



**Democratic Support**

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Published 14/08/17

## **DELEGATED DECISIONS**

### **DELEGATED EXECUTIVE/OFFICER DECISIONS**

Delegated Executive and Officer decisions are published every Monday (Tuesday if falling on a Bank Holiday) and are available at the following link - <https://tinyurl.com/ms6umor>

Cabinet decisions subject to call-in are published at the following link - <http://tinyurl.com/yddrql6>

Notice of call-in for non-urgent decisions must be given to the Democratic Support Unit by 4.30 pm on Monday 21 August 2017. Please note – urgent decisions and non-key Council Officer decisions cannot be called in. Copies of the decisions together with background reports are available for viewing as follows:

- on the Council's Intranet Site at <https://modgov/mgDelegatedDecisions.aspx>
- on the Council's website at <https://tinyurl.com/jhnax4e>

The decisions detailed below may be implemented on Tuesday 22 August 2017 if they are not called-in.

## **Delegated Decisions**

### **I. Leader of the Council**

- I.1. To allocate funding for the initial appointment of the consultant design team for the Better Places - Plymouth programme **(Pages 1 - 26)**
- I.2. Allocation of funding within the Capital Programme to deliver the Plan for Libraries Phase I **(Pages 27 - 80)**
- I.3. Weston Mill Recycling Centre Upgrade **(Pages 81 - 96)**
- I.4. Chelson Meadow Landfill Closure Plan & Leachate Treatment Plant Upgrade **(Pages 97 - 112)**

# EXECUTIVE DECISION

made by a Cabinet Member



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

Executive Decision Reference Number – L22 17/18


Decision	
1	<b>Title of decision:</b> To allocate funding for the initial appointment of the consultant design team for the Better Places – Plymouth programme.
2	<b>Decision maker (Cabinet Member):</b> Councillor Ian Bowyer, Leader
3	<b>Report author and contact details:</b> Nathan Sanders, Senior Project and Contract Manager; <a href="mailto:Nathan.sanders@plymouth.gov.uk">Nathan.sanders@plymouth.gov.uk</a> ; 01752 307780
4	<b>Decision to be taken:</b> To approve the Business Case To allocate £525,626 for the project within the Capital Programme to be funded by corporate borrowing To delegate the award of the consultant team's contract to the Strategic Director for Place
5	<b>Reasons for decision:</b> <p>The Better Places – Plymouth programme is an important priority investment for the city. This programme will be a key component in securing further investment in the city centre and will ensure that the city centre will look its best and function more efficiently in time for the city's Mayflower 400 celebrations and beyond.</p> <p>Following the recent publication of the City Centre Masterplan and the Joint Local Plan which set out the vision for Plymouth City Centre, Plymouth City Council has committed £27m over the next five years to transform public realm in the city centre under its Better Places - Plymouth programme. The City Council expects this commitment to be supplemented by grants and private sector contributions.</p> <p>The objectives of the programme are to address years of underinvestment in city centre streets and spaces; to transform the look and feel of the city centre; to support and lever in further inward investment in retail, leisure, employment and housing; to bolster local pride in the city centre and to enhance the overall experience and perceptions of the city centre.</p> <p>A tender exercise has recently been undertaken in which a preferred design-led consultant team has been identified to work with Plymouth City Council to deliver significant public realm improvements in the city centre. This proposal is for an initial request for Development funding to cover the cost of the following phases of work by the consultant team:</p>

	<p>Phase 1 – production of City Centre Public Realm Design Framework</p> <p>Phase 2 – production of outline design of selected City Centre schemes</p> <p>Carrying out of the above work will enable an updated cost estimate of the schemes to be produced and for the schemes to be prioritised. A further business case to cover the detailed design and construction costs for selected schemes is expected to be submitted in late 2017.</p>			
<b>6</b>	<p><b>Alternative options considered and rejected:</b></p> <p>Not proceeding with the programme would mean that the Council's Joint Local Plan policies for the city centre would not be delivered, the street environment and attractiveness of the city centre would continue to decline and significant inward investment including from British Land and at Colin Campbell Court would be deterred.</p>			
<b>7</b>	<p><b>Financial implications:</b></p> <p>The total cost of this proposal is £525,626 which will be funded from corporate borrowing over a 20-year period at an annual cost of £33,717.</p> <p>This cost covers the appointment of the consultant design team for phases 1 and 2 of their commission. All internal fees and contingencies are included in the above allocation.</p>			
<b>8</b>	<p><b>Is the decision a Key Decision?</b></p> <p><b>(Contact Judith Shore, Democratic Support, 304494 for further advice)</b></p>	<b>Yes</b>	<b>No</b>	
			X	results in the Council spending or raising annual income by more than £500,000 (or more than £2,000,000 if that is the total cost of a contract award)?
			X	results in the Council saving more than £1,000,000?
			X	results in the Council saving less than £1,000,000 <b>and</b> the saving will have a material impact upon service provision such as a significant change or a cessation of service delivery and associated staff redundancies or a significant impact on customers?
			X	has a significant impact on communities living or working in two or more wards?
<b>If yes, date of publication of the notice in the Forward Plan</b>				
<b>9</b>	<p><b>Please specify how this decision is linked to the Council's corporate plan 2016 - 19 and/or the policy framework and/or the revenue/capital budget:</b></p>	<p>Pioneering Plymouth</p> <p>The project will look at the entirety of the public realm (streets and spaces) in the city and will pioneer new ways for these to function, attract social/ cultural and commercial activity, reduce maintenance liabilities and explore opportunities for income generation. The project will pioneer new ways to deal with surface water through Sustainable</p>		

		<p>Urban Drainage Systems in the city centre which is a critical drainage area.</p> <p>Confident Plymouth</p> <p>The project will promote confidence in Plymouth by improving the attractiveness and usability of the city’s street and spaces for residents and visitors, enhancing community pride and supporting Plymouth as a destination of choice.</p> <p>Caring Plymouth</p> <p>The project will seek to enhance the ease of pedestrian and cycle movement throughout the city centre for people of all abilities by removing clutter and obstacles to movement. The specific needs of children, the elderly and mobility impaired will be carefully considered through the design process to enhance accessibility and enjoyment of the spaces by all.</p> <p>The project will also explore ways to protect the city centres most vulnerable streets and spaces from terrorist attack through Hostile Vehicle Mitigation and other security measures.</p> <p>Growing Plymouth</p> <p>The outcomes of this project will help support a growing city by encouraging inward investment in the retail, leisure and cultural offer of Plymouth City Centre and supporting the diversification of uses including residential and office.</p> <p>Providing aesthetically attractive and inviting city centre streets and spaces that function better through day and into evening will attract increased visitors to the city centre for prolonged periods of time resulting in higher spend, more viable businesses and a more competitive city centre further establishing Plymouth's position as a premier retail and shopping destination for the South West.</p> <p>The project will support the creation of positive spaces for residents from across the city, supporting the achievement of health and wellbeing outcomes and promoting social inclusion.</p> <p>This project will directly support the growth of the city by encouraging visitors and enabling increased investment from the community and private sector.</p>
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Urgent decisions			
<b>I 0</b>	<b>Is the decision urgent and to be implemented immediately in the interests of the Council or the public?</b>	<b>Yes</b>	(If yes, the Lead Scrutiny Officer must be consulted before approaching the Chair of the relevant Overview and Scrutiny Committee. Ensure that the Chair signs the report at section I 1a and that section I 1b is completed <u>after</u> the sign off codes in Section 17 are completed)
		<b>No</b>	<b>X (If no, go to section 12)</b>
<b>I 1a</b>	<b>Signature</b>		<b>Date</b>

	<b>Print Name</b>			
<b>I 1b</b>	<b>Reason for urgency:</b>			
<b>Consultation</b>				
<b>12</b>	<b>Are any other Cabinet members' portfolios affected by the decision?</b>	<b>Yes</b>	<input checked="" type="checkbox"/>	<b>(If yes, go to sections 13 and 14)</b>
		<b>No</b>		
<b>13</b>	<b>Which other Cabinet member's portfolio is affected by the decision?</b>	Councillor Nicholson – Deputy Leader and Cabinet Member for Strategic Transport, Housing and Planning		
<b>14</b>	<b>Please confirm that you have consulted this Cabinet member</b>	<b>Yes</b>		<b>(No is not an option)</b>
<b>15</b>	<b>Has any Cabinet member declared a conflict of interest?</b>	<b>Yes</b>		<b>Need a note of dispensation granted by the Council's Monitoring Officer</b>
		<b>No</b>	<input checked="" type="checkbox"/>	
<b>16</b>	<b>Which Corporate Management Team member has been consulted?</b>	<b>Name and title</b>	Anthony Payne, Strategic Director for Place	
<b>17</b>	<b>Please include the sign off codes from the relevant departments consulted:</b>	<b>Democratic Support (mandatory)</b>	DS031 17/18	
		<b>Finance (mandatory)</b>	pl1718.79	
		<b>Legal (mandatory)</b>	SC/28739	
		<b>Human Resources</b>		
		<b>Assets</b>		
		<b>IT</b>		
		<b>Procurement</b>	HG/PSF/452/ED/0817	
<b>Other Information</b>				
<b>18</b>	<b>An Equalities Impact Assessment should be attached to the report</b>			<b>(Please attach the EIA to this report)</b>
<b>Briefing report</b>				
<b>19</b>	<b>Is the briefing report attached?</b>	<b>Yes</b>	<input checked="" type="checkbox"/>	<b>(No is not an option)</b>
	List (and include a hyper link to) <u>published</u> work/information used to prepare the report.			

Do you need to include any confidential/exempt information?	<p>If yes, prepare a second, Part II, report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</p> <p>(Remember to keep as much information as possible in the briefing report that will be in the public domain)</p>								
		<b>Exemption Paragraph Number</b>							
<b>Confidential/exempt briefing report title</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	
<b>Background Papers</b>									
<b>20</b>	<p>Please list all background papers relevant to the decision in the table below.</p> <p>Background papers are <u>unpublished</u> works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based. A folder or a file should not be cited as a background paper, though individual items within the folder or file may be. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</p>								
<b>Title</b>	<b>Part I</b>	<b>Part II</b>	<b>Exemption Paragraph Number</b>						
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
City Centre Public Realm (Better Places – Plymouth) Business Case					X				
Contract Award Report Part II					X				
<b>Cabinet Member Signature</b>									
<b>21</b>	I agree the decision and confirm that it is not contrary to the Council’s policy and budget framework, Corporate Plan or Budget.								
<b>Signature</b>				<b>Date of decision</b>	14 August 2017				
<b>Print Name</b>	Councillor Patrick Nicholson								

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## Better Places – Plymouth: Briefing Report (Part 1)

Following the recent publication of the [City Centre Masterplan](#) and the [Joint Local Plan](#) which set out the vision for Plymouth City Centre, Plymouth City Council has committed £27m over the next five years to transform public realm in the city centre under its Better Places - Plymouth programme. The City Council expects this commitment to be supplemented by grants and private sector contributions through Section 106 and the Community Infrastructure Levy (CIL).

The objectives of the programme are to address years of underinvestment in city centre streets and spaces; to transform the look and feel of the city centre; to support and lever in further inward investment in retail, leisure, employment and housing; to bolster local pride in the city centre and to enhance the overall experience and perceptions of the city centre.

A tender exercise has recently been undertaken in which a preferred design-led consultant team has been identified to work with Plymouth City Council to deliver significant public realm improvements in the city centre.

This Executive Decision requests approval to:

- Approve the Business Case
- Allocate £525,626 for the project within the Capital Programme to be funded by corporate borrowing
- Delegate the award of the consultant team's contract to the Strategic Director for Place

This proposal is for an initial request for funding to cover the cost of the following stages of work by the consultant team:

Phase 1 – production of City Centre Public Realm Design Framework

Phase 2 – outline design of selected City Centre schemes

The total cost of these phases of work is £525,626 including all fees and contingencies.

Carrying out of the above work will enable an updated cost estimate of the schemes to be produced and for the schemes to be prioritised. A further business case to cover the detailed design and construction costs for selected schemes is expected to be submitted in November or December 2017.

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# **CONTRACT AWARD REPORT PART I**

Better Places - Plymouth



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## 1. INTRODUCTION

This contract award report is in relation to the procurement of a consultant design team to support the Better Places – Plymouth programme. This process and evaluation criteria was approved by the Assistant Director for Strategic Planning & Infrastructure on 31<sup>st</sup> May 2017.

## 2. BACKGROUND

Following the recent publication of the City Centre Masterplan and the Joint Local Plan which set out the vision for Plymouth City Centre, Plymouth City Council has committed £27m over the next five years to transform public realm in the city centre under its Better Places - Plymouth programme. The City Council expects this commitment to be supplemented by grants and private sector contributions through Section 106 and the Community Infrastructure Levy (CIL).

The objectives of the programme are to address years of underinvestment in city centre streets and spaces; to transform the look and feel of the city centre; to support and lever in further inward investment in retail, leisure, employment and housing; to bolster local pride in the city centre and to enhance the overall experience and perceptions of the city centre.

A tender exercise has recently been undertaken in which a preferred design-led consultant team has been identified to work with Plymouth City Council to deliver significant public realm improvements in the city centre.

## 3. PROCUREMENT PROCESS

The Homes and Communities Agency (HCA) Multidisciplinary Framework was utilised for this tender exercise. The Framework consists of 16 pre-selected teams of consultants who were initially approached for expressions of interest. Eight teams responded to confirm their interest and these teams were asked to respond to a sifting brief, outlining their response to the project, team experience and team identification & calibre. The responses were assessed by the evaluation panel and four teams were selected to proceed to the mini-competition stage.

## 4. TENDER EVALUATION CRITERIA

Price 30%

Lowest price = 30%, remaining prices assessed according to the formula:

$(\text{Lowest price}/\text{tender price}) \times 30$

Technical submission (in response to mini-competition brief) 50%

Presentation and interview 20%

The technical submission and the presentation / interview were scored according to the following guidance:

Response	Score	Definition
Unacceptable	0	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.
Poor	2	Response is partially relevant and poor. The response addresses some elements of the requirements but contains insufficient/limited detail or explanation to demonstrate how the requirements will be fulfilled
Satisfactory	5	Response is relevant and acceptable. The response addresses a broad understanding of the requirements but may lack details on how the requirement will be fulfilled in certain areas.
Good	8	Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
Excellent	10	Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

## 5. SUMMARY OF EVALUATION

Submissions were received on the 5<sup>th</sup> July from the four shortlisted bidders.

The submissions were independently evaluated by Council Officers, all of whom have the appropriate skills and experience, in order to ensure transparency and robustness in the process. A presentation and interview session for all the shortlisted bidders was held on 12<sup>th</sup> July 2017. The resulting scores are contained in the confidential Part II paper.

## 6. FINANCIAL IMPACT

Financial provision is being requested for this contract within the Capital Programme. Details of the contract costs are contained in the confidential Part II paper.

## 7. RECOMMENDATIONS

It is recommended that a contract be awarded to the successful tenderer. The details of the successful tenderer have been set out in the confidential Part II paper.

Following advice from Legal Services, the call off instruction under ‘Services Requirements’ through the Framework will include the whole of the services required, but will state that the appointment will be for the initial two phases only and that awards for further phases are conditional on funding being secured, the successful submission for these phases being suitable for the Council’s requirements and within available budget.

**8. APPROVAL**

**AUTHOR:**

Signature: .....

Print Name: Nathan Sanders, Senior Project and Contract Manager

Date: 10/08/2017

**AUTHORISED SIGNATORY:**

Signature: .....

Print Name: .....

Position: .....

Date: .....

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

Document is Restricted

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# EQUALITY IMPACT ASSESSMENT

## Better Places – Plymouth: appointment of consultant design team



### STAGE 1: What is being assessed and by whom?

What is being assessed - including a brief description of aims and objectives?	Appointment of consultant design team to produce a City Centre public realm design framework and produce outline designs for selected City Centre public realm schemes
Responsible Officer	Stuart Wingfield
Department and Service	Strategic Planning & Infrastructure, Strategic Growth
Date of Assessment	8 August 2017

### STAGE 2: Evidence and Impact

Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Age	We do not have a detailed age profile of our customers from our surveys but 2011 Census data % of Population is: - 0-4 years 6 5-9 years 5 10-14 5	No adverse impact	No action required	

<b>STAGE 2: Evidence and Impact</b>				
<b>Protected Characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact?</b>	<b>Actions</b>	<b>Timescale and who is responsible?</b>
	15-19 7 20-24 10 25-29 7 30-34 6 35-39 6 40-44 7 45-49 7 50-54 6 55-59 5 60-64 6 65-69 5 70-74 4 75-79 3 80-84 2 85+ 2 The enhanced facilities will benefit all age groups.			
Disability	30,000 people in Plymouth will have some form of Mental Health issue. 0.8% (2118) of those registered with a GP is	No adverse impact	Outline designs will take into account the requirements of mobility and visually impaired	Dec 2017 – Responsible Officer

<b>STAGE 2: Evidence and Impact</b>				
<b>Protected Characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact?</b>	<b>Actions</b>	<b>Timescale and who is responsible?</b>
	<p>listed on the mental health register.</p> <p>A total of 31 164 people declared themselves as having a long-term health problem or disability in the 2011 Census.</p> <p>1224 adults currently registered with a GP in Plymouth have some form of a Learning Disability.</p>			
Faith, Religion or Belief	92.9% of Plymouth's population identify themselves as White British. The other ethnic groups are a mixture of religions.	No adverse impact	No action required	
Gender - including marriage, pregnancy and maternity		No adverse impact	No action required	
Gender Reassignment		No adverse impact	No action required	
Race	The racial composition of	No adverse impact	New or replacement	Dec 2017 – Responsible Officer

<b>STAGE 2: Evidence and Impact</b>				
<b>Protected Characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact?</b>	<b>Actions</b>	<b>Timescale and who is responsible?</b>
	the City is changing and not all residents and visitors understand English.		signage where proposed to be assessed for ease of understanding	
Sexual Orientation -including Civil Partnership		No adverse impact	No action required	

<b>STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken</b>		
<b>Local Priorities</b>	<b>Implications</b>	<b>Timescale and who is responsible?</b>
Reduce the inequality gap, particularly in health between communities.	No implications	
Good relations between different communities (community cohesion).	Positive impact – improved public spaces within the City Centre will promote increased use by all sectors of the community	Benefits to be realised upon completion of selected schemes, expected to be from 2018 onwards (outside the remit of this accompanying Executive Decision). Responsible Officer.
Human Rights	No implications	

**STAGE 4: Publication**

Director, Assistant Director/Head of Service approving EIA.		Date	
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# EXECUTIVE DECISION

made by a Cabinet Member



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

Executive Decision Reference Number – L17 17/18

Decision	
1	<p><b>Title of decision:</b> Allocation of funding within the Capital Programme to deliver the Plan for Libraries Phase I</p>
2	<p><b>Decision maker (Cabinet Member):</b> Councillor Ian Bowyer, Leader of the Council</p>
3	<p><b>Report author and contact details:</b> Karen Renshaw 01752306243 <a href="mailto:karen.renshaw@plymouth.gov.uk">karen.renshaw@plymouth.gov.uk</a> (Project Manager), David Saunders 01752398429 <a href="mailto:david.saunders@plymouth.gov.uk">david.saunders@plymouth.gov.uk</a> (Strategic Development Manager)</p>
4	<p><b>Decision to be taken:</b></p> <ul style="list-style-type: none"> <li>• Approves the Business Case</li> <li>• Allocates <b>£121,408</b> for the project within the capital programme to be funded by service borrowing</li> <li>• Authorises the procurement process</li> <li>• Delegates the award of the contract to Andrew Hardingham</li> </ul>
5	<p><b>Reasons for decision:</b> A key element of the Plan for Libraries is the investment into the Tier 1 libraries, outreach and online services. This relies on the approval of capital funding and will be under service payback arrangements. This decision focuses on Phase I of the investment that is required to implement Plan for Libraries.</p> <p>As a result of the consultation findings, feedback from the public and recommendations from Scrutiny Committee the option approved by Council on the 3 July 2017 is to:</p> <p>Reduce library buildings from 17 to 11. This includes an estate of Tier 1 libraries at Central, Crownhill, (developed with meeting space), Devonport (developed with meeting space), Plympton, Plymstock, Southway (developed with meeting space), and St Budeaux (proposed new development), Increase opening hours by 26.5 hours per week</p> <p>Closure of West Park – estimated at June 2019 (allowing for redevelopment of St Budeaux to be explored and implemented)</p>
6	<p><b>Alternative options considered and rejected:</b> Option 1 Do nothing and keep 17 library buildings open. Do not invest in buildings, ICT or the online offer.</p>

Retain limited outreach offer

This option was rejected as it does not address any of the drivers for change and doesn't allow the Library Service to deliver defined library offers, outputs and activities

Option 2

Reduce library buildings from 17 to 10 to include Central, Crownhill (developed with meeting space), Devonport (developed with meeting space, Estover, North Prospect, Peverell, Plympton, Plymstock, Southway (developed with meeting space) and St Budeaux (new development). Investment in buildings where practicable. Investment in ICT to enable an enhanced outreach offer but no new investment for on line resources

This option was rejected. Whilst it includes investment in some buildings to support our in-library offer we would be unable to provide our full range of services at Estover, Peverell and North Prospect due to limitations of the buildings. Enhancements to the online offer would not be possible

Option 3

Reduce library buildings from 17 to five, to include Central, Crownhill (developed with meeting space) Plympton, Plymstock and St Budeaux (new development) Full investment in ICT and the online and outreach offers.

This option was rejected as whilst it does address many of the drivers for change, it does not fit with the library needs assessment, would not provide an even geographical spread across the city and would mean that many would be more than two miles from a library building

Option 4 – Option put forward in Plan for Libraries proposal

Reduce library buildings from 17 to seven to include Central, Crownhill (developed with meeting space), Devonport (developed with meeting space, Plympton, Plymstock, Southway (developed with meeting space) and St Budeaux (new development). Investment in buildings where practicable. An enhanced online and outreach offer to extend the reach of the library service as a whole

## 7 Financial implications:

A key element of the Plan for Libraries is the investment into the Tier 1 libraries, outreach and online services. This relies on the approval of capital funding and will be under service payback arrangements.

This application to CCIB focuses on Phase 1 of the investment that is required to implement the Plan for Libraries and includes :

Costs associated with the creation of good quality meeting spaces in three existing libraries. (Crownhill, Devonport and Southway - **£97,808**

Purchase of equipment to enable the service to deliver the outreach offer - **£15,000**

Relocation and set up costs for ICT equipment in closing and enhanced libraries - **£8,600**

**Phase 1 Total capital request - £121,408**


The redevelopment of St Budeaux Library is also a key element of the Plan for Libraries. Work is being undertaken to decide on accommodation requirements and establish exactly what the redevelopment model will be. When this has been clarified we will submit a **Phase 2** application to CCIB with these detailed costs. We expect the request to be approx. £120,000 to take into account fit out and ICT infrastructure costs

Capital Investment Costs	17/18	18/19	19/20
	£	£	£
Meeting Spaces in Crownhill, Southway and	97,808	0	0

Devonport			
Outreach equipment	15,000	0	0
ICT set up	8,600	0	0
<b>Capital funding request to CCIB</b>	<b>121,408</b>	<b>0</b>	<b>0</b>
Other Investment (ICT) – Approved	47,334	0	0
<b>Total capital cost of project</b>	<b>168,742</b>	<b>0</b>	<b>0</b>
<b>Revenue Budget</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Additional costs:			
Outreach Room Hire	5,405	9,721	12,271
On line book investment ( not taken into account in savings calculations)	20,000	tbc	tbc
Capital Payback Costs	0	8,124	8,124
less savings:			
Staff – (release of temporary staff)	-90,425	-155,015	-155,015
Building running costs	-6,903	-18,186	-57,799
<b>Savings</b>	<b>- 91,923</b>	<b>-155,356</b>	<b>-192,419</b>

<b>8</b>	<b>Is the decision a Key Decision?</b> <b>(Contact Judith Shore,</b> <b>Democratic Support, 304494 for</b> <b>further advice)</b>	<b>Yes</b>	<b>No</b>	
			X	results in the Council spending or raising annual income by more than £500,000 (or more than £2,000,000 if that is the total cost of a contract award)?
			X	results in the Council saving more than £1,000,000?
			X	results in the Council saving less than £1,000,000 <b>and</b> the saving will have a material impact upon service provision such as a significant change or a cessation of service delivery and associated staff redundancies or a significant impact on customers?
		X	has a significant impact on communities	

				living or working in two or more wards?
<b>If yes, date of publication of the notice in the Forward Plan</b>				
<b>9</b>	<b>Please specify how this decision is linked to the Council's corporate plan 2016 - 19 and/or the policy framework and/or the revenue/capital budget:</b>	<p>The Plan for Libraries contributes to the delivery of the Plymouth Plan objectives by</p> <ol style="list-style-type: none"> <li>1. Plan for Libraries helps to deliver the Plymouth Plan spatial strategy by providing a high quality library service to Plymouth residents and visitors</li> <li>2. Providing library services either via buildings or outreach in all of Plymouth's Growth Areas. All residents will be within 2 mile radius of a library</li> <li>3. The redevelopment of St Budeaux Library will deliver a high quality development, transforming an outdated, inadequate building into a modern, efficient Library which meets the future needs of the community.</li> <li>4. Provide local library services for areas of strategically important areas of growth and regeneration in North Prospect, Devonport, Estover and Efford</li> </ol>		
<b>Urgent decisions</b>				
<b>10</b>	<b>Is the decision urgent and to be implemented immediately in the interests of the Council or the public?</b>	<b>Yes</b>		(If yes, the Lead Scrutiny Officer must be consulted before approaching the Chair of the relevant Overview and Scrutiny Committee. Ensure that the Chair signs the report at section 11a and that section 11b is completed <u>after</u> the sign off codes in Section 17 are completed)
		<b>No</b>	X	<b>(If no, go to section 12)</b>
<b>11a</b>	<b>Signature</b>			<b>Date</b>
	<b>Print Name</b>			
<b>11b</b>	<b>Reason for urgency:</b>			
<b>Consultation</b>				
<b>12</b>	<b>Are any other Cabinet members' portfolios affected by the decision?</b>	<b>Yes</b>		<b>(If yes, go to sections 13 and 14)</b>
		<b>No</b>	X	
<b>13</b>	<b>Which other Cabinet member's portfolio is affected by the decision?</b>			

14	Please confirm that you have consulted this Cabinet member	Yes	(No is not an option)						
15	Has any Cabinet member declared a conflict of interest?	Yes	Need a note of dispensation granted by the Council's Monitoring Officer						
		No						X	
16	Which Corporate Management Team member has been consulted?	Name and title	Andrew Hardingham Interim Joint Strategic Director (Transformation & Change)						
17	Please include the sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	DSO30						
		Finance (mandatory)	PL1718.70						
		Legal (mandatory)	lt/28651/2507						
		Human Resources							
		Assets							
		IT							
		Procurement							
<b>Other Information</b>									
18	An Equalities Impact Assessment should be attached to the report			(Please attach the EIA to this report)					
				 Equality Impact Assesment.docx					
<b>Briefing report</b>									
19	Is the briefing report attached?	Yes	(No is not an option)						
	List (and include a hyper link to) <u>published</u> work/information used to prepare the report.	N/A							
	Do you need to include any confidential/exempt information?	If yes, prepare a second, Part II, report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box. (Remember to keep as much information as possible in the briefing report that will be in the public domain)							
			<b>Exemption Paragraph Number</b>						
			1	2	3	4	5	6	7
<b>Confidential/exempt briefing report title</b>									


**Background Papers**

**20** Please list all background papers relevant to the decision in the table below.  
 Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based. A folder or a file should not be cited as a background paper, though individual items within the folder or file may be. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

**Cabinet Member Signature**

**21** I agree the decision and confirm that it is not contrary to the Council’s policy and budget framework, Corporate Plan or Budget.

<b>Signature</b>		<b>Date of decision</b>	10 August 2017
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<b>Print Name</b>	Councillor Ian Bowyer
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## **Briefing Report**

### **Background**

The responsibility for the library service falls within Customer Services, part of the Transformation and Change Directorate. A project was set up to develop a proposal known as Plan for Libraries, the intention of which was to undertake consultation to establish views on this proposal and then to decide on the final Plan for Libraries.

In 2014 the Cabinet agreed that the library service should support cultural engagement through literacy, learning and skills development. They agreed that these services should be embedded in the community and not dependent on buildings for success. Residents should not only be able to borrow books but also enhance digital skills, seek information and advice about employment and skills and health and wellbeing.

In 2016 we held a 'Conversation' with the people of Plymouth who told us that whilst traditional services are valued, increasingly users are accessing library services on line. Statistics show that just seven of our libraries account for 80% of all library visits and 75% of items borrowed. From this, a range of options were explored and the chosen option formed the basis of the draft Plan for Libraries. This proposal took into account the results of the conversation, the vision and aspirations of the Library Service and undertook a comprehensive needs analysis

From January to April 2017 we undertook a consultation which asked for comments on the Plan for Libraries proposal. The results of the consultation were professionally analysed and changes were made to the final Plan for Libraries which was approved by Full Council on 3<sup>rd</sup> July.

### **Plan for Libraries**

The Plan for Libraries describes our activities for the next 3 years to be delivered in 2 phases subject to the approval of capital funding through CCIB. The plan involves a commitment to invest in the future of the library service to ensure our buildings, technology and resources are fit for purpose now and into the future. Two CCIB bids will be

In summary, the Plan for Libraries proposes to:

- **1. Develop the Online Offer** – Our online offer is accessible 24 hours a day, 365 days a year. 76% of the conversation respondents access our 24/7 online offer to find, renew or reserve a book. We will deliver a click and collect service where you can reserve books on line and collect from a number of community locations
- **2. Develop the In-Library Offer** – A total of 11 libraries to stay open. This will comprise of Tier 1 and Tier 2 libraries. Tier 1 libraries are fit-for-purpose library buildings or will receive investment to make them 'fit for purpose' so that we can offer a full-range of activities including borrowing, pc access, room hire, events and activities. Tier 2 libraries are popular libraries that although they do not meet our original 'fit for purpose' model can be used effectively in the future. These libraries will offer an 'as-is' range of services. There are no plans for investment in these buildings
- **3. Develop the Outreach Offer** – With investment in a new web based library management system we can provide a pop-up library wherever and whenever is appropriate to individual communities and need not be constrained by building and opening hours. Users will be able to join the library, borrow books, receive demos of our online offers including eBooks and downloadable magazines, families can take part in reading and Rhymetime activities and receive health and wellbeing information. Outreach locations have been identified at
  - St Edwards Church (Eggbuckland)
  - River View Care Home (Ernesettle)
  - Stoke Christian Centre (Stoke)
  - Tothill, Community Centre (Tothill)
  - Honicknowle Youth Centre (West Park)
  - Four Greens Community Trust (Whitleigh)

The Plan for Libraries provides:

- An estate of seven Tier 1 libraries at Crownhill, Devonport, Southway (developed with meeting space) Central, Plympton, Plymstock and St Budeaux (proposed new development) being delivered in Phase 2. These libraries will see an increase in each library opening hours to 26.5hrs per week.
- An estate of four Tier 2 libraries at Efford, Estover, North Prospect and Peverell. Opening hours for these libraries will remain “as is” but the community will be involved in how we can best utilise these hours across the week. This plan reduces the impact on our current visitors to 6.07%.
- Investment in Tier 1 buildings to ensure they are ‘fit for purpose’ enabling us to deliver our defined ‘In-library Tier 1’ offer (e.g. bespoke meeting room space at Crownhill, Devonport and Southway).
- An enhanced online offer (additional online stock provision).
- An outreach offer in the community targeted at areas where a library is closing and also covering areas where there has previously been no library provision e.g. Whitleigh.
- We will commit to 25hrs per week of outreach activity across the city (rising to 30hrs when West Park closes in 2019), targeting areas where a library is closing or where there is currently no library provision. Outreach activities will include rhymetimes, storytimes, book borrowing, signposting for advice and information, gadget sessions and online demos and provision of locations for a “click and collect” service. Activities and timetables will be developed with the communities to ensure their needs are met.
- We will explore alternative delivery models for the library service and exploit commercial opportunities that support the sustainability of the service.
- Closure of libraries at Eggbuckland, Ernesettle, Laira, Tothill and Stoke (close of play 16th September 2017).
- Closure of West Park library - estimated June 2019 (allowing for the redevelopment of St. Budeaux to be explored and implemented).



**BUSINESS CASE**

Plan for Libraries

**EXECUTIVE SUMMARY****Background**

The responsibility for the library service falls within Customer Services, part of the Transformation and Change Directorate. A project was set up to develop a proposal known as Plan for Libraries, the intention of which was to undertake consultation to establish views on this proposal and then to decide on the final Plan for Libraries.

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- **3. Develop the Outreach Offer** – With investment in a new web based library management system we can provide a pop-up library wherever and whenever is appropriate to individual communities and need not be constrained by building and opening hours. Users will be able to join the library, borrow books, receive demos of our online offers including eBooks and downloadable magazines, families can take part in reading and Rhymetime activities and receive health and well being information. Outreach

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- We will explore alternative delivery models for the library service and exploit commercial opportunities that support the sustainability of the service.
- Closure of libraries at Eggbuckland, Ernesettle, Laira, Tothill and Stoke (close of play 16<sup>th</sup> September 2017).
- Closure of West Park library - estimated June 2019 (allowing for the redevelopment of St. Budeaux to be explored and implemented).

### Funding and Benefits

A key element of the Plan for Libraries is the investment into the Tier 1 libraries, outreach and online services. This relies on the approval of capital funding and will be under service payback arrangements. This application to CCIB focuses on **Phase 1** of the investment that is required to implement Plan for Libraries and includes :

- Costs associated with the creation of good quality meeting spaces in three existing libraries. (Crownhill, Devonport and Southway - **£97,808**)
- Purchase of equipment to enable the service to deliver the outreach offer - **£15,000**
- Relocation and set up costs for ICT equipment in closing and enhanced libraries - **£8,600**
- **Phase 1 Total capital request - £121,408**

The redevelopment of St Budeaux Library is also a key element of the Plan for Libraries. Work is being undertaken to decide on accommodation requirements and establish exactly what the redevelopment model will be. When this has been clarified we will submit a **Phase 2** application to CCIB with these detailed costs. We expect the request to be approx. £120,000 to take into account fit out and ICT infrastructure costs

In terms of seeking and securing other funding towards this project:

- PCC ICT capital funding of £47,334 has been secured for the investment into a software upgrade in

Axiell which will enable us to deliver the online offer. The Business Case for this was approved by Cllr Darcy on 18<sup>th</sup> June 2017

- The Library Service has earmarked £20,000 from its existing budget in 17/18 to invest in eBooks.
- The Library Service has earmarked £27,397 from its existing budget 17/18 – 19/20 to pay for the outreach room hire. Commitment will be made to continue with the outreach after 2020
- Section 106 funding of approx. £40k is being sought to undertake promotion and marketing of the Libraries. This will be a vital element to the success of the Plan for Libraries. Weak promotion and marketing of the Library Service was a frequent criticism in the consultation period. This investment will enable the service to implement new methods of communications and promotions, bringing new visitors into the libraries and outreach venues and ensuring that people the huge variety of activities and events that the Library Service offers
- External grant for Engaging Libraries Fund applied for public engagement projects on health and wellbeing up to £15k which will focus on providing better dementia support within the Library Service

There will be a saving of **£90,425** in 17/18 (pro rata) rising to **£155,015** in 18/19 as part of the release of temporary staff and the deletion of 7 substantive posts. This is an ongoing saving

There will be a small saving of **£6,903** in building running costs as a result of the closure of these libraries rising to **£57,799** in 19/20 when West Park Library closes in Summer 2019 . This is an ongoing saving

<b>Capital Investment Costs</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Meeting Spaces in Crownhill, Southway and Devonport	97,808	0	0
Outreach equipment	15,000	0	0
ICT set up	8,600	0	0
<b>Capital funding request to CCIB</b>	<b>121,408</b>	<b>0</b>	<b>0</b>
Other Investment (ICT) – Approved	47,334	0	0
<b>Total capital cost of project</b>	<b>168,742</b>	<b>0</b>	<b>0</b>

<b>Revenue Budget</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Additional costs:			
Outreach Room Hire	5,405	9,721	12,271
On line book investment ( not taken into account in savings calculations)	20,000	tbc	tbc
Capital Payback Costs	0	8,124	8,124
less savings:			
Staff – (release of temporary staff)	-90,425	-155,015	-155,015
Building running costs	-6,903	-18,186	57,799
<b>Savings</b>	<b>- 91,923</b>	<b>-155,356</b>	<b>-192,419</b>

### Recommended decision

It is recommended that the Leader of the Council:

- Approves this Business Case
- Allocates **£121,408** for the project within the capital programme to be funded by service borrowing
- Authorises the procurement process
- Delegates the award of the contract to Andrew Hardingham

<b>Author of Business case</b>	<b>Date</b>	<b>Document version</b>
<i>Karen Renshaw</i>	<i>070617</i>	<i>0.01</i>
<i>Karen Renshaw</i>	<i>220617</i>	<i>0.02 – Changes as a results of comments from MH, KK,TB,CJ,AM</i>
<i>Karen Renshaw</i>	<i>230617</i>	<i>0.03 – Changes as a result of comments from ME, JE and RJ</i>
<i>Karen Renshaw</i>	<i>100717</i>	<i>0.04 – Changes made as a result of further comments from JE</i>
<i>Karen Renshaw</i>	<i>130717</i>	<i>0.05 – Changes made as a result of further comments from ME and KK</i>

**PART I PROJECT PARTICULARS****Description of the proposal**

The Plan for Libraries delivers our vision to :

***deliver modern services that inspire learning and creativity, improve health and wellbeing, and support digital inclusion***

The plan gives the most effective use of our existing estate and delivers all the outputs and activities in the key areas of the city. It will deliver the vision through a delivery model which consists of the following three key areas:

- **In-library offer** – Tier 1 and Tier 2 libraries
  - An estate of seven Tier 1 libraries at Central, Crownhill (developed with meeting space), Devonport (developed with meeting space), Plympton, Plymstock, Southway (developed with meeting space) and St Budeaux (proposed new development) Phase 2. Increasing overall opening hours by 26.5hrs per week.
  - An estate of four Tier 2 libraries at Efford, Estover, North Prospect and Peverell. Opening hours for these libraries will remain “as is” but the community will be involved in how we can best utilise these hours across the week. This plan reduces the impact on our current visitors to 6.07%.
- **Outreach offer** including the home delivery service. This takes the library service to customers to suit need and demand. With investment in a new based library management system we can provide a pop-up library wherever and whenever is appropriate to individual communities and need not be constrained by building and opening hours. Users will be able to join the library, borrow books, receive demos of our online offers including eBooks and downloadable magazines, families can take part in reading and Rhymetime activities and receive health and well being information. 6 new outreach locations have been identified
- **Online offer** - Our online offer is accessible 24 hours a day, 365 days a year. 76% of the conversation respondents access our 24/7 online offer to find, renew or reserve a book. We will deliver a click and collect service where you can have your books delivered to the identified location where a library is changing

The whole library service is in scope apart from the Schools library service which is a contracted service. All library buildings will be in scope apart from the storage and back office facility at Burrington Way

This Business Case enables the implementation of important elements of the Plan for Libraries. The outputs of this project (Phase I ) for which capital funding will assist directly in delivering are:

1. Creation of meeting room space and improvements to the Crownhill, Southway and Devonport Libraries
2. Purchase of outreach equipment e.g. moveable bookcases, storage cases, PC workstations for the outreach locations identified in the Plan for Libraries. Mobile devices will be purchased to enable work clubs
3. Relocation and set up of PC's from closing libraries to enhance the in -library offer so that there is a minimum of 12 public access PC's in every Tier 1 library

These deliverables will enable the outcomes of the project to be met which are:

1. Improving accessibility to the Library service
2. Delivering high quality modern services that are fit for purpose; reliable; efficient and relevant to local communities

3. Develop the library assets and workforce to enhance the customer experience

The performance indicators for the Library Service enables measurement of these outcomes

The libraries that are due to be closed and which are incorporated in this Business Case are:

<b>Libraries</b>	<b>Current situation</b>	<b>Future arrangements</b>
<b>Stoke</b>	Leased from a private Landlord	Uncertain – Land and Property Team to decide whether to sell the long lease or surrender the lease. Will be vacated on 1 <sup>st</sup> October
<b>Ernesettle</b>	Leased from Plymouth Community Homes	Land and Property Team have instructed legal to draft documents for surrender of lease. 6 month notice period required so it will be vacant from 1 <sup>st</sup> October to approx February 2018 (subject to when the notice is served)
<b>Eggbuckland</b>	Leased by Eggbuckland School	To be handed back to the School on 1 <sup>st</sup> October and will be used by the School as a school library
<b>Tothill</b>	Owned by PCC – part of Tothill community centre	To be handed back to Community Centre on 1 <sup>st</sup> October and will be used by Community Centre
<b>Laira</b>	Occupied by PCC but no formal lease with owners Police Authority exists	Uncertain – Land and Property to decide whether to take legal ownership and then sell or hand back to the Police. If the library is sold, the capital receipt will be claimed by Land and Property Team. It's value is currently unknown but is not expected to be significant as it is a very small building. It will be vacated by Library Service on 1 <sup>st</sup> October

The Transforming Corporate Centre (TCC) programme has savings targets which are required to be achieved in the next three years. The savings in rental and running costs as a result of the closure of these libraries will go to the TCC Programme savings which had been previously set by CMT and are part of the savings plan for PCC. Any capital receipt generated from the sale of Laira library will go to the Land and Property Team. The savings and capital receipt from the closure of the above libraries cannot be used to offset the costs of this Business Case

Any security costs associated with securing the buildings after vacation of Library Service on 1<sup>st</sup> October will not be covered by Library Service. It has been suggested to Land and property that the capital receipt for Laira could be used to fund any security / vandalism costs incurred.

Any dilapidations relating to the surrender of the lease ( Ernesettle and possibly Stoke) will be covered through the Facilities Management budget .

The Plan for Libraries Phase 2 Business case will apply for funding which will focus on the redevelopment of St Budeaux Library. This will enable the completion of the investment needed to achieve the in-library offer

<b>Is the project on the 'Priority List'</b>	No		
<b>Senior Responsible Officer</b>	Andrew Hardingham – Joint Strategic Director for Transformation and Change	<b>Project Value (indicate whether capital or revenue)</b>	The capital project value is £168,742 The revenue value in 17/18 is £25,405
<b>Project Number</b>		<b>Project Manager</b>	Karen Renshaw
<b>Programme</b>	Transforming the Corporate Centre	<b>Corporate plan Objective and Outcome</b>	Growing Plymouth Caring Plymouth Pioneering Plymouth Confident Plymouth
<b>Directorate</b>	Transformation and Change.	<b>Assistant Director</b>	Faye Batchelor- Hambleton, Assistant Director of Customer Services is the Project Executive
<b>Address and Postcode</b>	Ballard House, West Hoe Road Plymouth PL1 3BJ	<b>Ward</b>	City wide

**PART2: VISION AND STRATEGIC CASE INCLUDING RATIONALE & OUTCOMES**

This is the opportunity to explain the strategic fit or the “why should we do this” the description should include how it meets departmental need and how it fits with the Corporate Plan / Plymouth Plan, including how it delivers a One City Council and how it achieves transformation, including financial savings and/or growth dividend / municipal enterprise etc)

<b>Pioneering Plymouth</b>	Digital is a strategic aim which contributes to this corporate objective by providing free wi-fi and computers with skilled staff on hand to help people make the most of the internet and digital world. An active digital inclusion programme will ensure no-one is left behind
<b>Growing Plymouth</b>	One of the 5 strategic aims of the library service is reading and literacy. This project meets this objective by providing free access to books and literature for all. Through initiatives like Summer Reading Challenge , Bookstart and Reading Ahead, the library aspires to raising literacy levels throughout the city. Another strategic aim is learning and the library service provides space and resources and opportunities to support lifelong learning for all. Free access to PC's assists in achieving this objective
<b>Caring Plymouth</b>	The strategic Library Service aim of information and history ensures that everyone has access to information and services to help them make informed decisions plus providing access to public health information including signposting and referrals contributes to happy, healthy and well connected communities
<b>Confident Plymouth</b>	The Plan for Libraries is innovative and reflects the Libraries Task Force advice and good practice guidance, so the implementation of this plan will strengthen our reputation for providing a quality Library Service

**Explain how the project is helping to :-**

<b>Deliver the Plymouth Plan</b>	<p>The Plan for Libraries proposal contributes to the delivery of the Plymouth Plan objectives by</p> <ol style="list-style-type: none"> <li>1. Plan for Libraries helps to deliver the Plymouth Plan spatial strategy by providing a high quality library service to Plymouth residents and visitors</li> <li>2. Providing library services either via buildings or outreach in <b>all of Plymouth's Growth Areas</b>. All residents will be within 2 mile radius of a library</li> <li>3. The redevelopment of St Budeaux Library will deliver a <b>high quality development</b>, transforming an outdated, inadequate building into a modern, efficient Library which meets the future needs of the community.</li> <li>4. Provide local library services for areas of strategically important areas of growth and regeneration in North Prospect, Devonport, Estover and Efford</li> </ol>
<b>Deliver GAME income targets</b>	GAME income targets are not relevant to this project. This is part of the 'Transforming the Corporate Centre' programme and will assist in achieving the TCC programme benefits which will go towards overall PCC saving requirements. It will assist in achieving this by providing the financial savings of £91,923 in 17/18 rising to £192,419 in 19/20
<b>Deliver transformation</b>	This project meets the Transforming Corporate Objectives by enhancing libraries



<b>objectives.</b>	which deliver universal services with consistency and commonality
<b>Deliver Public Health and Social Equality outcomes.</b>	<p>One of the five strategic aims of the Library Service is to provide access to public health information, including signposting and referrals. Through creative and social activities and initiatives such as Books on Prescription, Memory Café's and Feel Better with a Book, the Library Service will contribute to the health and well being of communities.</p> <p>This will be measured through KPI 5 - Increase % of visitors who access health related activity during their visit</p>
<b>Manage cost and volume pressures in Adult Social care Care.</b>	Not applicable
<b>Rationale for the project (Benefits / Need / Outcomes)</b>	<p><b>OUR DRIVERS FOR CHANGE</b></p> <p><b>To reinvest in the library service estate to ensure sustainability for the future</b></p> <p>Commitment to providing attractive and modern buildings in key areas across the city</p> <p><b>To reflect the changing needs of our users</b></p> <p>Traditional book lending has reduced significantly over the last decade. The public expect library buildings to be more than just a building - a flexible community space with a wide range of services including digital, advice and information, health and wellbeing. This is a national trend which is reported through Cipfa findings</p> <p><b>To improve the reach of our services</b></p> <p>We need to engage with communities to raise awareness of our offer (<i>more than just books</i>). Reaching out and understanding each communities needs will help us to define an offer specific to their needs (not a one-size fits all).</p> <p><b>To make the most of evolving technology and the digital world</b></p> <p>Enhance our online offer appreciating that users don't need to visit a physical building to make the most of library services.</p> <p><b>To support the Council in streamlining the delivery of services and to work with partner agencies to support health and wellbeing, advice and information</b></p> <p>Accessing a range of Council services and partner agencies within the community setting.</p> <p><b>To ensure sustainability in light of unprecedented budgetary challenges</b></p> <p>Consolidating our estate where possible to reduce building and resource costs while investing in key areas to enhance our offer.</p> <p><b>To align the library service to the Plymouth Plan and Health and Wellbeing Strategy</b></p> <p>Delivering a new approach for providing essential and accessible community facilities, hosting a range of modern services that inspire learning and improve health and wellbeing.</p> <p>The health and wellbeing of individuals is influenced by the communities in which they live and people's health can be affected by the nature of their physical environment. Improving access to good quality facilities such as libraries or places of worship, strengthening community relations, promoting a sense of pride and improving access to green spaces all impact positively on an individual's physical and mental health and overall feelings of safety.</p> <p>Plymouth City Council is leading on the development and implementation of a single</p>

strategic vision for Health & Wellbeing Hubs. Libraries are a crucial part of the network of services that will deliver this vision, working together with the Voluntary and community sector and statutory sectors to make the best use of community assets. Libraries will provide high quality and effective information and signposting, as well as support partners to deliver targeted interventions in their venues.

## 2. OUTCOMES and OBJECTIVES

Section 3 of the Plan for Libraries details how the Pfl vision will be delivered through the following outcomes and outputs

### OUTCOMES

1. Improving accessibility to the library service
2. Delivering high quality modern services that are fit for purpose; reliable, efficient and relevant to local communities
3. Develop the library assets and workforce to enhance the customer experience.

### OBJECTIVES

1. Deliver and operate a rationalised modern (where possible) and sustainable library network
2. Improve the availability and use of publicly accessible library spaces
3. Increase the opportunities for self-service delivery and access to council services
4. Develop an effective performance management framework to ensure continuous improvements to service delivery
5. Restructure the libraries staff structure, to improve the opportunities and roles for staff across the service to improve the effectiveness of service delivery and staff empowerment
6. Improve the library service's infrastructure, including its buildings and IT, to modernise and encourage a more relaxing, creative environment
7. Improve and increase the number of events and outreach programmes in collaboration with partners, to improve delivery against key city agendas e.g. to improve health, employment, learning and literacy etc.
8. Increase the availability and take-up of digital library services.

The savings are identified in the table below however note that revenue costs relating to payback and outreach room hire will reduce these :

	17/18	18/19	19/20
Additional costs :			
Outreach room hire	5405	9721	12271
Capital payback costs		8,124	8,124
Less savings			
Staff – (release of temporary staff) and deletion of substantive posts	90,425	155,015	155,015
Buildings	6,903	18,186	57,799
<b>Savings</b>	<b>91,923</b>	<b>155,356</b>	<b>192,419</b>

## 3. CRITICAL SUCCESS FACTORS – HOW WE WILL MEASURE

**SUCCESS.** The performance indicators below have been approved as part of the Plan for Libraries

1. Increase the number of book issues
2. Increase new membership
3. Increase summer reading challenge sign up

4. Increase % of summer reading challenge completions
5. Increase % of visitors who access health related activity during their visit
6. Overall visits to library buildings
7. Volume of outreach activities ( combination of events, hours, engagement)
8. Increase E book issues
9. Increase Digital Magazine issues
10. Increase the number of appointments at outstations
11. Increase % of certificates ordered online

#### **4. WHY IS IT NEEDED NOW / WHY URGENCY**

Plymouth needs a library service fit for the 21<sup>st</sup> century. The Plan for Libraries shows how we can transform the service to extend the reach of our offering across the city and provide value for money. There has been a public library service in Plymouth for over 140 years. The last significant changes to the Library Service were the transfer from Devon County Council to Plymouth City Council in 1998, the closure of 3 small branch libraries and the withdrawal of the mobile library service in 2001, and the implementation of self service in 2010.

Visits to library buildings in Plymouth have declined significantly in the last decade and although recent research shows that book lending remains a high priority for our customers, we have an ambition to deliver much more, based around the Society of Chief Librarians' universal offers of Reading, Digital, Health, Information and Learning. We are committed to investment in the library service to ensure we are relevant in the 21<sup>st</sup> century and have a sustainable infrastructure. We'll consider the needs of existing customers and aim to create a service that is an attractive proposition and inclusive for new customers.

We currently run 17 library buildings in a relatively small geographical area of 31 square miles. In addition we have a limited outreach and home library service and an online 24/7 library.

Staff are spread thinly across the library estate. The opening hours and what we are able to offer in each library is inconsistent. Buildings are in varying states of repair with many having little scope for enhancement.

We propose to have fewer libraries across the city but offer an enhanced and consistent service in clean, well maintained and attractive buildings.

We're committed to making sure the overwhelming majority of Plymouth's population remain within two miles of a library. However, we recognise that customers do not necessarily need to visit a physical library to make use of our services.

Our online services are available 24/7 and use of our digital library is increasing. It's important we respond to this demand by investing in an improved online offer.

We propose to invest more in online stock, upgrade our 24/7 library and invest more in premium online resources, which may include streaming films and music.

We'll also offer an enhanced 'click and collect' service with selected collection points across the city in addition to the option to collect in a library.

Investing in an upgrade to our web-based library management system will mean we can take a wide range of services out into the community and engage with residents who may never have used a library before.

And wherever we have a captive audience we'll be able to deliver 'pop-up' libraries that can flex and change to suit the needs of different communities, on a regular or ad hoc basis.

We'll continue to work with partner agencies to deliver a wide breadth of information and advice (including sessions in new and improved meeting spaces) and libraries will be gateways to a wider range of Council services.

	<p><b>5. WHAT WOULD HAPPEN IF WE DIDN'T DO IT</b></p> <p>Trying to operate 17 libraries is unsustainable, a challenge to resource and limits our ability to offer the quality of services that we know is possible. The 24/7 digital offering shows that more eBooks are borrowed each year than printed books from 10 of our libraries. If we didn't undertake these changes, we will be unable to deliver library services which are good practice and in line with both the Library Task Force recommendations and the aspirations of the public which we understand through the Conversation</p>
<p><b>Mandatory compliance</b></p>	<p>Plymouth City Council has a statutory obligation under the Public Libraries and Museums Act of 1964 to provide a 'comprehensive and efficient library service for all persons' in the area that want to make use of it. Each local authority is responsible for determining how best to deliver this, based around the needs of local communities within available resources</p> <p>Consequences of not proceeding and covered in the section above</p>
<p><b>State Aid</b></p>	<p>State Aid is not relevant for the Phase I of the project, for which this Business case covers.</p>
<p><b>In Scope</b></p>	<p><b>Out of Scope</b></p>
<p>Phase I as per this Business Case as outlined in the approved Plan for Libraries i.e. The services identified in the Plan for Libraries below:</p> <ul style="list-style-type: none"> <li>Online Offer</li> <li>Outreach Offer</li> <li>In-Library Offer</li> </ul> <p>Potential and actual users of the library service. This includes individuals and organisations</p> <p>All staff involved in customer contact and service delivery within the library service.</p> <p>All systems used in the delivery of the library service including ICT, data and performance monitoring information</p>	<p>School Library Service</p> <p>Burrington Way (Library service building used for storage and back office staff</p> <p>Phase 2 – St Budeaux Library</p> <p>No backlog maintenance has been included in the library investment. If repairs and maintenance is required it will be paid for by the corporate repairs and maintenance budget as normal</p>

**PART 3: PROJECT DEVELOPMENT AND OPTIONS ANALYSIS**

<b>Project Governance</b>	<p>The project is governed by a Project Board TCC02 chaired by the Project Executive, Faye Batchelor Hambleton with Andrew Hardingham as the Senior Responsible Officer. There are three members on the Project Board that are members of the Library Management Team including Dave Saunders Strategic Service Manager. There are also subject matter experts also on the Project Board covering Communications, Democratic Services and Finance. The Project Board normally meets monthly. Minutes are produced and circulated which record actions and decisions. The Project Manager reports to this Board against an agreed Project Plan. Transforming the Corporate Centre Programme Board monitors progress and any escalated risks and issues</p>		
<b>Stakeholders / Beneficiaries / Customers</b>	<p>The stakeholder groups that will benefit from this proposal are:</p> <ol style="list-style-type: none"> <li>1. Users of the Library Service - The library service is open to everyone whether or not they are residents of Plymouth</li> </ol> <p>There are 47,543 active users of the library service (2015/16 – physically borrowed an item or used a PC in last year )</p> <ol style="list-style-type: none"> <li>2. Non users of the Library Service</li> <li>3. Library staff</li> <li>4. Elected members / ward Councillors</li> <li>5. Education organisations</li> <li>6. Volunteers of the Library Service</li> <li>7. Voluntary and community sector</li> <li>8. Disability and other groups identified in the EIA's</li> </ol>	<b>Partners</b>	<p>Our main outreach partners are:</p> <p>St Edwards Church, River View Care Home, Stoke Christian Centre, Tothill Community Centre, Honicknowle Youth Centre, Four Greens Community Trust – These organisations have agreed to work with the Library Service to provide venues in the areas where libraries will be closing. In some cases, the Library Service will link into existing events and activities that are being carried out, so there will be minimal venue hire costs. Further partnerships will be developed as the outreach offer expands</p> <p>Other partners are:</p> <ul style="list-style-type: none"> <li>• Organisations who use the library for delivering services and holding activities</li> <li>• Integrated health and wellbeing partners e.g CCG, Livewell, – We are working with health partners specifically as part of the health and wellbeing hub network</li> <li>• CaterEd are important partners for delivering the outreach offer</li> </ul>
<b>Engagement</b>	<p>An extensive consultation process was undertaken which included:</p> <ul style="list-style-type: none"> <li>• The Library Conversation ran from 27 June to 17 September 2016 and 3327 responses were received. The findings from this consultation informed the Plan for Libraries proposal and enabled the service to understand what the public already knows about the library service, what future needs and where we need to improve awareness of services</li> <li>• 12 week consultation process on the Plan for Libraries in which responses via an on line or paper consultation were sought. 3748 responses were</li> </ul>		

	<p>received. This represents 1.4 % of the general population of Plymouth and 7.8% of the active users</p> <ul style="list-style-type: none"> <li>• 378 people attended 20 public question and answer sessions in each of the 17 libraries which were held on a variety of times and days</li> <li>• 157 organisations contacted by emails informed about the consultation and encouraged to participate. The Library Service offered to meet organisations and users of the service at their convenience if the briefing sessions if they preferred or if there were accessibility problems</li> <li>• Customer Services and Library mngt team met with key stakeholders to explain the proposal and discuss any concerns and potential for joint working</li> </ul> <p>A Marketing and Communications Strategy was approved as part of the Plan for Libraries which includes details on future engagement of stakeholders</p>
<p><b>Member engagement</b></p>	<p>Extensive member engagement has taken place via:</p> <ul style="list-style-type: none"> <li>• Monthly meetings with the Customer Services Assistant Director and Portfolio Holder, Cllr Glenn Jordan</li> <li>• Regular meetings with Customer Services Assistant Director and the Leader, Cllr Ian Bowyer</li> <li>• Peverell Ward Cllrs held a meeting with the Leader of the Council to discuss their concerns on the proposal</li> <li>• Scrutiny Select Committee for Plan for Libraries held on 15<sup>th</sup> May which scrutinised the Plan for Libraries proposal and the consultation process , - Members of the Scrutiny Panel were Cllr Bowie (Chair), Cllr Bridgeman, Cllr Carson, Cllr Churchill, Cllr Fletcher, Cllr Hendy, Cllr Kelly, Cllr Martin Leaves, Cllr Sparling, Cllr Jon Taylor and Cllr Winter. In addition to this Cllrs who made witness representations are Cllr Aspinall, Councillor Tuohy, and Councillor Mavin,</li> <li>• All Ward Cllrs were invited to attend the public sessions. Members in Peverell, Stoke, North Prospect, West Park, Central, Plympton, Ernesettle, Estover, Tothill attended their local sessions</li> <li>• A Cabinet meeting was held on 13<sup>th</sup> June to consider the Scrutiny recommendations and Library Service responses</li> <li>• Plan for Libraries proposal was approved by Cabinet on 20<sup>th</sup> June</li> <li>• Full Council decision was made on 3<sup>rd</sup> July to approve the Plan for Libraries</li> </ul>
<p><b>Equalities Impact Assessment</b></p>	<p>A high level summary of the equalities impact our Plan for Libraries is included as Appendix E to our Plan for Libraries. It responds to the recommendations made by the Select Committee held on the 15<sup>th</sup> May 2017 and incorporates the key findings from our detailed Equalities Impact Assessments, which were carried out:-</p> <ul style="list-style-type: none"> <li>• On the public consultation in relation to the Plan for Libraries</li> <li>• On each of our 17 libraries</li> <li>• On the proposals contained within the Plan for Libraries</li> </ul> <p>It concludes that there are no disproportionate equality impacts from the proposals in our Plan for Libraries which are not adequately mitigated, and in relation to our wider Public Sector Equality Duty, that the proposals will help to eliminate discrimination, advance equality of opportunity and foster good relations. Further details on the specific actions are found in the risk assessments. The overall risk assessment for Plan for Libraries and the individual EIA's for Crownhill, Southway and Devonport libraries are attached with this Business Case</p>
<p><b>Option Analysis Undertaken</b></p>	
<p>Originally within the Plan for Libraries proposal which went out for consultation, the following options had been considered</p> <p><b>OPTION I</b></p>	

Do nothing and keep 17 library buildings open. Do not invest in buildings, ICT or the online offer. Retain limited outreach offer

**This option was rejected as it does not address any of the drivers for change and doesn't allow the Library Service to deliver defined library offers, outputs and activities**

#### **OPTION 2**

Reduce library buildings from 17 to 10 to include Central, Crownhill (developed with meeting space), Devonport (developed with meeting space, Estover, North Prospect, Peverell, Plympton, Plymstock, Southway (developed with meeting space) and St Budeaux (new development). Investment in buildings where practicable. Investment in ICT to enable an enhanced outreach offer but no new investment for on line resources

**This option was rejected. Whilst it includes investment in some buildings to support our in-library offer we would be unable to provide our full range of services at Estover, Peverell and North Prospect due to limitations of the buildings. Enhancements to the online offer would not be possible**

#### **OPTION 3**

Reduce library buildings from 17 to five, to include Central, Crownhill (developed with meeting space) Plympton, Plymstock and St Budeaux (new development) Full investment in ICT and the online and outreach offers.

**This option was rejected as whilst it does address many of the drivers for change, it does not fit with the library needs assessment, would not provide an even geographical spread across the city and would mean that many would be more than two miles from a library building**

#### **OPTION 4 - OPTION PUT FORWARD IN PLAN FOR LIBRARIES PROPOSAL**

Reduce library buildings from 17 to seven to include Central, Crownhill (developed with meeting space), Devonport (developed with meeting space, Plympton, Plymstock, Southway (developed with meeting space) and St Budeaux (new development). Investment in buildings where practicable. An enhanced online and outreach offer to extend the reach of the library service as a whole

**This was the chosen option which was put out to consultation between 25<sup>th</sup> January and 19<sup>th</sup> April**

#### **OPTION 5 - FINAL CHOSEN OPTION**

As a result of the consultation findings, feedback from the public and recommendations from Scrutiny Committee, the final chosen option is:

- Reduce library buildings from 17 to 11. This includes an estate of tier 1 libraries at Central, Crownhill, (developed with meeting space), Devonport (developed with meeting space), Plympton, Plymstock, Southway (developed with meeting space), and St Budeaux (proposed new development), Increase opening hours by 26.5 hours per week
- An estate of tier 2 libraries at Efford, Estover, North Prospect, and Peverell. Opening hours to remain 'as is'
- Closure of libraries at Eggbuckland, Ernesettle, Laira, Tothill and Stoke (17<sup>th</sup> September 2017)
- Closure of West Park – estimated at June 2019 (allowing for redevelopment of St Budeaux to be explored and implemented)
- An enhanced on line offer
- An outreach offer in community for any area where a library is closing and also covering areas previously having no library provision e.g. Whiteleigh
- A commitment of 25 hours outreach activity per week across the areas where a library is closing or where there is no library provision

**This is the option which was approved by Full Council on 3<sup>rd</sup> July 2017**

#### **Commercialisation options**

Commercialisation opportunities will be explored by the Library Service as part of the implementation of the Plan for Libraries. Commercialisation Team recently reviewed Library Service and as a result of that there was

an increase Library service charges. The opportunity for café in libraries has been explored and tested over the last few years with mixed success. Cafés proved unprofitable at Central Library and Devonport. Plymstock café is running well with the support of the local community to staff it. Opportunities will also be explored like providing advertising on the overhead screen of the tier 1 libraries. It is more likely that opportunities will exist as part of the St Budeaux redevelopment

<b>PART 4: TIMESCALES AND CONSTRAINTS</b>					
<b>Mandate date</b>		<b>Planning Consent (If required)</b>	<b>Business case</b>	<b>Contract Award</b>	<b>On Site</b>
	Crownhill	N/R	17 <sup>th</sup> July 2017	09/10/17	23/10/17 – 17/11/17
	Devonport	Yes – listed building consent		15/12/17	08/01/18 – 22/1/18
	Southway	External signs only		13/10/17	06/11/17 – 20/11/17
<b>Specific completion deadline and reasons</b>		The constraint for Phase 1 is that work cannot start at Devonport and Southway until Landlords permission has been granted. The improvements are minor and Landlords are not anticipated to raise any objections			

#### **PART 5: AFFORDABILITY AND FINANCING**

In this section the robustness of the proposals should be set out in financial terms, it will be for a project manager to work closely with the capital and revenue finance teams to ensure that these sections demonstrate the affordability of the proposals to the Council as a whole.

#### **Anticipated Capital Commitment**



**Breakdown of project costs**

The capital investment costs have been developed in conjunction with the Library Service and the Project and Contract Services Team

<b>Library capital investment</b>				
	<b>Southway Library costs</b>	<b>Crownhill Library costs</b>	<b>Devonport Library costs</b>	<b>Other whole service costs</b>
Main contract sum *1	18,355	30,844	3,500	n/a
Project mngt fees (Architect and Cost Manager)	2,970	4,095	810	n/a
FF & equipment	6,000	2,050	10,000	n/a
Enabling works (Preliminaries @ 15%)	2,753	4,633	525	n/a
Landlord costs for internal changes	0	n/a	3,000	n/a
Other fees (Planning and Building control )	1,000	1,000	1,000	n/a
Contingency@ 10%	1,835	3,088	350	n/a
<b>Sub Total</b>	<b>32,913</b>	<b>45,710</b>	<b>19,185</b>	<b>n/a</b>
<b>Outreach</b>				
Outreach – equipment	n/a	n/a	n/a	15,000
Outreach room hire (over 3 years)				27,397
<b>Other</b>				
ICT set up (DELT£6.6k & £0.8, SSI £2k & £1k)		0	0	8,600
Axiell upgrade *2	n/a	n/a	n/a	£47,334
<b>Total</b>	<b>32,914</b>	<b>45,710</b>	<b>19,185</b>	<b>98,331</b>

1\* minimal redecoration costs

2\* Approved from Capital ICT budget

<b>Proposed Funding</b>	<ul style="list-style-type: none"> <li>Phase I funding sought for capital improvements to Southway, Crownhill and Devonport Libraries £97,808 plus outreach equipment £15,000 and ICT set up costs £8,600. This totals £121,408</li> <li>Funding request has been reduced to a minimum by seeking to undertake the redecoration with Shekinah Mission</li> <li>Funding already secured for Axiell upgrade for £47,334</li> <li>Existing library service revenue budget used for £20,000 investment into Ebooks</li> <li>The Library Service has earmarked £27,397 from its existing budget 17/18 – 19/20 to pay for the outreach room hire</li> <li>Library service will be repaying the CCIB Phase I loan from existing budgets</li> </ul>
<b>Alternative External Funding</b>	<ul style="list-style-type: none"> <li>The Library Service has a successful track record of maximising funding opportunities and recently received £56k from the Libraries Innovation Fund to work with Catered on an outreach project.</li> <li>A bid will be submitted to the Engaging Libraries Fund by the deadline of 23<sup>rd</sup> August. The purpose of the funding is for public engagement projects on health and wellbeing. Grants are available from £5k to £15k and projects must be completed by October 2018. The capital improvements required in this bid does not meet the criteria of this grant fund, although the Library Service is considering applying for a dementia related project. This will support the Plan for Libraries and PCC organisational objectives of creating a dementia friendly city</li> <li>Section 106 funding of approx. £40k is being sought to undertake promotion and marketing of the Libraries. This will be a vital element to the success of the Plan for Libraries. Weak promotion and marketing of the Library Service was a frequent criticism in the consultation period. This investment will enable the service to implement new methods of communications and promotions, bringing new visitors into the libraries and outreach venues and ensuring that people the huge variety of activities and events that the Library Service offers. The Library Service Manager intends to put together a package of projects which will cover all the localities of the city enabling an innovative approach to communication and marketing. Spend certificates will be submitted within the next two weeks</li> <li>Commercialisation opportunities have been explored previously by the service and issues like increasing library service charges have been addressed</li> </ul>
<b>Bidding constraints and any restrictive funding conditions</b>	There are no bidding constraints or any restrictive funding conditions
<b>Need for Council Contribution</b>	<p><b>£121,408</b></p> <p>There is no provision within the Library service budget or through external funding to pay for these elements of the Plan for Libraries. There is provision in the budget to pay for the service borrowing</p>

<b>VAT Implications</b>	Any VAT incurred on these costs will be fully recoverable
<b>Consequences of not proceeding</b>	Trying to operate 17 libraries is unsustainable, a challenge to resources and limits our ability to offer the quality of services that we know is possible. The 24/7 digital offering shows that more eBooks are borrowed each year than printed books from 10 of our libraries. If we didn't undertake these changes, we will be unable to deliver library services which are good practice and in line with both the Library Task Force recommendations and the aspirations of the public which we understand through the Conversation

<b>Capital Avoidance</b>	The closure of the 6 libraries will avoid the requirement to make capital improvements to those buildings. E.g. boiler replacements						
<b>Ringfenced Spend Profile</b>	<b>Prev. Yr</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Future Yrs</b>	<b>Status</b>
CCIB ICT budget	n/a	47,334	n/a	n/a	n/a	n/a	Confirmed
<b>UnRingfenced Spend Profile</b>	<b>Prev. Yr</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Future Yrs</b>	<b>Status</b>
n/a							
n/a							
<b>Anticipated Capital Spend</b>	n/a	121,408	0	0	0	0	
<b>SI06 or Tariff or CIL</b>	n/a						
	<b>Prev. Yr</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Future Yrs</b>	<b>Revenue Budget Code</b>
<b>Revenue costs of developing the project</b>	Revenue costs incurred by the project to implement the Plan for Libraries consultation have been funded through the Transformation TCC programme Consultation costs - £25k	103,815	30,170	tbc	n/a	n/a	n/a
Service borrowing for capital investment in building and outreach ( 25 yrs payback)	n/a	na	6,299	6,299	6,299	6,299	Bidding to CCIB
Service borrowing for ICT ( 5 yrs payback)			1,825	1,825	1,825	1,825	Bidding to CCIB
<b>Ongoing revenue implications when project complete</b>	There will be no change to the revenue costs for the libraries which will stay open. Maintenance costs will continue to be paid through the corporate budget. The investment in the meeting rooms does not include any backlog maintenance so						

	there will be no savings associated with this. The footprint of the building will remain the same so there will be an increase in running costs. There is no provision to include any energy saving measures in the project costs.
<b>Period of loan</b>	25 years for library building investment 5 years for ICT investment
<b>Borrowing cost</b>	£6,299 as identified above in unringfenced profile for capital investment (25 yrs). This is service borrowing £1,825 as identified above in unringfenced profile for ICT investment (5 years. This is service borrowing ) Total borrowing costs pa = £8,124

<b>PART 6: ACHIEVABILITY</b>	
<b>Impact on service and how to be mitigated</b>	<p>A Business Continuity Plan will be agreed to ensure that BAU is minimised by the refurbishment work. There will be an effect on members of the public accessing the service. Temporary closure arrangements will be implemented and will be communicated effectively with stakeholders to minimise disruption to the service</p> <p>Library Service will take the lead in the implementation of the outreach and online offers</p>
<b>Quality management arrangements</b>	<p>The Project Board will have direct responsibility for quality management with the Programme Board overseeing this. Internal audit have undertaken an audit of the consultation process. The project is delivered using quality management principles of Prince 2.</p>
<b>Handover date</b>	<b>Defect Liability period</b>
February 2018 – on completion of all meeting rooms in Phase I	12 months from completion
<b>Key assumptions in the business case</b>	<p>The Plan for Libraries is not called into Judicial Review which would halt progress on the implementation plan</p> <p>Planning applications submitted for Southway and Devonport improvements and external signage are successful</p> <p>Redecoration and re carpeting costs can be carried out through an agreement with Shekinah or through a Framework contractor and can be achieved in the budget figure</p> <p>No backlog maintenance has been included in the in- library investment. This will need to be funded through the corporate repairs and maintenance budget if R&amp;M issues arise</p> <p>Any dilapidations costs for the closing leased (Ernesettle and Stoke) libraries are not paid through Library Service and paid through FM budget</p> <p>Any security and vandalism costs incurred on the closing libraries is not paid through Library Service. It is proposed it will be paid for by the Land and Property Team. The capital receipt that may be collected on Laira library will offset these costs</p> <p>Any capital receipt collected through the sale of Laira Library or sale of lease of Stoke is not claimed as a benefit to this project. It will be claimed by Land and Property Team</p> <p>No costs incurred for the emptying of equipment / fixtures and fittings in the closing libraries as part of the lease conditions as this will be carried out at no cost by Surplus +</p> <p>Outreach costs based on standard amount charged by the venue</p> <p>ICT costs based on standard day rates. Confirmation required with Delt and SSI to confirm these costs</p>
<b>Interdependencies</b>	<b>Intra dependencies – in the TCC Programme</b>

	<p>Smart working project – Library can help provide drop-in hubs for staff,</p> <p>Digital services project - where processes are re-engineered and placed online</p> <p>Service centre – take over service telephony / take over debtors / creditors functions</p> <p><b>Inter dependencies – between other Transformation programmes</b></p> <p>IHWB Programme (Health &amp; Wellbeing hubs / Advice and Information)</p> <p>GAME2 Programme (Estate Rationalisation / Asset Management Strategy)</p>
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KEY RISKS Please include up to 5 depending on scale of project, copy and paste additional tables as required

**Potential Risk Identified**

<b>Description</b>	It is a condition of the lease that PCC get approval for internal works to Devonport and Crownhill libraries. There is a risk that there could be a delay in the Land and Property Team obtaining Landlords consent for these improvements. The effect of this will be a delay to the approved timeline for completion of this investment			
<b>Mitigation</b>	Negotiation with Landlord promptly after 3 <sup>rd</sup> July to explain the changes. We have been advised not to start any negotiations with Landlords before the Full Council approval due to the risk it poses in Judicial Review as pre-empting the decision  Plans and specification will be produced ready to show to the Landlord to assist with speeding up the approval			
<b>Risk assessment</b>	<b>Initial</b>	<b>Post mitigation</b>	<b>Current</b>	<b>Total rating</b>
<b>Likelihood</b> To be scored 1 (low) – 5 (high)	3	3	3	12 – medium risk
<b>Impact</b> To be scored 1 (low) – 5 (high)	4	4	4	
<b>Trend</b>	Static	<b>Lead Officer</b>	Karen Renshaw	
		<b>Risk Champion</b>	Dave Saunders	

<b>Potential Risk Identified</b>				
<b>Description</b>	Planning permission is not granted for Devonport Library			
<b>Mitigation</b>	Devonport Library has listed building status. Changes internally to the building are minimal and do not affect the fabric of the building. It involves converting part of a kitchen area to a meeting room. Development Enquiry Service will be consulted prior to planning application			
<b>Risk assessment</b>	<b>Initial</b>	<b>Post mitigation</b>	<b>Current</b>	<b>Total rating</b>
<b>Likelihood</b> To be scored 1 (low) – 5 (high)	2	1	1	4 – Low risk
<b>Impact</b> To be scored 1 (low) – 5 (high)	4	4	4	
<b>Trend</b>	Reducing	<b>Lead Officer</b>	Karen Renshaw	
		<b>Risk Champion</b>	Dave Saunders	

<b>Potential Risk Identified</b>				
<b>Description</b>	Failure to progress quickly with the surrender of leases / purchase etc. with closing libraries may result in unnecessary or increased costs for security measures at Ernesettle, Laira, Stoke or potential vandalism to insecure buildings			
<b>Mitigation</b>	<p>Keep Land and Property Team fully informed on progress and implications in delays and get commitment that this will be progressed quickly</p> <p>Land and Property Team to start discussions immediately with Landlords after Full Council decision</p> <p>Consider closing libraries later than the agreed date of 17<sup>th</sup> September to co-ordinate with lease arrangements</p>			
<b>Risk assessment</b>	<b>Initial</b>	<b>Post mitigation</b>	<b>Current</b>	<b>Total rating</b>
<b>Likelihood</b> To be scored 1 (low) – 5 (high)	3	2	3	12 – Medium risk
<b>Impact</b> To be scored 1 (low) – 5 (high)	4	4	4	
<b>Trend</b>	Reducing	<b>Lead Officer</b>	Ian Gillhespy	
		<b>Risk Champion</b>	Dave Saunders	

<b>Potential Risk Identified</b>				
<b>Description</b>	Plan for Libraries may be called into Judicial Review via department for Culture, Media and Sport. The project will be put on hold if this occurs			
<b>Mitigation</b>	We have taken legal advice throughout the consultation process and have followed good practice from other Local Authorities which have successfully completed a library service review			
<b>Risk assessment</b>	<b>Initial</b>	<b>Post mitigation</b>	<b>Current</b>	<b>Total rating</b>
<b>Likelihood</b> To be scored 1 (low) – 5 (high)	4	3	3	15 –Medium risk
<b>Impact</b> To be scored 1 (low) – 5 (high)	5	5	5	
<b>Trend</b>	Reducing	<b>Lead Officer</b>	Karen Renshaw	
		<b>Risk Champion</b>	Faye Batchelor – Hambleton	

#### **PART 7 PROCUREMENT AND DELIVERY**

<b>Procurement Options in accordance with Contract Standing Orders</b>	<p>The procurement process used would follow the standard PCC process obtaining competitive quotations for expenditure. There is no specialist work required in the library capital improvement works.</p> <p>The purchase of the outreach equipment will require some research as to what is the most suitable for the particular requirements of the service. Advice will be sought from Strategic Procurement on how to deal with this appropriately</p>
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#### **PART 8 RECOMMENDATION AND DECISION**

<b>Analysis of proposal</b>	<p>The Plan for Libraries has been developed through extensive consultation over a 12 week period. A Scrutiny Select Committee was then held which listened to witness representations and provided recommendations.</p> <p>A revised Plan for libraries was subsequently produced which Full Council approved on 3<sup>rd</sup> July. This Business Case provides resources to implement the Plan for Libraries in particular the in-library and outreach offers.</p>
<b>Decision required</b>	<p><b>Recommended decision</b></p> <p>It is recommended that the Leader of the Council:</p> <ul style="list-style-type: none"> <li>• Approves this Business Case</li> <li>• Allocates <b>£121,408</b> for this project to be funded by service borrowing</li> <li>• Authorises the procurement process</li> <li>• Delegates the award of the contract to Andrew Hardingham</li> </ul>



**CONFIRMATION OF PROMOTORS APPROVAL**

Cabinet Member		*Assistant Director	
I endorse this project and agree that it meets Plymouth Plan and or Corporate Plan priorities.		I endorse this project and confirm that the revenue implications can be covered within existing service revenue budgets.	
<i>Cllr Jordan</i>		<i>Faye Batchelor – Hambleton</i>	
<b>Either email dated:</b>	<i>11/07/17</i>	<b>Either email dated:</b>	<i>11/07/17</i>
<b>Or signed</b>		<b>signed</b>	
<b>date</b>		<b>date</b>	

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# APPENDIX A

## EQUALITY IMPACT ASSESSMENT - PLAN FOR LIBRARIES



### STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

#### What is being assessed - including a brief description of aims and objectives?

The proposals set out in Plan for Libraries are based around the Society of Chief Librarians' universal offers of Reading, Digital, Health, Information and Learning. They aim to extend the reach of our service and provide value for money.

Although recent research shows that book lending remains a high priority for our customers, visits to library buildings in Plymouth have declined significantly in the last decade. We currently run 17 library buildings in varying states of repair with many having little scope for enhancement. We also have a limited outreach and home library service and an online 24/7 library.

The last significant changes to the library service were the closure of 3 small branch libraries and withdrawal of the mobile library service in 2001, and the implementation of self-service in 2010. Our original plan proposed to have fewer libraries across the city whilst ensuring the overwhelming majority of Plymouth's population remain within two miles of a library.

During the summer of 2016, we held an open conversation with the people of Plymouth to find out what they wanted from libraries, now and in the future. We received 3,327 responses.

Drawing on the feedback from the conversation we published a draft Plan for Libraries aimed at achieving the following outcomes.

- Improving accessibility to the library service
- Delivering high quality modern services that are fit for purpose; reliable, efficient and relevant to local communities
- Develop the library assets and workforce to enhance the customer experience.

The public were invited to put forward their views regarding the draft Plan for Libraries between 25 January 2017 and 29 April 2017. To ensure we enabled all sections of our community to participate we carried out a further Equality Impact Assessment on our consultation plans. A total of **3,748** Plan for Libraries questionnaires were completed during the consultation period either online or through paper questionnaires.

The draft plan proposed to close 10 of the 17 libraries in our existing libraries network. Draft Equality Impact Assessments were completed to cover all the libraries earmarked for closure, and this was subsequently

extended so that all 17 libraries were covered. These have been further reviewed in the light of our revised proposals.

Relevant evidence from the conversation and the consultation has been considered and the findings are included as evidence in the EIA.

A select committee held on 15<sup>th</sup> May 2017 considered the draft plan for libraries and made recommendation to Cabinet. These included some which have direct relevance to Equality. They required;-

- An assessment of accessibility for each building, paying regard to areas of growth within the city
- An impact assessment for all staff, including temporary staff;
- A high level Equalities Impact Assessment for the entire Plan for Libraries

Having carefully considered the feedback from the public consultation, recommendations from the Council's Scrutiny Select Committee and having listened to the views of the people of Plymouth the Plan for Libraries has been amended. This revised plan significantly reduces the impact on our current visitors to 6.07% (down from the original proposal of 20%) with the closures we have detailed and for those who cannot use an alternative library they will still benefit from our online or outreach offer (including our Home Delivery Service). We have also identified a real need within Whitleigh; this community has not had a library service previously and we are meeting that need by talking to the community and providing an outreach service that meets that need.

Our proposal was to have a network of 7 library buildings that offer a full range of services remains unchanged ( known as Tier 1 libraries) In order to deliver this the libraries will receive investment (where required) for modernisation, including adequate meeting spaces, at least 12 public access PCs and public access Wi-Fi, and a full complement of trained staff. The libraries will have standard extended hours of 57.5 per week.

Our new plan for libraries provides:

An estate of seven Tier 1 libraries at:

- Central,
- Crownhill (developed with meeting space),
- Devonport (developed with meeting space),
- Plympton,
- Plymstock,
- Southway (developed with meeting space)
- St Budeaux (proposed new development). Increasing overall opening hours by 26.5hrs per week.

An estate of four Tier 2 libraries at

	<ul style="list-style-type: none"> <li>• Efford</li> <li>• Estover</li> <li>• North Prospect</li> <li>• Peverell</li> </ul> <p>Opening hours for these Tier 2 libraries will remain “as is” but the community will be involved in how we can best utilise these hours across the week.</p> <p>We also plan to deliver</p> <ul style="list-style-type: none"> <li>• Online services that are available 24/7</li> <li>• An enhanced ‘click and collect’ service with selected accessible collection points across the city</li> <li>• An upgrade to our web-based library management system</li> <li>• ‘Pop-up’ libraries that can flex and change to suit the needs of different communities</li> <li>• Libraries which provide information and advice and a gateway to Council services</li> </ul> <p>No libraries staff are being made redundant as a result of these changes, we will however reduce our current reliance on agency staff. The Council provides a diverse range of services to the community. To operate these services, the Council must be able to efficiently and effectively resource its workforce, including the ability to flex its staffing needs to meet demands using a contingent labour force. Temporary workers are often used to cover vacancies during transitional periods to protect permanent employment for existing workforce, and to mitigate the costs of pensions and redundancy if those posts are no longer needed.</p> <p>Agency workers are not employees of the Council, but are contracted to work for our Master Vendor Agency contractor. There is therefore no requirement for Plymouth City Council to undertake an Equalities Impact Assessment for those workers.</p> <p>We have clear policies and procedures in place to ensure that staff sharing protected characteristics are not unfairly discriminated against.</p> <p>An audit of the accessibility of all current library buildings has been undertaken and the outcomes of this are built into this EIA as evidence. The workforce impacts are also considered where these relate to protected characteristics in the Equality act, e.g. Gender Pay. A summary version of this EIA will be produced which will serve as the high level EIA envisaged by the Select Committee.</p> <p>This EIA reviews and summarises all the evidence from the individual EIA’s, as well as the consultation findings and other relevant evidence such as our Summary Equality Profile and Workforce Equality Profile.</p>
<b>Author</b>	Kevin Mckenzie / Chris Jones
<b>Department and service</b>	Policy and Intelligence / Library Service Project Team

<b>Date of assessment</b>	19/05/17
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## STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (eg data and feedback)	Any adverse impact See <a href="#">guidance</a> on how to make judgement	Actions /Mitigation	Timescale and who is responsible
<b>Age</b>	<p>The average age in Plymouth (39.0 years) is about the same as the rest of England (39.3 years), but less than the South West (41.6yrs). Of the 16 SW authorities we have the third lowest percentage of older people (75), and the fifth highest percentage of children and young people (under 18). Children and young people (CYP) under 18 account for 19.8 per cent of our population, within this 88.8 per cent are under 16. The proportion of people living in our community who are aged over 65 years old is predicted to in excess of 59,000 by 2031, an increase of 28%. Older people struggle to achieve the highest standard of physical and mental health due to age related illness, e.g. declining eye sight and hearing, physical frailty, trips</p>	<p>Our home library service will need to meet the needs of an increasing number of physically frail older people.</p> <p>Libraries will face a similar challenge in meeting the needs of older people with visual and hearing impairments and dementia.</p> <p>Older people are proportionately less likely to access our online services, either through lack of ability or access to ICT.</p> <p>Older and younger people in Eggbuckland and Ernesettle are disproportionately likely to be affected by library closures.</p> <p>Older people particularly the over 75's welcome the idea of a home library service but need more information to understand the offer.</p> <p>Older people, particularly those in the 66 – 75 age may be more</p>	<p>We will offer a Home Library Service to older people who need it. We will plan this on the basis that take up will be strongest from the over 75 age group and consider the impacts of our aging population on this service.</p> <p>We will maintain our existing principal of digital by preference. Older people will continue to have the option to use a physical library.</p> <p>Public transport links to the nearest alternative library facilities to Eggbuckland and Ernesettle are good and parking is available. People over the age of 65 will have bus passes. Our principle of all libraries which are within a 2 mile catchment means that there is an alternative</p>	<p>Covered as part of the communication engagement and marketing plan</p>

	<p>and falls and dementia. Older people may have retired before home computers (PCs) became widely used in the workplace.</p> <p>Eggbuckland, Ernesettle and West Park libraries, which are earmarked for closure, serve wards with a higher proportion of both older and younger people than the Citywide average.</p> <p>Older people were well represented in the library conversation and the formal consultation. They were less positive than other groups about our proposal to provide services online with many saying they did not have a computer.</p> <p>Overall Older people were more positive than other groups about our outreach service, those in the over 76 age group in particular welcomed the home library service, although most believed this would be a return to the mobile library service we withdrew in 2010.</p> <p>Those in 67 -75 age group</p>	<p>socially isolated if their local library closes.</p> <p>Young children may miss out on the library experience and the planned and informal opportunities for social interaction with their peer group libraries provide, particularly for those of pre-school age.</p>	<p>within a reasonable walking distance, as well as accessing the on line service.</p> <p>Parents with very young children will be able to access pop up libraries in the community however more work is needed to clarify the offer and we must ensure it is well promoted and available at times and in places that meet their needs.</p> <p>Promote online lending of eBooks</p> <p>Library staff will provide assistance to anyone who needs help accessing the service on line</p> <p>Promote click and collect service which will be available at outreach venues</p> <p>Promote the outreach locations where library services will be delivered</p> <p>Reassess staffing levels as a result of closure of library's to provide additional capacity for in-library and outreach offers.</p>	
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	<p>were more likely to want to visit a library, they valued the social interaction and the opportunity to get out, they were concerned that they would not know where and when pop up libraries were available if these were advertised online and that book choice would be limited.</p> <p>Younger people were under represented in the libraries conversation and despite the measures implemented in the formal consultation we only secured a total of 135 responses from people aged under 18. However many younger library users are parentally supported and we did secure a further 749 responses from parents who said they had children aged under 16 years old.</p> <p>Younger people were more positive about our proposal to enhance online services than any other group.</p> <p>Parents with children were significantly less enthusiastic with many commenting on the importance of printed</p>		<p>Promote the Home Library Service</p>	
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	<p>books, reading and the library experience for children and young families.</p> <p>Parents with children were concerned about our outreach proposals in particular pop up libraries which they felt they would be unable to get to on the days they were open because of other commitments. They felt that book choice would be limited and that their children would not have the same opportunity for social interaction. Services such as Storytime, Rhyme time and the Summer Reading Scheme were also valued.</p>			
<p><b>Disability</b></p>	<p>A total of 31,164 people (from 28.5 per cent of households) declared themselves as having a long-term health problem or disability (national figure 25.7 per cent of households), compared with the total number of people with disabilities in UK (11,600,000). 10 per cent of our population have their day-to-day activities limited a lot by a long-term health</p>	<p>Disabled library users who are resident in the four council wards that will no longer be served by a library will be displaced. A significant proportion of these will be mobility impaired and this is especially true of disabled residents of Honicknowle Ward. There is potential for a significant impact on disabled library users, especially those with mobility impairments. Despite 85% of the UK bus</p>	<p>Consider whether a drop of and pick up point can be established at Devonport (and Peverell) Library so that mobility impaired customer displaced from Stoke library who wish to drive can use the facilities at times when Central and St Budeaux are busy.</p> <p>Promote Access Plymouth as part of the library closure arrangements</p>	<p>Consider as part of implementation planning - Libraries Project Team.</p>

	<p>problem or disability. 1,297 adults registered with a GP in Plymouth have some form of learning disability (2013/14). Plymouth schools report that of every 1,000 children 17.5 have a learning difficulty.</p> <p>75% of disabled people rely on public transport, however Private transport is the preferred option for the majority of mobility impaired adults (69% in 2013).</p> <p>Disabled people were well represented in the Library conversation. They were slightly under-represented in our consultation, although outreach efforts were made to increase participation, which included work with in house and partner agencies for whom disabled people are the main client group.</p> <p>A total of 4.381 people in receipt of a higher rate mobility component will no longer have a library in their council ward. Of these 1985 live in Honicknowle Ward which is currently served by West Park Library, this is a</p>	<p>fleet being accessible 25% of mobility impaired passengers report experiencing difficulty using public transport. A significant factor may be the availability of wheelchair accessible spaces, generally only one on each bus.</p> <p>Eggbuckland is well served by public transport and the nearest alternative tier 1 library, Crownhill is rated 3 star for parking by Disabled Go.</p> <p>Ernesettle is well served by public transport and the nearest alternative tier 1 library, St Budeaux is rated 3 star for parking by Disabled Go.</p> <p>Laira is well served by public transport and the nearest alternative tier 1 library, Central is rated 3 star for parking by Disabled Go.</p> <p>Stoke is well served by public transport and whilst the nearest tier 1 library, Devonport does not have on street parking there are 2 tier 1 libraries within reasonable distance, Central and St Budeaux which are rated 3 star for parking by Disabled Go.</p>	<p>Access Plymouth operate two services:</p> <ol style="list-style-type: none"> <li>1. Community car scheme – this is a not for profit car sharing scheme to help people with mobility problems get around Plymouth trips are charged at £1.20.</li> <li>2. Dial A Ride provides a door to door service between any two points anywhere within the Plymouth city boundary, with dedicated drivers who can help passengers on and off the bus and to and from your front door. This is a more expensive option than public transport We will offer a Home Library Service to older people who need it. We will maintain our existing principal of digital by preference.</li> </ol> <p>Consider the demand and requirement of installing Hearing induction loops at all tier one and a portable induction loop for outreach locations providing group activities.</p>	
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	<p>disproportionately large number by comparison with the Citywide population. There are fewer Disabled people in the other three wards that will no longer have a library than the Citywide average.</p> <p>Access to our library buildings was reviewed based on Disabled Go audits, with the exception of Central Library which has not been audited since it reopened in its new premises. Whilst all of the libraries which will stay open meet basic legal access requirements, two, Peverell and Devonport do not have on street parking within 200m.</p> <p>Two of the tier 1 libraries, Plymstock and Southway do not have a hearing induction loop and Staff at Southway had not had disability awareness training at the time of the last disabled go audit.</p> <p>Disabled people were less likely to agree with our proposals, both overall and in relation to our enhanced</p>	<p>Tothill is not currently well served by public transport. The nearest stop is 7 minutes' walk away, which would be a significant distance for someone with mobility impairment. The nearest alternative tier 1 library, Central is rated 3 star for parking by Disabled Go.</p> <p>West Park is well served by public transport and the nearest alternative tier 1 library, St Budeaux is rated 3 star for parking by Disabled Go. Disabled people are significantly less likely to live in households with access to the internet than non-disabled people.</p> <p>The range of services offered at tier 1 libraries will not be fully accessible to hearing impaired services users unless a hearing induction loop is installed. This is less of a problem in tier 2 libraries which will not offer the same range of services and where self service is an alternative for book lending purposes.</p> <p>A regular space is required for visual impaired library users group ideally facilitated by the same member of staff.</p>	<p>Consider to have all library staff are trained in disability awareness.</p> <p>Consider all tier 1 libraries as safe places for learning disabled people.,</p> <p>Seek an alternative safe space in Ernesettle.</p> <p>Consider Inviting Disabled Go to carry out a new audit of our libraries and our proposed community outreach buildings.</p> <p>Continue to engage with disabled people to better understand their needs through service user feedback and by working with in house and partner agencies for whom disabled people are the main client group.</p> <p>Promote online lending of eBooks</p> <p>Library staff will provide assistance to anyone who needs help accessing the service on line</p> <p>Promote click and collect service which will be available at outreach</p>	
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	<p>service offer. Our library membership records indicate that only 170 members recorded they have a disability as at March this year. However of the <b>355 disabled people who responded to our consultation</b> two thirds had visited the library in the last week and more than 80% had visited the library in the last month, only 5 had never visited a library.” Groups working with Disabled people told us that the lift in Central Library was difficult to use (PADAN), that Hearing impaired library users sometimes struggled to hear at reception desks in a noisy environment, and that a group serving visually impaired customers was frequently moved to different locations (HASC).</p> <p>Eggbuckland and West Park Libraries are designated safe places for adults with learning disabilities. Going to a Safe Place can be used in any situation where a person with a learning disability is feeling vulnerable. Venues involved in</p>	<p>Alternative safe places are needed in Eggbuckland and West Park within reasonable distance of the libraries.</p> <p>Eggbuckland - Frogmore Stores, Dale Avenue (16 mins walk). West Park - McColl's, Crownhill Road (2 min walk) Opening times: 6:00-22:00 Mon-Sat. 7:00-22:00 Sun.</p> <p>West Park - Freemans, Crownhill road (8 min walk) Opening times: 10:00-17:00 Mon- Sat. Closed Sun.</p> <p>Our proposed outreach locations must be accessible for disabled people to a similar standard as tier 2 libraries where they are providing lending services and to tier 1 standard where they provide group activities.</p>	<p>venues</p> <p>Promote the outreach locations where library services will be delivered</p> <p>Reassess staffing levels as a result of closure of library's to provide additional capacity for in-library and outreach offers.</p> <p>Promote the Home Library Service</p>	
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	<p>the scheme are easily identifiable by the yellow logo displayed in their front window.</p> <p>Our proposed outreach locations are accessible but have not to date been subject to a disabled go access audit.</p>			
<p><b>Faith/religion or belief</b></p>	<p>84,326 (32.9 per cent) of the Plymouth population stated they had no religion. Those with a Hindu, Buddhist, Jewish or Sikh religion combined totalled less than 1 per cent. Christianity: 148,917 people (58.1 per cent), decreased from 73.6 per cent since 2001. Islam: 2,078 people (0.8 per cent), doubled from 0.4 per cent since 2001. Buddhism: 881 people (0.3 per cent), increased from 0.2 per cent since 2001. Hinduism: 567 people (0.2 per cent) described their religion as Hindu, increased from 0.1 per cent since 2001. Judaism: 168 people (0.1 per cent), decreased from 181 people since 2001. Sikhism: 89 people (less than</p>	<p>No Impact Anticipated</p>	<p>N/A</p>	<p>N/A</p>

	<p>0.1 per cent), increased from 56 people since 2001. 0.5 per cent of the population had a current religion that was not Christianity, Islam, Buddhism, Hinduism, Judaism or Sikh, such as Paganism or Spiritualism. Muslim groups were under-represented in our Libraries conversation. Specific efforts were made to promote the consultation to Muslim communities through the City's Mosques. Faith groups were well represented in our consultation their views were not significantly different from those of the wider community.</p>			
<p><b>Gender - including marriage, pregnancy and maternity</b></p>	<p>Overall 50.6 per cent of our population are women and 49.4 per cent are men: this reflects the national figure of 50.8 per cent women and 49.2 per cent men. There were 3280 births in 2011. Birthrate trends have been on the increase since 2001, but since 2010 the number of births has stabilised. Areas with highest numbers of births include</p>	<p>We have already noted that parents with young children are concerned that pop up libraries will not meet their needs because they will not be available at times and in places they can get to.  These are disproportionately likely to be accessing libraries with their Mother.  Women are also</p>	<p>As we have noted above parents with very young children will be able to access pop up libraries in the community however more work is needed to clarify the offer and we must ensure it is well promoted and available at times and in places that meet their needs.  Offering the Home Library</p>	<p>Covered as part of the communication engagement and marketing plan</p>

	<p>Stonehouse (142), Whitleigh (137) and Devonport (137). Of those aged 16 and over, 90,765 people (42.9 per cent) are married. 5,190 (2.5 per cent) are separated and still legally married or legally in a same-sex civil partnership.</p> <p>Overall men were more likely to agree with our proposal to enhance our online offer and significantly more likely to agree with our proposals overall. 48% of males strongly agreed/agreed with the proposal to enhance the online service which was significantly higher than females (40%).</p> <p>Parents with children were significantly less enthusiastic about our proposals with many commenting on the importance of printed books, reading and the library experience for children and young families.</p> <p>Parents with children were concerned about our outreach proposals in particular pop up libraries which they felt they would be unable to get to on the</p>	<p>disproportionately likely to be caring for an older relative who is unable to visit the library for themselves.</p> <p>There may be an adverse impact to women if there is significant displacement from the libraries that are closing in order to access Rhymetimes and other children orientated activities.</p>	<p>Service to the over 75's may reduce the caring burden on women in this position.</p> <p>Rhymetimes and other children orientated activities, e.g. summer reading schemes, which currently run from libraries that are closing will be delivered from other community outreach locations and this will reduce the impact.</p> <p>Promote online lending of eBooks</p> <p>Library staff will provide assistance to anyone who needs help accessing the service on line</p> <p>Promote click and collect service which will be available at outreach venues</p> <p>Promote the outreach locations where library services will be delivered</p> <p>Reassess staffing levels as a result of closure of libraries to provide additional capacity for in-library and outreach offers.</p> <p>Promote the Home Library Service</p>	
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	<p>days they were open because of other commitments. They felt that book choice would be limited and that their children would not have the same opportunity for social interaction. Services such as Storytime, Rhyme time and the Summer Reading Scheme were also valued.</p>			
<b>Gender reassignment</b>	<p>Recent surveys have put the prevalence of transgender people between 0.5 and 1% of population (some very recent reports have upped this to 2%).</p> <p>Over the last 8 years the prevalence of transgendered people in the UK has been increasing at an average rate of 20%+ per annum in adults and 50% for children. In 2015 there was a 100% increase in referrals to the Gender Identity Development Service at the Tavistock &amp; Portman Institute.</p> <p>The average age for presentation for reassignment of male-to-females is 40-49. For female-to-male the age group is 20-29.</p>	No impact anticipated	N/A	N/A



	<p>Twenty three transgender people belong to Pride in Plymouth. Transgendered people were well represented in our consultation their views were not significantly different from those of the wider community.</p>			
<p><b>Race</b></p>	<p>92.9 per cent of Plymouth's population identify themselves as White British. 7.1 per cent identify themselves as Black and Minority Ethnic (BME) with White Other (2.7 per cent), Chinese (0.5 per cent) and Other Asian (0.5 per cent) the most common ethnic groups. Our recorded BME population rose from 3 per cent in 2001 to 6.7 per cent in 2011, and therefore has more than doubled since the 2001 census. Recent census data suggests we have at least 43 main languages spoken in the city, showing Polish, Chinese and Kurdish as the top three. Based on full year data for 2012-13, our Translate Plymouth services recorded that the most requested</p>	<p>Plymouth's population is likely to continue to diversify into the future and the library will need to adapt to meet the needs of our newer communities.</p>	<p>Library stock should reflect the diversity of our community, both in terms of language and cultural norms.  We should consider making basic information available in the main community languages in areas of the city where there is a proportion of residents for whom English is not their main language.</p>	<p>Consider as part of implementation planning - Libraries Project Team.</p>

	<p>languages are Polish, British Sign Language (BSL) and Chinese Mandarin. Nearly 100 different languages are spoken in schools by children of different backgrounds. Polish and Arabic are the most common, spoken by 385 and 143 children respectively. Four neighbourhoods have a population of school age children where 20 per cent or more are from a BME background. They are City Centre (38.0 per cent), Greenbank and University (32.3 per cent), Stonehouse (29.9 per cent) and East End (23.4 per cent). There are 2,204 of compulsory school age children (5 to 16 years old) that speak English as an additional other language (January 2016). The Ride has 13 recently refurbished permanent site pitches. We have three small private sites with a total of 4 pitches. In 2010, which was our peak year, we dealt with 44 unauthorised encampments in the city with over 200 children living on them.</p>			
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	<p>The 2011 Census records that there were 4328 people from the A8 and A2 Accession Countries.</p> <p>Kurdish, Chinese and White Other ethnic groups were under-represented in our Libraries conversation. Specific efforts were made to promote the consultation to BME communities. This included offering information in languages other than English and contacting a wider range of organisations working with BME groups in the community.</p> <p>BME groups were well represented in our consultation their views were not significantly different from those of the wider community.</p>			
<b>Sexual orientation - including civil partnership</b>	<p>Lesbian, gay and bisexual people are more likely to report that they have never been asked about their views by local service providers. Lesbian, gay and bisexual people recognise that data gathering about the sexual orientation of service users can be an important way to improve services. Lesbian,</p>	No impact anticipated	N/A	N/A

	<p>gay and bisexual people have an expectation that they will be treated less favourably than heterosexual people when they deal with schools and family services.</p> <p>There is no precise local data on numbers of Lesbian, Gay and Bi-sexual (LGB) people in Plymouth, but nationally the government have estimated this to be between 5 - 7 per cent and Stonewall agree with this estimation given in 2005. This would mean that for Plymouth the figure is approximately 12,500 to 17,500 people aged over 16 in Plymouth are LGB.</p> <p>There are 464 people in a registered Same-Sex Civil Partnership.</p> <p>Around 4% of the participants in our Library conversation were LGB. As this was lower than that expected on the basis of national data we promoted the consultation through Plymouth Pride Forum. We secured 6.7% of respondents from the LGB community in the consultation their views were not significantly</p>			
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	different from those of the wider community.			
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### STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? IF SO, PLEASE RECORD ACTIONS TO BE TAKEN

Local priorities	Implications	Timescale and who is responsible
<b>Reduce the gap in average hourly pay between men and women by 2020.</b>	We have set a Corporate Equality Objective to reduce the gap in average hourly pay between men and women by 2020. Women employed by Plymouth City Council currently earn 97% of the average full time hourly wages of their male colleagues. The library service currently employs 87 people, of whom 76 (*&5) are women. No negative impact on wage levels is anticipated from the implementation of the Plan for Libraries. Library staff will be considered by corporate policies aimed at reducing the gap.	Human Resources
<b>Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.</b>	We have set a Corporate Equality Objective to increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.  To support this corporate commitment Library staff in all tier 1 libraries will be trained to take Hate incident reports.	Libraries Project Team
<b>Good relations between different communities (community cohesion)</b>	We have set a Corporate Equality Objective to increase the number of people who believe people from different backgrounds get on well together in targeted neighbourhoods by 2020. Community spaces are an important ingredient in promoting cohesion at neighbourhood level. Three of our four target areas for improving Community Cohesion are affected by the proposed library closures. It will be important to ensure that the outreach opportunities provided in these areas offer opportunities for diverse communities in these areas to mix.	Libraries Project Team/Community Connections Team
<b>Human rights</b> Please refer to <a href="#">guidance</a>	The Council is required to act in a way which is compatible with the rights granted under the European Convention of Human Rights. The Council also has a duty under section 7 of the Public Libraries and Museums Act 1964 to provide a comprehensive and efficient service for all persons desiring to make use thereof.	Libraries Project Team

	<p>The provision of outreach within the local area, proximity of nearby libraries and the continuing provision of both online and Home library services ensures there will continue to be a provision of the library service available to the community in areas where libraries are closing. Outreach provision will continue to reduce the potential risk of social isolation for elderly or vulnerable members of the public and provide opportunities for diverse elements of the community to mix this promoting community cohesion.</p>	
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**STAGE 4: PUBLICATION**

Faye Batchelor Hambleton

Date 310517

Assistant Director of Customer Services

# EXECUTIVE DECISION

made by a **Cabinet Member**



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

Executive Decision Reference Number – L24 17/18

Decision	
1	<p><b>Title of decision:</b> Weston Mill Recycling Centre Upgrade</p>
2	<p><b>Decision maker (Cabinet Member):</b> Cllr Patrick Nicholson, Deputy Leader of the Council (acting under delegation from the Leader)</p>
3	<p><b>Report author and contact details:</b> Gareth Harrison-Poole, <a href="mailto:Gareth.Harrison-Poole@plymouth.gov.uk">Gareth.Harrison-Poole@plymouth.gov.uk</a></p>
4	<p><b>Decision to be taken:</b></p> <ul style="list-style-type: none"> <li>• Allocates £203,500 for the project within the Capital Programme to be funded by corporate borrowing</li> <li>• Authorises the procurement process</li> <li>• Delegates the award of the contract to Anthony Payne Strategic Director of Place</li> </ul>
5	<p><b>Reasons for decision:</b> The design and installation of the new drainage system will allow the facility to operate legally without the potential to cause a pollution incident.</p> <p>Resurfacing the site and provision of new internal road markings will improve traffic throughput and separate the residents using the facility from vehicles which will improve site safety.</p>
6	<p><b>Alternative options considered and rejected:</b></p> <p><b>Option 1 – Do nothing,</b> The Environment Agency will issue an improvement notice potentially leading to prosecution and forced closure of the site.</p> <p><b>Option 2 (Preferred Option) – Install a new drainage system new access steps and undertake resurfacing to prevent enforcement action by the Environment Agency.</b></p> <p><b>Option 3 – CCTV, ANPR Improved welfare facilities</b> To undertake the works as described in Option 2 to meet the legal requirements set by the environment agency as well as make other improvements to the site operation resulting in improved health &amp; safety for site users and staff.</p>

7	<b>Financial implications:</b> The works will cost £203,500 and is to be funded from corporate borrowing. This funding will be allocated from, 'maintaining the city assets' within the Corporate Priority List.		
8	<b>Is the decision a Key Decision?</b> <b>(Contact Ross Jago, Democratic Support, 304469 for further advice)</b>	<b>Yes</b>	<b>No</b>
			x results in the Council spending or raising annual income by more than £500,000 (or more than £2,000,000 if that is the total cost of a contract award)?
			x results in the Council saving more than £1,000,000?
			x results in the Council saving less than £1,000,000 <b>and</b> the saving will have a material impact upon service provision such as a significant change or a cessation of service delivery and associated staff redundancies or a significant impact on customers?
<b>If yes, date of publication of the notice in the Forward Plan</b>			
9	<b>Please specify how this decision is linked to the Council's corporate plan 2016 - 19 and/or the policy framework and/or the revenue/capital budget:</b>	<p>This project will support a 'Pioneering Plymouth' by ensuring that quality services focussed on customer' needs are provided as the improved road markings will improve customer safety as users and vehicles will be separated.</p> <p>This project will support 'Confident Plymouth' by improving the street scene environment as the drainage system will allow the facility to operate legally without the potential to cause a pollution incident.</p> <p>The joint local plan identifies the site as important to meet the local authority's ambition to increase the amount of domestic waste collected for re-use, recycling, composting and recovery (Policy DEV 33)</p>	
<b>Urgent decisions</b>			
10	<b>Is the decision urgent and to be implemented immediately in the interests of the Council or the public?</b>	<b>Yes</b>	(If yes, the Lead Scrutiny Officer must be consulted before approaching the Chair of the relevant Overview and Scrutiny Committee. Ensure that the Chair signs the report at section 11a and that section 11b is completed <u>after</u> the sign off codes in



				Section 17 are completed)
		<b>No</b>	X	<b>(If no, go to section 12)</b>
<b>I 1 a</b>	<b>Signature</b>		<b>Date</b>	
	<b>Print Name</b>			
<b>I 1 b</b>	<b>Reason for urgency:</b>			
<b>Consultation</b>				
<b>12</b>	<b>Are any other Cabinet members' portfolios affected by the decision?</b>	<b>Yes</b>		<b>(If yes, go to sections 13 and 14)</b>
		<b>No</b>	X	
<b>13</b>	<b>Which other Cabinet member's portfolio is affected by the decision?</b>			
<b>14</b>	<b>Please confirm that you have consulted this Cabinet member</b>	<b>Yes</b>	X	<b>(No is not an option)</b>
<b>15</b>	<b>Has any Cabinet member declared a conflict of interest?</b>	<b>Yes</b>		<b>Need a note of dispensation granted by the Council's Monitoring Officer</b>
		<b>No</b>	X	
<b>16</b>	<b>Which Corporate Management Team member has been consulted?</b>	<b>Name and title</b>	Anthony Payne – Strategic Director of Place	
<b>17</b>	<b>Please include the sign off codes from the relevant departments consulted:</b>	<b>Democratic Support (mandatory)</b>	DSol7/18	
		<b>Finance (mandatory)</b>	AKH1718.74	
		<b>Legal (mandatory)</b>	lt/28723	
		<b>Human Resources</b>		
		<b>Assets</b>		
		<b>IT</b>		
		<b>Procurement</b>		
<b>Other Information</b>				
<b>18</b>	<b>An Equalities Impact Assessment should be attached to the report</b>	<b>Yes</b>		<b>(Please attach the EIA to this report)</b>
<b>Briefing report</b>				
<b>19</b>	<b>Is the briefing report attached?</b>	<b>Yes</b>	X	<b>(No is not an option)</b>

List (and include a hyper link to) <u>published</u> work/information used to prepare the report.	
Do you need to include any confidential/exempt information?	If yes, prepare a second, Part II, report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.  (Remember to keep as much information as possible in the briefing report that will be in the public domain)

	Exemption Paragraph Number						
	1	2	3	4	5	6	7
<b>Part Two – Briefing Paper</b>			X				


**Background Papers**

**20** Please list all background papers relevant to the decision in the table below.  
Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based. A folder or a file should not be cited as a background paper, though individual items within the folder or file may be. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7

**Cabinet Member Signature**

**21** I agree the decision and confirm that it is not contrary to the Council’s policy and budget framework, Corporate Plan or Budget.

<b>Signature</b>		<b>Date of decision</b>	14 August 2017
<b>Print Name</b>	Councillor Patrick Nicholson		

## MEMBER BRIEFING

### Weston Mill Recycling Centre Upgrade



The Environment Agency have reported their concerns that the surface water and foul sewer drainage systems at Weston Mill Recycling Centre require improvement.

Following the decision to keep the facility to remain open, investment is required to prevent the potential risk for pollution event to occur from the site as there is not a sufficient drainage system in place to allow for high rainfall and flooding events

The site has been identified as a key part of the city's infrastructure in the plan to increase the recycling rate for domestic waste which will reduce disposal costs.

The facility requires the design of a new drainage system and once installed, the site will need to be resurfaced with new internal road markings that will improve traffic throughput and keep pedestrian site users safer as well as new steps to ensure public safety when using the facilities.

The costs associated with these works totals £203,000

The design and installation of the new drainage system will allow the facility to operate legally without the potential to cause a pollution incident.

Resurfacing the site and provision of new internal road markings will improve traffic throughput and separate the residents using the facility from vehicles which will improve site safety.

Success will be measured by customer satisfaction and decreased health & safety risks. The installation of the drainage systems will enable pollution incidents to be avoided and the resurfacing and new road markings will improve traffic flow and increase site user safety.

The local authority has a statutory duty to provide HWRC facilities and if it wants to ensure the continued provision of the Weston Mill HWRC it must operate within the confines of the site waste management licence and the Environmental Protection Act.

The Weston Mill HWRC will need to be closed for the work (up to 2 months) to be undertaken and historically October and November has seen a reduction in tonnage of waste received and number of visits made to the site. Pre-closure advertising and suitable arrangements for disposal will be made in advance.

Failure to invest in the facility as outlined could result in potential prosecution and closure. These tactical investments into the waste and recycling centres will future proof the sites and continue to deliver our statutory requirements whilst being in accordance with the Local Authority environmental permits.

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

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**STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?**

	<p>To keep the Weston Mill Recycling Centre open there is a Health and Safety need to improve the internal layout of this strategically important facility.</p> <p>The Environment Agency have reported their concerns that the surface water and foul sewer drainage systems are no longer adequate to avoid pollution incidents and have indicated that they will issue an improvement notice if this issue is not addressed. Failure to respond to an improvement notice issued by the Environment Agency will result in prosecution and closure of the site.</p> <p>The facility requires the design of a new drainage system and once installed, the site will need to be resurfaced with new internal road markings that will improve traffic throughput and keep pedestrian site users safer.</p>
<b>Author</b>	Gareth Harrison-Poole
<b>Department and service</b>	Street Services, Place
<b>Date of assessment</b>	26 June 2017

**STAGE 2: EVIDENCE AND IMPACT**

Protected characteristics (Equality Act)	Evidence and information (eg data and feedback)	Any adverse impact <small>See <a href="#">guidance</a> on how to make judgement</small>	Actions	Timescale and who is responsible
<b>Age</b>	The investment in the Recycling Centre will not have a negative effect on	The investment in the Recycling Centre will not have a negative effect on people of certain ages.		Departmental Managers Ongoing

	<p>people of certain ages.</p> <p>Younger people (18-24) are more likely to be unemployed. In March 2013 it was estimated that nearly 500 young people in our city aged between 16 and 18 were Not in Education, Employment or Training (NEET). Children under the age of 18 account for 19.8% of our population within this 17.5% are 16.</p> <p>The proportion of people living in our community who are aged over 75 years old is predicted to increase by a quarter by 2021. Elderly people especially those about the 75 plus age bracket are among the heaviest users of our services for social care etc. The priorities for older people are respite/day care, libraries, and volunteering, increased charges resulting from reduced subsidies.</p>			
<p><b>Disability</b></p>	<p>The investment in the Recycling Centre will not have a negative effect on people of certain ages.</p> <p>10% of our population have their day-to-day activities</p>	<p>The investment in the Recycling Centre will not have a negative effect on people with disability.</p>		<p>Departmental Managers Ongoing</p>



	<p>limited a lot by long-term health problems. Nationally there are 143,400 people registered blind and 147,700 people registered as partially sighted.</p> <p>30,000 people in Plymouth will have some form of Mental Health issue.</p> <p>0.8% (2118) of those registered with a GP is listed on the mental health register.</p> <p>A total of 31,164 people declared themselves as having a long-term health problem or disability in the 2011 Census.</p> <p>1,224 adults currently registered with a GP in Plymouth have some form of a Learning Disability</p>			
<p><b>Faith/religion or belief</b></p>	<p>The investment in the Recycling Centre will not have a negative effect on people of different Faith/belief or religion.</p> <p>Data shows that 32.9% of the Plymouth population stated they had no religion.</p> <p>Hindu, Buddhist, Jewish and</p>	<p>The investment in the Recycling Centre will not have a negative effect on people of different Faith/belief or religion.</p>		

	<p>Sikh combined totalled less than 1%.</p> <p>0.5% of the population had a current religion that was not Christian, Islam, Buddhism, Hinduism, Judaism, or Sikh such as Paganism or Spiritualism.</p> <p>From our surveys of customer contacts for the year 2013 we know that people accessing services with a faith, religion or belief was:</p> <p>Buddhist – 183          Christian – 2,558          Hindu – 45          Jewish – 27          Muslim – 69          Sikh – 23          None – 815          Other – 336          Prefer not to say - 478</p>			
<p><b>Gender - including marriage, pregnancy and maternity</b></p>	<p>The investment in the Recycling Centre will not have a negative effect on people of different Gender.</p> <p>Citywide data shows that overall 50.6% of our population are women; this reflects the national figure of</p>	<p>The investment in the Recycling Centre will not have a negative effect on people of different Gender.</p>		

	<p>50.8%</p> <p>From our surveys of customer contacts for the year 2013 we know that people accessing services based on gender was:</p> <p>Female – 2631</p> <p>Male – 1938</p> <p>Prefer not to say - 330</p>			
<b>Gender reassignment</b>	<p>The investment in the Recycling Centre will not have a negative effect on people who have had a gender reassignment.</p> <p>National figures (ONS 2013) indicate that up to 10,000 people have gone through this process, with 23 known cases in Plymouth.</p>	<p>The investment in the Recycling Centre will not have a negative effect on people who have had a gender reassignment.</p>		
<b>Race</b>	<p>The investment in the Recycling Centre will not have a negative effect on people of different Race.</p> <p>92.9% of Plymouth’s population is White British</p> <p>7.1% are Black and Minority Ethnic (BME) with White Other (2.7%), Chinese (0.5%)</p>	<p>The investment in the Recycling Centre will not have a negative effect on people of different Race.</p>		

	<p>and Other Asian (0.5%) the most common.</p> <p>The Council has 4.1% BME employees across its workforce.</p> <p>We have a rapidly rising BME population which has doubled since the 2001 census:</p> <p>From our surveys of customer contacts for the year 2013 we know that people accessing services based on race / ethnicity was:</p> <p>Asian or Asian British – 71                  Black or Black British – 47                  Mixed – 90                  N/A – 157                  White – 4170                  Prefer not to say - 378</p>			
<p><b>Sexual orientation - including civil partnership</b></p>	<p>The investment in the Recycling Centre will not have a negative effect on people of different sexual orientation.</p> <p>There is no precise local data on numbers of Lesbian, Gay and Bisexual (LGB) people in</p>	<p>The investment in the Recycling Centre will not have a negative effect on people of different sexual orientation.</p>		

	<p>Plymouth, but it is nationally estimated at between 5 – 7%. This would mean that approx. 12,500 people aged over 16 in Plymouth are LGB.</p>			
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**STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? IF SO, PLEASE RECORD ACTIONS TO BE TAKEN**

Local priorities	Implications	Timescale and who is responsible
<p><b>Reduce the inequality gap, particularly in health, between communities</b></p>	<p>None</p>	<p>Departmental managers Ongoing</p>
<p><b>Reduce the gap in average hourly pay between men and women by 2020.</b></p>	<p>No</p>	
<p><b>Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.</b></p>	<p>none</p>	<p>Ongoing</p>
<p><b>Good relations between different communities (community cohesion)</b></p>	<p>There is no evidence to suggest that this will affect relationships within the various communities of Plymouth.</p>	
<p><b>Human rights</b> Please refer to <a href="#">guidance</a></p>	<p>Plymouth City Council recognises (Article 14) the Human Rights Act – The right to receive Equal Treatment and prohibits discrimination including sex, race, religion and economic and social status in conjunction with the Equalities Act which includes age and disability.  All service users will be treated fairly and their human rights will be respected.  No adverse impact on human rights has been identified.</p>	<p>Ongoing</p>

**STAGE 4: PUBLICATION**

Responsible Officer

Date

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Assistant Director for Finance

# EXECUTIVE DECISION

made by a Cabinet Member



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

Executive Decision Reference Number – L23 17/18

Decision	
1	<p><b>Title of decision:</b> Chelson Meadow Landfill Closure Plan &amp; Leachate Treatment Plant Upgrade</p>
2	<p><b>Decision maker (Cabinet Member):</b> Ian Bowyer. Leader of the Council</p>
3	<p><b>Report author and contact details:</b> Gareth Harrison-Poole, <a href="mailto:Gareth.Harrison-Poole@plymouth.gov.uk">Gareth.Harrison-Poole@plymouth.gov.uk</a></p>
4	<p><b>Decision to be taken:</b></p> <ul style="list-style-type: none"> <li>• Allocates £258,500 for the project within the Capital Programme to be funded by corporate borrowing</li> <li>• Authorises the procurement process</li> <li>• Delegates the award of the contract to Anthony Payne – Strategic Director of Place</li> </ul>
5	<p><b>Reasons for decision:</b></p> <p>Following the closure of the landfill facility the site has been profiled, capped and restored. The final piece of the programme is ensure the final stages of management by the authority is completed to satisfaction in-line with the Environment Agency. A landfill closure plan which will dictate how the site will be monitored and maintained for the next 60 or 70 years to ensure the safety of the surrounding environment has to be completed and then maintained.</p> <p>The main areas of investment are in preventing the migration of landfill gas and leachate from the site in order to prevent a serious pollution incident to the surrounding environment, which includes the Plym Estuary (this is directly linked to the European Marine Site and bathing waters), National Trust land (including agricultural land) and a large scale new housing development.</p>

6	<p><b>Alternative options considered and rejected:</b></p> <p><b>Option 1 – Do nothing.</b></p> <p>This is not an option as the council will be prosecuted for failing to meet its statutory requirements by the Environment Agency and damage its reputation locally and nationally.</p> <p><b>Option 2 (Preferred Option) -</b> To install off-site gas and leachate monitoring bore holes, on-site gas and leachate wells and upgrade of the blower units on the Leachate Treatment plant in order to meet the statutory requirements of the landfill closure plan in order to safeguard the surrounding environment and its residents for the next 60 or 70 years until the site achieves a certificate of completion when it will be deemed no longer an environmental hazard. It is a statutory requirement to provide a closure plan and undertake the works associated. The council has been proactive in investing in condition surveys and studies by industry experts and these have identified certain works that need to be undertaken in order to meet the requirements of the closure plan. Failure to undertake this work will result in Environment Agency prosecution and financial penalties awarded against the Local Authority.</p> <p><b>Option 3 –</b> Is to undertake all of the works described in option 2 as well as re-profile and cap the northern sector of the landfill site to modern standards as this might help to reduce the amount of leachate that needs to be treated and will increase landfill gas generation in the short term and will bring the site to its completion earlier than in option 2, however the costs of option 3 (option 2 plus around £10M) far outweighs any environmental benefits.</p>		
7	<p><b>Financial implications:</b> The works will cost £258,500 and is to be funded from corporate borrowing. This funding will be allocated from, ‘maintaining the city assets’ within the Corporate Priority List.</p> <p>The local authority has a statutory duty to complete this work in accordance with the environmental permit and landfill closure plan.</p>		
8	<p><b>Is the decision a Key Decision?</b></p> <p><b>(Contact Judith Shore, Democratic Support, 304494 for further advice)</b></p>	<p><b>Yes</b></p>	<p><b>No</b></p> <p>x</p> <p>results in the Council spending or raising annual income by more than £500,000 (or more than £2,000,000 if that is the total cost of a contract award)?</p> <p>x</p> <p>results in the Council saving more than £1,000,000?</p> <p>x</p> <p>results in the Council saving less than £1,000,000 <b>and</b> the saving will have a material impact upon service provision such as a significant change or a cessation of service delivery and associated staff redundancies or a significant impact on customers?</p> <p></p> <p>has a significant impact on communities living or working in two or more wards?</p>
<p><b>If yes, date of publication of the notice in</b></p>			



<b>the Forward Plan</b>				
<b>9</b>	<b>Please specify how this decision is linked to the Council's corporate plan 2016 - 19 and/or the policy framework and/or the revenue/capital budget:</b>	<p>The project proposal meets the Growing Plymouth theme of creating a green &amp; pleasant city as once completed the site will be open as green space to be enjoyed by residents of and visitors to Plymouth.</p> <p>Completion of the project will mean that Plymouth have met its environmental responsibilities by returning a 200 acre meadow land that had been used as a land fill facility to the benefit of the city back into a green space that can be enjoyed by everyone. The site and its waste management licence was transferred to Plymouth City Council in 1998 when Unitary Authority status was granted, Plymouth City Council assumed the responsibility and legal obligation to complete this work.</p> <p>Utilising this site as a Countryside Park for residents of Plymouth and the surrounding area has been identified in the Joint Local Plan (DEV 33).</p>		
<b>Urgent decisions</b>				
<b>10</b>	<b>Is the decision urgent and to be implemented immediately in the interests of the Council or the public?</b>	<b>Yes</b>		(If yes, the Lead Scrutiny Officer must be consulted before approaching the Chair of the relevant Overview and Scrutiny Committee. Ensure that the Chair signs the report at section 11a and that section 11b is completed <u>after</u> the sign off codes in Section 17 are completed)
		<b>No</b>	X	<b>(If no, go to section 12)</b>
<b>11a</b>	<b>Signature</b>			<b>Date</b>
	<b>Print Name</b>			
<b>11b</b>	<b>Reason for urgency:</b>			
<b>Consultation</b>				
<b>12</b>	<b>Are any other Cabinet members' portfolios affected by the decision?</b>	<b>Yes</b>		<b>(If yes, go to sections 13 and 14)</b>
		<b>No</b>	X	
<b>13</b>	<b>Which other Cabinet member's portfolio is affected by the decision?</b>			


14	Please confirm that you have consulted this Cabinet member	Yes <input checked="" type="checkbox"/>	(No is not an option)						
15	Has any Cabinet member declared a conflict of interest?	Yes	Need a note of dispensation granted by the Council's Monitoring Officer						
		No						<input checked="" type="checkbox"/>	
16	Which Corporate Management Team member has been consulted?	Name and title	Anthony Payne – Strategic Director of Place						
17	Please include the sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	DS032 17/18						
		Finance (mandatory)	AKH1718.75						
		Legal (mandatory)	lt/28724						
		Human Resources							
		Assets							
		IT							
		Procurement							
<b>Other Information</b>									
18	An Equalities Impact Assessment should be attached to the report			(Please attach the EIA to this report)					
<b>Briefing report</b>									
19	Is the briefing report attached?	Yes	<input checked="" type="checkbox"/>	(No is not an option)					
	List (and include a hyper link to) <u>published</u> work/information used to prepare the report.								
	Do you need to include any confidential/exempt information?	If yes, prepare a second, Part II, report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box. (Remember to keep as much information as possible in the briefing report that will be in the public domain)							
			<b>Exemption Paragraph Number</b>						
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Confidential/exempt briefing report title</b>									
<b>Background Papers</b>									

**20** Please list all background papers relevant to the decision in the table below.  
 Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based. A folder or a file should not be cited as a background paper, though individual items within the folder or file may be. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

**Cabinet Member Signature**

**21** I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget.

<b>Signature</b>		<b>Date of decision</b>	11 August 2017
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<b>Print Name</b>	Councillor Ian Bowyer
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## **BRIEFING NOTE**

### Chelson Meadow Landfill Closure Plan & Leachate Treatment Plant Upgrade

Following the closure of the landfill facility the site has been profiled, capped and restored. The final piece of the programme is ensure the final stages of management by the authority is completed to satisfaction in-line with the Environment Agency. A landfill closure plan which will dictate how the site will be monitored and maintained for the next 60 or 70 years to ensure the safety of the surrounding environment has to be completed and then maintained.

The main areas of investment are in preventing the migration of landfill gas and leachate from the site in order to prevent a serious pollution incident to the surrounding environment, which includes the Plym Estuary (this is directly linked to the European Marine Site and bathing waters), National Trust land (including agricultural land) and a large scale new housing development. These types of pollution incident carry potentially severe financial penalties and investigations from the Environment Agency therefore small scale capital spending in this area is considered to be a significant investment in the way Plymouth manages its waste legacy and ensures it minimises the risk of pollution events and nuisance caused to new local residents.

It is a statutory requirement to provide a closure plan. The council has been proactive in investing in condition surveys and studies by industry experts and these have identified certain works that need to be undertaken in order to meet the requirements of the closure plan.

On-site gas and leachate boreholes are required to manage the gas field and in-site leachate levels, although the effect of reducing the leachate level will be to generate more landfill gas in the short-term which is captured by a partner contractor in order to create electricity which is sold to the national grid for which we receive royalty payments.

Parts of the Leachate Treatment Plant which collects all of the leachate produced by the waste that has been landfilled have been in operation 24/7 for the last 23 years and despite regular maintenance the blower units (which aerates the leachate as part of the treatment process) are considered to be a statutory noise nuisance after assessment which is now considered an issue by the Environment Agency in light of the close proximity to the site of the new housing development being built adjacent to the site.

The joint local plan identifies this site as a countryside park, but this cannot take place until the results of regular monitoring indicate that gas and leachate production has ceased, but this cannot happen if the infrastructure identified is not put in place.

To replace the blower units on the leachate treatment plant and install both on-site and off-site gas and leachate boreholes to complete the closure plan and meet statutory requirements.

- Undertaking this work will, in the short-term (7-8 years) protect the profiled revenue obtained via the sale of electricity generated by landfill gas.
- Undertaking this work will reduce noise and complaints from local residents through the more efficient blower units.

Capital investment money has previously been used to cap and restore the landfill site as part of Plymouth's need to manage its waste legacy appropriately and for future generations and this is the final part of the programme.

The project meets the Growing Plymouth theme of creating a green & pleasant city as once completed the site will be open as green space to be enjoyed by residents of and visitors to Plymouth.

Completion of the project will mean that Plymouth have met its environmental responsibilities by returning a 200 acre meadow land that had been used as a land fill facility to the benefit of the city back into a green space that can be enjoyed by everyone. The site and its waste management licence was transferred to Plymouth City Council in 1998 when Unitary Authority status was granted, Plymouth City Council assumed the responsibility and legal obligation to complete this work.

This project enables the investment in the local authority's waste and recycling infrastructure and ability to be compliant with its environmental permits and licencing. Therefore it enables the avoidance of potential EA related fines.

The project will be delivered in accordance with the agreed closure plan and improvement notice issued by the Environment Agency. These investments into the facilities will future proof the site, allow for commercial activities to continue at Chelson Meadow and continue to deliver our statutory requirements whilst being in accordance with the local authority environmental permits.

## STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

Following the closure of the landfill facility the site has been profiled, capped and restored and the final piece of the programme is to agree the landfill closure plan which will dictate how the site will be monitored and maintained for the next 60 or 70 years to ensure the safety of the surrounding environment.

The 2 main areas of investment are in preventing the migration of landfill gas and leachate from the site in order to prevent a serious pollution incident to the surrounding environment, which includes the Plym Estuary, National Trust land (including agricultural land) and a large scale new housing development.

It is a statutory requirement to provide a closure plan. The reports and studies already undertaken have identified certain works that need to be undertaken in order to meet the requirements of the closure plan.

On-site gas and leachate boreholes are required to manage the gas field and in-site leachate levels, although the effect of reducing the leachate level will be to generate more landfill gas in the short-term which is captured by a partner contractor in order to create electricity which is sold to the national grid for which we receive royalty payments.

Parts of the Leachate Treatment Plant which collects all of the leachate produced by the waste that has been landfilled have been in operation 24/7 for the last 23 years and despite regular maintenance the blower units (which aerates the leachate as part of the treatment process) are considered to be a statutory noise nuisance after assessment which is now considered an issue by the Environment Agency in light of the close proximity to the site of the new housing development being built next door.

The replacement units will reduce the cost of on-going maintenance and energy costs as well as meet acceptable noise levels.

The costs associated with these works

- The costs of the new blower units will be £125,000.
- On-site gas and leachate wells will be £30,000.
- Off-site gas and leachate monitoring boreholes will be £80,000.

The joint local plan identifies this site as a countryside park, but this cannot take place until the results of regular monitoring indicate that gas and leachate production has ceased, but this cannot happen if the infrastructure identified is not put in place.

<b>Author</b>	Gareth Harrison-Poole
<b>Department and service</b>	Street Services, Place
<b>Date of assessment</b>	26 June 2017

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**STAGE 2: EVIDENCE AND IMPACT**

<b>Protected characteristics (Equality Act)</b>	<b>Evidence and information (eg data and feedback)</b>	<b>Any adverse impact</b> See <a href="#">guidance</a> on how to make judgement	<b>Actions</b>	<b>Timescale and who is responsible</b>
<b>Age</b>	<p>The investment in the landfill site will not have a negative effect on people of certain ages.</p> <p>Younger people (18-24) are more likely to be unemployed. In March 2013 it was estimated that nearly 500 young people in our city aged between 16 and 18 were Not in Education, Employment or Training (NEET). Children under the age of 18 account for 19.8% if our population within this 17.5% are 16.</p> <p>The proportion of people living in our community who are aged over 75 years old is predicted to increase by a quarter by 2021. Elderly people especially those about the 75 plus age bracket are among the heaviest users of</p>	The investment in the landfill site will not have a negative effect on people of certain ages.		Departmental Managers Ongoing



	<p>our services for social care etc. The priorities for older people are respite/day care, libraries, and volunteering, increased charges resulting from reduced subsidies.</p>			
<p><b>Disability</b></p>	<p>The investment in the landfill site will not have a negative effect on people of certain ages.</p> <p>10% of our population have their day-to-day activities limited a lot by long-term health problems. Nationally there are 143,400 people registered blind and 147,700 people registered as partially sighted.</p> <p>30,000 people in Plymouth will have some form of Mental Health issue.</p> <p>0.8% (2118) of those registered with a GP is listed on the mental health register.</p> <p>A total of 31,164 people declared themselves as having a long-term health problem or disability in the 2011 Census.</p> <p>1,224 adults currently registered with a GP in Plymouth have some form of a Learning Disability</p>	<p>The investment in the landfill site will not have a negative effect on people with disability.</p>		<p>Departmental Managers Ongoing</p>

<b>Faith/religion or belief</b>	<p>The investment in the landfill site will not have a negative effect on people of different Faith/belief or religion.</p>	<p>The investment in the landfill site will not have a negative effect on people of different Faith/belief or religion.</p>		
	<p>Data shows that 32.9% of the Plymouth population stated they had no religion.</p>			
	<p>Hindu, Buddhist, Jewish and Sikh combined totalled less than 1%.</p>			
	<p>0.5% of the population had a current religion that was not Christian, Islam, Buddhism, Hinduism, Judaism, or Sikh such as Paganism or Spiritualism.</p>			
	<p>From our surveys of customer contacts for the year 2013 we know that people accessing services with a faith, religion or belief was:</p>			
	<p>Buddhist – 183                  Christian – 2,558                  Hindu – 45                  Jewish – 27                  Muslim – 69                  Sikh – 23                  None – 815</p>			

	<p>Other – 336 Prefer not to say - 478</p>			
<p><b>Gender - including marriage, pregnancy and maternity</b></p>	<p>The investment in the landfill site will not have a negative effect on people of different Gender.</p> <p>Citywide data shows that overall 50.6% of our population are women; this reflects the national figure of 50.8%</p> <p>From our surveys of customer contacts for the year 2013 we know that people accessing services based on gender was:</p> <p>Female – 2631 Male – 1938 Prefer not to say - 330</p>	<p>The investment in the landfill site will not have a negative effect on people of different Gender.</p>		
<p><b>Gender reassignment</b></p>	<p>The investment in the landfill site will not have a negative effect on people who have had a gender reassignment.</p> <p>National figures (ONS 2013) indicate that up to 10,000 people have gone through this process, with 23 known cases in Plymouth.</p>	<p>The investment in the landfill site will not have a negative effect on people who have had a gender reassignment.</p>		

<p><b>Race</b></p>	<p>The investment in the landfill site will not have a negative effect on people of different Race.</p> <p>92.9% of Plymouth’s population is White British 7.1% are Black and Minority Ethnic (BME) with White Other (2.7%), Chinese (0.5%) and Other Asian (0.5%) the most common.</p> <p>The Council has 4.1% BME employees across its workforce.</p> <p>We have a rapidly rising BME population which has doubled since the 2001 census:</p> <p>From our surveys of customer contacts for the year 2013 we know that people accessing services based on race / ethnicity was:</p> <p>Asian or Asian British – 71 Black or Black British – 47 Mixed – 90 N/A – 157 White – 4170 Prefer not to say - 378</p>	<p>The investment in the landfill site will not have a negative effect on people of different Race.</p>		
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<b>Sexual orientation - including civil partnership</b>	The investment in the landfill site will not have a negative effect on people of different sexual orientation.	The investment in the landfill site will not have a negative effect on people of different sexual orientation.		
	There is no precise local data on numbers of Lesbian, Gay and Bisexual (LGB) people in Plymouth, but it is nationally estimated at between 5 – 7%. This would mean that approx. 12,500 people aged over 16 in Plymouth are LGB.			

**STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? IF SO, PLEASE RECORD ACTIONS TO BE TAKEN**

Local priorities	Implications	Timescale and who is responsible
<b>Reduce the inequality gap, particularly in health, between communities</b>	None	Departmental managers Ongoing
<b>Reduce the gap in average hourly pay between men and women by 2020.</b>	No	
<b>Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.</b>	none	Ongoing
<b>Good relations between different</b>	There is no evidence to suggest that this will affect relationships within	

<b>communities (community cohesion)</b>	the various communities of Plymouth.	
<b>Human rights</b> Please refer to <a href="#">guidance</a>	Plymouth City Council recognises (Article 14) the Human Rights Act – The right to receive Equal Treatment and prohibits discrimination including sex, race, religion and economic and social status in conjunction with the Equalities Act which includes age and disability.  All service users will be treated fairly and their human rights will be respected.  No adverse impact on human rights has been identified.	Ongoing

**STAGE 4: PUBLICATION**

Responsible Officer

Date

Assistant Director for Finance