential to achieve a net saving of £800k over the next three years while improving outcomes for customers. This analysis is supported by an independent review undertaken by EDGE Public Solutions.

The implementation of new routes and policies will take place following the opening of the Council's new waste disposal facility. This is planned for December 2014. However, attempting to implement changes over the Christmas period would present a significant challenge for service users and staff given the increased amount of waste generated and other commitments that people have at this time. Therefore the project proposes an implementation date of the 19th of January 2015. Financial benefits are assumed to come online from the 1st of March 2015. The increased footfall through retail centres over December will be utilised to run an effective, 'hands-on' communication campaign. Any change to the implementation date will incur an additional loss, if there is a delay, or benefit, if the date moves forward, of around £7k per week for staff costs and an additional £4.2k on vehicle costs in the Introducing Category Management – Fleet Services project.

Changes to collection policies could be implemented irrespective of the opening of the new disposal facility. However, to optimise communication opportunities any policy changes will be rolled out alongside the introduction of new routes.

Waste collection services can continue to run from Plymouth's existing disposal facilities indefinitely, meaning that any delay to the opening of the new facility will not impact on the service received by customers.

2.2.1 The Reorganisation of Collection Routes

The primary driver for savings within this project is the potential for route optimisation software to identify more efficient routes for collection vehicles, thereby reducing the number of staff required. A provisional analysis suggests that up to five routes per day can be removed from Plymouth's current schedule; this Business Case will assume a conservative approach with savings based around a reduction of four routes. As each route costs £92k per annum to implement this will deliver yearly savings of at least £368k.

Cost per route per year £	
Driver	26k
3x Collection staff	66K
total cost:	92k
X 4 routes saved	368k per annum
Vehicle cost savings per annum (captured in Introduction of Category Management Fleet Services Business Case)	220k

EDGE Public Solutions provisional data set created using route optimisation software				
Residual Waste	number of routes per day	mileage per week	annual mileage	Mileage reduction (%)
Current routes to the new disposal plant	18.25	2,505.50	130,286	n/a
Optimised routes to the new disposal plant	16	2,267.20	117,894	10%
Recyclate Waste	number of routes per day	mileage per week	annual mileage	Mileage reduction (%)
Current Routes	12.75	2,246.2	116,802	n/a
Optimised routes	10	1632	84,864	27%
Overall efficiencies (change to collection days)	5 routes saved	852.25 miles saved	44,330 miles saved	18% reduction in mileage

This project proposes to implement new routes from the 19th of January 2015, ensuring that service provision is not disrupted over the busy Christmas period. Existing staffing levels will be maintained until the end of February to provide capacity to address any challenges that occur while the new routes are implemented; meaning that in the 2014/15 financial year one month's savings will be achieved. However, as any reduction in staff will primarily impact on agency workers if routes are bedded in more quickly the Council retains the ability to start accruing savings at an earlier stage. The saving achieved over the first year is therefore conservatively calculated to be one twelfth of the annual saving, equating to around £31k.

Additional savings of £220k per annum are articulated in the Introduction of Category Management - Fleet Services project, based on the reduction in the collection fleet by four vehicles at a £55k cost per vehicle for fuel and maintenance per year. Further benefits of at least £60k for the sale of vehicles are also excluded from this business case. Therefore, this project will generate further savings of around £520k over three years from an implementation date of March 2015.

This approach will realise a range of further non-financial benefits. For example, placing vehicles in the same area on a specific day provides resilience within the service if a problem occurs such a vehicle breakdown, with the presence of other collection vehicles in the vicinity providing capacity to cover any outstanding containers that would not otherwise collected.

Changing collection days will also support the work of other services. For example the Council's Enforcement Team have identified an improved capacity to uphold the environmental crime provisions within the Environmental Protection Act 1990 where collection areas are more clearly defined. This change will also provide the opportunity for service provision to more closely follow ward areas, promoting service accountability and supporting the Council in enacting a more co-operative working model.

Formalised collection point and assisted collection policies will support this process by enabling optimal routes to be created. Therefore the full financial benefits of these policies are integrated into the savings identified through the route optimisation software.

This element of the project will also result in a reduction to the carbon footprint of the Council, with projected savings of over 44,000 miles travelled per annum. This equates to around 80 tonnes of carbon dioxide, equivalent to the amount of that would be generated by 40 family homes over a year.

This project recognises that Plymouth has ambitious plans for growth. Capacity for new residential developments will be built into the routes created, ensuring that waste collection services are able to effectively respond as the City develops.

2.2.2 Charges for the delivery of replacement bins

Additional savings can be achieved through a charge on the delivery of replacement waste containers. Over the last year financial year the Council received around 6000 requests for new or replacement bins and bags, incurring a cost of around £260k. Of this figure, around £150k was spent on the containers themselves. There is no formal process in place to manage this demand, for example with households replacing containers that are simply dirty. The Council are also aware that containers are often left out for significant periods of time once they have been emptied, placing them at greater risk of going missing or being stolen, while at the same time presenting a potential barrier to pedestrians where bins are on the pavement.

This level of demand is unsustainable and a proven way to manage demand is to introduce a charge on the delivery of new containers which will help to promote greater responsibility in their use. Data provided by a neighbouring authority demonstrates a 33% reduction in the number of containers provided following the implementation of a charge, with no discernable negative feedback from the public or problems with bins being stolen. If Plymouth achieved a similar outcome this would amount to a £50k saving on the purchase of containers, realising a £104k saving over three years from an implementation date of March 2015. Additional savings could be realised in staffing costs if demand falls sufficiently, although this is not included in the business case.

Additional revenue would be generated from households paying for the delivery of new containers, although the project proposes to give residents the option to collect their container, so avoiding a charge.

The principle aim of the charge is to reduce demand, and therefore the project proposes a low initial price of £15 for delivery. The average cost per delivery of a receptacle is £13.53, excluding building space for each team, insurance and other factors involved in management of the scheme. Therefore while this approach would significantly mitigate the Council's spend delivery would still be partially subsidised.

Cost based on average predicted journey time (15 minutes each way):				
BIN DELIVERY COSTS				
Administration:	Annual (£)	Hour (£)		COSTS (£)
Grade C cost per hour (assumption on SP 18 - top of grade plus on costs)	21629	11.24		
Cost per 5 minute call				0.94
Cost to process the request through CRM (5 minutes)				0.94
Service:				
Grade C drivers cost per hour (assumption top of grade plus on costs)	21629	11.24		
Predicted average time taken for delivering the bin - 15 minutes each way				5.62

Vehicles:			
Fixed fee	6012		
Fuel	3293		
Repairs & maintenance	9530		
Vehicle hours per week		12.07	6.04
		Total cost:	13.53

The income that this would charge would generate is dependent upon the proportion of the public who attend to collect their container from the depot. For the purpose of this business case it is assumed that 50% of service users pay the charge, resulting in an additional income of £22.5k over a year. This provides an overall benefit of £72.5k per annum from the introduction of a replacement bin charge.

Within this approach, support would be provided for low income households, mirroring the Council's existing policy in providing two free bulky household waste collections for residents on certain benefits.

Feedback canvassed from community engagement events, primarily co-ordinated through the Plymouth Plan's 'Sofa Sessions', demonstrates strong support for this approach, with 90% of those asked supporting a charge for the delivery of bins where there is the option to collect without incurring a charge.

2.2.3 Single Collection Points, Contamination, Side Waste and Enforcement

The Environmental Protection Act 1990 grants Councils the authority to decide arrangements for the collection of waste. Collection points in Plymouth have evolved in an inconsistent manner, varying between households on the same street and also changing between collections for some properties, for example, with residual waste being collected from the front of a property and recycle waste from the rear. While logistical factors require some flexibility, identifying the most suitable collection points in conjunction with a review of routes will support a more efficient service while at the same time simplifying arrangements for customers.

Similarly the lack of formal side waste and closed bin policies produces further inefficiencies and impacts upon perceptions of the service. In the absence of a clear policy approaches to side waste vary between crews, meaning that customers will receive a different service depending upon their location. If crews do deal with side waste this takes additional time. If they do not, there is a greater chance of sea gulls and other pests piercing the bags creating an unattractive and potentially unsafe environment for the community. This in turn generates complaints, creating traffic for the Contact Centre, staff and Councillors.

Furthermore, side waste is mostly produced by residents that are not recycling effectively. Given that recycle waste has a lower disposal cost, encouraging households to recycle and reuse effectively should reduce overall costs and supports the Council's corporate goal of being a more responsible organisation.

Formalising policies now will also enable the project to link in with partnership work being undertaken to improve enforcement procedures across the city, promoting a safer and cleaner environment for service users.

A review of waste collection policies will ease pressure on Customer Services. The Council currently receives around 5000 calls a month relating to waste, accounting for around 20% of all calls received, with additional calls going directly through the Prince Rock depot. A simplified and co-ordinated policy

approach will therefore reduce this traffic and may eventually enable further savings through a reduction in Customer Service staff.

Waste Collection Staff are supportive of a more formal approach to policy, with engagement events evidencing frustration at the perceived failure of the Council to more proactively deal with residents consistently acting in an anti-social manner.

2.2.4 Assisted Collection Review

Plymouth City Council currently operates around 9,000 assisted collections, representing around 8% of the properties in the City. It is likely that many of these are no longer necessary as the scheme has not been formally reviewed since 2006. A test exercise conducted by Council staff on more recent data has identified that at least 10% of assisted collection properties no longer contain the resident who made the initial application. Furthermore, previous criteria for collections were generous and applicants were not required to provide evidence of need. This led to a 125% increase in the number of assisted collections since 2007, rising from 4000 to its current level.

Over a fortnightly period, comprising two residual waste collections and one recycling collection, Plymouth has over 24,000 contacts with assisted collection households. Each contact, on average, involves an additional 30 seconds of worker time, totalling around 100 hours a week. A return to previous levels of assisted collections would therefore save around 50 hours a week for collection teams, equating to a financial saving of £29k. Alongside this, more thorough data collection will enable waste collection services to more effectively understand and meet the needs of customers, for example, by identifying service users with dementia. A review of the assisted collection policy is reflected in feedback from service users, with a survey conducted by Waste Collection staff in 2011 identifying that 99.5% are in favour of a more structured policy approach.

In reviewing the assisted collection scheme the project has engaged with Partners such as Adult Social Care to minimise disruption to service users who data confirms continue to require support. Furthermore information sharing with the Fire Service will be implemented with user consent, enabling them to identify households with vulnerable residents in the case of an emergency.

Alongside this the project's communication campaign represents an opportunity to advertise the assisted collection scheme, ensuring that that it is visible to anyone who might need support.

2.2.5 Wider Impact

This project integrates with the wider review of Street Services provision incorporated in the 'Creating a Brilliant Co-operative Street Service' project. For example, the reduction in crews articulated in this document will support a reduction in Supervisor posts presented in the Partner project.

3 Strategic Cases

3.1 Scope

3.1.1 In-Scope

The scope of this project encompasses the current domestic waste and recycling collection service provided by Plymouth City Council, including the routing of collection vehicles and all collection policies.

The collection policies are:

- Collection points
- Side waste and closed bins
- Replacement bins
- Assisted collections

Changes to collection days are necessarily included in the project. Work completed by the one of the project's Officers has identified that the significant savings cannot be achieved if existing collection days are retained.

Education around effective waste management will be incorporated within any communication processes undertaken within the project.

The route optimisation element of the project includes all IT, data collection, route planning and testing activities. The use of new GPS devices and cameras fitted to vehicles also falls within this project. This will enable Supervisors to track the movement of vehicles, ensuring that they are conforming to optimal routes.

The involvement of frontline staff in creating, testing and implementing new routes falls within this project. This project recognises that their perspective and knowledge is key to the successful implementation of new routes.

Some redundancies may be required, although it is anticipated that these will be managed through voluntary severance and early retirement and the impact will be significantly mitigated through a reduction in the number of agency staff employed by the service.

3.1.2 Out of Scope

The use of the route optimisation software to enhance the efficiency of the fleet outside of residential municipal and recycle waste collections is not currently in scope. However, this will be addressed at a later stage to ensure that the Department optimises its assets and operates as efficiently as possible.

As suggested by EDGE Public Solutions, the overhaul of frontline service working shift patterns is not in scope as the impact of delivering this combined with new routes & schedules will create unmanageable communications problems with both the Council staff and Customers. This will be considered within the 'Creating a Brilliant Co-operative Street Service' project, which will be the subject of a separate business case.

Alignment with the Customer and Service Transformation Programme will be included within the 'Creating a Brilliant Co-operative Street Service' project, which will seek to optimise channels through which customers engage with the service, for example by up-skilling Contact Centre staff to more effectively deal with enquiries.

3.2 Strategic Fit

This project will align with a range of internal and external strategies.

3.2.1 Corporate Plan

A key driver for the Waste Collection Reorganisation project is Plymouth's Corporate Plan to become a 'Brilliant Co-operative Council'. The project recognises that co-operative values can enable the Council to work in different ways, producing savings while at the same time engaging with stakeholders and improving services. Therefore, the approach taken will be:

Democratic

The project proposes to 'co-design' change wherever possible and engage with the community on a consistent basis, providing opportunities for meaningful conversations with citizens. Alongside this, it will embrace democratic processes, maintaining a high level of contact with Councillors.

Examples of the project's democratic approach include:

- All-Member briefings – three dates have been run on the 18th, 20th and 23rd of June, with feedback integrated into the project. Further dates will be run at a later stage in the project
- Presentations to Cabinet Members and the Leader
- Community surveys, for example with the First Stop Service running a data collection exercise on Street Services provision across the week beginning the 21st of July
- Community engagement events, for example 'Have Your Say Meetings', providing the opportunity for two way dialogue around elements of the project
- Engagement exercises with the Voluntary and Community Sector, including organisations such as Plymouth Area Disability Action Network and Age UK, using their knowledge and contacts to ensure the project understand the needs of the community as a whole. Initial exercises have taken place in June, with further sessions planned throughout the project

Responsible

Plymouth £64.5 million funding gap over the next 3 years requires that services are more responsible in their use of resources. In line with this, following an independent review by EDGE Public Solutions, the project is confident that savings of at least £368k per year can be achieved by reorganising existing collection routes using route optimisation software.

Alongside this formal policies will educate the community to be more responsible in their waste disposal habits. For example the Council, under the Environmental Protection Act, has a duty to ensure that household waste is presented in an appropriate manner. However as side waste, closed bin and contamination policies have not been adopted there is no clear guidance in this regard.

Fair

This project will take a fair approach. The communication campaign will ensure that the Council is open and honest with all stakeholders, informing them of the basis for change and providing opportunities for two way dialogue.

Formalising policies will ensure that service provision is consistent throughout the City, with crews currently managing issues such as side waste in different ways, some collecting it and others not.

The project will also support fairer outcomes for members of the community. For example, it will be dementia friendly in its approach to assisted collections, moving beyond a view of need as based on physical ability to recognise the mental vulnerability of residents that might prevent individuals from putting their bins out.

Partners

The project has pro-actively engaged with Partners. This will improve the outcomes achieved and enable change to be implemented more efficiently by sharing resources. Examples of partnership working include:

- Using information from Adult Social Care, Home Care Support and other organisations to minimise the impact of the Assisted Collection Review on vulnerable members of the community
- Engaging with organisations such as Plymouth Community Homes, major employers such as NHS, Babcock and the University to optimise resources and to promote a common approach
- Sharing information with the Fire Service, and other organisations, ensuring that vulnerable members of the community receive the best possible level of support. For example, the Fire Service has a list of properties with known vulnerable residents, enabling them to respond appropriately in emergencies. By adding the service's information to theirs the quality of information that they possess will be improved
- Utilising the specialist knowledge and contacts provided by organisations such as Plymouth Area Disability Access Network to ensure that the Council's policies and approach are fit for purpose
- Seeking to link with local time banks to empower the community to support assisted collections
- Working with Plymouth's Youth Offending Team through the communication campaign to give young offenders the opportunity to make amends for the offences that they have committed by distributing posters to community venues, using their local knowledge to ensure that information is presented in optimal locations

3.2.2 Other alignments

The project also recognises and incorporates elements of the findings from the Fairness Commission. In particular the Commission's identification of Systems Leadership and the need to engage meaningfully with communities integrates with a co-operative approach.

The project links into the Council's Municipal Waste Strategy 2007 – 2030, in particular supporting the strategy's goal 'to increase recycling and composting and reduce the amount of waste going to landfill'.

The project also aligns with partnership work being undertaken to improve enforcement procedures.

3.3 Assumptions

The Project will assume the following:

- As the Route Optimisation Software is a standalone piece, the Council Directors have confirmed that they are happy to proceed from an architecture perspective and an architecture waiver (granted by Head of Business and Technology Architecture) was issued on the 12th of February. It is assumed that this waiver will not be affected by the new ICT strategy in development
- That changes in policy will be in place before the agreement of the new routes
- That the new waste disposal facility will be operational by December
- Councillors will support this project
- That staff will support the project. This assumption is supported by a significant process of engagement with staff, with ongoing opportunities for frontline personnel and Trade Unions to input into the proposed changes.

3.4 Strategic Risks

The strategic risks are:

- The Council fails to achieve its savings targets, resulting in service provision that is unsustainable. The Waste Collection Reorganisation Project is mitigation to this risk, proposing savings that will contribute to the Council achieving its saving targets while at the same time improving outcomes for the community
- The project fails to reorganise routes effectively, resulting in a compromised service. This will be mitigated by the use of specialist software which ensures that all properties are included in the routes planned. Alongside this frontline staff will be involved in the route planning process, and all routes tested prior to implementation. Current staffing levels will be maintained until new routes are bedded in, providing capacity to quickly respond to any missed containers
- The project fails to properly communicate change to the public, resulting in non-compliance. This will be mitigated by a significant communications campaign, including letters for every household, bin stickers, engagement events, newspaper adverts and a poster campaign

These risks and mitigations are addressed in more detail in section 8.3.

3.5 Constraints and dependencies

There are a range of dependencies that may impact on the successful delivery of the project:

- Political support: political consent is required for the reorganisation of routes, changes to collection days and the formalisation of collection policies. Alongside this, Councillor Support will be needed to ensure that policies operate effectively; learning from other local authorities indicates that the implementation and enforcement of collection policies is most successful where there is strong Councillor buy-in and support.
- Resource needs: adequate resources are required to ensure that the project is properly staffed and to implement an effective communication campaign
- Support from frontline staff and Trade Unions: their knowledge and experience is pivotal to the successful implementation of the project
- Support from the community: the successful implementation of new collection days, points and wider policies requires buy-in from the community. This will be achieved by a significant communication campaign that involves contact with every household across the City via a bin sticker and letter, as well as a range of stakeholder engagement events
- Opening of the new waste disposal facility: while new routes can be implemented from existing waste collection facilities full efficiencies will only be realised when the new facility opens

In addition the following constraints are relevant to this project:

- Attempting to introduce change over the Christmas period presents a challenge for staff and customers, meaning that implementation will need delayed until after this period

4 Options Appraisal

A significant options appraisal process has been undertaken to inform the approach proposed in this project.

4.1 Option One - Do Nothing

The Council currently operates a well-regarded collection service in terms of customer satisfaction, for example with a low number of missed collections. However:

- Collection routes have been identified as inefficient.
- Assisted collections have increased significantly as users are not asked to update their status
- Waste Collections’ policy framework places emphasis firmly on the Council to absorb costs around replacement bins and side waste

Maintaining this approach carries a number of benefits:

- Services will continue to operate to a good standard, with no disruption to collection days
- Project investments of £117k will be avoided
- The Council will continue to take responsibility for poor practice in the community, avoiding politically sensitive issues around enforcement and demand management

However, there are a range of constraints involved in continuing with this approach:

- The Council has committed to a co-operative approach, which is not reflected in existing practice
- The Council faces a £64.5 million funding gap over the next 3 years. This has generated pressure to realise efficiencies in service provision
- Issues around side waste and contamination will continue, maintaining existing levels of pressure on the Contact Centre and generating complaints, particularly in wards around the centre of the City
- The Council has committed to increasing its recycling rates, which will be difficult to achieve without positive action
- Frontline staff desire change, with the lack of formal policies impacting on their work on a day to day basis

This approach would involve the following dependencies:

- Service provision would be contingent upon other Departments meeting the Council’s funding gap

The following risks are associated with this option, with the mitigations required demonstrating the need to avoid a ‘do nothing’ approach:

Description	Likelihood	Impact	Mitigation	Residual Risk
The Council fails to bridge its £64.5 million funding gap, placing service provision across the authority at risk	High	High	Doing nothing will provide no mitigation to this risk, placing additional pressure on other departments within the Council to realise savings	High
The Council fails to address side waste and contamination issues, resulting in reduced recycling and maintaining problems caused by waste being improperly presented	High	Medium	Doing nothing will provide no mitigation to this risk. Problems will continue, with residents potentially becoming increasingly frustrated with a lack of formal response by the Council	High

Assisted collections are not reviewed and therefore continue to grow, reducing efficiency and staff moral and diverting resources away from those who truly need support	High	Low	Doing nothing will provide no mitigation to this risk. Assisted collection numbers will continue to rise, reducing the efficiency of the service and putting additional pressure on staff	Medium
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A financial breakdown is not included with this option as it is cost neutral. However this means that opportunities to realise savings amounting to over £1 million, across this project and the Introducing Category Management – Fleet Service project, will be lost.

4.2 Option Two - Implement new collection routes via route optimisation software, incorporating a change to collection days

A review conducted by Council staff, supported by EDGE Public Solutions, has identified the potential to utilise route optimisation software to identify more efficient collection routes. The exact savings realised will be identified once service data is entered into the software and specific routes are created. The project has conservatively estimated efficiencies of £368k per annum, based on a reduction in the number of crews required to collect waste by four. As savings are expected from the final month of the 2014 financial year over the next three years this will realise efficiencies of around £767k, although a cost of £117k will be required for implementation, with a City wide communications campaign budgeted for within this.

In taking this approach the Council will also reduce its carbon footprint, with a predicted saving of 18% in the distance travelled by vehicles.

This project will address current imbalances within collection rounds. This sees some collection teams finish significantly earlier than others as the service operates on a 'task and finish' basis. Therefore, employees will be treated more fairly as a result of the changes made.

The use of route optimisation software will also enable the Council to respond effectively to growth in the City. In the short term this will enable the Waste Collection Service to respond to the opening of a new waste disposal facility in December 2014.

All staff have been advised that the impact of the project will be minimised with respect to compulsory redundancies. This will be managed through voluntary severance, early retirement and a reduction in the significant number of agency staff employed by the service.

This option carries a range of benefits:

- The realisation of efficiencies in waste collection routing, with predicted savings of £767k over the next 3 years through a reduction in crews. Vehicle savings of £520k over three years, included in the Introduction of Category Management – Fleet services Business Case, will not be achieved unless new routes are implemented
- A more environmentally friendly service, with a reduced carbon footprint
- More balanced rounds, ensuring that staff within the service are treated fairly

- This will enable the Council to respond effectively to the opening of a new waste disposal facility in December

However, there are a range of constraints involved in taking this approach:

- Implementation of the new routes will be postponed until after Christmas to avoid placing additional pressure on staff and customers through the busiest period of the year in terms of waste collection

This approach would involve the following dependencies:

- Member buy-in is required, particularly to enact changes to collection days
- Community compliance is also required; an effective communication campaign will be necessary to achieve this
- Support from staff, whose expertise and knowledge will be pivotal through the planning and implementation stages
- New routes will be implemented around the opening of Plymouth’s new waste disposal facility, with any delay to its opening impacting on the savings achieved by around £11.3k per week through staff and vehicle costs

The following risks are associated with this option, with the mitigations provided demonstrating that they can be effectively managed:

Description	Likelihood	Impact	Mitigation	Residual Risk
New routes are not implemented properly, resulting in missed collections and negative reputational impact	Low	High	All routes will be tested prior to implementation. Frontline staff are leading the re-routing process, including individuals with experience of successfully undertaking similar exercises. Resources will not be withdrawn until new routes have been bedded in	Low
The communication campaign fails to secure service user buy-in	Low	High	A significant campaign is planned, including high levels of face to face contact with the community alongside a letter drop and bin stickers for every household. This approach incorporates lessons learnt from a previous successful communications campaign	Low
The opening of the new waste disposal facility is delayed	Medium	Low	New routes can be implemented around existing disposal facilities, or delayed as required. In either case provision will continue, although the savings achieved by the project will be reduced	Low

The wrong information around day changes is supplied to residents, either through incorrect stickers on bins or incorrect content in letters	Low	High	Staff and Supervisors will plan and lead the distribution of stickers and letters. Spot checks will be undertaken to ensure that this element of the project runs successfully	Low
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Collection Re-organisation Option	2014/15 £	2015/16 £	2016/17 £	Total £
Additional Savings (reduction in crews)	30,667	368,000	368,000	766,667
Investment	117,500	0	0	117,500
Net Benefit Realised	-86,833	368,000	368,000	649,167

4.3 Option Three - Formalise Collection Policies

Plymouth currently has an informal policy structure, with little guidance for service users. This generates a high number of enquiries, for example, with 20% of the Contact Centre's traffic relating to waste. Some elements of provision are not orientated around customers; for example households may be required to present recycling, garden and general waste at different locations.

Policies are also generous in comparison with other local authorities, with little onus on service users to act in a responsible manner even though this is a stated objective in Plymouth's corporate plan. For example, there are no sanctions for the presentation of side waste or for individuals who fail to properly look after their waste containers. This results in a less attractive environment for service users and incurs significant costs, for example with new and replacement bins costing the Council around £260k per annum (including delivery costs).

The lack of guidance given to households leads to reduced levels of recycling. For example side waste is generally presented where individuals are not recycling properly, leading to the creation of excessive general waste.

Feedback from a neighbouring authority suggests that problems with residents refusing to collect or pay for the delivery of a replacement waste container are rare. Households which do not have an appropriate waste container will need to deposit their waste at a disposal facility.

This option carries a range of benefits:

- Clearer guidance for the community
- Transparent service responsibilities, enabling better performance management
- Cleaner, more attractive streets
- More coherent collection policies, for example the introduction of single collection points for waste
- A greater emphasis on responsibility, in line with Plymouth's corporate goal to encourage others to care about the impact of their actions
- Reduced costs for street cleansing and replacement bins, with the latter option providing predicted savings of £72.5k per annum

- Increased recycling
- Improved staff morale, as formal policies will address many challenges that they face on a day to day basis

There are no specific constraints for this option, with the Environmental Protection Act 1990 granting Councils the power to prescribe how waste is presented and take action where individuals fail to comply with guidance. However, this approach would involve the following dependencies:

- Member buy-in is required, particularly to enact and successfully implement charging for replacement containers
- Community compliance is also required; an effective communication campaign will be necessary to achieve this
- Support from enforcement will be necessary

The following risks are associated with this option, with the mitigations provided demonstrating that they can be effectively managed:

Description	Likelihood	Impact	Mitigation	Residual Risk
Formal policies may place the Council in conflict with Members of the community who act in an irresponsible manner	Low	Medium	All households will be informed of the new policies. A clear enforcement approach, involving joined up working with Partners, will ensure an effective response to breaches of policy. Evidence from other local authorities suggest high levels of compliance with more structured policies	Low
Individuals may not be able to comply with policies for financial or other reasons	Medium	Low	The Council will create a 'hardship fund' or other mechanism to support vulnerable members of the community	Low

Waste Collection Re-organisation	2014/15 £	2015/16 £	2016/17 £	Total £
Additional savings and income (bins)	6,042	72,500	72,500	151,042
Investment	0	0	0	0
Additional savings and income (bins)	6,042	72,500	72,500	151,042

Please note the above financial analysis assumes that routes will be reorganised, enabling communications costs for notification of changes to policy to be incorporated in the wider project communication campaign. If this does not occur a cost of around £30k will be required to send a letter to every household in the City, reducing the saving achieved to around £120k.

4.4 Option Four - Review Assisted Collections

A benchmarking exercise has identified that the majority of local authorities have a review mechanism in place to ensure that their assisted collection service remains up to date, accounting for individuals moving and changing personal circumstances. Plymouth does not have a similar process in place, and therefore the number of assisted collections provided has doubled in the last 6 years.

A recent survey demonstrated that at least 10% of properties no longer contain the individual who made the initial application for support, and given that response rates to the survey were below 50% this figure may be higher. Therefore there is a strong mandate to review who is using the scheme.

Contacting all existing users requesting that they reapply for support results in a blanket, non-personalised approach to a service review. This option carries an enhanced risk as vulnerable service users may have difficulty in reapplying for the service. To this end a range of organisations have been contacted, including Adult Social Care and Home Care Support (formally Domiciliary Care) with the aim of sharing data where appropriate to minimise the impact of the review. Frontline staff will also be asked to identify service users who they believe to be legitimate. Addresses which are not on these lists will then be contacted and asked to reapply.

Within this approach the project will outline clear criteria for future reviews and collect more appropriate data. For example Waste Services do not have the names for the vast majority of existing service users. This will help to ensure that the service is sustainable in the future.

The information collected will also enable Waste Services to better understand user need. For example through contact with Partners residents who have dementia can be identified, ensuring a more personalised service and supporting the City's 'dementia friendly' approach.

Waste Services will link with Partner agencies to further optimise the benefits achieved, for example by sharing information with the Fire Service and advertising their scheme to support vulnerable members of the community via a free home safety review.

This option carries a further benefit in relation to Waste Collection team morale, with staff expressing frustration that they are supporting some residents who do not require help.

This option carries a range of benefits:

- A more targeted assisted collection scheme that focuses on individuals who legitimately need support
- A sensitive approach, recognising feedback from the community and putting the needs of vulnerable individuals at the forefront of provision
- Improved service efficiency, with predicted savings of around 50 hours of staff time per week equating to a financial saving of £29k. This will feed into the efficiencies achieved by the reorganisation of collection routes
- A manageable and sustainable service that will be effectively managed in the future

However, there are a range of constraints involved in taking this approach:

- The review must be conducted sensitively, recognising the potential vulnerability of service users

This approach would involve the following dependencies:

- Member buy-in is required
- Support from service users and Partners is also required to ensure that all those in need of the service have access to it

The following risks are associated with this option, with the mitigations provided demonstrating that they can be effectively managed:

Description	Likelihood	Impact	Mitigation	Residual Risk
Gaps in the data acquired will mean that some households will be asked to reapply for the service even though they legitimately require support. This may cause disruption, particularly if they fail to reapply	Medium	Medium	The majority of local authorities have some form of review mechanism for assisted collections, making this standard practice. A range of Partner agencies such as Age UK and the Plymouth Guild will be notified of the review, spreading the message across the community. Any reduction will be significantly reduced by a data capture exercise	Low
Some service users who are receiving support that they do not need may respond negatively if the service is withdrawn	Medium	Low	Waste Services will implement a robust appeals process, with supervisors visiting service users in cases where their level of need is unclear	Low

A financial breakdown is not included with this option as the project cannot accurately predict how the efficiencies realised will influence the reorganisation of collection routes. However it is expected that around 50 hours of staff time per week will be saved, equating to a financial saving of £29k per annum, and therefore that the review will have a significant impact on the benefits achieved.

5. Recommendation

The project recommends that options two, three and four are agreed. As a synopsis, this will incorporate:

1. The implementation of new waste collection routes, including changes to collection days for some properties in the City
2. The formalisation of waste collection policies including a charge for the delivery of replacement bins.
3. A review of assisted collection users, using information from Partner agencies to identify legitimate users where the Council has consent for information to be used for this purpose

The rationale for these recommendations is:

- Initial scoping exercises have shown strong support for a clearer and more structured policy approach, for example with 99.5% of assisted collection users in favour of formal policies and 90% of the community in favour of a charge for the delivery of replacement bins in conjunction with the option to collect for free from Council depot
- The Council can provide a better service for customers by clarifying policies around waste presentation, collection points and contamination
- These options will improve recycling rates, in turn reducing waste disposal costs
- The absence of clear policies means that the Council is not doing its utmost to promote responsibility within the community. Rectifying this will promote pro-social behaviour patterns, resulting in a cleaner, more attractive City.
- The Council faces a £64.5 million funding gap over the next 3 years. This requires that services operate more efficiently. While achieving a more efficient approach involves some challenging actions, such as the implementation of charges for the delivery of replacement containers and changes to collection days, the project is confident that the risks involved can be managed, and furthermore that a larger risk is the failure of services to attain a sustainable working model
- Assisted collection users have demonstrated support for a service review, particularly if the review uses appropriate data to minimise the impact on 'legitimate' users. Alongside this, the project is aware from a sample exercise that at least 10% of current households no longer contain the resident who made the initial application for support. Therefore, there is a strong mandate for this change
- This project will enable the Council to effectively respond to the growth of the City, including the opening of a new waste disposal facility

6. Benefits Realisation

The project will achieve the following benefits:

- Formal policies providing clear guidance to service users in regards to waste presentation, contamination, collection points and assisted collections
- Improved recycling
- Cleaner streets
- An effective response to the opening of a new disposal facility
- A reduced financial footprint for the service through a reduction in staff and better demand management around replacement bins, with savings of around £800k over the next three years
- Additional savings of around £520k on vehicle costs, represented in the Introducing Category Management – Fleet Services project
- A reduced carbon footprint for the Council
- A more targeted Assisted Collection Scheme, focussing on those who legitimately require support
- Better capacity for performance management of service provision

7. Financial Case

The financial case for this project is as follows:

Waste Collection Re-organisation	2014/15 £	2015/16 £	2016/17 £	Total £
Additional savings and income (bin delivery)	6,042	72,500	72,500	151,042
Additional Savings (reduction in crews)	£30,667	368,000	368,000	766,667
Total Gross Benefit	36,709	440,500	440,500	917,709
Investment	117,500	£0	0	117,500
Net Benefit Realised	-80,791	440,500	440,500	800,209

The project will require the following investments; please note that these are estimated and may change through the project:

Item	Investment £	Explanation
IT resources	14k	Including IT project management
Contact Centre	19.5k	To recruit 7 additional staff to provide support for eight weeks through the implementation of the new routes to manage the short term increase in calls
Communications	58k	Quoted cost for a City wide communication campaign including stickers for every brown bin and letters delivered to every household
Human Resources	26k	Cost of project manager, project support, Corporate Communications support
Total investment	117.5k	

A more detailed benefits breakdown is included in the Appendix, item 9.5.

8. Management Case

A core dependency for this project is the opening of Plymouth's new waste disposal facility, with the implementation of new routes and policies planned to align with this. Therefore the information provided within this business case is provisional, and may change if the plant is delayed. Any delay would not affect service provision, which would continue from existing facilities.

8.1 Key Milestones and Dependencies

Please note that the following milestones are proposals. Input from stakeholders will shape the project throughout its lifespan.

Date	Milestone
May-2014	Use route optimisation software to identify zones & routes with input from staff
May-2014	Start of glass recycling collection
Jun-2014	Present policies to Members for collection points, side waste, new zones and assisted collections
Jun-2014	Collect data for assisted collections
Aug-2014	Business Case to Cabinet – 12 th August
Aug-2014	Completion of reorganisation of routes
Sep-2014	Test new routes with Supervisors
Sep-Dec 2014	Training for frontline staff and existing Contact Centre staff
Nov 2014-Jan 2015	Community roadshows
Dec-2014	Roll out communications campaign to inform residents of changes
Dec-2014	Training of additional Contact Centre staff
Jan-2015	Go Live
March-2015	Start point for savings
Apr-2015	Assess impact of rerouting

8.2 Key Risk Analysis and Risk Management

The following represent key risks for the project. A full risk log is included in the Appendix as item 9.1. Waste Collection represents a highly visible element of the Council's provision, and therefore risks are rated in the context of the potential for significant reputational harm if problems occur. At the same time the project team contains members who have significant experience of successfully reorganising waste collection provision, ensuring that the risks involved will be successfully managed.

Description	Likelihood	Impact	Mitigation	Residual Risk
The Council fails to bridge its £64.5 million funding gap, placing service provision across the authority at risk	High	High	The Council's Transformation Programme represents a response to this risk, with the savings realised enabling the Council to bridge the funding gap	Medium
The opening of the new waste disposal facility is delayed	Medium	Low	New routes can be implemented around existing disposal facilities, or delayed as required. In either case provision will continue, although the savings achieved by the project will be reduced	Low
New routes are not implemented properly, resulting in missed collections and negative reputational impact	Low	High	All routes will be tested prior to implementation. Frontline staff are leading the rerouting process	Low
The communication campaign fails to secure service user buy-in	Low	High	A significant campaign is planned, including high levels of face to face contact with the community alongside a letter drop and bin stickers for every household. This approach incorporates lessons learnt from a previous successful communications campaign	Low
Service users respond negatively to new policies	Medium	Medium	Initial scoping shows strong support for formal policies. Policies will be presented to Members as part of this business case	Low

8.3 Quality Assurance

Quality assurance represents a fundamentally important process in this project. As a highly visible element of the Council's work, it is essential that an effective service continues for customers irrespective of any challenges encountered. Therefore, additional resources will be deployed during the implementation period to provide capacity to address problems that occur. For example, surplus crews will not be released until new routes have been successfully bedded in.

Quality assurance will be provided by an expert team of waste professionals with significant experience of successfully implementing service change. Their skillset will align with specialist IT systems, including route optimisation software and GPS tracking, to provide a high level of oversight throughout the change process.

Quality Responsibilities	Responsibilities are shared between the: Project Manager Project Executive Programme Manager Assistant Director Additional quality assurance will be provided at various levels, including the project board, programme board and by Members		
Quality Criteria	Quality Tolerance	Quality Assurance Method	Quality Check Skills Required
<p>The project must be implemented within the parameters of Plymouth's waste collection performance measurements and the wider GAME Programme. Criteria for assessment will include:</p> <ul style="list-style-type: none"> -The number of missed collections and complaints -The ability of staff to complete new routes -The delivery of predicted savings 	<p>Time: As services can continue using existing routes and in the absence of formalised policies there is tolerance in relation to time. However any delay to implementation will impact on the savings achieved, with each week that the project is put back incurring a loss of around £7.5k</p> <p>Cost: there is some tolerance in relation to cost; as the project is generating a significant saving there is scope to put in place the right resources to ensure implementation. The overall saving is around £800k, any significant reduction to this would require additional oversight from the</p>	<p>The following methods will be used ensure that all households receive an effective waste collection service and that savings targets are achieved:</p> <ul style="list-style-type: none"> -the use of specialist software to identify effective collection routes -test runs to verify final routing and collection points -consultation with stakeholders to identify potential problems -the use of vehicle tracking systems to ensure that crews operate effectively -ongoing reviews to maintain service standards 	<p>The skills required for effective oversight already exist within the Waste Collection Service. Oversight of project is provided by the Waste Services Manager. and Assistant Director</p>

	<p>Director for Place and responsible Cabinet Member</p> <p>Quality: there is no tolerance in relation to quality. As waste collection is a highly visible service it is essential that customers continue to receive an effective service. Additional Collection and Contact Centre resources will be implemented until routes are bedded in, with this risk mitigation built into savings realised by the project</p> <p>Scope: there is tolerance in relation to the scope of the project. In particular, certain policy packages do not need to be approved for the project to move forward. For example, the policy for charging for replacement bins could be omitted, although this would impact on the savings achieved by the project by around £150k over 3 years</p>		
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8.4 Change Management

Street Services is a high-profile and highly visible Department which rightly receives a lot of attention from various interested groups. A co-operative approach is therefore essential for this project, incorporating the Council's corporate values and keeping the customer and wider stakeholders at the heart of proposed service change.

The project has informally agreed a number of co-operative change commitments. Any related engagement activities will embody a co-operative value set, helping not only to take stakeholders through the change, but also providing opportunities to influence. These commitments are expected to stand throughout the project (through the preparation, design, implementation and embedding phases) and beyond. They include:

- The co-design of changes with key stakeholders wherever possible and appropriate
- The collection of feedback and advice on change from parties who have a vested interest or responsibility for those stakeholders the change is likely to impact
- A recognition of the need to close feedback loops, ensuring that those who provide feedback know what it has been used for
- Networking and involving other Departments, Partners and the VCS when developing or designing change
- An inquisitive approach, learning lessons and best practice from other internal services and external organisations on their experience of relevant or similar changes
- Opportunities for those affected by change to be listened to
- The monitor and measurement of the effectiveness of the change

Preparations for the changes proposed by the project have already started. Assessments have taken place to understand the Waste Collection Service as it is currently, and the future desired state is articulated in this business case. The gap between the two states has been analysed, enabling the identification of:

- The steps needed to drive the service forward towards the Council's vision
- Who will be affected
- The impact and extent of those changes

All changes have been considered from each stakeholder perspective with associated risks and mitigation planned. Robust stakeholder analysis has been key during this preparation phase and new connections have already been made with many stakeholders who have input into the proposals contained within this business case, clearly demonstrating a cooperative approach from Plymouth City Council staff from the start.

A variety of stakeholders including members of the community, politicians, staff and Partners have already started and will continue to be involved in the co-design of new policies. More information is included in Appendix item 9.3. However the following represents a synopsis of the valuable work that has taken place:

- A series of large-scale workshops with Street Services staff in October 2013: these provided an opportunity to capture staff feedback and suggestions for future service improvement. There was widespread support for the formalisation of collection policies, which staff felt would support them to provide cleaner streets for Plymouth and would create a fairer approach in comparison to current arrangements which place no sanction on residents who consistently act in an anti-social manner
- In relation to the review of assisted collections, Adult Social Care colleagues were asked to review the list of current recipients to avoid potential unnecessarily contact with some of the City's most vulnerable people and reduce the number of reapplication requests required.
- The project has joined in with existing community engagement events to gather useful customer feedback e.g. Plymouth Plan's sofa events
- A sample of assisted collection service users were contacted to ask their opinion on the proposal to formalise waste policies
- Significant research and benchmarking has taken place in relation to collection policies, including work with the Association of Public Sector Excellence
- Strong relationships are being built with the VCS, with organisations such as Age UK offering to provide input into policy documents
- A cooperative effort is planned with Partners to share key messages with the public about their new collection day (more information is included in the communication plan, appendix item 9.3)

- A frontline member of waste collection staff sits on the steering group for this project, providing a direct link between the frontline and the project team
- Waste collection staff have identified key lessons learned from the previous rezoning exercise
- First Stop staff will support data capture exercises to enable the impact of change to be understood

All necessary changes will be thoroughly tested before implementation to build confidence and familiarise staff with the new ways of working. This will also to ensure the implementation itself is a success. New routes will be driven beforehand by supervisors and drivers with sufficient time to feedback views and concerns prior to the go live date. The communication plan to inform residents about new collection days is robust and will tap into numerous Partner agencies' communication channels to help spread the message on the Council's behalf. Resource plans have also been developed to ensure the Contact Centre is fully equipped for the natural increase in enquiries expected when the new routes are implemented.

In order to guarantee that change is embedded and sustained steps will be developed to ensure the 'previous' operating state cannot be reverted to. This will include the ongoing use of performance metrics and data collection which will become a normal part of the services' evidence-based performance management culture.

8.5 Communications and Engagement

This project aims to be an 'exemplar' of co-operative values. Therefore, communication and engagement activities will sit at the heart of the approach taken.

Input from the community has been collected through a range of surveys and face to face contacts, informing the project's approach in regards to policy and assisted collections.

A city wide communication campaign has been planned to ensure that all service users are fully informed of the changes planned.

Communication will continue throughout the project, articulating progress and celebrating achievements as well as recognising the support of stakeholders in enabling change to take place.

The planned approach includes:

- Opportunities for the public, Members, frontline staff and Partners to influence the project. For example on the 18th, 20th and 23rd of June cross party briefing sessions were held to give Members the opportunity to input into proposals.
- Contact with all households via a letter and bin stickers, presenting information on changes to collection days, policies and good practice in relation to recycling
- A poster campaign targeting community venues and locations such as takeaways, libraries, news agents and pubs, with support to implement this provided by Plymouth Youth Offending Team
- A presence at community meetings and venues across the City in the build up to implementation

This project recognises that staff are central to the success of this project. They have been briefed on a consistent basis from January, with sessions outlining key changes and opportunities for workers to input into proposals. These events will continue through to implementation and beyond, ensuring that any problems that do occur are effectively addressed. A member of staff sits on the project's management board, providing a further point of contact and ensuring transparency in the decisions that are made.

In addition, staff will be heavily engaged in testing and validating new routes prior to implementation. With their knowledge of the city they are provide an essential quality assurance check.

Partners will also be targeted through the project's communication plan. Changes may impact on their work, for example a review of assisted collections could affect supported housing or care providers.

Alongside this the knowledge and skill set of Partners can add value to the Council's work:

- Organisations such as Age UK have specialist knowledge and strong networks in specific communities that can be used to ensure an inclusive approach
- Organisations such as the Fire Service provide opportunities to add value to the service's work, linking up provision to improve outcomes for service users. For example the Fire Service offers free home safety tests for households with vulnerable residents; this can be advertised through the project's communication campaign
- Organisations such as the Youth Offending Team can provide support by distributing leaflets. Working together in this way will build community capital and help young people make amends for their offending behaviour

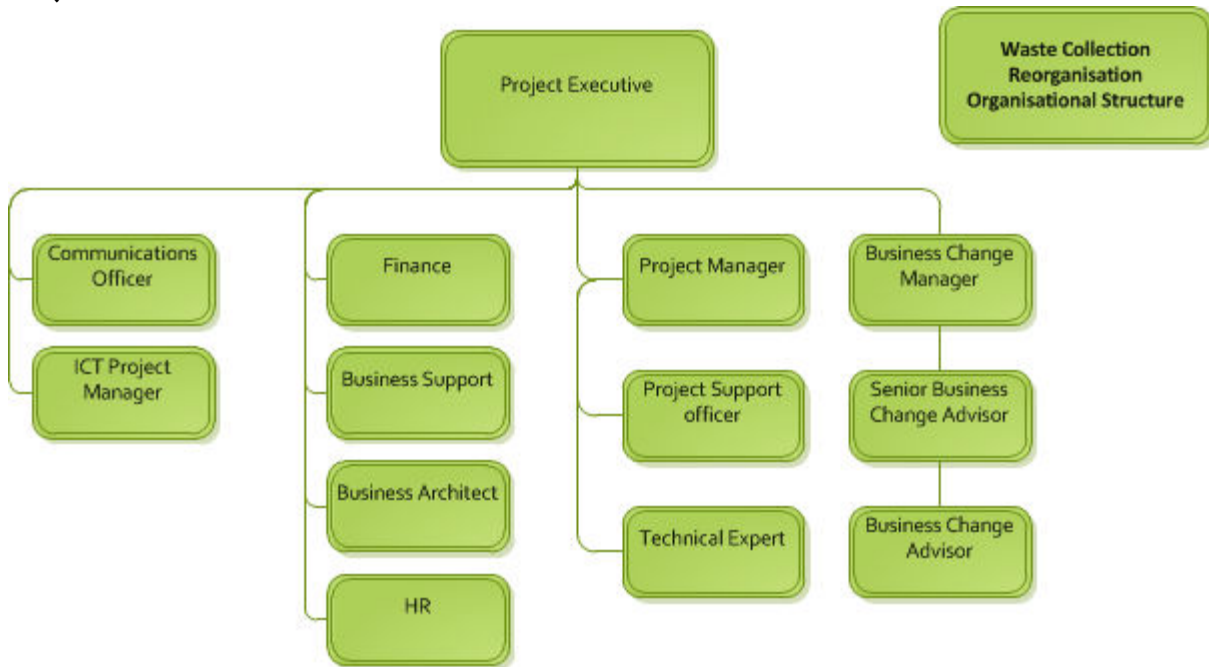
Partners can also support the project in disseminating information. For example the new waste disposal facility produces a newsletter for local residents through which changes to collection days can be advertised. Utilising these opportunities will ensure that the project's communication campaign has a broach reach and operates in the most efficient manner.

The project is committed to a democratic and transparent approach. For example, regular updates have been provided to the relevant Cabinet Member and the Leader of the Council. Three cross party briefing sessions have been held, and there will be further guidance for Members in the build-up to implementation

A Communications Engagement Plan has been prepared and can be found as Appendix item 9.4. The full Communication Plan can be found at: S:\Transformation\Programme and Project Folders\4. Growth Asset and Municipal Enterprise Programme\20. GAME_04 Waste Collection Rezoning\09. GAME_04 WCR Communication Plan

8.6 Framework and Methodologies

Project Structure



8.7 Programme Management Methodology

This project employs Prince 2 project management methodologies.

Other tools / methodologies / processes / standards / assurance

1. Plymouth City Council Transformation Portfolio Lifecycle has been developed to assure the safe delivery of the projects and programmes in the Transformation Portfolio.
2. Governance is applied across the Projects and Programmes in accordance with the Transformation Start-up pack and subsequent documentation found in the Portfolio Office. See S:\Transformation\Portfolio Office
3. All documents pertaining to the standards, processes, tools, methodologies and assurance to be applied to all Programmes and Projects in the Transformation Portfolio will be found in the Portfolio Office Folder as shown above.

All files for specific Programmes and Projects will be filed by Programme and Project. See S:\Transformation\Programme and Project Folders

9. Appendices

9.1 Risk Log

Description	Likelihood	Impact	Mitigation	Residual Risk
The Council fails to bridge its £64.5 million funding gap, placing service provision across the authority at risk	High	High	The Council's Transformation Programme represents a response to this risk, within this project realising savings of around £800k	Medium
New routes are not implemented properly, resulting in missed collections and negative reputational impact	Low	High	All routes will be tested prior to implementation. Frontline staff are leading the re-routing process, including individuals with experience of successfully undertaking similar exercises. Resources will not be withdrawn until new routes have been bedded in	Low
The communication campaign fails to secure service user buy-in	Low	High	A significant campaign is planned, including high levels of face to face contact with the community alongside a letter drop and bin stickers for every household. This approach incorporates lessons learnt from a previous successful communications campaign	Low
The opening of the new waste disposal facility is delayed	Medium	Low	New routes can be implemented around existing disposal facilities, or delayed as required. In either case provision will continue, although the savings achieved by the project will be reduced	Low
Service users respond negatively to new policies	Medium	Medium	Initial scoping shows strong support for formal policies. Policies will be presented to Members as part of this business case	Low
The Council fails to address side waste and contamination issues, resulting in reduced recycling and maintaining problems	Medium	Medium	A formal policy approach will address these issues in conjunction with effective education and enforcement. This is reflected in contact with other local authorities,	Low

caused by waste being improperly presented			for example with West Devon having recently successfully reviewed its waste collection approach	
Assisted collections are not reviewed and therefore continue to grow, reducing efficiency and staff moral and diverting resources away from those who truly need support	Medium	Medium	A review of the assisted collection service is supported by users. This will enable the Council to identify individuals who truly need support, and provide the opportunity to expand the service to join up with Partner agencies such as the Fire Service	Low
The implementation of policy reviews alongside a potential City wide reorganisation of collection days confuses customers and dilutes individual messages	Medium	Medium	The project's communication approach provides clear messages to all households, ensuring understanding of change. Tackling these changes individually would carry additional costs and create an extended period of change, potentially causing greater problems	Low
The review of assisted collections generates additional collections rather than reducing them, as seen in the 2006 review	Low	Medium	Clear application process in place alongside need to provide evidence. Provisional data shows a significant proportion of service users have moved since applying for the service, suggesting that a significant reduction numbers. Opening the service to individuals who legitimately need support is regarded as a positive outcome	Low
The Contact Centre is not sufficiently equipped to manage the predicted increase in calls, resulting in poor experiences for customers and problems in communicating new collection days	High	High	Risk identified with Contact Centre management and additional resource needs have been identified, learning from similar exercises	Low

Staff are not fully invested in the project, creating a barrier to implementation	Medium	High	Staff have been engaged from the start of the project through briefings and the presence of a staff representative on the management group. Staff will input into routing decisions, giving them ownership of their work.	Low
Moving staff from their established collection rounds means that expertise are lost, complicating the bedding in process	Medium	Medium	Staff expertise will be considered in crew allocations, minimising the impact of change. Additional training will be implemented to support change.	Low
Problems with the RouteSmart software complicate the re-routing exercise	Medium	Medium	The RouteSmart software is running successfully, although not at an optimum speed which therefore is holding up the service's ability to produce new routes. However, the additional time required for re-routing will not push the project outside of tolerances. ICT are aware of this problem and taking action to improve performance. There is a budget for a standalone PC if problems escalate.	Low
Failure to address policies in time reduces the effectiveness of the re-routing exercise, for example in relation to assisted collections and single collection points	Medium	Medium	Route optimisation can go ahead with agreement on policies. Policies will go to cabinet on 12 th of August 2014, leaving time for data to be updated prior to implementation	Low
Incorrect information around day changes is supplied to residents, either through the wrong sticker on a bin or incorrect content in a letter	Low	High	Staff and supervisors will lead this process, with their knowledge of collection routes ensuring a robust approach. Checks will be undertaken to ensure that information is correct	Low

<p>Gaps in the data acquired will mean that some households will be asked to reapply for the assisted collection service even though they legitimately require support. This may cause disruption, particularly if they fail to reapply</p>	<p>Medium</p>	<p>Medium</p>	<p>The majority of local authorities have some form of review mechanism for assisted collections, making this standard practice. A range of Partner agencies such as Age UK and the Plymouth Guild will be notified of the review, spreading the message across the community. Any reduction will be significantly reduced by a data capture exercise</p>	<p>Low</p>
<p>Some service users who are receiving support that they do not need may respond negatively if the service is withdrawn</p>	<p>Medium</p>	<p>Low</p>	<p>Waste Services will implement a robust appeals process, with supervisors visiting service users in cases where their level of need is unclear</p>	<p>Low</p>

9.2 Draft Policy Document

(please note that certain design elements of this draft have been removed for inclusion within this document)

Plymouth City Council Draft Waste Collection Policies

Introduction

We are committed to making Plymouth a clean, sustainable and attractive place to live, work and visit. Our waste collection services play a key role in achieving this, providing weekly general waste collections and bi-weekly recycling and garden waste collections to over 117,000 properties.

However, fully realising Plymouth's potential as a City requires a co-operative approach. The aim of this policy document is to bring together individual policies to provide clear guidance for households in the management of their waste, enabling the Council and communities to work together to make Plymouth the best that it can be.

Collection Times and Points

Refuse collections take place on a weekly basis. Recycling collections take place every two weeks, as do garden waste collections while the service is running. You can find your collection days at: <http://www.plymouth.gov.uk/homepage/environmentandplanning/rubbishandrecycling/bincollections.htm>

The point from which we collect bins or bags varies across the City; for example it might be at the front or the rear of a property. Please contact 01752 668000 if you want to confirm your property's collection point.

Please place your container at the curtilage of your property or agreed collection point by 6.30am on the day of collection. The curtilage refers to the point at which your property joins the public highway.

Containers should not be placed out before 6.30pm the day before the collection takes place and should be taken back into your property once they have been emptied. This is important because containers can block pathways and pavements, causing particular problems for parents with pushchairs and wheelchair users.

Missed Collections

Missed collections are rare – on average we successfully collect from over 99.99% of properties. If we do miss your bin or bag we will endeavour to collect it within 24 hours (excluding weekends and public holidays). Please contact 01752 668000 to notify us of the missed collection.

Occasionally we will not be able to collect your bin for reasons outside of our control, for example in cases of extreme weather or where access is blocked.

In some cases a resident's actions may mean that we cannot collect their bin, for example if:

- The container is not placed out for collection on time
- The container is contaminated, i.e it contains waste that is unsuitable for the container it is placed in
- The container is too heavy

In these cases we will leave a tag on the container identifying the reason why it has not been collected. Please rectify the problem, allowing us to collect your waste on the next collection day.

Waste Containers

We provide every property in the City with containers for household, recycling and garden waste.

Households will receive either:

- a 240 litre brown bin for refuse and a 240 litre green bin for recycling
- two reusable bags for refuse and two reusable bags for recycling.
- Communal recycling and refuse bins

Bags for our garden recycling service, which generally runs from the end of March to the end of October, are available on request; please call 01752 668000.

The containers we provide should be sufficient if you recycle effectively. However if you find you consistently generate additional waste please contact us and we can help find a solution. For example for homes with more than 6 occupants we have higher capacity bins.

Looking after your waste containers

Waste containers are the property of the Council, and we incur a significant cost each year ordering replacements for bins or bags that are lost or damaged. We therefore ask that you take good care of the containers that we provide you.

If your bin is damaged while it is being processed by Council staff we will provide a replacement or repair the damage.

However in all other circumstances a charge will be issued for the delivery of replacement containers. Please see the table below for specific costs.

Alternatively you can collect a new container free of charge. Please contact us before hand to arrange an appointment to pick up the container on 01752 668000.

Container type	Cost of delivery
Green or brown bin	£15
Household or recycling waste bag	£15
Garden waste bag	£15

Please note that it is your responsibility to ensure that your waste is presented in a container for collection. If you do not have access to a container your waste can be taken to a Council disposal facility. However, waste that is presented incorrectly on the street will not be collected and will be considered fly tipping. If you require any further information in this regard please contact us on the number provided above.

What should go in each waste container?

Please note that bins should not exceed 25kg in weight, otherwise we are unable to process them.

Green bins

Green bins should be used for recyclable material. Recycling benefits the environment and is a cheaper form of disposal in comparison to landfill. Therefore we ask that you do your best to recycle as much of your waste as possible.

Acceptable	Not Acceptable
<ul style="list-style-type: none"> • Paper • Cardboard • Plastics (No film, crisp packets, plastic bags, cellophane wrapping or expanded polystyrene.) • Food and drinks cans (please rinse out, no need to remove paper labels) • Aerosols (empty cans with plastic lids removed please) • Aluminium foil (such as rinsed takeaway containers) • Glass bottles and jars, top and lids 	<ul style="list-style-type: none"> • Batteries • Clothing • Plastic bags

Garden Waste

Garden waste is collected on a fortnightly basis and composted, again benefitting the environment and reducing costs.

Acceptable	Not Acceptable
<ul style="list-style-type: none"> • Grass cuttings • Hedge trimmings • Weeds, plants and twigs • Branches (up to the thickness of your wrist) • Cut flowers 	<ul style="list-style-type: none"> • Japanese knotweed or ragwort • Vegetable peelings • Soil • Food • Plant pots or trays • Any other non-plant material

Brown Bins

Brown bins are used for general household waste. This includes waste which cannot be recycled or placed with garden waste.

Acceptable	Not Acceptable
<ul style="list-style-type: none"> • Cling film • Cosmetics and creams • Crisp packets • Disposable nappies • Domestic batteries • Dust (from vacuum cleaners) • Food waste that cannot be composted at home • Plastic bags • Polystyrene • Pyrex • Sweet wrappers • Tetra packs • Toys • Videotapes 	<ul style="list-style-type: none"> • Asbestos • Car batteries • Chemicals • Computer monitors • Flammable items • Fluorescent tubes • Heavy items • Hot ash • Liquids • Oil filters • Paint • Rubble or builders waste

Bulky Items

We offer a chargeable service to dispose of bulky items that are too large to be placed in your waste container or weigh over 25kg. Alternatively they can be taken to Chelson Meadow and disposed of for free. Please remember that leaving bulky items in the street is fly tipping, for which you can be fined.

If you receive certain benefits you may be entitled to two free bulky item collections each year.

To find out more or to book a collection please contact us on 01752 668000.

Contamination

Contamination refers to the incorrect placement of waste in a container. For example food waste should not be placed in a recycling container as it cannot be processed with recyclable materials.

We are committed to promoting recycling and composting and therefore we will not accept bins or bags that are contaminated.

Side waste and closed bins

Side waste refers to waste that is left at the side of or on top of bins. A bin is closed where the lid is fully down with no waste or part of the bag outside of the bin.



Our policy for side waste and closed bins is that:

- Additional bags or waste must not be presented outside of or on top of bins
- Bins must be completely closed

This approach to side waste and closed bins has been agreed following a consultation with the community, Elected Members and Partners. Together we agree that waste that is incorrectly presented can be a nuisance. For example bags are more likely to be split by seagulls, causing rubbish to spread across the street which is both a potential health risk and untidy.

We recognise that at certain times of the year properties may produce large amounts of additional waste. Therefore over these periods (for example Christmas) we will collect reasonable amounts of side waste.

If a bin is not closed we will not process it. We will attempt to collect the bin again on the next relevant collection day.

If side waste is present we will process any correctly presented waste and then, if a bin is present, place the side waste within the empty bin for collection on the next relevant collection day.

Non-compliance

We will keep a record of properties that present side waste or do not close their bin. If a property consistently fails to comply with this policy a member of our team will contact the residents to arrange a visit and discuss the problem, offering advice and guidance.

If non-compliance continues the Council will, under section 46 of the Environmental Protection Act (1990), issue a fixed penalty notice. Further non-compliance may result in court action.

9.3 Assisted Collection Policy

Assisted Collection Policy

Introduction

Plymouth City Council is committed to providing a brilliant waste collection service for all its residents. To make sure our service is fair and accessible we offer 'assisted collections' to residents who are physically unable to put their rubbish out to be collected.

What is an 'assisted collection'?

If you receive assisted collections a member of our team will come onto the grounds of your property to collect your bin or bag and then return the container once it has been emptied.

The exact location that we collect the container from will be agreed with you as part of the application process. We offer assisted collections for household, recycling and garden waste. You only need to complete one application form to apply for support for all these collections. Assisted collections are free and take place on the same day as other properties within your area.

Criteria

To receive assisted collections residents must meet all the following criteria:

1. Be physically unable to move their waste container(s) to the usual point of collection
2. Be living alone, or in a household where no one else able to move the waste containers to the usual collection point
3. Have no friends or family who can help put the bins or bags out

Applying for the service

You can get an application form for the assisted collection scheme by:

- Downloading a form from the Plymouth City Council website
- Calling 01752 668000 and asking for a form to be sent to you in the post

A copy of the form is also included below.

Forms are available in a range of languages, large print, Braille or audio format. Please let us know if you need an alternative version of the form.

Photocopies of any documents that support your application, for example medical certificates or DLA correspondence, should be included with the application form. If we need more information a member of our team may visit you to talk through your application and ensure that the service is suitable for you.

We will respond to applications in writing within 10 working days of receiving the application form.

Appeals

Anyone who has been turned down for the scheme can appeal against the decision by writing to the following address within 20 days outlining the basis of the appeal:

Waste Services
Street Services
Plymouth City Council
Prince Rock Depot
Macadam Road
Plymouth PL4 0RZ

Keeping up to date

People's need for support can change within a very short space of time. This means that if we don't review our assisted collection scheme on a regular basis we will end up providing a service for people who don't actually need help. This costs money and means that we are not targeting support to those who really need it.

Therefore the assisted waste collection service will be reviewed periodically to ensure our information is up to date. We will contact you when we plan to review the service so that you will know when to reapply.

If you move or your circumstances change so that you no longer need assisted collections call us on 01752 668000.

Helping you to keep safe

Devon and Cornwall Fire Service run a range of schemes to help keep you safe. For example if you're over 50 or have a disability a member of their team can come to your home to conduct an assessment of your property to help identify potential risks. You can request this service by contacting 0800 7311 822.

We'd also like to share information we receive from you with the Fire Service. This would mean that, if an emergency occurred, the Service would be aware that you might require some additional support. If you are happy for us to share your details please tick the relevant box on the application form.

Data Protection Act 1998

The personal information provided by applicants, or which has been obtained from other sources, will only be used for the purpose of processing assisted waste applications and other waste collection related activities, or for auditing, monitoring, statistical and other research.

Some information may be shared with other Council Departments or Government Departments as appropriate.

Feedback

We value any feedback you might have regarding any of the waste collection services that we provide.

Please contact us on 01752 668000 or e-mail.....

Assisted Collection Application Form

Assisted applications are a free service available to Plymouth residents who are physically unable to move their bins or bags to the usual point of collection and who do not have a physically able member of the household or family or friend able to help them. Once we have received your completed application form a supervisor may contact you to arrange a site visit. The details collected on this form are retained for future reference.

Last name:		Mr / Mrs / Miss / Ms /Dr / Other
First name:		Date of birth:
Address:		Post code:
Home telephone number:	Mobile number:	Email address:
<p>Please tell us why you require this service: (Please include photocopies of documents supporting your application. Suitable documents include medical certificates issued by a doctor or Disability Living Allowance correspondence)</p>		
Do you require an assisted collection: If temporary, for how long?		Temporary <input type="checkbox"/> Permanent <input type="checkbox"/>
Do you live alone?		Yes <input type="checkbox"/> No <input type="checkbox"/>

If the answer is no, please give the reasons why the other householder(s) is/are unable to help you with presenting your waste for collection:

Declaration

I declare that the above information is correct and that:

- **I can demonstrate that I am physically unable to move my waste container(s)**
- **There is no one else in the household who can move my waste container(s) for me**
- **No friends or family are able to help me to put out my bin or bags containers**
- **I understand that the service may be reviewed in the future, and I will reapply when I am notified to continue receiving assisted collections**

Signed by

Applicant:

Date:

Plymouth Waste Collection Services would like to share your address with Devon and Cornwall Fire Service, so that if an emergency occurs they will be aware that you may need additional support. If you are happy for us to do this please tick the following box

Please ask if you would like this Assisted Collection policy and application form in another language, large print, Braille or audio format.

DATA PROTECTION ACT 1998

The personal information you have provided, or which has been obtained from other sources, will only be used for the purpose of processing your application and other waste collection related activities, or for auditing, monitoring, statistical and other research. Some of the information may be shared with other Council Departments or Government Departments as appropriate. By signing this document you are consenting to such usage.

To be completed and returned to:

Assisted Collection, Waste Collection and Street Scene, Prince Rock Depot, Macadam Road, Prince Rock, Plymouth, PL4 0RZ

Please note this application covers household, recycling and garden waste collection

9.4 Communications Engagement Plan

Staff Engagement

Staff across the entire Waste Collection Service will be affected by changes made within this project. Operational staff also will provide crucial technical expertise with regards to the viability of the outputs from the route optimisation software. Therefore, engagement with staff is a major aspect of the communication plan. Workshops involving staff have already been held and engagement will continue to happen throughout the duration of the project.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Affected Staff	CMT		X		
	SMT		X		
	Trade Unions			X	
	Waste Collection Staff			X	
Non-affected Staff	Council Wide Staff			X	

Member Engagement

The project will utilise democratic decision making processes, ensuring that Elected Member are engaged throughout. Cross party briefings have been held, and further sessions will be run in the build up to implementation so that Members are fully aware of the changes that will occur. Contact with the relevant Cabinet Member and the Leader has occurred on a regular basis and will continue as the project moves forward.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Elected Members	Cabinet			X	
	Shadow Cabinet				X
	Member Transformation Board		X		
	The Council's Scrutiny Function			X	
	Transformation Advisory Group			X	
	MPs				X

Community Engagement

The Waste Collection Reorganisation Project will have a significant impact on the community and as a result will require an in depth communications plan incorporating multiple communication methods. The project will seek to build in a 'voice for all', including minority groups. This will produce robust intelligence, enabling effective decision making, Feedback given from any consultation processes that take place.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Communities and Customers	Communities of Identity			X	X
	Communities of Interest			X	X
	Communities of Geography			X	X
	Customers			X	X

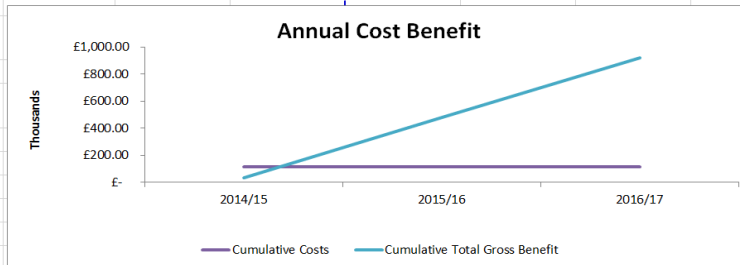
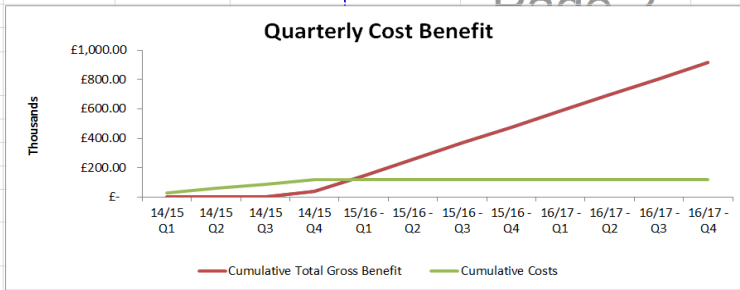
Partner Engagement

The Waste Collection Reorganisation Project carries the potential to directly and indirectly influence Partner agencies. Therefore, the project will need to ensure Partners are informed of potential changes. In specific cases Partners may be able to feed into decisions within the project, for example relating to the location of collection points, and therefore opportunities should be provided to canvas feedback on proposed changes.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Municipal Enterprise Related Partners	Plymouth Community Homes			X	
	South West Devon Waste Partnership			X	
	AMEY			X	
	VCS			X	
	Universities			X	
	Large Employers			X	
	NHS			X	

9.5 Financial Benefits Map

WCR Benefits Profile													
	14/15 Q1	14/15 Q2	14/15 Q3	14/15 Q4	15/16 -Q1	15/16 -Q2	15/16 -Q3	15/16 -Q4	16/17 -Q1	16/17 -Q2	16/17 -Q3	16/17 -Q4	
Waste Collection re-organisation	2014/15				2015/16				2016/17				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Savings (bins)	£ -	£ -	£ -	£ 6,042.00	£ 18,125.00	£ 18,125.00	£ 18,125.00	£ 18,125.00	£ 18,125.00	£ 18,125.00	£ 18,125.00	£ 18,125.00	£ 18,125.00
Savings (routes)	£ -	£ -	£ -	£ 30,667.00	£ 92,000.00	£ 92,000.00	£ 92,000.00	£ 92,000.00	£ 92,000.00	£ 92,000.00	£ 92,000.00	£ 92,000.00	£ 92,000.00
Total Gross Benefit	£ -	£ -	£ -	£ 36,709.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00
Costs	£ 29,375.00	£ 29,375.00	£ 29,375.00	£ 29,375.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Net Benefit Realised	-£ 29,375.00	-£ 29,375.00	-£ 29,375.00	£ 7,334.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00	£ 110,125.00
Waste Collection re-organisation	14/15 Q1	14/15 Q2	14/15 Q3	14/15 Q4	15/16 -Q1	15/16 -Q2	15/16 -Q3	15/16 -Q4	16/17 -Q1	16/17 -Q2	16/17 -Q3	16/17 -Q4	
Cumulative Additional income	£ -	£ -	£ -	£ 6,042.00	£ 24,167.00	£ 42,292.00	£ 60,417.00	£ 78,542.00	£ 96,667.00	£ 114,792.00	£ 132,917.00	£ 151,042.00	
Cumulative Additional Savings	£ -	£ -	£ -	£ 30,667.00	£ 122,667.00	£ 214,667.00	£ 306,667.00	£ 398,667.00	£ 490,667.00	£ 582,667.00	£ 674,667.00	£ 766,667.00	
Cumulative Total Gross Benefit	£ -	£ -	£ -	£ 36,709.00	£ 146,834.00	£ 256,959.00	£ 367,084.00	£ 477,209.00	£ 587,334.00	£ 697,459.00	£ 807,584.00	£ 917,709.00	
Cumulative Costs	£ 29,375.00	£ 58,750.00	£ 88,125.00	£ 117,500.00	£ 117,500.00	£ 117,500.00	£ 117,500.00	£ 117,500.00	£ 117,500.00	£ 117,500.00	£ 117,500.00	£ 117,500.00	
Cumulative Net Benefit Realised	-£ 29,375.00	-£ 58,750.00	-£ 88,125.00	-£ 80,791.00	£ 29,334.00	£ 139,459.00	£ 249,584.00	£ 359,709.00	£ 469,834.00	£ 579,959.00	£ 690,084.00	£ 800,209.00	
Waste Collection re-organisation	2014/15	2015/16	2016/17	Total									
Additional income	£ 6,042.00	£ 72,500.00	£ 72,500.00	£ 151,042.00									
Additional Savings	£ 30,667.00	£ 368,000.00	£ 368,000.00	£ 766,667.00									
Total Gross Benefit	£ 36,709.00	£ 440,500.00	£ 440,500.00	£ 917,709.00									
Costs	£ 117,500.00	£ -	£ -	£ 117,500.00									
Net Benefit Realised	-£ 80,791.00	£ 440,500.00	£ 440,500.00	£ 800,209.00									
Cumulative Additional income	£ 6,042.00	£ 78,542.00	£ 151,042.00										
Cumulative Additional Savings	£ 30,667.00	£ 398,667.00	£ 766,667.00										
Cumulative Total Gross Benefit	£ 36,709.00	£ 477,209.00	£ 917,709.00										
Cumulative Costs	£ 117,500.00	£ 117,500.00	£ 117,500.00										
Cumulative Net Benefit Realised	-£ 80,791.00	£ 359,709.00	£ 800,209.00										



9.6 Lessons Learnt

Lesson Learnt	Action
Frontline staff expertise and knowledge are key to the planning process	Frontline staff are being consulted throughout the project, with a supervisor taking the lead in planning the new routes through the route optimisation software. All routes will be reviewed by frontline staff and tested prior to implementation
Staff need to be engaged in service change and have opportunities to identify problems that occur	Staff have been involved in this project from its inception, increasing their ownership of the changes that will be implemented. Forums are in place to canvas staff feedback, enabling the effective identification of problems prior to and during the implementation of new routes
The capacity of vehicles and their ability to follow new routes needs to be considered in re-routing exercises	Frontline staff are being consulted throughout the project, ensuring that their knowledge of localities informs the planning process. All routes will be tested prior to implementation, further supporting the identification of potential problems
Changes to customer relations processes and tools alongside route changes increases the likelihood of bins being missed and negative customer experiences	The Council has a mature customer contact system managed through the Contact Centre. Additional resources are being allocated to the Contact Centre to ensure that customers continue to receive an excellent service. Crews are being retained through the implementation period to enable us to pick up any missed bins
In Cab technology supports the implementation of new routes, and therefore should be seen as a key resource in the project	In cab technology, comprising 4 way video capture and GPS monitoring, is operating for the majority of the fleet and will be installed in every vehicle prior to implementation. This will enable us to track the movement of collection vehicles, ensuring that they keep to identified routes. It also provides us with the capacity to respond to customer feedback by reviewing collection footage

Routes need to be balanced to ensure that they can be completed in time and that crews are being used effectively	The route optimisation software enables us to balance routes, ensuring that work is evenly distributed between crews. The use of GPS tracking will enable us to identify problems with the implementation of new routes and correct potential imbalances not accounted in the planning process
Crews take time to adjust to working in new locations; therefore the knowledge of frontline staff about particular locations should be treated as a valuable resource	Staff expertise will inform the allocation of crews; individuals with expert knowledge of particular areas will be spread between crews, so promoting the learning of other team members and minimising the impact of change
An effective communication campaign is essential to the success of the project, and can mitigate future costs caused by non-compliance	The project's communication approach is informed by lessons learnt from similar exercises, with every household receiving correspondence notifying them of changes. Bin stickers will also be placed on every brown bin, and the Council will run a range of community and Partner engagement events to give ensure ownership of the project extends beyond the Council.
Member involvement in the project is pivotal, particularly in relation to policies where Member support is essential to ensure that they are properly enforced	Elected Members have been consulted throughout the project and will continue to be. All policy reviews will be subject to Member scrutiny and validation.

9.7 Benchmarking

Authority	Bin Replacement charge
CIPFA Family Group 2014	
Plymouth	No charge
Blackpool	Recycling free / Refuse £15
Bristol	No charge
Calderdale	Recycling free / Refuse £30
Coventry	No charge
Darlington	No charge
Derby	No charge
Dudley	No charge
Gateshead	Recycling £10 / Refuse £22
NE Lincolnshire	£25
North Tyneside	£20
Redcar & Cleveland	£25
Sefton	No charge
Southampton	No charge
Sunderland	No charge
Wirral	£37

South West Authorities 2014	
Plymouth	No charge
Cornwall	No charge for recycling containers. Wheeled bins no longer supplied for refuse
East Devon	£30 for damaged bin
Exeter	Refuse bins £18 - 140 litre. £28 - 180 litre. £38 - 240 litre, Recycling bins £12 all sizes
Mid Devon	No charge for recycling bin replacement (do not provide residual bins - residents responsibility to provide black bags/receptacles)
North Devon	No charge But charge for a 2nd bin £25 per bin for a family over 5 members
South Hams	No charge
Teignbridge	No charge (although website suggests they may charge to replace bins but apparently very rare they have a policy to repair bins)
Torbay	No charge
Torridge	No charge
West Devon	Recycling box £5. Refuse collected in sacks

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PLYMOUTH CITY COUNCIL

Subject:	Air Quality Management Area Declaration
Committee:	Cabinet
Date:	12 August 2014
Cabinet Member:	Councillor Vincent
CMT Member:	Kelechi Nnoaham (Director of Public Health)
Author:	Nicola Horne (Unit Manager Environmental Protection and Monitoring, Public Protection Service)
Contact details	Tel: 01752 304556 email: nicola.horne@plymouth.gov.uk
Ref:	AQMA/NH/PPS
Key Decision:	Yes
Part:	I

Purpose of the report:

The Council has statutory duties under Part IV of the Environment Act 1995 to declare Air Quality Management Areas (AQMA's) where national air quality standards are not met or where failure to meet the standards is anticipated. The declaration of AQMA's means that the Council has to consider what steps it will implement to improve air quality in these areas.

Plymouth has two existing AQMA's in Exeter Street and Mutley Plain, caused by excess levels of Nitrogen Dioxide (NO₂) generated by traffic. Three additional areas of elevated levels of NO₂ have been identified at **Royal Parade**, the junction of **Molesworth Road** and **Devonport Road** in Stoke and the **Tavistock Road** and **Crownhill Road** junction. The Council has a legal duty to declare these areas as AQMA's.

The council can decide how to determine the boundary of the AQMA, as long as it covers the areas where higher levels of NO₂ exist. NO₂ is generated by traffic and as such it is recommended that the Council declare one AQMA which links the two existing areas and the three proposed areas together by the main arterial routes through the City.

A single AQMA will benefit the Council by enabling it to manage the areas with one encompassing Action Plan and report to Defra on one AQMA instead of five, therefore taking a holistic, citywide approach which will prevent individual traffic improvements schemes having knock-on effects in other areas.

The purpose of this report is to declare the AQMA.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

Improving environmental quality has a key role to play in reducing health inequalities in the more deprived communities. Which will improve the quality of life for people in those areas; this contributes to the City's Vision to deliver an outstanding quality of life for everyone.

Pioneering Plymouth

The Air Quality Action Plan currently focuses on reducing the reliance on cars and encouraging more sustainable transport use, which in turn will reduce the CO₂ emissions within the city.

Growing Plymouth

An AQMA is particularly aimed at improving the environmental quality of an area which is important in the context of sustainable development and making the City an attractive place to invest.

Caring Plymouth

Poor air quality is proven to reduce the life expectancy by an average of 8 months particularly in more deprived communities. Air Quality Management Areas aim to reduce pollution and improve the health and quality of life for people living in those areas.

Confident Plymouth

Improving air quality in the City will make the City a more attractive, healthier place to live, this will help citizens to be able to enjoy living and working in the City.

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

The air quality in Plymouth requires the Council to declare new AQMAs. The AQMA declaration does not have any direct resource implications. However, as a result of the declaration the Council will be required to take further action to determine the cause of the high levels of NO₂. The determinants will then guide the Council as to the most effective actions the Council has to take to improve air quality. It is anticipated that the determinants will be linked to road transport. If this is proved correct much of the improvement strategy will be achieved through the Local Transport Plan, which already identifies the three new areas of concern. Grant funding can be sought for schemes to reduce pollution within an AQMA.

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

N/A

Equality and Diversity

Has an Equality Impact Assessment been undertaken? No

Recommendations and Reasons for recommended action:

To declare a single Air Quality Management Area covering the five identified sites not meeting current air quality standards for NO₂, and the interlinking roads. This is an approach used by other local authorities and is sensible to use when there is a single underlying cause of pollution such as road traffic.

Alternative options considered and rejected:

The alternative option is to declare three new separate AQMAs in addition to the two existing.

This will require three additional Action Plans for the separate areas, when many of the measures will cover transport plans that affect the whole city. As new hotspot areas are identified the Council will have to carry out the reporting and consultation process again for each individual area. As expected, recent monitoring is identifying more exceedences along main arterial routes that link the existing and possible AQMA sites.

Published work / information:

Detailed Assessment of Nitrogen Dioxide 2009 and Updating and Screening Assessment 2012, copies of all previous air quality reports are available on our website at;
<http://www.plymouth.gov.uk/homepage/environmentandplanning/pollution/airquality.htm>

Background papers:

None

Sign off:

Fin	CF/Place FESC1314002. 11.10.13	Leg	18691/ DVS/ 300514	Mon Off	18691/ DVS/ 300514	HR		Assets		IT		Strat Proc	
Originating SMT Member: CMT: Kelechi Nnoaham													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

1.0 Background

1.1 The Environment Act 1995 requires local authorities to periodically undertake a review and assessment of air quality. The purpose of this exercise is to determine whether or not any part of an authority's area is experiencing elevated levels of key air pollutants (9 pollutants are considered). The main pollutants of concern in the UK are particulate matter (PM), oxides of nitrogen and ground level ozone. It is widely accepted that health conditions such as respiratory difficulties, asthma and heart disease can be exacerbated by poor air quality.

1.2 Each year as part of the annual review process, an examination is made of potential polluting sources. This includes certain types of industry set out by the legislation and busy roads. Once identified an assessment is made of their proximity to sensitive receptors such as; residential properties, schools and hospitals. If there is a risk of exposure to pollution, the Public Protection Service carries out monitoring for that pollutant. The pollutant levels are then assessed against the standards set by Government.

1.3 If the monitoring identifies areas that breach the standards, or areas where the standards are unlikely to be achieved, the local authority is required to designate the area or areas as AQMA's. The authority can revoke the AQMA only when the air quality improves to a level which consistently meets the standards.

1.4 If the Council fails to follow their statutory duty, the Secretary of State could use reserve powers to declare on their behalf and there is a possibility of judicial review of the Council's actions. This course of action is unlikely but Department for Environment, Food and Rural Affairs (Defra) have previously published lists of Councils who have failed to take action.

1.5 When an authority has declared an AQMA it has to produce an Action Plan setting out how it will use its powers to bring the air quality to minimum acceptable standards. Air quality management is particularly aimed at improving health and well-being of communities by minimising exposure to potential air pollution. There are currently 500 AQMA's declared across the UK, with traffic and transport infrastructure being the main cause of pollution.

2.0 Monitoring within Plymouth

2.1 Plymouth monitors for a range of pollutants, the majority of which are well below the air quality objectives. However, traffic related pollutants such as NO₂ are exceeding objectives, similarly to many other cities across the UK. Over 250 cities have declared AQMAs, the vast majority of which are for NO₂.

2.2 Plymouth has a network of 69 air quality monitoring sites for NO₂ at appropriate locations as recommended by government guidance. Monitoring is undertaken on a monthly basis. The results are converted to an annual mean and assessed against the air quality standards set by Government. The level that has to be met is 40 micrograms per cubic metre.

2.3 In 2005 two AQMA's were declared because of excessive NO₂ on two major traffic routes into the City Centre. The AQMA's cover parts of **Mutley Plain** and **Exeter Street**. Following the AQMA declarations the Public Protection Service worked closely with the Transport and Infrastructure Service to produce Plymouth's

Air Quality Action Plan which is included within the Local Transport Plan (LTP). Its primary focus is addressing congestion and traffic within the AQMAs, an example of which is the East End Transport Scheme which has reduced congestion within Exeter Street. Each year we are required to report on progress with the action plan in the Review and Assessment reports that are submitted to Defra.

2.4 In 2008, the Air Quality Progress Report identified consistent levels of NO₂ above the standard at other sites in the city. The Public Protection Service concluded that the Authority was required to declare these as AQMA's and Defra agreed with their conclusions. Monitoring in 2009, 2010, 2011 and 2012 has confirmed that air quality standards for NO₂ are continuing to be exceeded in the vicinity of **Royal Parade, Molesworth Road in Stoke and Crownhill Rd/Tavistock Road junction.**

2.5 Public Protection Service is currently investigating additional exceedences of the air quality standards in Union Street and Cobourg Street. Defra have stated that declaration of the AQMA's "*needs to be a priority for the council*".

3.0 Design of AQMAs

3.1 Designation of an AQMA is a positive step, intended to ensure that remedial action is taken and targeted at areas of priority. The boundary should represent the area where it is unlikely that air quality will meet the standards now or in the future.

3.2 In defining the boundary of an AQMA, monitoring data, distance of homes, schools etc, land use of adjacent areas and topography are taken into account. The AQMA, as a minimum should include areas where the required standards are not likely to be met in areas where the public may regularly be exposed, however, an AQMA boundary does not represent a distinction between areas of good and poor air quality. The dispersion of pollution is more gradual and does not simply stop at the depicted line.

3.3 Where local authorities declare numerous AQMA's, the AQMA's can either be separate or combined into one larger area. Combining into one area appears to be a common approach used by local authorities and is sensibly used when there is a single underlying cause, such as road traffic. An example of this is Exeter City Council who declared an AQMA in April 2007 covering most of the main traffic routes in the city because they found additional areas exceeding objectives in adjoining areas. Leicester, Edinburgh, Bury, York, Lincoln, City of Lancaster and London Borough of Newham are some other examples of Local Authorities who have declared AQMA's which include radial roads.

4.0 Plymouth's Options

4.1 Declaring 5 individual AQMAs was considered as an option, however, it was agreed that a single AQMA would provide a more manageable and less burdensome option.

4.7 The main advantage of a single AQMA is that it will become one manageable area which is more representative of the source of pollution (traffic), which in turn will reduce the amount of reporting necessary, allowing resources to be directed to other priority work.

4.8 It will enable a broader range of interventions to be considered which target the source of pollution rather than focusing on discrete geographical areas. This is more likely to deliver successful reductions in emissions and is easily transferable into the existing Air Quality Action Plan as current measures can be extended to include a larger area (it should be noted that currently sections of the proposed AQMA are not exceeding the standard of 40 microgrammes per cubic metre).

4.9 The recommended large AQMA links the current areas exceeding the objectives by the main arterial routes because we anticipate exceedences within the adjoining areas are likely. It would mean that we are proactively taking action to avoid increases in pollution levels rather than waiting for them to exceed.

4.10 Traffic is Plymouth's main source of air pollution, like the majority of UK cities. A single AQMA encompassing the main arterial routes into the city reduces the likelihood of having to declare further AQMAs. Examples of similar options can be seen in Exeter, York and Bath. Exeter concluded that a single integrated plan could be produced for the whole city and improvements could be made before exceedences occur. The Transport and Infrastructure Service supports this approach.

5.0 Consultation

5.1 Consultation has taken place with the Planning and Transport and Infrastructure Services both of which are supportive of the proposed approach.

5.2 The Transport Department already has a considerable input into the air quality management process, and works closely with the Public Protection Service to produce and implement action plans.

5.3 Plymouth's Planning Local Validation List requires an air quality assessment for major development within/or adjacent to an Air Quality Management Area (AQMA). More planning applications are likely to require air quality assessments. Since declaration of the Mutley Plain and Exeter Street AQMAs in 2005 a number of small and large scale developments have been approved, demonstrating that declaration of an AQMA will not restrict growth. In the majority of cases a negligible impact was demonstrated and no further action required, however, in a small number of cases simple mitigation measures such as non-opening windows and mechanical ventilation for rooms facing directly onto the AQMA, or design solutions such as orientation of bedrooms and living rooms away from the AQMA were agreed. Developers will be encouraged to consider greener travel schemes to reduce their air quality impacts which will also support Plymouth's existing Sustainable Transport policies within the LTP. A proportionate approach will be taken to all air quality considerations to ensure that the requirements do not become too onerous or restrict growth in the City.

5.5 In conjunction with Transport and Infrastructure Service, Public Protection Service will look at funding opportunities such as DEFRA's Air Quality Grant Programme and the possibility of projects funded by Community Infrastructure Levy to deliver improvements within the AQMAs and implement the air quality action plan.

5.5 Public Protection Service has consulted with designated bodies on the 2013 Progress Report which contains details of the AQMA and proposed boundaries.

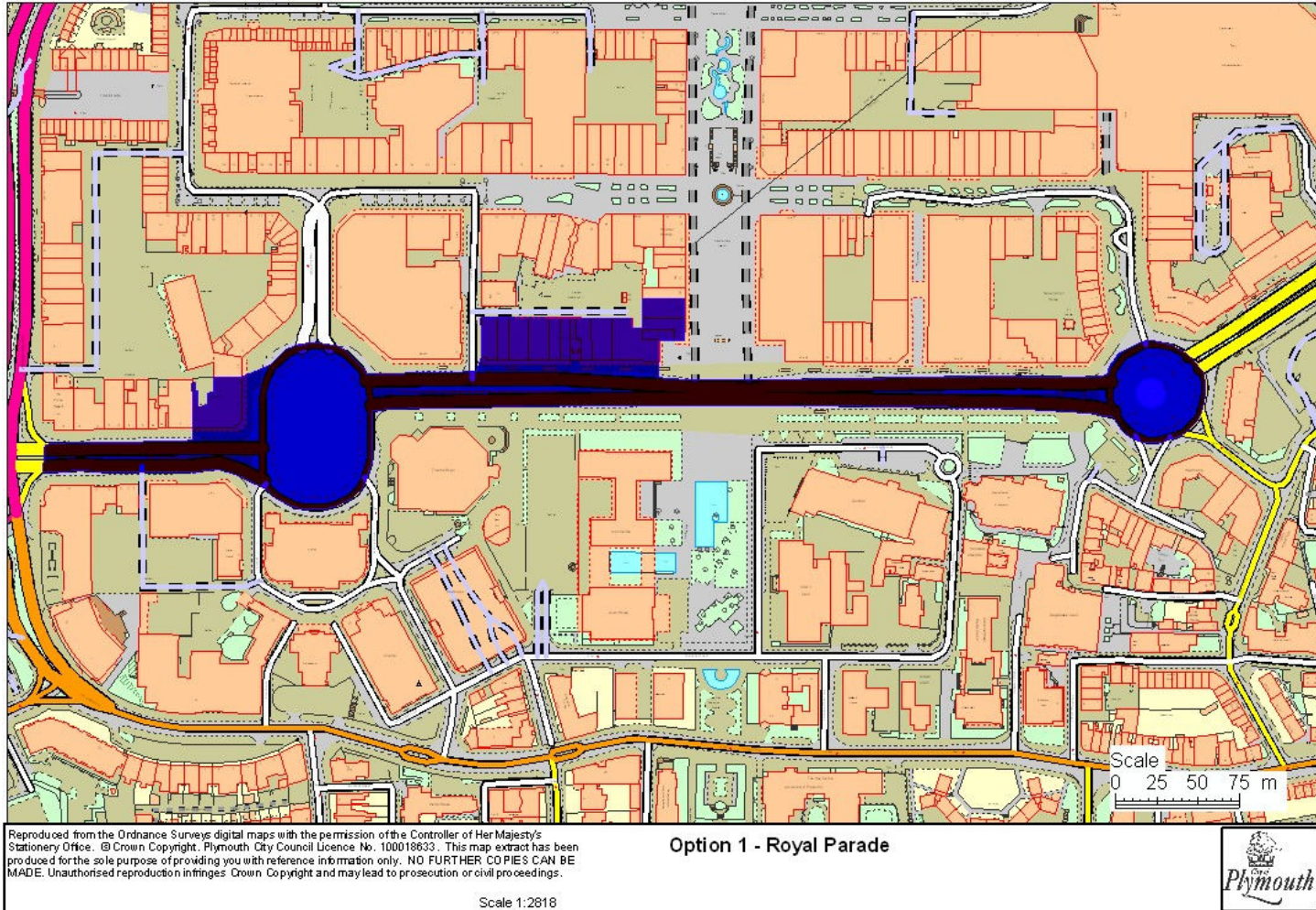
5.6 Public Protection Service is not required to carry out any formal consultation on the designation of AQMAs.

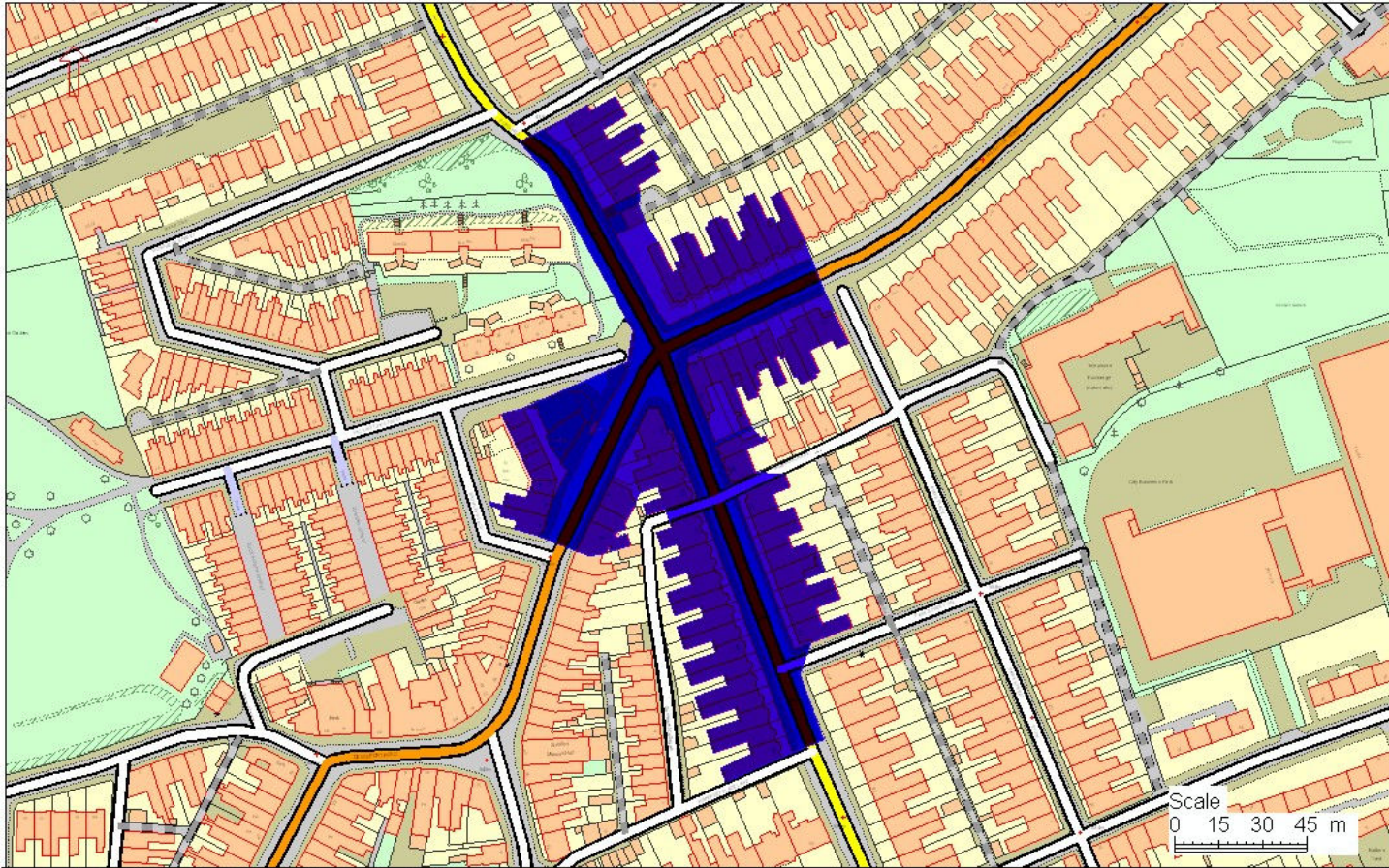
5.7 Public consultation is considered good practice. The preferred approach would be to publish the AQMA within the press and on our website and receive comments from interested parties, however, experience from previous AQMA declarations has shown us that public interest is likely to be limited.

5.8 Once an AQMA has been declared an Action Plan must be produced, the Public Protection Service will work with the Transport and Infrastructure Service to review the existing Action Plan to include the new areas of the AQMA.

5.9 Within 12 months of the declaration we are currently required to produce a Further Assessment, the purpose of the report is to ensure that the AQMA is still necessary, considers any new information and how the action plan measures are working. There is a proposal to remove the requirement for Further Assessment as part of the red tape challenge because this information could be included within the yearly updating and screening assessments, but the requirement has not been removed yet.

Appendix I – Individual Areas of Exceedence



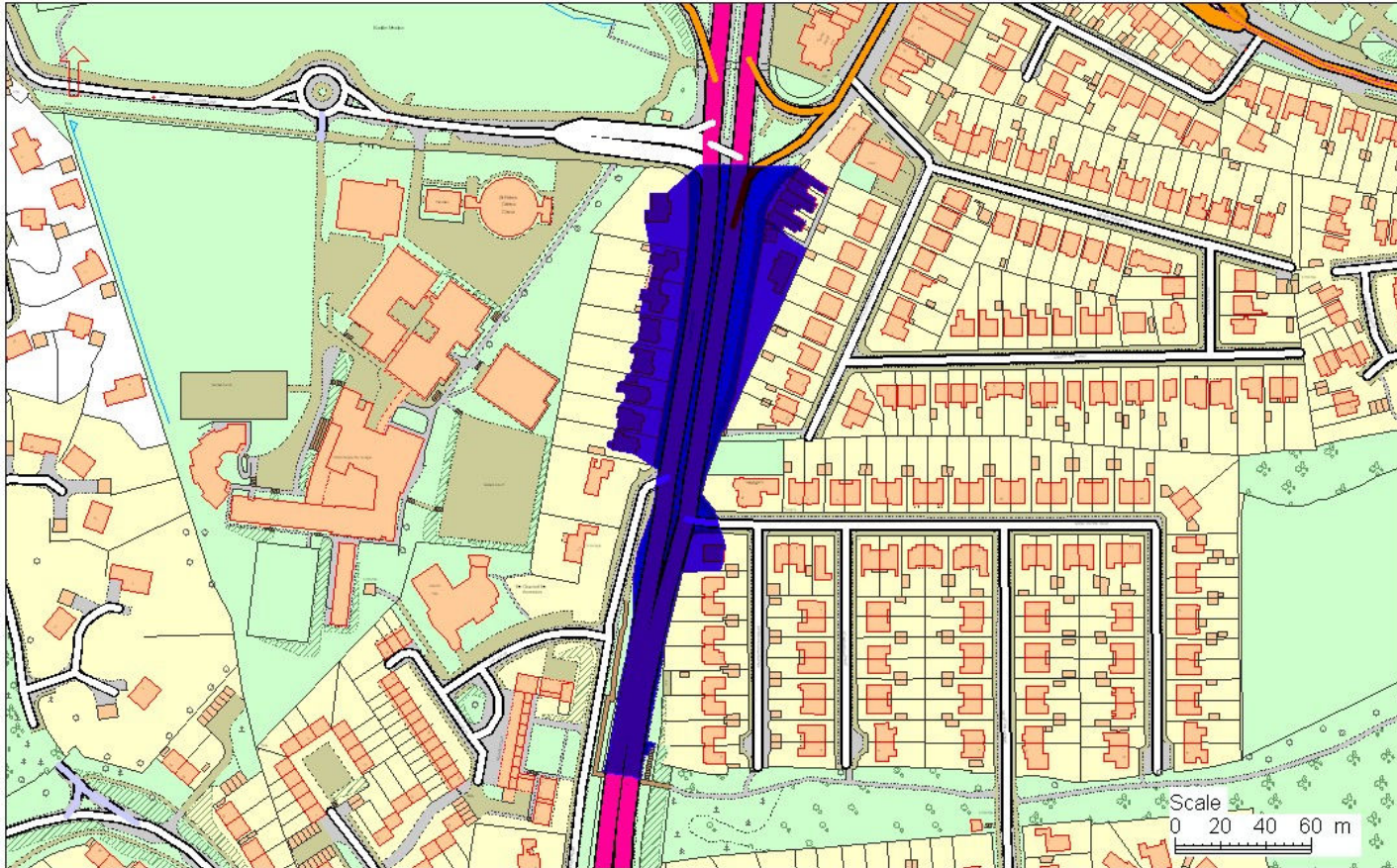


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Option 1 - Stoke Village

Scale 1:1664





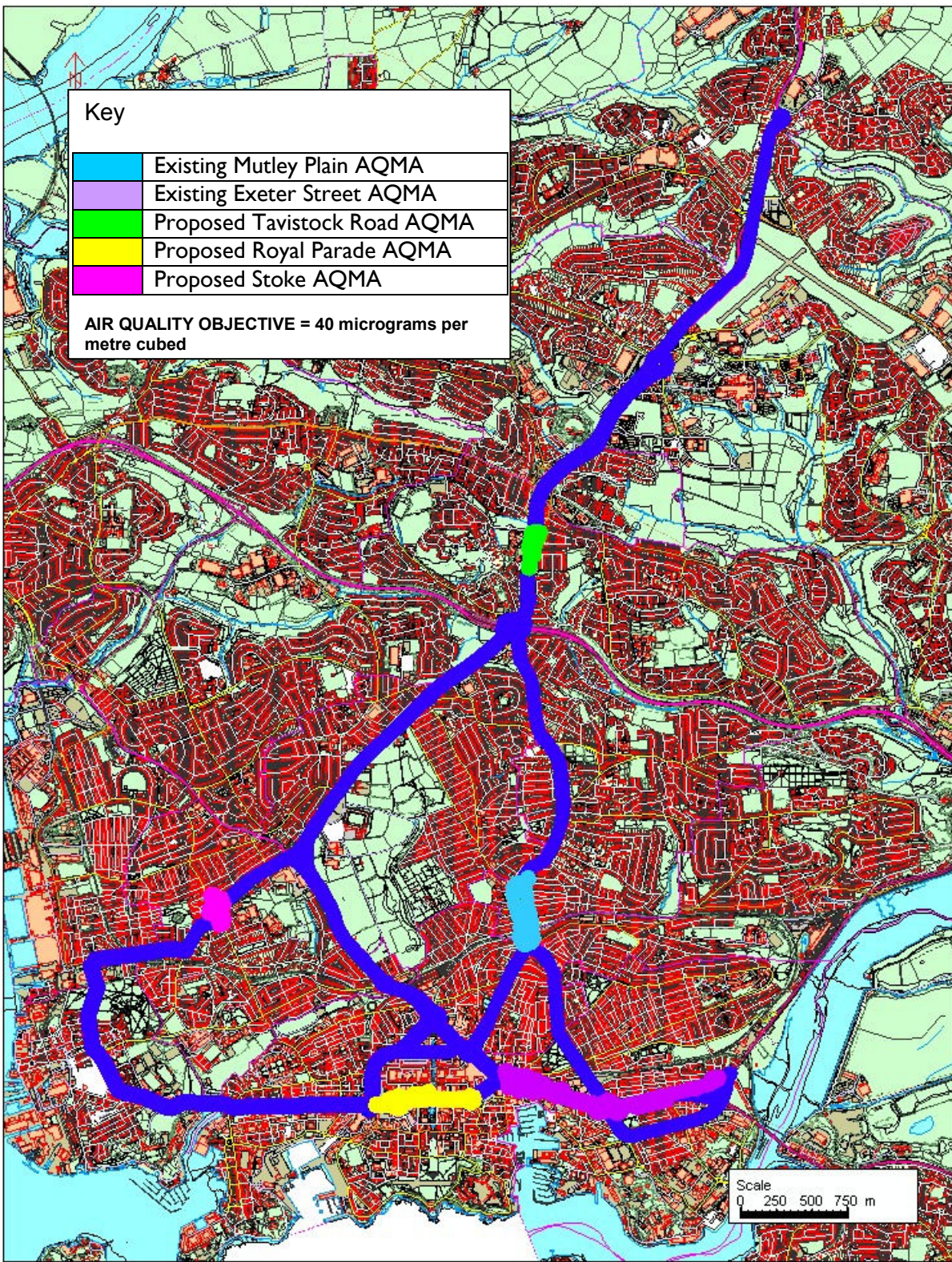
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Option 1 - Tavistock Road (Manadon-Crownhill)



Scale 1:2161

Appendix 2 – Proposed AQMA Boundary



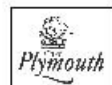
Key	
	Existing Mutley Plain AQMA
	Existing Exeter Street AQMA
	Proposed Tavistock Road AQMA
	Proposed Royal Parade AQMA
	Proposed Stoke AQMA

AIR QUALITY OBJECTIVE = 40 micrograms per metre cubed

Scale
0 250 500 750 m

Option 2

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Published 2011

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PLYMOUTH CITY COUNCIL

Subject: Special Educational Needs and Disability Reform
Committee: Cabinet
Date: 12 August 2014
Cabinet Member: Councillor McDonald
CMT Member: Carole Burgoyne (Strategic Director for People)
Author: Jo Siney (Manager, Children's Integrated Disability Service)
Contact details: Tel: 01752 308744
 Email: jo.siney@plymouth.gov.uk

Ref:

Key Decision: No

Part: I

Purpose of the report:

The Children and Families Act 2014 sets out a reform programme for the delivery of support and assessment to children and young people with special educational need and disability and their families.

This report seeks to update Cabinet on the progress of the local implementation plan for Special Educational Needs in readiness of the new duties commencing on 1st September 2014.

The report sets out:

- New duties in relation to Special Educational Needs and Disability
- Local implementation arrangements
- Information regarding the use of the SEND grant to support the changes and transitional period.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17: The proposals help to meet the City Vision, co-operative values, co-operative objectives, and co-operative outcomes in the following ways:

City Vision – Britain's Ocean City – providing a network of support where children and young people with special educational needs/ disabilities, and their families, are able to participate positively in the life of and vision for Plymouth.

Co-operative Value – We are democratic – provide parents, young people, staff and governors at the schools, and other stakeholders with the opportunity to participate in the decision making on ways in which services are provided and coordinated to meet need effectively.

Co-operative Value – We are fair – undertaking a range of consultation work on the proposals demonstrates that we are fair and open in our decision making.

Co-operative Value – We are partners – the Children and Young People's Partnership provides a forum to consider that resources are targeted to achieve the maximum value for communities, becoming more efficient and joining up with partners and families to deliver services in new and better ways.

Objective – Pioneering Plymouth – provides extended and improved services for children and their families making effective use of resources available. The ambition with the Early Help and Special Educational Needs and Disability development work is targeted at narrowing the gap in outcomes achieved by vulnerable children in the City.

Objective – Growing Plymouth – provides sufficient capacity within services to ensure that the growing number of children in Plymouth with special educational needs and disability are able to have their needs appropriately met now and into the future and that they can develop their own economic resilience as appropriate.

Objective – Caring Plymouth – enables children, young people, families and other partners to participate in the decision making, and provides families with improved choice, flexibility and coordination of services to promote independence and reduce social inequality.

Outcome – Pioneering Plymouth – helps to address the growing need for new ways of working to effectively support positive outcomes of children and young people with special educational needs/disability, using resources wisely and innovatively.

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

The changes set out within the implementation of the plan to meet the requirements of the Children and Families Act 2014 require a realignment of existing resources in order to improve the way in which agencies work together to support families, rather than secure additional resources. In the medium term, there will need to be a review across Plymouth City Council and partners regarding integrated commissioning arrangements in order to create more flexibility to respond to individual need and shared outcomes for children and young people. This work is integral to the Early Help Business Case within the Integrated Health and Wellbeing transformation programme

There are three areas which have required additional resources in order to meet the timescale required by the new duties within the Children and Families Act for Special Educational Needs and Disability. These additional financial costs are met within the SEND grant allocation from the Department for Education.

- The implementation of coordinated assessment and planning for both Early Help and Special Educational Needs requires an initial IT resource to achieve a central and shared record of information regarding children and young people who are in need of an Early Help or Special Educational Needs multi agency response. This is a one off cost of £35,000 and an annual cost of £12,000.
- The provision of the Local Offer has required a financial investment into the Children and Families element of the Plymouth Online Directory in order to ensure it has the capability to meet the requirement for accessible and high quality information for families. This is a one off cost of £12,000.
- A three year transitional period will be required to arrange for children and young people who currently have a Statement of Special Educational Needs to be reviewed and moved appropriately to the new Education, Health and Care Plan framework. There are currently 1570 children and young people affected by this. Additional human resources are required to complete this work. This is an anticipated total cost of £390,000 over 3 years.

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

The changes set out reflect a positive improvement to the coordination of services for families and the Council's co-operative values.

It is acknowledged that the significant change in legislation for Special Educational Needs and Disability will result in additional court and SEND tribunal cases nationally in order that case law is created. Plymouth generally has a low number of incidences of referral to SEND Tribunal, but risk management has included consideration of possible additional costs associated with legal work.

It is estimated that 4 in 10 disabled children live in relative income poverty, once meeting the additional costs of disability are accounted for (Children's Society 2011). An early and coordinated response to need will provide an opportunity to ensure that families have timely advice regarding the benefit entitlement and access to suitable child care this reducing the incidence of child poverty for this group.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken?

One EIA has been completed with specific reference to the impact on staff. It is planned that an overarching EIA for the delivery of SEND will be prepared as the new policy documents are developed and cases emerge.

Recommendations and Reasons for recommended action:

It is recommended that Cabinet –

1. Notes the new duties in relation to Special Educational Needs and Disability;
2. Agrees the local implementation arrangements;
3. Agrees the spending priorities proposed and the use of the SEND grant to support the changes and transitional period; and
4. Endorses the on-going transformation of the service required to align services and integrate commissioning.

Reasons for recommended action:

To comply with the new legislation.

Alternative options considered and rejected:

Not applicable – the Council is required to implement the provisions of the Children and Families Act 2014.

All changes have been co-designed with representatives from families, schools, early year's settings, post 16 providers and Health providers.

Published work / information:

The Children and Families Act 2014

<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>

Background papers:

None

Sign off:

Fin	PeopleF EC1415 001	Leg	lt/208 887	Mon Off	DVS/2 0887	HR	Er1. 8	Assets		IT		Strat Proc	
Originating SMT Member: Judith Harwood, Assistant Director, Education Learning and Family Support													
Has the Cabinet Member(s) agreed the content of the report? Yes													

Health and Wellbeing Strategy

Plymouth City Council's Health and Wellbeing Board's vision is "Happy, Healthy, Aspiring Communities". The purpose of the Board is "To promote the health and wellbeing of all citizens in the City of Plymouth". The Health and Wellbeing Board has set out three parallel core programmes to promote integration, with the aim of delivering healthy, happy, aspiring communities.

Integrated Health and Care Services: Focus on developing an integrated provider function stretching across health and social care, providing the right care at the right time in the right place; and an emphasis on those who would benefit most from person centred care, such as intensive users of services and those who cross organisational boundaries.

Development of the Early Help and Special Educational Needs Cluster

Early Help is focussed on providing timely and responsive support to children, young people and families where there are additional needs beyond the support available through universal services. Families report that they find it hard to navigate their way through the range of targeted and specialist services that are available across services; not knowing about key services available, finding out too late, feeling bounced between agencies and telling their story repeatedly.

In view of this, it is agreed that the first steps to achieve improved outcomes for families are:

- to establish a shared understanding of the range of support available, access and eligibility criteria;
- to implement a single point of contact for advice and support for families;
- to agree an information sharing approach to enable a single record to be held for children needing multi-agency coordinated support.

Special Educational Needs and Disability: new duties

The Children and Families Act 2014 is a major reform of the present statutory framework for identifying children and young people with special educational needs (SEN), assessing their needs and making provision for them. However, the implementation of new statutory duties are embedded within and complementary to the development of the Early Help in the City.

The duties require local authorities to keep local provision for children and young people with SEN and disabilities under review, to co-operate with their partners to plan and commission provision for those children and young people and publish clear information on services they expect to be available.

The provisions set out the statutory framework for identifying, and assessing the needs of children and young people with SEN who require support beyond that which is normally available. Statements of Special Educational Need made under the Education Act 1996 and Learning Difficulty Assessments made under the Learning and Skills Act 2000 are replaced by new 0-25 Education, Health and Care plans (EHC plans) for both children and young people. The provisions also place a new requirement on health commissioners to deliver the health care services specified in plans.

The provisions extend the rights that parents of children with statements of SEN currently have, to express a preference for the school they wish their child to attend, to young people in education and training (including further education). In addition, they widen the institutions for which they can express a preference to include Academy schools, further education colleges and sixth form colleges, non-maintained special schools and independent special schools and independent specialist colleges approved for this purpose by the Secretary of State.

The provisions are also intended to give parents and young people greater control over the way their support is provided through involvement with local authorities in reviewing services and through the option of personal budgets in certain circumstances.

The new statutory Special Education Needs & Disability (SEN/D) duties set out in the Children and Families Act 2014 comes into force from 1st September 2014. This will mean:

- The publication of a Local Offer of provision for children and young people who are disabled or have SEN, coproduced with parents, young people and local partners.
- A new assessment and planning process offering Education, Health and Care plans, with the option of a personal budget.
- Joint commissioning, so that local partners work together in the interests of children and young people with SEN/D.
- Mediation arrangements in place, with recourse to a first tier tribunal.
- Local authorities will be expected to transfer children and young people with existing statements to the new SEN/D system prior to them making a key transition (e.g. early years to primary; primary to secondary; secondary to further education). Statements should be phased out by April 2018.

Local implementation of SEN/D changes

1. SEND Strategy Steering Group

A partnership group of key stakeholders have been working together for the past 12 months to shape the implementation of SEN/D changes within Plymouth. This group includes representatives from schools, early years, post 16 providers, health and local authority representatives across Children's Social Care, ELAFS, Joint Commissioning and Adult Social Care.

'Your Child Your Voice' is the local parent forum. Representatives sit as part of the group and have facilitated a wide range of parental and family contribution to the design of the services. As a result of this, we are confident that choice and accessibility are central considerations to all associate work in order to achieve a better offer for children and young people with Special Educational Needs and Disability.

2. Local Offer

The Local Offer is a new duty set out within the Children and Families Act 2014 to provide families with good quality information about the range of support available to meet their child or young person's needs. We have been working in partnership with parents and young people to co-construct Plymouth's Local Offer in readiness for 1st September 2014.

The Plymouth On-line Directory will be a primary information resource for families providing up to date and accessible information regarding the range of services across education, health, care and community for children and young people from birth to 25 year olds. The online resource will be supported by the SEND Single Point of Contact Team who will be able to provide 1:1 advice and support for families where this is needed. In addition, key staff members across other agencies have identified that they will offer a similar face to face support for their linked families.

We are currently undertaking work with young people to identify their aspirations and requirements for the Local Offer. This work will shape the way in which information is provided for young people and recognises that there is a difference to the information that parents will need.

The Local Offer duty requires the Local Authority to maintain the information and publish consultation feedback following the 1st September. This will be an important contribution to the joint commissioning of SEN/D services into the future.

3. Joint Commissioning

Section 26 of the Children and Families Act 2014 states that local authorities and their partner commissioning bodies are required to commission services jointly for children and young people with SEN/D. Joint commissioning supports local partners to identify outcomes that matter to children and young people with SEN/D and their families, and then working in partnership, plan, deliver and monitor services against those outcomes. Plymouth already jointly commissions a number of key services for disabled children. All short breaks for families and all specialist equipment, including beds, are jointly commissioned currently with health partners. Some staff and services are co-located making a significant positive contribution to the way in which families can access services.

Integrated commissioning in the future is also an opportunity to develop provision that supports early identification, prevention and anticipates aspirations outlined in outcomes specified within Education, Health and Care plans. The latter is particularly the case for young people preparing for adulthood, where early transition planning should feed into commissioning cycles so that there are strong and aspirational post-16 options for young people.

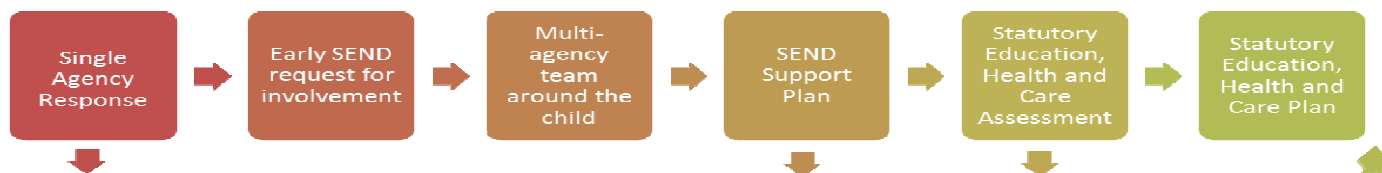
Plymouth's existing joint commissioning arrangements involve families and providers in decisions about provision, ensuring that commissioning is more responsive to local needs on an on-going basis. The joint commissioning arrangements also include arrangements for:

- Securing Education, Health and Care assessments;
- Securing the education, health and care provision specified in EHC plans; and
- Agreeing personal budgets.

4. SEN Pathway for Support

We have achieved a shared agreement for a coordinated framework to support children and young people with SEN/D. The framework aligns itself to the proposed Early Help approach, which is important as it means that families will be provided with a coordinated response for their family as a whole.

The following diagram sets out the pathway to support children and young people. It reflects an approach which builds a plan that is proportionate to the child or young person's needs. This is in contrast to the previous SEN regulations which meant that a child or young person experienced duplication as different agencies were involved.



The SEN Support Plan is a non-statutory plan but provides the opportunity to draw together a single plan for a child/young person to set out how the available resources will work together to achieve agreed set out outcomes for a child or young person.

5. Education, Health and Care Plans

As set out earlier, Statements of Special Education Needs will be phased out over the next 3 years. No new assessment for a Statement of SEN will be undertaken from the 1st September 2014. Instead, the new Education, Health and Care Plan will form the statutory assessment and plan. The requirements for this new approach are set out within the SEND Code of Practice 2014.

In Plymouth, we have undertaken an initial pilot of Education, Health and Care Plans and evaluated this work with families and schools. While local parents have generally been satisfied with the previous 'Statementing' arrangements for in-school support, the evaluation evidences that parents welcomed the holistic and coordinated approach to the Education, Health and Care Plans.

We do not anticipate that there will be a significant reduction in the number of children and young people needing a Statutory Education, Health and Care Plan. 1570 children and young people currently have a statement of Special Educational Needs and the new duties extend to 25 years old, where there is an education-led need still requiring additional support. However, the Education, Health and Care Plan seeks to increase the effectiveness of support to improve outcomes for children and young people through school and into adulthood, independence and employment.

6. Personal budgets

Section 49 of the Children and Families Act 2014 provides parents and young people with the right to request a personal budget when they have an Education, Health and Care Plan or where the authority is in the process of preparing a plan. Pathfinder learning demonstrates that a personal budget is one of a number of ways of achieving increased personalisation of services for children and young people with SEND.

Following the preparation of an Education, Health and Care Plan it may be identified that additional resources, from one or from multiple sources are needed in order to meet the outcomes that have been identified in the joint assessment. The local authority or health service traditionally uses this money to purchase services on behalf of the child/young person and their family. However, a personal budget will offer the family more choice and control about the services they receive. The total budget will be made clear to parents/carers so they can be involved in all decision making in order to choose the right provision to best meet the outcomes identified in their child or young person's care plan. One of the options might be to access some, or the entire personal budget through a direct payment and to purchase services themselves on behalf of their child.

We are currently working with Scope to pilot the potential opportunities that personal budgets offer. The learning from this work will inform the ways in which we are able to develop the personal budget offer for local families.

7. Preparing for Adulthood

The new legislation and Code of Practice strengthen the expectation that agencies will work together to support young people with SEND to achieve better outcomes including opportunities for independence and employment. The Education, Health and Care Plan duties extend into post 16 Further Education Provision and therefore there will be a new responsibility to review the Education, Health and Care Plans beyond school age, where there is a need for additional support to meet educational needs.

In Plymouth, we are working with Adult Social Care, Health providers and providers of services for young people leaving school to establish a clear pathway into adulthood. The underpinning principles include choice, independence and the presumption of employment to guide the way in which services work together to support young people.

As a result of this work, it would be expected that there will be a reduction in the number of young people with SEND who are identified as NEET (not in employment, education and training).

8. Conversion arrangements for existing Statements of Special Educational Needs

For children and young people who have a Statement of Special Educational Needs, the current Statement will still hold the same legal force from 1st September 2014.

Over the next 3 years, existing Statements will need to be transferred across to an Education, Health and Care Plan. In Plymouth, it has been agreed that this work will be coordinated to try and make sure that the transfer is completed in readiness for a key transition point, such as a move to a new school phase. Due to the volume of work, the changes will take place for each child over the next 2 to 3 years. A letter has been sent to each parent to explain that they will be contacted before the enhanced annual review meeting is arranged to explain that the Education, Health and Care Plan work will be commencing.

There is likely to be concern from parents regarding the impact of the change in legislation. School SENCO's and Parent Partnership Services are fully briefed and available to support parents with information and advice.

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PLYMOUTH CITY COUNCIL

Subject:	Draft Response to the Plymouth Fairness Commission
Committee:	Cabinet
Date:	12 August 2014
Cabinet Member:	Councillor Penberthy
CMT Member:	Tracey Lee, Chief Executive
Author:	Candice Sainsbury, Senior Policy, Performance and Partnerships Adviser
Contact details	Email: candice.sainsbury@plymouth.gov.uk Tel: 01752 398330
Ref:	
Key Decision:	No
Part:	I

Purpose of the report:

Plymouth City Council welcomes the final report of the Plymouth Fairness Commission and presents its draft response to the recommendations outlined in their report.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The Plymouth Fairness Commission was set up as an independent body in April 2013 at the request of the leader of Plymouth City Council. It aimed to make recommendations on making Plymouth a fairer place to live and work. Plymouth City Council had cross party representation on the Fairness Commission and continues to provide support to enable the Commission Secretariat. Commissioners have agreed to meet annually for up to five years to monitor progress towards a fairer city.

Fairness is identified as one of four co-operative values outlined in the Brilliant Co-operative Council's Corporate Plan – 'we will be honest and open in how we act, treat everyone with respect, champion fairness and create opportunities'.

Furthermore, the Corporate Plan objective is to create a fairer Plymouth where everyone does their bit, and more specifically, to promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.

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

There are financial implications associated with the delivery of the Plymouth Fairness Commission's recommendations. Plymouth City Council has for example, already introduced the Living Wage with the associated costs included in our budget and Medium Term Financial Forecast. Further details of financial costs will emerge as the responses are worked through in more detail with partner organisations, for example the recommendations around affordable credit, addressing standards in the private rented housing, strengthening local communities and providing additional support where appropriate to young people and young adults.

This is expected by the end of 2014, during which time finance will support all departments to examine the costs associated with delivery of the recommendations, and can ensure that any additional costs are included in the 2015/16 budget.

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

The Plymouth Fairness Commission’s final recommendations are aligned with, and serve to strengthen the city’s response to tackling child poverty as outlined in the Child Poverty Matters strategy and action plan 2013-2016. Specific recommendations also reinforce strategic intentions outlined in several citywide strategies and plans including the Commissioning Plan for the Plymouth Domestic Abuse Partnership 2012-2019 and the Strategic Alcohol Plan for Plymouth 2013-2018.

Equality and Diversity

An EIA will be developed for Plymouth City Council’s response to the Plymouth Fairness Commission.

Recommendations and Reasons for Recommended Action

Cabinet is recommended to refer the draft response to the Plymouth Fairness Commission’s recommendations, to the City Council for approval.

Alternative Options Considered and Rejected

None. The Commission has requested a response from the Council to its final recommendations.

Published work / information:

Plymouth Fairness Commission Final Report http://www.plymouth.gov.uk/pcc_fairness_bro_lr.pdf

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Invitation from the Plymouth Fairness Commission to submit a response	Yes									

Sign off:

Fin	djn14 15.34	Leg	16964 (2) 230714	Mon Off	16964 (2) 230714	HR		Assets		IT		Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

PLYMOUTH CITY COUNCIL'S RESPONSE TO THE PLYMOUTH FAIRNESS COMMISSION'S RECOMMENDATIONS

September 2014



I. INTRODUCTION

1.1 Plymouth City Council is pleased to receive the final report of the Plymouth Fairness Commission, and welcomes the opportunity to respond to the recommendations for fairness outlined within its report.

1.2 The Commission's report is a vivid reminder of what must be tackled in this city to address issues of fairness and inequality, yet it also provides a valuable reminder of what Plymouth has to offer - our abundant natural resources, a proud history, a resilient city spirit and the desire to really make a difference when we collectively choose to.

1.3 Plymouth City Council and its partners have for many years attempted to address inequalities across the city, with some notable improvements in outcomes for our residents. However, the gap in inequalities has not been significantly reduced, which remains of great concern to us all. The work of the Plymouth Fairness Commission has been essential to enable the city to refocus its energies on inequality.

1.4 As a Council, we fully support the Principles of Fairness outlined in the report and will continue to work with the Fairness Commission and other partners to identify ways to strengthen our approach to promoting fairness across all areas of our work.

1.5 In July 2013, the Council adopted a new Corporate Plan to be a Brilliant Co-operative Council. This Plan describes a new vision for the Council – 'Creating a fairer Plymouth where everyone does their bit' and introduces shared co-operative values that are central to the next phase of the Council's future journey. At its heart is a co-operative approach to engagement, co-production and delivery of services that puts people in control of their own communities and the services they receive. These themes are represented throughout the Commission's final report.

1.6 The Council also adopted fairness as one of its core co-operative values, and was a key reason for launching the Plymouth Fairness Commission in April 2013 to help make the city a fairer place to live and work.

1.7 Plymouth City Council remains committed to addressing fairness in the face the face of adversity. Significant reductions in funding alongside increasing demand, and costs, for local government services means that Plymouth City Council faces an estimated funding shortfall amounts of £64.5m over the next three years.

1.8 To address such challenges, the Council is currently embarking on a major Transformation Programme to fundamentally change the way it goes about its business by improving efficiency and reducing costs whilst still delivering benefits to customers. The principles of fairness will be an integral part of this ambitious programme and the benefits it is tasked to deliver, in line with the Council's vision, objectives and values.

2. CREATING A FAIRER CITY

2.1 Illustrations of work already happening as part of our ambition to become a Brilliant Co-operative Council, and which align with the principles of fairness include:

- The **Plymouth Energy Community (PEC)**, set up in 2013 as a members' co-operative run by local people seeking to address rising energy bills and carbon emissions in the city. The co-operative helps residents to save money on their fuel bills, reduce their energy usage, and raise awareness about their energy options. It is run by the community, for the community; giving residents the power to change how their energy is brought, used and generated. The cooperative currently has over 615 members and 145 investors in solar panels on schools and community buildings.
- The **1000 Club**, set up through the Plymouth Growth Board as one of 19 projects in Plymouth's Plan for Jobs. It aims to support young people into employment by identifying 1,000 companies in the Plymouth area to commit to providing a range of jobs, apprenticeships, graduate internships and work experience.
- The **Four Greens Development Trust** in the north west of the city covering Ernesettle, Honicknowle and West Park, Manadon, and Whitleigh neighbourhoods is community-owned and led. It aims to bring about long-term social, economic and environmental benefits to an area, and will create local jobs and improve local services.
- Plymouth City Council believes **community asset transfer** is fundamentally about giving local people and community groups greater control in the future of their area and their community in line with promoting the Council's co-operative agenda. The first transfer under consideration is for the Oaks Rugby Club to take over the management of Horsham Playing Fields. The Club works with schools in the Plymstock area and hosts several schools rugby festivals. The development of the existing facilities will enable the Club to increase the quality and quantity of these festivals.
- In support of a citywide campaign to protect citizens from **payday lenders**, Plymouth City Council was the first local authority in the UK that banned the advertising of payday loan websites on its city centre billboards as well as barring access via our network's internal and external PC's. We are now looking at leading on a network of Councils taking action against payday lenders.
- Plymouth City Council is already actively lobbying Government on a **fairer grant settlement** to fund its public health work, and also to urgently address Plymouth's need for a **fast and resilient rail line** connecting the South West to the rest of the UK.
- During these difficult economic times, Plymouth City Council has elected to **maintain many of its existing services** including, but not limited to, keeping all our children's centres open across the city, free entrance to the museum, concessionary fares, free wifi and online books access in our libraries, discounted admission to the Plymouth Life Centre for young people, and .
- In 2013, Plymouth City Council agreed to amend tender documentation for construction projects to request bidders confirm they do not subscribe to **blacklists** that vet recruits in order to keep out trade union and health and safety activists. Furthermore, the Council agreed to exclude tenders which do and to terminate contacts where contractors are subsequently found to be using them.

- Following changes to the welfare system, Plymouth City Council launched its **Council Tax Support Scheme** in 2013 to replace Council Tax Benefit. Further to the statutory protection for low income pensioners and despite significant funding cuts, the following vulnerable groups were identified, based on local need, as being eligible for this scheme: veterans, war widows and widowers, disabled customers, low income households with children, those at risk from homelessness and residents in receipt of benefits or on a low income.
- In addition, in a move designed to bring hundreds of homes back into use, Plymouth City Council also agreed in 2013 that any property that has been empty for more than two years will have to pay 150 per cent council tax.

2.2 In addition to Plymouth City Council's comprehensive response to the recommendations outlined in the final report, the following initiatives illustrate the influence of the Plymouth Fairness Commission process over the past year, for example:

- Plymouth was successful in receiving **Cities of Service** status over two years to deliver two specific projects on heating and eating. The selection of both issues was heavily influenced by the Plymouth Fairness Commission process. The project will recruit and train volunteer energy champions and help people to save money by implementing energy saving measures. The 'Our Grow, Share, Cook project' will address by increasing the number of volunteers engaged in growing fresh fruit and vegetables, improving the distribution of food to people who most need it, and developing and delivering food awareness and cooking sessions.
- The '**Framework for Working with Citizens and Communities**' has been adopted as an approach to be taken by the Council, and was developed with input from the Plymouth Fairness Commission. Alongside this, conversations amongst agencies within the city have begun. A 'Systems Leadership' approach to facilitating these conversations means that there is genuine joint ownership and responsibility towards ensuring that agencies come together to align the work that they do to strengthen communities. The common aim is to enable all communities, whether of geography, interest or identity, to become self – organised, and as such, to hear the voices of the 'hard to listen to' as well as the 'hard to ignore'.

3. A CITY-WIDE RESPONSE FOR FAIRNESS

3.1 A comprehensive response is attached for those recommendations where the Council is specifically named. However, while individual agencies and partnerships are also compiling their own response to the Fairness Commission recommendations, Plymouth City Council agrees with the Commission that tackling issues of fairness and inequality requires a joined up citywide approach.

3.2 As such, the Council will provide a leadership and coordination role for how the city will collectively respond to the Plymouth Fairness Commission's call to action. This includes, but will not be limited to, collaborating on key activities and creating the conditions that enable the right conversations to happen with the right people to ensure that meaningful change emerges.

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**Plymouth City Council's Draft Response to
Plymouth Fairness Commission Recommendations**

Rec	Theme	Pg	Recommendation	Response	Lead
1		24	That the Plymouth Fairness Commission's Principles of Fairness are agreed by all public bodies in Plymouth, with consideration of how they are included in decision making.	Plymouth City Council welcomes the Principles of Fairness proposed by the Fairness Commission, and will look at ways of embedding them through delivery of its Corporate Plan which already highlights fairness as a key value and objective. Our commitment extends to ensuring the principles are embedded within the Council's extensive transformation programme currently underway.	Tracey Lee
2	Systems Leadership	25	We recommend that the leaders of all public sector bodies in Plymouth learn about and act as internal champions of the Systems Leadership approach to address key cross cutting issues of inequality and unfairness across Plymouth.	<p>Collaborative skills are key to the delivery of the recommendations made throughout the Fairness Commission report and we would accept that Systems Leadership offers us a new view of leadership which could allow us to achieve large-scale change across communities by sharing the burden of leadership.</p> <p>Plymouth, through the Health and Wellbeing Board, has recently been part of a Systems Leadership pilot programme funded by the Department of Health and Local Government Association and delivered by the Leadership Centre for local government. The pilot introduced systems ideas across key agencies through workshops with senior management, councillors and staff to support shared fluency in systems thinking throughout organisations and across political and executive leadership. Senior city leaders who make up the Health and Wellbeing Board have already committed to becoming champions of the systems approach and hold themselves and each other to account for modelling the behaviours they expect of others, and for the organisational and systems outcomes to which they aspire</p> <p>It is important to recognise that leadership is not vested in people solely through authority or hierarchical position and that coming together with others on the basis of a shared ambition will allow us to make progress against some of the complex challenges the city faces.</p>	Carole Burgoyne

3	25	<p>That this approach is embedded within public sector bodies as part of their induction and ongoing training.</p>	<p>Steps have been taken to begin to embed this approach throughout organisations. One example which we hope to build on is the city council's Enterprise Leadership Programme. This leadership development programme is now multiagency involving colleagues from Health Services, Council and the Fire and Rescue Service. The systems leadership approach is a key strand of this programme.</p> <p>It is our view that the ability to instinctively build connections, operate across organisational boundaries and build coalitions of support through informal networks is a key skill for staff. The city council along with partners will bid for further support from the Leadership Centre to build on the learning gained from the initial pilot programme and shortly make proposals on how to deliver this fairness commission recommendation.</p>
4	25	<p>We recommend that, as a minimum, the objectives of Directors, Chief Executives and Senior Management Teams of Plymouth public sector bodies should include measurable objectives sympathetic to the Systems Leadership approach against any performance indicators relating to inequalities and unfairness. These should include how effectively Systems Leadership is working across agencies.</p>	<p>A system of numerical targets cannot appropriately measure whether system leadership is working effectively across agencies and to measure the success of the system leadership interventions will require performance management that is pitched above the level of individual agents in the system. Our measures will need to assess the capability of the whole system and by considering the right measures we will be able to exploit the opportunity for improving performance by making systemic adjustments rather than achieving targets.</p> <p>Progress against shared system priorities, such as reducing the adverse impact of alcohol, will signify whether or not a systems approach is making a difference. To achieve this, our decision-makers must be comfortable working outside formal structures and use trust, commitment and shared ambition to develop whole systems interventions. Our bid for further support from the Leadership Centre if successful will help us to address this recommendation.</p>
5	25	<p>We recommend that agencies actively consider and apply a Systems Leadership approach to the way they agree and deliver the recommendations in the Plymouth Fairness Commission's report.</p>	<p>Response to and delivery against recommendations from the Fairness Commission will require more than the effort of public sector agencies within the city. To enable us to respond to the challenges set out by the report a whole system approach must be taken which will include those</p>

			<p>organisations that have not traditionally been associated with some of the complex problems we face.</p> <p>This is a different way of working, a significant cultural change, and will require skills and strategy to make it happen. We have a commitment from many leaders in the system to apply a systems leadership approach to the address the inequality in the city and are having honest conversations about what organisations and systems need to do to make collaborative, citizen-focussed services a reality.</p>		
6	Strengthen Communities	27	<p>We recommend that all public sector agencies undertake a review of their current approach and processes for engaging with, and listening to, communities and agree a shared approach and individual responsibilities to ensure all communities benefit.</p>	<p>The council acknowledges that the opportunities and support for citizens and communities to engage and influence local issues could be more inclusive and responsive. We have been working with partner agencies and listening to local people through pilots and projects across the city and as a result we have developed a draft Co-operative framework for working with citizens and communities which was agreed at Cabinet on the 15th July 2014. We aim to lead the development and implementation of the framework through a systemic approach that recognises the tensions, challenges and opportunities inherent in a non-prescriptive framework. Our work with partners, members and citizens will define a set of work streams over the coming year to develop and evaluate what works in different situations.</p>	Stuart Palmer
7		27	<p>We recommend that agencies fully explore different ways of engaging with communities of geography to include communities of interest and identity in a way that works for the individual members of those communities.</p>	<p>Instigated by key leaders within the city, agencies are now coming together as a 'community of practice' (CoP). These leaders are working with the 'Framework for working with citizens and communities' to agree the set of principles and core approach to take. The CoP aims to work with local citizens and elected local community leaders on what methods meet the principles of the framework. This includes work across communities of identity and interest as well as geography.</p>	

8		27	We recommend that local councillors review their roles, against recommendations 1 and 2, as elected local leaders within local communities.	The role of elected local leaders is critical to the delivery of the new approach for working with citizens and communities. Working with local Councillors, we have begun planning how the role of elected local leaders can support and enable the delivery of the proposed new approach to working with citizens and communities. Specific sessions for councillors will be held in early autumn to enable the understanding of the impact that this new approach may have on their role. The learning from these sessions will then guide development of the role so that it may evolve to embody the new expectations that are created when you enable communities to self – organise.	
9		28	We recommend that an external, independent civil society expert is commissioned to undertake a critical review of Plymouth’s VCS and provide recommendations to strengthen it.	As a co-operative council we recognise and endorse the development of a strong civil society, and more specifically a vibrant voluntary and community sector. The council commissions and funds the sector directly or in kind to the value of in excess of £21m, including infrastructure support. While we are aware of a similar report undertaken some years ago, we will support an independent and objective analysis of how the sector could develop. We believe this should be led by the voluntary and community sector in collaboration with partners across the city, and would welcome the opportunity to co-commission this piece of work.	Stuart Palmer
17	Public Funding	30	We believe that the city should know the total amount of funding it is failing to receive because of unfair funding formulas from central Government. We recommend that all parts of the public sector jointly quantify Plymouth’s ‘Missing Millions’ to make the case to Government for fairer funding for the city.	Plymouth City Council will co-ordinate a joint campaign during 2014/15 with key partners across the city and region to advocate for a fairer funding settlement for Plymouth.	Giles Perritt
20	Mental Health	33	We recommend that a joint review be completed to agree what crisis response is appropriate for anyone presenting with a mental health need. This should include those who may require a place of safety while a mental health assessment is undertaken and, where appropriate, follow up or after care is provided.	As part of our response to the Fairness Commission recommendation and the National Crisis Concordat, a joint review with partners has been completed in relation to Plymouth’s crisis response with the following action: a place of safety has been developed; options for a place of safety for children are under consideration; a Street Triage Pilot has evidenced joint working across Police, Plymouth City Council, Plymouth Community Healthcare and Devon Partnership	Dave Simpkins

				Trust) and resulted in an improved multiagency response to people presenting in crisis. This means that more people have been supported to recover at home and in the community, significantly reducing the number of people being detained under the Mental Health Act and treated in more institutional settings. A reduction in the use of Police powers to detail under the Mental Health Act has also been evidenced.	
27	Food	36	We recommend that the role of the Office of the Director of Public Health within Plymouth City Council be expanded to include food poverty with responsibility for co-ordinating food poverty initiatives, including those providing healthy and affordable food in communities, across the city. We suggest the following activities are undertaken to support this: 'Struggling to Eat Well' Surveys, aimed at identifying nutritionally vulnerable infants, and primary school age children and older people. Extending the provision of meals cooked in schools to older people in the community. Mapping food outlets to identify food retail deserts and encouraging the provision of food vans and local box schemes in these areas. Development of Social Co-ops in disadvantaged areas which incorporate access to reduced cost food, advice on debt, food skills and eating well, such as the Community Shop Barnsley model. Provision of Food Poverty Awareness Training (as Brighton and Hove Food Partnership does). Coordinating and assisting in the set-up of food growing and buying co-operatives around schools and social housing providers.	Food poverty and nutrition will be identified as a key portfolio area of the newly appointed Consultant in Public Health, Ruth Harrell, starting 1/7/14. The Office of the Director of Public Health (ODPH) business partnering model will be rolled out across the Council in July 2014. Public Health advice will add value to existing Council involvement in the refresh of the Food Plymouth Action Plan 2011-14 which will then be taken to the Health & Wellbeing Board. Local data will be used to assist in mapping food retail outlets to inform targeted provision. The Council will also explore ways in which it can work with communities to grow more food, for example community allotments. Targeted provision will be enabled via the Cities of Services project and Food Plymouth Partnership. The areas suggested by the Fairness Commission will be reviewed and discussed.	Kelechi Nnoaham
28		37	Following the example of Waltham Forest Council, the Fairness Commission recommends that Plymouth City Council amend its spatial planning policy to enable the restriction of fast food outlets within 400 metres or less from a school, youth facility or park.	We are currently reviewing our spatial planning policy as part of the Plymouth Plan process. We will undertake the following tasks: 1. Compile data from Waltham Forest and other authorities who have implemented an Spatial Planning Policy which creates an exclusion zone for new fast food outlets near schools*. Use examples of authorities comparable to	Paul Barnard

				<p>Plymouth to create relevant case studies which provide successful examples. By end of September 2014.</p> <p>2. Consult relevant health and education experts in order to understand the nature and scale of the problem in Plymouth. By end of October 2014.</p> <p>3. Consider options for consulting food outlet stakeholders and young people, and consult if appropriate. By third week of November 2014.</p> <p>4. Make recommendations for a spatial planning policy, plus any related policies or strategies which would support the objectives identified by the Fairness Commission. By second week of December 2014.</p> <p>5. Refine recommendations with input from key stakeholders and publish final solution end of March 2015.</p>	
29		37	<p>We recommend that Plymouth City Council work with the organisers of Plymouth's main events, such as the Fireworks Championships, to reduce the number of fast food outlets offering food of low nutritional value at public events and improve the food offer available.</p>	<p>Plymouth City Council delivers a huge programme of cultural and historical events across the city. The Office of the Director of Public Health Consultant-led team covering Food & Nutrition will work with colleagues in Economic Development to gain membership of those relevant project boards and enable improved links with the Food Plymouth Partnership's existing and planned work with citizens and retailers. An options appraisal will be undertaken jointly with Economic Development to look at incentives to encourage sustainable and healthy caterers at city events, as well as increased take up of such options.</p>	Kelechi Nnoaham
32	Learning and Skills	40	<p>The Commission welcomes the move of Plymouth's secondary schools to work more closely together through the model already established by the Plymouth Teaching School Alliance. We recommend that this collaborative approach is made a priority. It also requires additional momentum to achieve consistent standards across secondary school teacher training, professional development and school-to-school support to tangibly improve standards of educational achievement for all Plymouth's pupils.</p>	<p>All secondary schools have now signed up to the Plymouth Association of Primary Heads (PAPH) and the plans collaborate further are gathering momentum. The geographical and educational sectors of greatest need are being addressed. There is a focus on developing a commissioning intent that is for 'common good'. As a Strategic Partner the Local Authority is a strong supporter of the concept of school to school support and we are actively blending our work to ensure that Plymouth schools can benefit from as joined up and coherent service as possible. We will continue to support the further strengthening of the Plymouth Teaching School Alliance and its cooperative principles.</p>	Judith Harwood

33		41	As part of the Plymouth Skills Plan, we recommend that a specific review be undertaken with young people in the city to understand and address the factors that prevent young people taking up apprenticeships, and agree concrete steps to address them.	The Plan identifies the need to audit and review provision and will incorporate this recommendation fully. The specification is currently being finalised and will then be commissioned. We can support the engagement with young people through the Youth Service and using the City Youth Council. As partners within the Education Skills Board we will support the strategic impact of the study and its recommendations.	
36		41	We recommend that all primary and secondary schools develop an alumni programme, identifying local pupils who have subsequently achieved in a variety of fields, and invite them to contribute to raising awareness of potential careers and aspirations among current pupils, such as FutureFirst	As a strategic partner within the Plymouth Teaching Schools Alliance we will support the implementation of this proposal. Contact will be made with Futurefirst to establish feasibility of approach here or translate good practice.	
37		41	We recommend that all Plymouth's secondary schools and other organisations working with young people and young adults be encouraged to form relationships with local and regional employers, in particular members of the Plymouth 1000 Club and other local micro and SMEs, to encourage presentations, workshops and placements to demonstrate the range of potential careers available to pupils, as well as the qualifications and softer skills they should aspire to in order to be 'work ready'.	The Employment and Skills Board is currently being established. As a key partner for this activity, Plymouth City Council will facilitate the implementation of this proposal. Both are being addressed through City Deal as part of the employability gateway which is brokering closer relationships between schools and employers. This will build on existing activity including the 'skills passport' developed in partnership with the Plymouth Learning Trust, and closely aligned with the City Deal's aim to create 10,000 new jobs, with a particular emphasis on boosting youth skills and employment	
38		41	That a formal system is brokered linking schools and businesses so all young people have fair access to internships, work placements and youth enterprise schemes. These should particularly involve micro businesses and SMEs and cover different sectors (cultural, care sector, engineering etc.). Students should be encouraged to set up their own enterprises.		
39	Positive Youth	42	We recommend that a 'Positive Youth' approach to the commissioning of services for young people in the city is developed.. This should encompass a range of settings to provide all young people, 'targeted' or not, with the support and opportunities they need to empower	The council fully supports the principles of a 'Positive Youth' approach and has strengthened the mechanisms to involve young people in the inspection, design and delivery of opportunities and activities that meet their support, learning and developmental needs. Young people are also in positions where they can directly influence important policies and	Stuart Palmer

			<p>themselves, form relationships, build skills, exercise leadership, and help their communities. The underlying approach of this should be assets based and include the following elements: Young people are viewed as a valued and respected asset to society; Policies and programs focus on the evolving developmental needs and responsibilities of young people, and involve them as partners rather than clients; Young people are provided with the opportunity to experiment in a safe environment and to develop positive social values and norms; and Young people are engaged in activities that promote self-understanding, self-worth, and a sense of belonging and resiliency.</p>	<p>programmes in partnership with the Council. Examples include, Young Inspectors, Safeguarding Children's Shadow Board, Listen in Care Council, Young Ambassadors, UK Youth Parliament, Annual Youth Challenge, Youth Cabinet & Scrutiny and Targeted Grants Advisory Group. Following a full consultation across young people, stakeholders and partners this year a transformation programme has been agreed with a reinforcing of targeted work and a programme of community development pilots to support young people and community groups to co-design and deliver new projects that have a greater young people and community ownership and governance. This will be rolled out over the next two years.</p>	
40		42	<p>The Fairness Commission believes that every young person in the city should be able to access free recreational and cultural activities within one bus ride.</p>	<p>Our approach to targeting and neighbourhood based community youth work supports this recommendation and we have youth activities and services accessible across the city. We have reviewed services and are now on a programme of change which will take into account this recommendation. We will look to support the co- design and development of youth activity and provision citywide. Our youth service provides support and where appropriate transport to disadvantaged or vulnerable young people who would not otherwise be able to participate, free at the point of access activity. We will continue to work with our partners across the city to ensure equal opportunity to access positive activities. In addition, through key community development activities, commissioning and targeted funding, we will ensure that accessibility for young people is taken into account as a priority.</p>	
41		43	<p>Building on the work already being undertaken by the Learning and Skills Group, we recommend that the touchpoints of contact for young carers are identified and actively targeted to ensure more young carers contact Youth Services and benefit from their referrals and services.</p>	<p>We have well established support networks and activities for young carers and continue to give this group of children and young people a high priority through our safeguarding and corporate parenting duties. Through the support networks children and young people currently have opportunities to achieve nationally accredited awards that build on their interests, skills and aspirations. Schools are a key universal 'touchpoint' for young carers and the support networks are working closely here as well as through other community</p>	

			settings to highlight the need to identify these young people and support them into the networks that can provide additional help. Further work to promote a better understanding of these young people's needs and to increase capacity for direct support is currently being reviewed by Children's Social Care and partners,		
42		45	<p>The Commission recommends that the city engage in a consolidated effort to generate leadership on tackling discrimination in all its forms in the city, with the following actions: A city leadership workshop to develop a collective understanding of discrimination, its causes, and how to tackle it. A high profile public event at which city leaders sign an agreement to commit actively to tackling all forms of discrimination. This should be accompanied by specific actions to which leaders are committing, and agreement to how and by whom they shall be measured. A high profile campaign should be developed to bring this initiative to the consciousness of the people of Plymouth. Roll out of evidence based, age appropriate school based programmes to address discrimination across all early years, primary and secondary schools and further/higher education, such as the Roots of Empathy programme and the Brown Eyes, Blue Eyes tool.</p>	<p>Plymouth City Council strongly endorses this recommendation and believes that all discrimination is wrong. While the Council has developed a Welcoming City action plan with diverse communities across the city, as well as the Community Covenant, we recognise that to be fully effective this requires firm leadership and championing from all sectors, including the commercial sector, and fundamentally with learning institutions. The Council will call together city leaders to mutually agree a refreshed set of actions to give a clear message that there is no place for discrimination in any part of Plymouth and will seek support for visible campaigns and positive messages about our varied and diverse cultures and history that makes Plymouth truly welcoming to all.</p>	Stuart Palmer
45	Living Wage / Zero Hour Contracts	47	<p>We recommend that all public sector bodies in Plymouth should, like Plymouth City Council, commit to pay their staff the Living Wage, seek accreditation by the Living Wage Foundation and commit to provide a Living Wage for all employees of agencies that work for them.</p>	<p>Plymouth City Council implemented the living wage payments on a discretionary basis to their employees on 1 January 2014 and a further uplift in line with the national rate of £7.65 from 1 June 2014. Our Co-operative Commissioning framework in particular promotes the development of a Fair market, with the provision of services from local suppliers who prevent abusive employment practices by championing the rights of staff, including offering the living wage and offering contracts to locally employed staff on a basis wanted by the workforce. Our master vendor contractor for the supply of our temporary staff has also implemented the living wage effective from 1 June 2014. We are currently exploring accreditation with the Living Wage Foundation.</p>	Malcolm Coe

46		47	We recommend that Plymouth City Council and other public sector agencies work with subcontractors to ensure that they in turn pay 100% of their workers a Living Wage within two years.	Plymouth City Council has currently committed to promote payment of living wage with our contractors and their sub-contractors. Within the next 2 years it is our intention to implement this into our tender/contract documents and monitor it through contract management. * However we need to be mindful that this has the potential to increase cost at a time when budgets and funding is decreasing.	
49		48	We recommend that the use of zero hours contracts across the city should be monitored annually.	We will commit to raising this as a collective issue for discussion with our partners.	
50		48	We recommend that exclusive zero hours contracts are not advertised by job centres or recruitment agencies in Plymouth.	Plymouth City Council does not advertise or recruit to exclusive zero hours contracts. Also, our master vendor contractor for the supply of temporary/interim staff, do not advertise in this way either, they employ all of their staff of guaranteed hours.	
51		48	We recommend that all public sector agencies review their current use of subcontractors and commissioned services that use exclusive zero hours contracts and pledge to commission only from services that do not restrict their employees to exclusive zero hours contracts.	Plymouth City Council intends to make this a pass fail criteria as part of the pre-qualification stage of tenders. This change will be made at the same time as the changes required from the introduction of the new procurement regulations which are due to be finalised and implemented by the end of year (2014)	
52	Debt and Credit	49	Plymouth City Council should demonstrate that it is maximising its planning restrictions, within the current legal framework, to control the number of betting shops, fixed odds betting terminals and payday lenders in the city.	This recommendation will be considered as part of the development of the Plymouth Plan which aims to become the single strategic plan for the City.	Paul Barnard
53		49	We recommend that Plymouth universities and education providers partner with schools and youth organisations to provide student led peer mentoring, similar to CitizensUK Money Mentors Programme, to train young people to become confident in budgeting and managing money.	<p>Plymouth City Council has three programmes that will be launched in September 2014</p> <ul style="list-style-type: none"> • Financial capability education for young people at school: teachers will be trained to deliver sessions, and a financial capability package will be delivered at the beginning of the new academic year. • A credit union savings scheme for 12 and 16yr olds is being jointly delivered through schools. 	Stuart Palmer

			We would be interested in expanding our approach in collaboration with other partners.
54		We recommend that Plymouth City Council work with partners to develop robust visible campaigns against the use of payday loans and illegal loan sharks.	Plymouth City Council had already recognised this as a key problem for the city and is considered an exemplar in its response following a motion on notice on payday lending and credit unions that was agreed at Full Council in 2013. We have developed a comprehensive response with our partners to address the situation, and have actively lobbied government for help in regulating the sector. We believe we are leading the way on this agenda and are committed to on-going work. Once the feasibility study regarding ethical alternative lending is completed we will consider the recommendations and implement actions that support this.
55	49	The Fairness Commission recommends that Plymouth City Council, housing associations and other relevant agencies work together to consolidate customers' debts and offer payment plans to help customers manage repayments as well as direct them to expert sources of help and advice.	While this sounds like a useful idea, this recommendation requires investigation. Current restrictions on data sharing across agencies limits out ability to share information on personal debt. We will however consider a similar approach adopted in Lambeth, Islington and Birmingham as a starting point. In addition we are continuing significant debt advice via our Advice Plymouth contract and through our joint work on welfare reform mitigation we have improved benefit take up and supported cross agency training, including health partners. We are not being complacent, and following an upcoming co-operative scrutiny review on personal debt, would suggest a systematic review of options and initiatives on personal debt in the Autumn of 2014 to consider best practice.
56	49	Every point of access that the public have with public agencies should provide clear and accessible links to specialist debt advice, benefit maximisation and sources of affordable credit such as Plymouth Citizens Advice Bureau, Money Advice Plymouth and Christians Against Poverty more readily and prominently on their websites.	Work is underway through our Customer and Services Transformation Programme to ensure there is comprehensive advice and signposting in new arrangements for First Stop and this will include the read across to Advice Plymouth and other access channels to advice and information through websites

It is essential that alternative and affordable forms of credit are accessible to residents across Plymouth. The Fairness Commission believes that Plymouth credit unions and their partners must take greater responsibility for ensuring that they offer a broad range of services that benefit the city, including, but not limited to, the list below. If they do not wish to do this or are unable to prove they can by December 2014, Plymouth City Council should step in to take action. The Commission recommends that the following groups be actively encouraged to hold membership: Employees of all large private and public organisations in Plymouth, providing payroll deductions to support this. Tenants of Social Landlords. Congregations of all churches in the city and other faiths. In addition Plymouth City Council and other major employers should hold non-member deposits in the credit union. Undertake a review of current services to identify areas where input from other sources, e.g. marketing support from students from further and higher education institutions, process inputs from Credit Unions, could help raise the profile of credit unions and maximise their effectiveness. Implement a high profile campaign in partnership with the Plymouth Herald and other media outlets to explain the function of credit unions, and to attract additional depositors. Create a Plymouth-wide Christmas Club as an alternative to current high cost online providers. The Plymouth Christmas Club could work with local banks to accept deposits and seek discounts/vouchers from local retailers if savers spend with them. Ensure widespread availability of products such as jam jar accounts, white goods and furnishing schemes, contents and income protection insurance and new savings accounts. In areas identified as having high levels

Plymouth City Council supports credit unions and commends the list of activities and services that promote credit unions. We look forward to seeing the response from the credit unions to this recommendation, and hope they will meet the challenge laid down by the Fairness Commission. However, if credit unions believe or choose not to follow this route, Plymouth City Council will work with partners from across sectors to explore provision of a financially viable alternative.

		of financial exclusion, credit unions must work with local partners to enable credit unions to operate. We recommend that all schools should invite credit unions to run Junior Savers Club. We recommend a drive to encourage members of business groups such as the Rotary Club, Chamber of Commerce, Lions, Federation of Small Businesses and others to volunteer as board members of credit unions.	
58	50	To maximise the availability of affordable credit to individuals and enterprises across the city, the Commission recommends development of a baseline to include: Use the industry-wide data jointly compiled by the British Bankers' Association and the Council for Mortgage Lenders to map the personal loan data for all Plymouth city postcodes. Publish a Personal Loan Data report for Plymouth (as Birmingham City Council has done) to help identify the areas of credit deserts. The Council should use its own banking contracts to lever an assurance from providers that they will improve the provision of affordable credit in credit deserts.	As recommended we will explore the industry data and utilise the information to scope the geographical picture in relation to affordable credit in our city. Once this is available relevant action will be considered including the appropriate use of our own banking contracts.
59	51	We recommend an annual, centrally-located pre-Christmas campaign, bringing together debt and money advice services, banks, trade unions, credit unions and relevant Council departments to raise awareness of their services and provide the opportunity to open bank and credit union accounts, as savers and depositors, get advice on housing, debt arrears etc.	We welcome this recommendation as it assists in the work that we are already undertaking and it can be delivered via our Advice Plymouth contract. We will however initiate further conversations with other partners including trade unions.
60	51	We recommend the development of an annual, city-wide 'Fair Money' awards dinner, sponsored by the large high –street banks and publicised by the Plymouth Herald, with a range of award categories which the people of Plymouth can vote for. Examples of award categories include: school savers, tackling debt, biggest contribution to local economy, volunteering etc.	An annual award event led by relevant organisations would give a focus to delivering this recommendation and Plymouth City Council would consider becoming involved in a similar way to other award events that we have jointly funded and supported in the last year. We will discuss with colleagues across sectors to determine how we could resource this. We would need to ensure sponsorship organisations had appropriate standards of fair lending.

63	Think Local	53	That a 'Buy Local, Give Local' trademark scheme is developed for local traders, producers, public bodies and the voluntary sector to help customers and producers identify local providers	A number of Buy Local initiatives have been held or planned including local food festival planned; Buy Local part of Christmas campaigns. We will work with the Plymouth Chamber of Commerce to continue to promote the buy local initiatives, including the possibility of a trademark, if appropriate.	David Draffan
64		53	Plymouth City Council should review all the charitable trusts, including dormant trusts, for which it is a corporate trustee and explore methods of amalgamating them (where their charitable objects are compatible), and transferring the management of their assets to a Plymouth community-based charity.	An audit of the Charitable Trusts where the Council is a corporate trustee has been undertaken by the Head of Legal Services. As a result of this work, trusts which have been dormant and for which no funds exist have been removed in consultation with the Charity Commission. Further work is needed in terms of how best the Council can deliver its corporate trustee role and indeed, if it is best placed to deliver this role, in so far as those Trusts for which funds exist or which hold fixed assets. This is being built into the 3 year work programme of the Head of Legal Services.	Dave Shepperd
65	Social Value	54	We recommend that all public, charitable and private sector organisations in Plymouth should develop a social value/sustainability statement with clear social value outcomes and measures through which they buy and commission goods and services.	Plymouth City Council is currently drafting a sustainable procurement strategy which will clearly define social value outcomes and measures through which we buy and commission goods and services. The Co-operative Commissioning framework also states that commissioning decisions will focus on delivering value for money and promoting social value.	Malcolm Coe Page 122
66		54	All public sector agencies to fully explore the steps they could take towards meeting best practice, beyond the requirements of the Public Services (Social Value) Act 2012, to ensure the inclusion of social value in all contracts for goods and services, regardless of the EU threshold.	Plymouth City Council embedded the Social Value Act requirements into our tender documents and procurement guidance manual for European Union Threshold procurements when the legislation came into force in January 2013. We are now looking to include this into our tender opportunities that are not subject to the regulations (>£100k for goods & services & >£200k for works)	

67		54	<p>The City Deal to clarify both how it will deliver social value and how this delivery will be measured and evaluated.</p>	<p>The Plymouth & South West City Deal has created a range of social value and economic targets to be delivered through the South Yard Project, Growth Hub and Youth Deal elements of the City Deal as follows:</p> <p>Marine Industries Production Campus – South Yard</p> <ul style="list-style-type: none"> ▪ Create 1200 jobs by 2025 <p>Growth Hub – Business Support – across Cornwall, Devon, Plymouth and Somerset</p> <ul style="list-style-type: none"> ▪ 880 jobs created by March 2017 ▪ 20,000 businesses engaged by March 2015 <p>Youth Deal - across Cornwall, Devon, Plymouth and Somerset</p> <ul style="list-style-type: none"> ▪ Enable 900 of the very hardest to help young people to enter work, with 540 of these young people sustaining work for at least six months by May 2017. ▪ Enable 525 young people to increase their earnings by November 2015 <p>These targets are being monitored through the Programme Board on a monthly basis, indicating projective achievement against profile across the duration of the project.</p>	David Draffan
68	Public Sector Procurement	55	<p>We recommend that baseline data on current public spending with local businesses is established, to enable public bodies in Plymouth to create clear targets for the levels of public spending they will spend with local businesses, including Micro/SME's, and report on them as part of their annual reporting mechanisms.</p>	<p>This information has been reported on a monthly basis since financial year 09/10. In 13/14, 45% of our total spend of £177m was within the PL post code and 37% of it was with Small and Medium Size Enterprise's (SMEs). Targets the forthcoming years have also been set as follows:</p> <p>PL Post Code 2014/15 – 48% 2015/16 – 52%</p> <p>SME's 2014/15 – 39% 2015/16 - 41%</p>	Malcolm Coe

Public sector commissioning and the processes that supports it need to be much more efficient to provide better access to public spend for local, small suppliers. We recommend a thorough review of the current Sell2Plymouth portal and associated procurement systems of public sector agencies with recommendations for what changes are required to ensure there is an efficient way to link up public sector commissioners with private sector suppliers. Conversely, work must continue with local business to ensure they are positioned to take advantage of public sector procurement opportunities. Areas to address include: Improving technical efficiency. Monitoring how consistently and transparently the portal is used by different bodies. Identifying why and appropriate responses to why local businesses are not maximising opportunities via the portal. Reducing unnecessary red tape and bureaucracy. Increasing opportunities for Meet the Buyer events.

As members of the Plymouth Procurement Forum, Plymouth City Council meets on a regular basis with City College, Plymouth Federation of Small Businesses and the Plymouth Chamber of Commerce, Plymouth Community Homes, Plymouth University and University of St Mark and St John. The Council has signed up to a charter to increase economic stimulus to the City by working together to broaden the overall support for local business, putting initiatives in place to help small businesses and maximise the potential of the local supply chain.

While we acknowledge that there are still problems to overcome, we have worked hard alongside our partners to increase spend with local suppliers and SME's as follows:

Plymouth City Council increased its low value procurement thresholds, where we only need to seek 3 quotations rather than undertake a tender process, from £75k to £100k in 2012. With the implementation of our buying team we also mandated that a minimum of 2 of the 3 quotes must be sourced from local suppliers (PL post code) where possible, however as this function is now centralised more often than not 3 quotations are sourced locally. For these procurements we utilise the Sell2Plymouth (S2P) portal to source suppliers. This allows us to check that they have the correct accreditations and insurance to do business with the Council, we can also determine if the supplier qualifies as an SME as we endeavour to pay our SME suppliers in 15 days as opposed to the standard 30 days.

To support supplier's in how to do business with the Council, since September 2013 we have run 14 different training/meet the buyer events for suppliers supporting them with registration on the S2P portal and also on the supplying the south west portal where we, together with the other members of the Devon & Cornwall procurement partnership, we advertise our tender opportunities. We inform them on how to do business with Plymouth City Council. Working in conjunction with the Plymouth Chamber of commerce &

				<p>Industry we provide tender training for their customer base. We also provide specific tender training targeting local suppliers via the S2P portal. We also advertise on our procurement web pages that if any supplier is interested in tender training to contact the procurement team. http://www.plymouth.gov.uk/homepage/business/doingbusinesswiththecouncil/buylocal.htm</p>	
76	Private Sector Housing	58	<p>Plymouth City Council to develop a comprehensive and resourced response to raising standards in the private rented housing sector.</p>	<p>We recognised the impact of poor housing standards and management in the private sector on local people, and provided evidence to the commission which has guided our development of a draft Charter for the Private Rented Sector in Plymouth, using the Council's 'Principles' and 'Programme of Actions'. This will be developed with landlords and other stakeholders including tenants to be launched by October 2014 with the initial impact being assessed by February 2015. The Charter is likely to include the development of a Plymouth Healthy Homes Standard together with a 'Rent with Confidence' rental standard, and other measures. We also welcome and endorse the challenge to central government to help us achieve improvement, and have written to all local MP's to this effect.</p>	Stuart Palmer
77		58	<p>We recommend that Plymouth undertake a pilot to investigate the viability of a voluntary licensing and accreditation scheme for private sector landlords (PSL). This pilot should: Examine the costs, benefits and potential barriers of such a scheme. Look at the process of include clear standards to reach legal minimum requirements for properties. Benchmark how this scheme would measure up against other PSL accredited schemes.</p>	<p>The viability of introducing a voluntary licensing scheme will be investigated but it is considered unlikely that landlords will sign up voluntarily even if incentivised. National, mandatory licensing already operates and opportunities for additional and/or selective mandatory accreditation schemes will also be considered. Voluntary accreditation is already in place and we will work together with Landlord Association partners to further promote this to landlords together with training programmes for landlords and agents. The one thing that would really help is if central government backed a mandatory self-funding registration scheme for landlords and agents so that we can contact, support and advise the numerous small landlords who are new to the sector.</p>	

78		58	Examine the possibility of property-specific penalties for non-compliant Private Rented Sector homes, to include looking at whether non-compliant Private Rented Sector homes could be earmarked as “not Housing Benefit eligible” until fully compliant with statutory standards and requirements, in a way that penalises the landlord – not the tenant.	We will examine the possibility of property specific penalties for non-compliant Private Rented Sector homes. There are already existing 'penalties' for non-compliant property conditions for which we can and do take enforcement action. This will form part of the programme of actions which will be set out in the charter	
79		58	Consult on and implement a comprehensive; measured and monitored Empty Homes Strategy for Plymouth to consider why the property is empty and uncovering systemic issues and working positively to address them.	By March 2015, Plymouth City Council will produce a “Plan for Empty Homes” in line with the design precedent set by the Plan for Homes. Consultation for the Plan for Empty Homes will be undertaken via the consultation process for the Plymouth Plan.	Paul Barnard
80		59	As part of the Fairness Commission’s support of the ‘doing with’ rather than ‘doing to’ approach, we recognise the importance of helping private tenants have a local voice. This will help tenant-to-tenant communication, provide useful ‘on the ground’ advice about poor tenancy experiences and give tenants information about their legal rights. We support the creation of a virtual Plymouth Private Tenants Forum, advising private tenants of their rights, offering an online space to exchange experiences, publicise consultations and offer contact details on further public sources of support.	We will work with partners to examine the options for the creation of a virtual Plymouth Private Tenants Forum, although it is recognised that an open tenant’s forum may pose concerns as some sites do currently. We will update our website to improve information and advice for tenants on their rights and expectations and other areas of support, and could work with Shelter on links to their national on line forum.	Stuart Palmer
81	Specialist Housing	59	We recommend a full examination of the coverage of specialist housing provision in Plymouth is carried out, comparing what is available against known demographics of groups in need and including a full gap analysis of unmet need.	While the Strategic Housing Market Assessment covers the needs / demand for general needs housing and projections in the Plymouth Plan, we would agree that we do not have a comprehensive analysis of specialist housing needs in one place for example Gypsy and Traveller and housing for other groups etc. We have however recently carried out a review of the need for Extra Care Housing and further reviews have been explored over a number of years. It would be timely to commission this review and we will scope the extent of it with partners by December 2014.	Paul Barnard

82	Ageing Population	60	<p>We recommend the creation of an 'All Ages City' Taskforce to co-ordinate both the social and non-social care aspects of Plymouth living for older people, as part of the Plymouth Plan process. These include, but are not limited to: Working with Plymouth's voluntary and community sectors to join up initiatives such as befriending schemes, lunch clubs, pooled transport, shared backroom services and access to facilities, including how technology can assist such co-ordination. Work with Plymouth universities and other tertiary education providers to encourage investment in technology to encourage connection to the wider community and address digital exclusion, remote healthcare provision by local and regional providers, virtual communities and domestic adaptations, e.g. Skype TV. Support commissioning of personal health, public health and social services which focus on prevention and early intervention through primary health care. Working with urban planners and housing associations to shape future housing provision and, where possible, adapt existing provision, to provide better community specific development, encourage land asset release and incentive schemes for suitable private investment. Co-ordinate existing and potential activities that promote intergenerational and cultural activity such as skills cafes, using school kitchens for mixed-age lunches and increasing opportunities for older people to volunteer.</p>	<p>Plymouth City Council is willing to participate in discussions with city partners for the best way to take this recommendation forward.</p>	Giles Perritt
83	Dementia	61	<p>We recommend that the Plymouth Joint Dementia Strategy is given the highest priority to ensure its recommendations on professional awareness, early diagnosis, carer support and recognised standards of care are actively delivered across the city.</p>	<p>Joint Dementia Strategy and Action Plan going for approval at Cabinet in September 2014. Extension of Dementia Friendly Coordinator role within Cooperative Commissioning Team taking forward the Dementia Friendly City element. Dementia Stakeholder Group in place to oversee and monitor the implementation of the action plan. Awaiting approval of plans to put in place Council wide workforce development plan</p>	Dave Simpkins

			around awareness of Dementia. Skills audit of care sector to be carried out in 2014 leading to workforce development plan for the sector. Dementia Quality Mark in place for care homes and Leadership programme for Care Homes currently being delivered. New carer support group for male carers in place June 2014. Funding for targeted diagnosis work in care homes is being applied for from Strategic Clinical Network.	
84		61	As part of this strategy, the Commission also recommends that additional consideration be given to ensure that people with dementia who require, and can demonstrate that they meet the eligibility criteria (e.g. unsteady walking, confusion and agitation and the risk of their actions harming themselves or others) are encouraged to apply for the blue badge scheme using the discretionary powers of the Local Authority.	This will be added to the Joint Dementia Action Plan.
85		61	We recommend that an information pack containing details of sources of advice, information and support is made freely available to patients, families and carers in all primary care settings, and provided for dementia patients and their carers.	Toolkit for businesses (including GP surgeries) created and launched in May 2014. Toolkit for patients, families and carers is being developed by Plymouth Community Healthcare and the Alzheimer's Society and is at the stage of being costed. Expected date is December 2014.
86		62	The Fairness Commission Secretariat within Plymouth City Council will work with key partners to develop a performance framework to allow both the Commission and the City as a whole to determine whether Plymouth is becoming a fairer city.	A proposal for how we can measure whether we are becoming a fairer city has already been developed and is under review in partnership with Plymouth City Council, Plymouth University and the Plymouth Fairness Commission Secretariat. Plymouth City Council will ensure that this is embedded within the existing Co-operative Council performance management framework and benefits realisation of its transformation programme.