



Oversight and Governance

Chief Executive's Department
Plymouth City Council
Ballard House
Plymouth PL1 3BJ

Please ask for Democratic Support
T 01752 305155

E democratic.support@plymouth.gov.uk

www.plymouth.gov.uk

Published 05 October 2020

CABINET

Tuesday 13 October 2020

2.00 pm

Microsoft Teams meeting

Members:

Councillor Evans OBE, Chair

Councillor P Smith, Vice Chair

Councillors Haydon, Coker, Dann, Lowry, Penberthy, Jon Taylor, Laing and Kate Taylor.

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

This meeting will be webcast and available on-line after the meeting. By joining this virtual meeting, councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

The Council is a data controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with authority's published policy.

For further information on attending Council meetings and how to engage in the democratic process please follow this link - [Get Involved](#)

Tracey Lee

Chief Executive

Cabinet

Agenda

Part I (Public Meeting)

1. Apologies

To receive apologies for absence submitted by Cabinet Members.

2. Declarations of Interest

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

3. Minutes (Pages 1 - 10)

To sign and confirm as a correct record the minutes of the meeting held on 15 September 2020.

4. Questions from the Public

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

Questions, of no longer than 50 words, can be submitted to the Democratic Support Unit, Plymouth City Council, Ballard House, Plymouth, PL1 3BJ, or email to democraticsupport@plymouth.gov.uk. Any questions must be received at least five clear working days before the date of the meeting.

5. Chair's Urgent Business

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

6. Update from the Director of Public Health on COVID-19 (Verbal)

7. Update from the Chief Executive on Reset (Verbal)

8. Leader's Announcements (Verbal)

9. Cabinet Member updates (Verbal)

10. Completed Pledge 83: The Box (To Follow)

11. Garden Waste Service Improvements (Pages 11 - 62)

12. Accommodation Framework 2020-23 (Pages 63 - 70)

- 13. Business Case for Supported Accommodation for young people aged 16+ (in care and care leavers) (Pages 71 - 82)**

This page is intentionally left blank

Cabinet

Tuesday 15 September 2020

PRESENT:

Councillor Evans OBE, in the Chair.

Councillor P Smith, Vice Chair.

Councillors Haydon, Coker, Dann, Lowry, Penberthy, Jon Taylor, Laing and Kate Taylor.

Ruth Harrell (Director of Public Health), Tracey Lee (Chief Executive), Alison Botham (Director of Children's Services), Craig McArdle (Strategic Director for People), Andrew Loton (Head of Performance, Governance and Risk) and Jamie Sheldon (Senior Governance Advisor).

The meeting started at 2.00 pm and finished at 4.40 pm.

Note: The full discussion can be viewed on the webcast of the City Council meeting at www.plymouth.gov.uk. At a future meeting, the Council will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

25. **Declarations of Interest**

There were no declarations of interest made by Members in accordance with the code of conduct.

26. **Minutes**

Members agreed the minutes of 18 August 2020 as an accurate record of the meeting.

27. **Questions from the Public**

There were no questions received from members of the public.

28. **Chair's Urgent Business**

Under this item Councillor Chris Penberthy (Cabinet Member for Housing and Co-operative Development) was invited by the Leader to provide an update on a recently published consultation document by Government titled 'Changes to the Current Planning System'. Responses were required to be submitted by the end of the month with the aim for Cabinet to endorse the actions proposed. It was advised that the consultation document contained four proposals which had a significant impact on the Council's ability to deliver affordable homes and a mix of homes in the right locations.

Cabinet were encouraged to resist the proposals contained within the consultation document.

Cabinet agreed that Councillor Penberthy respond to the consultation document 'Changes to the Current Planning System' as indicated in his address to Cabinet.

29. Update from the Director of Public Health on COVID-19

Ruth Harrell (Director of Public Health) gave an update on Covid 19 –

- since the last update to Cabinet Covid 19 had increased from approximately 15 per 100,000 in Plymouth to just over 20 per 100,000 in a relatively short time;
- there was starting to be an increase in the amount of places and settings impacted by this – workplaces had small clusters including care homes and schools;
- testing for Covid 19 was a live issue; guidance issued stated that if someone had symptoms they were encouraged to get a test however this was proving difficult for some. Testing had increased as last week 3,300 people were tested however a month ago the figure was around 2,000 tested. More tests had become available however demand had increased; additional capacity for testing had been brought in at Seaton Barracks;
- it was highlighted that if someone was displaying a symptom of Covid 19 they should take a test however if you had been in contact with someone who had a confirmed case of Covid 19 then you were required to self-isolate for 14 days;
- new guidance had been issued regarding the restriction of social contact; some things were to be embedded in law. Plymouth's figures were considerably lower than the England average however everyone was encouraged to consider if they could avoid social contact, to wear face coverings in confined spaces and to stick to hygiene measures like hand washing.

Cabinet noted the update.

30. Update from the Chief Executive on Reset

Tracey Lee (Chief Executive) gave an update on the Reset programme and invited Alison Botham (Director of Children's Services) and Craig McArdle (Strategic Director for People) to give a brief overview of key developments within their directorate:

- there were three elements of the programme; Response, Restart and Recovery. In the Response phase work was undertaken to assess the situation surrounding Covid 19 and the support required to run key services and create new services to support people. In the Restart phase services that were required to stop or slow down were being assessed so that they could operate within the Government guidelines of safety. The Reset phase was not a linear process due to the nature of the pandemic and the requirement to respond to changes quickly;
- The Council's website had the most up to date information regarding services provided and residents were encouraged to access this; weekly emails were also produced in which people could subscribe to.

Alison Botham (Director for Children's Services) highlighted the following key points:

- since the last Cabinet meeting there was a key focus on schools reopening; there were currently some schools with either confirmed or suspected cases of Covid 19 – this was a small but currently increasing number;
- by the end of last week, all schools in the city had reopened safely to all year groups; some year groups in some schools were closed due to confirmed or suspected cases of Covid 19; schools were thanked for their hard work and cooperation in enabling the successful opening of schools from September 2020;
- those pupils that required additional support in returning to school were receiving support in learning, emotional and wellbeing needs. A programme was being rolled out to ensure all aspects of a child's needs were met;
- all children and young people with a social worker were being seen face to face and were no longer only having virtual contact. This approach would continue to be reviewed as the changing picture both locally and nationally was assessed.

Craig McArdle (Strategic Director for People) highlighted the following key points:

- there was a rising number of Covid 19 cases in care homes in the city with four care homes currently at outbreak status, two care homes with suspected cases and four care homes with single cases. This was adding to rising pressures within the system;
- care home staff were thanked for continuing to support the city's most vulnerable people in such a difficult situation; care home visiting was still in place and 84% of care homes had opened up following the completion of risk assessments – this would be kept under review;
- all day centres in the city were open however due to Covid 19 restrictions the number of sessions was reduced; work was ongoing with the voluntary and community sector linked to the stepping down from hospital;
- the Local Care Partnership had been formed and priorities had been agreed and were being focused upon.

Cabinet noted the update.

31. **Leader's Announcements**

Councillor Evans OBE (Leader) highlighted the following in his announcements:

- he had written to the Secretary of State, Matt Hancock and Baroness Dido Harding, the Chair of the National Institute for Health Protection, regarding the lack of testing capacity in Plymouth;
- the Council was seeking feedback from residents regarding their

experiences of the Covid 19 testing in order that they could be collated and passed on to the Government for them to address and improve the problems currently ongoing; people were encouraged to email the following address:

covid19testfeedback@plymouth.gov.uk

- it was announced by Government that a new rule banning gatherings of more than six people would be introduced today and that Councils were to recruit Covid 19 Marshalls to patrol to ensure that people didn't break the new rule; Council's had very little notice of something they were required to introduced three days later;
- the new NHS Covid-19 app is being launched on 24th September, this app will allow people to report symptoms, order a coronavirus test, check in to venues by scanning a QR code and it will help the NHS trace individuals that may have coronavirus;
- Plymouth was one of 29 Councils that had been named as a site where temporary lorry parks and other port infrastructure could be put in place without the normal planning controls. The Council would do what it takes to ensure that our port operators are supported in putting in place the necessary infrastructure to support the city and the region's imports and exports;
- the Government published a consultations document entitled "Changes to the Current Planning System" at the start of the summer holiday with the period for responses ending on 1st October 2020, ahead of that for the Government's Planning White Paper consultation which ends on 29th October;
- there was a Government announcement that £2bn was to be released as part of the Green Homes Grant, that citizens could access to make their homes more energy efficient. The Government had indicated that there was to be no continuation of this scheme past March 2021;
- the Chief Executive and the Leader met with the Rail Minister on 20 August at Plymouth Train Station and spoke to him about the city's exciting new plans for Brunel Plaza, the multi-million pound project to upgrade the train station and completely revamp the surrounding area;
- the aim of the Council's economic recovery plan, Resurgam, was to protect existing jobs and create as many new opportunities for our residents during these difficult times by supporting our key sectors, helping our young people and using the spending power of the Council to kick-start the local economy;
- tickets were now on sale for the Box and could be booked via The Box's website. There were timed entry slots throughout the day for social distancing – this was all completely free for Plymouth residents. The Box

would officially be open on Tuesday 29 September and an extended 3 day residents' preview would be scheduled on 25th, 26th and 27th September.

32. **Cabinet Member Updates**

Councillor Pete Smith (Deputy Leader) made announcements including:

- Plymouth had been selected to host the Sail GB on 17 and 18 July 2021;
- the schedule of works for the Life Centre was on track with the aim to have two sports halls open by November 2020;
- work was ongoing to re-open library services in the city.

Councillor Kate Taylor (Cabinet Member for Health and Adult Social Care) made announcements including:

- her disappointment regarding the difficulties in accessing tests and getting results back in a timely manner;
- Caring for Plymouth's 'Thank you week'; an online book of thanks had also been launched and people were encouraged to make comments;
- since the last Cabinet meeting a new service had been launched – the Plymouth Autism Spectrum Service – this offered advice and consultation for adults and families;
- Age UK were supporting people who encountered difficulties in leaving hospital.

Councillor Chris Penberthy (Cabinet Member for Housing and C-operative Development) made announcements including:

- the Plymouth Good Neighbours Scheme supported a huge number of people during the early response phase of the pandemic, thanks was offered and the importance of this scheme was highlighted.

Councillor Sue Dann (Cabinet Member for Environment and Streetscene) made announcements including:

- Western Mill Recycling Centre was to open from 8.30am – 5.30pm;
- over 40,000 residents had registered for the garden waste collection service; there was to be a move from bags to bins;
- some bins were not being collected due to the large amount of rubbish left inside them making it difficult for the waste operators to handle them;

some bins were also not collected on entire streets – people were encouraged to leave their bins out and remain patient as they would likely be collected the following day.

Councillor Jon Taylor (Cabinet Member for Education, Skills and Transformation) made announcements including:

- over the last few weeks people had been working hard to get ready for the return to school – all schools were able to open as of last week – attendance levels were very high with over 90% in primary schools;
- a number of schools had to shift to home learning for bubbles that were required to self-isolate. Delays in testing were having an impact on this area as it affected how long some children were asked to remain at home. This had also affected the workforce as some people needed to take time off to look after young people;
- it was pleasing to see a large number of children with health and care plans return to school last week;
- the school transport situation was being monitored closely;
- the Skills Launchpad went live on 12 August.

33. **Completed Pledge Report**

Councillor Mark Lowry (Cabinet Member for Finance) presented the Completed Pledge Report –

Following the completion of pledges 14, 68 and 70 in August, the total number of pledges completed was 78 of the 100. A “pledge on a page” overview had been prepared for each of the following pledges listed below:

Pledge 14: Working with Network Rail, Plymouth University, Great Western Railway and Government partners, we will support the development of the new gateway project at Plymouth Train Station. This will include plans for a grand new entrance overlooking the city, a new car park and more spaces for business and retail.

Pledge 68: We will work with Mayflower 400 to ensure that Plymouth is not only at the heart of national and international commemorations, but that the benefits from this year of events last long into the future, creating a legacy for the whole city, not just those communities along the waterfront.

Pledge 70: We will use phone apps and digital technology to enrich the tourism experience. This will also mean that local residents can hold the keys to our city’s past in their hands.

Cabinet noted the completion of pledges 14, 68 and 70 in August 2020, bringing the total number of completed pledges to 78.

34. Planning For The Future: The Governments White Paper

Councillor Mark Coker (Cabinet Member for Strategic Planning and Infrastructure), Councillor Evans OBE (Leader of the Council) and Paul Barnard (Service Director for Strategic Planning and Infrastructure) introduced the Planning for the Future: The Governments White Paper report –

The report summarised the Government’s proposals set out in the “Planning for the Future” White Paper published on 06 August 2020 which, if carried forward into the necessary primary and secondary legislation, alongside the required changes to accompanying national planning guidance, represented the most radical changes to the planning system since its creation in the 1947 Town and Country Planning Act. The report summarised the implications of the 24 proposals set out in the White Paper for the future planning of Plymouth.

The report concludes that the proposed changes are, from a local authority perspective, profoundly undemocratic; seek to centralise more planning decisions, thereby severely limiting the ability of local people to effectively influence the planning of their city and neighbourhoods, and inappropriately continued to deregulate aspects of planning control which deliver important planning outcomes for the city.

The report found that the Planning White Paper misses a once-in-a-generation opportunity to place the climate emergency at the heart of the English planning system and was likely to lead to increased inequalities across the country through an unfair distribution of resources that favours London, the South East and other higher value areas. Furthermore, although the White Paper included some interesting ideas, there was a dearth of information on key proposals and so it is unclear whether or not they were even achievable and at what cost.

The report provided the framework for the City Council’s detailed response to the consultation on the Planning White Paper, the deadline for which is 29 October 2020.

Cabinet agreed to –

1. Instruct the Service Director for Strategic Planning & Infrastructure to incorporate the concerns and objections to the Government’s “Planning for the Future” White Paper as set out in the report, in consultation with the Cabinet Member for Strategic Planning and Infrastructure.

2. Instruct the Leader to raise the concerns and objections to the “Planning for the Future” White Paper set out in the report with local Members of Parliament.

35. Financial Monitoring Report Month 4 (To Follow)

Councillor Mark Lowry (Cabinet Member for Finance) presented Financial Monitoring Report Month 4 –

Outlined the capital and revenue finance monitoring position of the Council as at the end of July 2020;

Updates the report presented to Cabinet on 18 August 2020 which set out a revenue position statement for 2020/21 and the impact upon 2021/22 financial planning arising from the COVID-19 pandemic;

Set out the capital budget 2020-25, taking into account changes to the capital programme and adjustments to income assumptions as a result of the pandemic.

Cabinet agreed to –

1. Notes the current capital and revenue monitoring position.
2. Endorse the mitigating actions set out at paragraphs 1.7-1.10 below to offset the impact of the projected overspend.
3. Approve the creation of a Covid Reserve to fund the additional costs and lost income arising from the Pandemic as set out in paragraph 1.10.
4. Continue to work with Strategic and Service Directors to explore further options to reduce the projected overspend and minimise any further call on the Council's reserves to balance the 2020/21 budget.
5. Recommend that the Council approves the Capital Budget 2020-2025 as revised to £593.638m (as shown in Table 5).

36. **Joint Trading Standards Services**

Councillor Sally Haydon (Cabinet Member for Customer focus and Community Safety) and Ruth Harrell (Director of Public Health) presented the Joint Trading Standards Services report –

The report outlined the proposal to create a joint Trading Standards Service for the Heart of the South West area by Plymouth joining with the existing Devon, Somerset and Torbay Trading Standards Service. It provided background information on the role of Trading Standards and outlined the advantages of creating the joint service. It introduced a joint Full Business Case which provided detailed information to assist members in deciding whether or not to proceed.

Cabinet agreed to –

1. Give approval for Plymouth to enter into a joint Trading Standards Service with Devon, Somerset and Torbay subject to;
 - (i) the satisfactory conclusion of negotiations in relation to the legal agreement on the principles contained in the business case/cabinet report.
 - (ii) a report authorising the detailed governance arrangements and any necessary proposed amendments to the constitution.
2. Authorise the Director for Public Health to conclude the terms of the legal agreement.

37. **New Multi-Agency Safeguarding Arrangements Working Together To Safeguard Children: Plymouth Strategic Safeguarding Children's Partnership**

Councillor Jemima Laing (Cabinet Member for Children and Young People) and Alison Botham (Director for Children's Services) presented the New Multi-Agency Safeguarding Arrangements Working Together to Safeguard Children: Plymouth Strategic Safeguarding Children's Partnership report –

Working Together to Safeguard Children 2018 was the statutory guidance that transferred strategic local safeguarding arrangements from Local Safeguarding Children Boards (LSCBs) to three new statutory safeguarding partners, namely the Local Authority, Clinical Commissioning Group (CCG) and Chief Officer of Police to a local area.

In June 2019 Cabinet approved and adopted a proposal for new strategic multi-agency safeguarding arrangements across Plymouth and Torbay. These proposals came into effect on 29 September 2019. Since that date Torbay Local Authority had evaluated the sustainability of the arrangement and concluded that in order to achieve the required improvements in safeguarding arrangements for Children and Young People in Torbay they need to establish single Torbay strategic safeguarding arrangements.

This report proposed a revised approach to comply with the Working Together guidance with new multi-agency strategic safeguarding arrangements for Plymouth delivered via the statutory safeguarding partners, Plymouth City Council, NHS Devon Clinical Commissioning Group and Devon & Cornwall Police.

Cabinet agreed to approve and adopt the revised proposal for the new multi-agency strategic safeguarding arrangements set out at section 3 of this report.

This page is intentionally left blank

Cabinet



Date of meeting:	13 October 2020
Title of Report:	Garden Waste Service Improvements
Lead Member:	Councillor Sue Dann (Cabinet Member for Environment and Streetscene)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Andy Sharp (Head of Business Improvement)
Contact Email:	Andy.sharp@plymouth.gov.uk
Your Reference:	GW2020
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

The report accompanies the business case and briefing report which sets out a proposal to transition from a bagged kerbside collection service to a wheelie bin kerbside collection service for the City ready for the 2021 season which begins 5 April 2021.

This will require the investment in circa 45,000 bins and the replacement of up to five Refuse Collection Vehicles (RCVs) as part of the Council's ongoing fleet replacement programme.

The use of wheelie bins are considered to be the industry standard receptacle to reduce the risk arising from the nature of the manual handling operation, as per the Health and Safety Executive's guidance, the Manual Handling Operations Regulations 1992 and guidance from the Waste Industry Safety and Health (WISH) Forum.

Recommendations and Reasons

It is recommended that Cabinet:

- Approves the Business Case
- Allocates £1.874m for the project into the Capital Programme funded by:
 - £1.014m Corporate Borrowing
 - £0.860m Service Borrowing
- Authorises the procurement process
- Delegates the award of the contract to Strategic Director for Place.

The primary reason for the change in how garden waste is contained and collected along with the associated investment required is to help ensure the safest collection method for our staff and to reduce the manual handling hazard as far as possible, with the accompanying risk of muscular skeletal injury. The changes proposed, including the use of new vehicles, new registration-based routes and in-cab technology, will help improve the efficiency and reliability of the service. This will ensure routes are re-balanced to reduce missed collections and crews are able to record and report any issues with collection in real time from blocked access to contamination.

Alternative options considered and rejected

Alternative options included:

- Carrying on with the existing bag collection service. This was discounted as it does not address the health, safety and wellbeing challenges arising from the current operation.
- Ceasing the operation entirely. This option was discounted in recognition of the contribution to the city's recycling performance and the value a proportion of residents place on the service. This is evidenced by a recent registration requirement which resulted in almost a third of city households confirming that they wished to receive the service.
- Implementing a registration charge for service users to offset the capital costs associated with introducing wheelie bins. Whilst the option was proposed by Officers, the Administration did not wish to implement a charge, as other Local Authorities have.

Relevance to the Corporate Plan and/or the Plymouth Plan

The proposal is specifically linked to the Corporate Plan objectives to ensure Plymouth is both clean and tidy, and also a green sustainable city that cares about the environment.

Implications for the Medium Term Financial Plan and Resource Implications:

The project value is £1.899m which is made up of £0.847m for the purchase and initial roll out of wheelie bins, £0.860m for the purchase of five x RCVs, and the remaining £0.192m is a combination of contingency, project management costs, the expansion and further integration of the Street Services Information Management System and promotional costs.

The majority of these amounts will be capitalised, only with the exception of marketing and promotion costs which will be wholly revenue. As explained within the briefing report and business case the service will consider options which may reduce the need to replace all or some of the Garden Waste RCVs which will reduce the actual capital spend accordingly.

The impact on the Medium Term Financial Plan will be:

- The proposal is to migrate to bins, and associated project costs, which will incur £114k capital borrowing repayment costs for 10 years from 2021/22. This will be funded by Corporate monies.
- The purchase up to 5 vehicles at a further cost of £119k capital borrowing repayment for 8 years from 2022/23. This will be funded by Service borrowing.

Carbon Footprint (Environmental) Implications:

The migration to the latest Euro vehicle emissions standard will contribute to lower air born particulates and carbon emissions.

The adoption of wheelie bins has a number of benefits with a ten plus year life expectancy. This is anticipated to be preferable to bags which have a high churn rate over the period and due to the material and use cannot be recycled. Broken wheelie bins are recycled and are made from a high proportion of recycled materials. The wheelie bins are made from up 90% recycled materials and the colour and supplier chosen will ensure the highest proportion.

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

* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

The use of wheelie bins is considered industry good practice in terms of receptacle design, aligning with the Health and Safety Executive's guidance and the Manual Handling Operations Regulations 1992. By changing the nature of the manual handling task ie. Wheelie bins means push and pull manual handling with mechanical lifting rather than bags meaning a wholly manually lift.

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 1 of the Local Government Act 1972 by ticking the relevant box.						
		1	2	3	4	5	6	7
A	Garden Waste Containers Briefing Report							
B	Equalities Impact Assessment							
C	Business case (part 1)							
D	Business case (part 2)			x				

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7

Sign off:

Fin	pl.20.21.9	Leg	lt/35383/240920	Mon Off	lt/35383/240920	HR	30.09.2020	Assets	n/a	Strat Proc	PW/PS/558/ED/0920
-----	------------	-----	-----------------	---------	-----------------	----	------------	--------	-----	------------	-------------------

Originating Senior Leadership Team member: Philip Robinson

Please confirm the Strategic Director has agreed the report? Yes

Date agreed: 05/10/2020

Cabinet Member approval: *Approved by email*

Date approved: 05/10/2020

BRIEFING REPORT

Garden Waste Service



1. EXECUTIVE SUMMARY

It is proposed to change the Council's Garden Waste Collection Service by issuing wheelie bins to replace the bags that are currently used by residents. The use of wheelie bins is considered industry good practice as it aligns with the Health and Safety Executive's guidance and the Manual Handling Operations Regulations 1992 by changing the nature of the manual handling task ie. reducing the manual lifting by crews associated with bags.

Over 38,000 households are registered for the service in 2020. The Coronavirus Pandemic has had a significant impact on the garden waste collection service delivery which has hampered the intended intelligence gathering on participation. However, the registration process at this point has provided an improved picture of how the Service is utilised. Associated with the transition to wheelie bins is also the requirement to review the delivery model and ensure sufficient Refuse Collection Vehicle (RCV) fleet availability. This investment will ensure we offer the safest working conditions practicable for our staff and help us improve the reliability and efficiency of the Service to meet the expectations of our residents.

The project value is £1.899m which is made up of £0.847m for the purchase and roll out of wheelie bins, £0.860m for the purchase of five RCV's, and the remaining £0.192m is a combination of contingency, project management costs, the expansion and integration of the Street Services Information Management System (Mayrise) and resident communication and promotional costs. The majority of these amounts will be capitalised, only with the exception of communication and promotion costs which will be wholly revenue.

As in Section 4 the service will consider the operating options based on take up which may reduce the need to replace all or some of the dedicated fleet vehicles for this service which will reduce the actual capital spend accordingly. The fleet replacement programme will be adjusted to enable 2021 to run with dedicated fleet by retaining older vehicles that were due to be replaced. The decision point for fleet will be July 2021 which will also be informed by resident participation.

2. DRIVERS FOR CHANGE

Health and Safety.

The extensive use of bags has a physical impact on our staff from the repeated lifting from the ground to shoulder height, and the associated twisting manoeuvre, which increases the risk of musculoskeletal injuries occurring. Measures have been implemented in recent years to reduce the risk to communicate and enforce the terms of service including ensuring appropriate content is placed in the bags, the number of bags that can be presented and their weight.

The Manual Handling Operations Regulation 1992, Regulation 4, clearly states that Employers hold duties to avoid manual handling and reduce the risk of injury so far as is reasonably practicable. The receptacle (container) design achieved through wheeled bins for waste collection is an industry standard as part of the Health and Safety Executive (HSE) guidance and the recognised waste industry safety and health (WISH) forum. A benchmarking exercise for garden waste collections across 21 Local Authorities¹ in our family group, and our neighbours, demonstrated that 95% (20 out of 21) use wheelie bins as either the sole or main form of container. Moving to wheelie bins reduces the risk of injury and specifically meets the Health and Safety Executive (HSE) guidance that pushing or pulling a load is preferred to lifting, as is lifting by mechanical means.

Missed Collections.

Previous data on service performance shows that has been a high proportion of missed collection reports. This is in part due to the sporadic nature of participation, gardening activity varies and can create significant peaks in volumes, as well as crews having to literally search the streets for presented garden bags. On this basis, service improvements have been underway with investment in digitisation of routes and in-cab devices as part of the opt-in registration

¹ Southampton, Cornwall, South Hams, West Devon, East Devon, North Devon, Blackpool, Bournemouth, Bristol, Calderdale, Coventry, Darlington, Derby, Dudley, Gateshead, NE Lincolnshire, North Tyneside, Redcar & Cleveland, Sefton, Sunderland, Wirral

service for 2020. Covid-19 has impacted the 2020 service but early indications show that missed bin reports have significantly reduced. The 2021 wheelie bin service will be routed based upon registered participants only which will achieve further efficiency and reliability improvements.

The reliability of the existing dedicated vehicles, which are significantly beyond their operating life, has also impacted upon service delivery, with regular instances where vehicles are unavailable for crews due to the requirement for unscheduled maintenance.

An additional disruption to scheduled routes can arise from safeguarding the statutory collection services in the event of insufficient driver numbers due to unplanned absences. The operating model for 2021 will review the established Driver FTE.

Vehicle age and specification.

The current garden waste vehicles are 2008 registrations and are therefore beyond a standard operating life. The vehicles can suffer significant downtime and are costly to maintain. Bag collection requires a dedicated vehicle specification, with bin lifts removed in order to reduce the well height and the associated lifting action. This means that there is no resilience in the fleet to support downtime i.e. the domestic collection fleet cannot currently be used for Garden Waste and so in the event of a vehicle fault or breakdown requiring unscheduled maintenance there is no ability to maintain service delivery for the effected route.

High replacement costs for bags.

There is a significant cost associated with the provision of bags from loss, poor durability and misappropriation, £21k was spent in FY2018/19. Since the 2019 season the majority of container stocks including bags have been Capitalised. Furthermore demand has reduced greatly in 2020 due to the impacts of Covid-19 on service delivery and restriction to delivery only.

Environment.

The migration to the latest Euro vehicle emissions standard will contribute to lower air born particulates and carbon emissions.

The adoption of wheelie bins with a ten plus year life expectancy is anticipated to be preferable to bags with their high churn rate over the period and the fact that garden bags cannot be recycled. Broken wheelie bins are recycled and are made from recycled materials. The wheelie bins are made from up 90% recycled materials, dependent upon the colour chosen and the supplier.

3. THE PROPOSAL

This business case sets out the proposal to transition from a bagged service to a wheelie bin service for the City ready for the 2021 season. This will require the investment in circa 45,000 bins and the replacement of up to five Refuse Collection Vehicles as part of the Council's ongoing fleet replacement programme.

Residents will need to continue to opt-in by registering for each season and in doing so accept the terms of service and the requirement to receive a wheelie bin. It is proposed that bins will be delivered free of charge for those who register within a defined period of time.

The life expectancy of a wheelie bin will be in excess of ten years if properly used and looked after, and depending upon the choice of bin they can be made of materials which are up to 90% recycled helping the Council meet its Climate Emergency objectives.

The existing Street Services Information Management System (SSIMS) will be further expanded to integrate more comprehensively with the customer and crew reporting. This will provide valuable data which can help further service improvements and efficiencies be delivered.

A robust communications plan will be developed and delivered which sets out the requirements for residents including the registration process, registration cut off points, wheelie bin deliveries and later any changes to collection days etc.

4. VEHICLE OPTIONS

The current dedicated fleet without lifting arms will be disposed of as they will be thirteen years old in 2021 and are beyond their useful life.

The intention for all or part of the 2021 season will be to keep utilise other general refuse vehicles within the fleet that were due to be released as part of the first phase of the Fleet Replacement Programme. They will therefore be retained for a year longer than planned.

RCV's have an effective lifespan of between six and eight years, beyond which they suffer from increased breakdowns and require greater levels of reactive maintenance, which impacts upon service delivery and increases costs.

There will be a robust assessment to determine the best and most efficient way to operate the Service for 2022 taking account of the lead in time for replacement RCVs of about eight months. A particular area for consideration is whether shift times outside of the traditional operating hours can be undertaken, which will reduce the number of new vehicles required therefore optimising the fleet. Notwithstanding this opportunity, there are constraints to fleet optimisation to consider, particularly with regard to permitted operating hours for disposal. At this stage this decision and associated business case includes provision for the option of a full replacement of the current dedicated fleet of five RCVs.

The vehicle options for the 2022 season will be:

- 1) Full replacement of the five Garden Waste RCVs as per provision made within this Business Case.
- 2) Partial replacement of the Garden Waste RCVs by altering the operating hours of the current service so other existing RCVs can be utilised, or due to lower than anticipated demand, and associated route efficiencies.
- 3) No replacement of the Garden Waste RCVs by successfully delivering the service completely outside of existing operating hours, thus fully utilising other existing RCVs.

TO NOTE. There may be an impact upon employee terms and conditions and also additional revenue implications which would arise from extending or altering operating hours including additional staffing and supervision and associated extended or altered garage capacity and operating hours. Detailed analysis of the costs and benefits will be undertaken of the operating options to inform decision making.

Making financial provision now for the decision to replace all or some of the fleet makes practical sense and will avoid any delay to procurement in 2021 in readiness for 2022. The final decision will be made by the relevant Cabinet Member in 2021.

Ultimately, the move to wheeled bins, new vehicles and the ongoing requirement for a registration will result in a better service for residents due to increased efficiency and reliability, they will also reduce maintenance costs and the impact upon the environment.

5 PROJECT MILESTONES

The table below sets out the key milestones associated with successfully delivering this project.

Key Activity	Date
Cabinet Decision	13-Oct-20
Communication campaign for residents launched	Early Nov-20*
Online Registration portal opens	10-Nov-20*
Contract award to successful tenderer	Oct-20*
Initial supplier order placed (based on estimated participation)	Oct-20*
Initial Registration period closes	7 Jan 21
Secondary registration process commences	8 Jan 21
Supplier order updated based on registration and container choices	14 Jan 21
Bin distribution commences by supplier	25-Jan-21
Bin distribution completed for those registering before 7 Jan	Wc 22-Mar-21
New Garden Waste Service 2021 commences	05-Apr-21
Review complete to determine vehicle requirement for 2022 season	01-Jun-21
New vehicles ordered, subject to requirements	01-Jul-21

*Dates subject to any call-in of decision.

6 RECOMMENDED DECISION

It is recommended that Cabinet:

- Approves the Business Case
- Allocates £1.874m for the project into the Capital Programme funded by
 - £1.014m Corporate Borrowing
 - £0.860m Service Borrowing
- Authorises the procurement process
- Delegates the award of the contract to the Strategic Director of Place.

This page is intentionally left blank

CAPITAL INVESTMENT BUSINESS CASE

Part I version

(Garden Waste Containers)



EXECUTIVE SUMMARY

The Executive Summary is a short summary of the Business Case and should be the last section you complete, this will enable you to extract or only the key facts from relevant sections i.e. 'project on a page'. The summary is a 'snapshot' of the business case which will need to tell the story and sell the proposal.

It is proposed to change the Council's Garden Waste Collection Service by issuing wheelie bins instead of the bags that are currently used by residents. The use of wheelie bins is considered to be the industry standard to reduce the risk arising from the nature of the manual lifting, as per the Health and Safety Executive's guidance and the Manual Handling Operations Regulations 1992.

Over 38,000 households are currently registered for the service in 2020. The 2020 service has been significantly impacted by the coronavirus pandemic. The registration process has provided a more accurate picture of who utilises the service with approximately a third of all City households being registered.

Associated with transition to wheelie bins is the requirement to replace the Refuse Collection Vehicles (RCVs). The existing vehicles have passed their reasonable operating life and are therefore both unreliable and costly to maintain. They have also been adapted to remove the bin lifts to reduce the lifting height required to tip bags into the refuse vehicle well. Therefore in addition to new wheelie bins there is also a requirement to purchase new vehicles, albeit this will be from the 2022 season. The intention for 2021 is to initially use other RCVs waste vehicles that were due to be released as part of the wider fleet replacement programme agreed in October 2019.

The key risk associated with this project is meeting the tight timeframes for the procurement of wheelie bins, the delivery roll out and the need for residents to re-register in order to receive a container in time for the new season. Whilst this is wholly achievable, any delay to decision making or implementation will have an impact which could result to a delay in the 2021 season commencing.

The key benefits of this project include:

- Improved manual handling operation and reduced staff turnover
- Reduced risk of injuries to our staff
- Reduced carbon emissions from more modern vehicles
- Reduced vehicle maintenance costs
- Reduced churn rate on garden waste containers (bags)
- Greater efficiency of operation by amending rounds to registration-only leading to fuel and time savings.
- Improved reliability of the service, including reduced missed collections, through the use of new vehicles.
- Improved intelligence from participation data to make further service improvements
- Further integration of customer and crew reporting to improve customer journey and improved back-office processes and ability to verify reports.

The project value is £1.899m which is made up of £0.847m for the purchase and initial roll out of wheelie bins, £0.860m for the purchase of five x Refuse Collection Vehicles, and the remaining £0.192m is a combination of contingency, project management costs, the expansion of the Street Services Information Management System and promotional costs. The majority of these amounts will be capitalised, only with the exception of marketing and promotion costs which will be wholly

revenue. As explained in the next section the service will consider options which may reduce the need to replace all or some of the Garden Waste RCVs which will reduce the actual capital spend accordingly.

SECTION I: PROJECT DETAIL

Project Value (indicate capital or revenue)	£1.874m Capital £0.025m Revenue Total: £1.899m	Contingency (show as £ and % of project value)	£89k (5% of project value)
Programme	Transforming Council Services	Directorate	Place
Portfolio Holder	Cllr Sue Dann, Environment and Street Scene	Service Director	Philip Robinson (Street Services)
Senior Responsible Officer (client)	Katrina Houghton	Project Manager	Heidi Ondrak
Address and Post Code	Prince Rock Depot	Ward	Citywide

Current Situation: *(Provide a brief, concise paragraph outlining the current situation and explain the current business need, problem, opportunity or change of circumstances that needs to be resolved)*

The Council provides a seasonal kerbside garden waste collection service across the City. Residents are issued reusable bags used to contain their garden waste and present for scheduled collection. The 90 litre reusable bags are manually lifted by operatives and emptied into the back of Refuse Collection Vehicles (RCVs). The RCVs have been modified to remove the mechanical bin lifts to reduce the lifting height required.

The 2020 season has been significantly impacted by the coronavirus pandemic due to the need to reallocate a reduced workforce to ensure that statutory general and recycling household collections were maintained. Only a limited service could re-start from 24 August on four-weekly basis. Traditionally, the service starts in Spring and is provided two-weekly. Following an Executive Decision made in October 2019 the requirement for residents to register was introduced with the intention of helping to redesign the rounds to ensure they were as efficient as possible. As of August 2020 this process has led to the registration of over 38,000 households which is approximately a third of all households.

Health and Safety.

The extensive use of bags has a physical impact on our staff from the repeated lifting from the ground to shoulder height, and the associated twisting manoeuvre, which increases the risk of musculoskeletal injuries occurring. Measures have been implemented in recent years to reduce the risk to communicate and enforce the terms of service including ensuring appropriate content is placed in the bags, the number of bags that can be presented and their weight.

The Manual Handling Operations Regulation 1992, Regulation 4, clearly states that Employers hold duties to avoid manual handling and reduce the risk of injury so far as is reasonably practicable. The receptacle (container) design achieved through wheeled bins for waste collection is an industry standard as part of the Health and Safety Executive (HSE) guidance and the recognised waste industry safety and health (WISH) forum. A benchmarking exercise for garden waste collections across 21 Local Authorities¹ in our family group, and our neighbours, demonstrated that 95% (20 out of 21) use wheelie bins as either the sole or main form of container. Moving to wheelie bins reduces the risk of injury and specifically meets the Health and Safety Executive (HSE) guidance that pushing or pulling a load is preferred to lifting, as is lifting by mechanical means.

¹ Southampton, Cornwall, South Hams, West Devon, East Devon, North Devon, Blackpool, Bournemouth, Bristol, Calderdale, Coventry, Darlington, Derby, Dudley, Gateshead, NE Lincolnshire, North Tyneside, Redcar & Cleveland, Sefton, Sunderland, Wirral

Missed Collections.

Previous data on service performance shows that has been a high proportion of missed collection reports. This is in part due to the sporadic nature of participation, gardening activity varies and can create significant peaks in volumes, as well as crews having to literally search the streets for presented garden bags. On this basis, service improvements have been underway with investment in digitisation of routes and in-cab devices as part of the opt-in registration service for 2020.

Covid-19 has impacted the 2020 service but early indications show that missed bin reports have significantly reduced. The 2021 wheelie bin service will be routed based upon registered participants only which will achieve further efficiency and reliability improvements.

The reliability of the existing dedicated vehicles, which are significantly beyond their operating life, has also impacted upon service delivery, with regular instances where vehicles are unavailable for crews due to the requirement for unscheduled maintenance.

An additional disruption to scheduled routes can arise from safeguarding the statutory collection services in the event of insufficient driver numbers due to unplanned absences. The operating model for 2021 will review the established Driver FTE.

Vehicle age and specification.

The current garden waste vehicles are 2008 registrations and are therefore beyond a standard operating life. The vehicles can suffer significant downtime and are costly to maintain. Bag collection requires a dedicated vehicle specification, with bin lifts removed in order to reduce the well height and the associated lifting action. This means that there is no resilience in the fleet to support downtime i.e. the domestic collection fleet cannot currently be used for Garden Waste and so in the event of a vehicle fault or breakdown requiring unscheduled maintenance there is no ability to maintain service delivery for the effected route.

High replacement costs for bags.

There is a significant cost associated with the provision of bags from loss, poor durability and misappropriation, £21k was spent in FY2018/19. Since the 2019 season the majority of container stocks including bags have been Capitalised. Furthermore demand has reduced greatly in 2020 due to the impacts of Covid-19 on service delivery and restriction to delivery only.

Environment.

The migration to the latest Euro vehicle emissions standard will contribute to lower air born particulates and carbon emissions.

The adoption of wheelie bins with a ten plus year life expectancy is anticipated to be preferable to bags with their high churn rate over the period and the fact that garden bags cannot be recycled. Broken wheelie bins are recycled and are made from recycled materials. The wheelie bins are made from up 90% recycled materials, dependent upon the colour chosen and the supplier.

Proposal: *(Provide a brief, concise paragraph outlining your scheme and explain how the business proposal will address the current situation above or take advantage of the business opportunity) and (What would happen if we didn't proceed with this scheme?)*

This business case sets out the proposal to transition from a bagged service to a wheelie bin service for the City ready for the 2021 season. This will require the investment in circa 45,000 bins and the replacement of up to five Refuse Collection Vehicles as part of the Council's ongoing fleet replacement programme.

Residents will need to continue to opt-in by registering for each season and in doing so accept the terms of service and the requirement to receive a wheelie bin. It is proposed that bins will be delivered free of charge for those who register within a defined period of time.

The life expectancy of a wheelie bin will be in excess of ten years if properly used and looked after, and depending upon the choice of bin they can be made of materials which are up to 90% recycled helping the Council meet its Climate Emergency objectives.

The existing Street Services Information Management System (SSIMS) will be further expanded to integrate more comprehensively with the customer and crew reporting. This will provide valuable data which can help further service improvements and efficiencies be delivered.

A robust communications plan will be developed and delivered which sets out the requirements for residents including the registration process, registration cut off points, wheelie bin deliveries and later any changes to collection days etc.

The current dedicated fleet without lifting arms will be disposed of as they will be thirteen years old in 2021 and are beyond their useful life. The intention for all or part of the 2021 season will be to keep utilise other general refuse vehicles within the fleet that were due to be released as part of the first phase of the Fleet Replacement Programme. They will therefore be retained for a year longer than planned.

RCV's have an effective lifespan of between six and eight years, beyond which they suffer from increased breakdowns and require greater levels of reactive maintenance, which impacts upon service delivery and increases costs.

There will be a robust assessment to determine the best and most efficient way to operate the Service for 2022 taking account of the lead in time for replacement RCVs of about eight months. A particular area for consideration is whether shift times outside of the traditional operating hours can be undertaken, which will reduce the number of new vehicles required therefore optimising the fleet. Notwithstanding this opportunity, there are constraints to fleet optimisation to consider, particularly with regard to permitted operating hours for disposal. At this stage this decision and associated business case includes provision for the option of a full replacement of the current dedicated fleet of five RCVs.

The vehicle options for the 2022 season will be:

- 1) Full replacement of the five Garden Waste RCVs as per provision made within this Business Case.
- 2) Partial replacement of the Garden Waste RCVs by altering the operating hours of the current service so other existing RCVs can be utilised, or due to lower than anticipated demand, and associated route efficiencies.
- 3) No replacement of the Garden Waste RCVs by successfully delivering the service completely outside of existing operating hours, thus fully utilising other existing RCVs.

TO NOTE. There may be an impact upon employee terms and conditions and also additional revenue implications which would arise from extending or altering operating hours including additional staffing and supervision and associated extended or altered garage capacity and operating hours. Detailed analysis of the costs and benefits will be undertaken of the operating options to inform decision making.

Making financial provision now for the decision to replace all or some of the fleet makes practical sense and will avoid any delay to procurement in 2021 in readiness for 2022. The final decision will be made by the relevant Cabinet Member in 2021.

Ultimately, the move to wheeled bins, new vehicles and the ongoing requirement for a registration will result in a better service for residents due to increased efficiency and reliability, they will also reduce maintenance costs and the impact upon the environment.

Project Cost overview

Item	No. of	Unit cost	Total	Notes
-------------	---------------	------------------	--------------	--------------

Wheelie bins	Part 2	Part 2	Part 2	Part 2
Delivery charge	Part 2	Part 2	Part 2	
Refuse Collection Vehicles	Part 2	Part 2	Part 2	
Integrations and SSIMS	n/a	Part 2	Part 2	
Other project costs (see section 4)	n/a	n/a	Part 2	Includes 5% contingency, project management & publicity
Total			1,899,000.00	

Key Project Milestones

Key Activity	Date
Cabinet Decision	13-Oct-20
Communication campaign for residents launched	Early Nov-20*
Online Registration portal opens	10-Nov-20*
Contract award to successful tenderer	Oct-20*
Initial supplier order placed (based on estimated participation)	Oct-20*
Initial Registration period closes	7 Jan 21
Secondary registration process commences	8 Jan 21
Supplier order updated based on registration and container choices	14 Jan 21
Bin distribution commences by supplier	25-Jan-21
Bin distribution completed for those registering before 7 Jan	Wc 22-Mar-21
New Garden Waste Service 2021 commences	05-Apr-21
Review complete to determine vehicle requirement for 2022 season	01-Jun-21
New vehicles ordered, subject to requirements	01-Jul-21

*Dates subject to call in of decision.

Why is this your preferred option: *(Provide a brief explanation why this option is preferred) and (Explain why this is a good capital investment and how this would be an advantage for the Council) and (explain how the preferred option is the right balance between the risks and benefits identified below).*

Due to the Council's commitment to protect the Health, Safety and Wellbeing of its employees the alternative options of continuing with the current bagged operation isn't acceptable. The alternative would be to cease the Garden Waste collection service entirely and rely upon residents bringing waste to the Household Waste and Recycling Centres, home composting or setting up some form of community tipping point. However, the Council is aware that this service is highly valued by residents, as demonstrated by the high registration level for the 2020 season, and therefore considers that it is very important that the service continues.

Benchmarking and industry insight demonstrates that wheelie bins is really the only viable option for a safe and sustainable Garden Waste collection service.

Option Analysis: <i>(Provide an analysis of 'other' options which were considered and discounted, the options considered must be a 'do Nothing' and 'do minimum' and 'viable alternative' options. A SWOT – Strength, Benefit, Opportunity, Threat analysis could be attached as an appendix).</i>	
Do Nothing Option	Continue with existing operation
List Benefits:	Reduced cost for replacing bags with bins.
List Risk / Issues:	Increased risk of injury to staff with limited opportunity to mitigate. Would still require vehicle replacement programme.
Cost:	No additional cost
Why did you discount this option	Does not resolve HSW issues associated with manual handling of bags.
Do Minimum Option	
Do Minimum Option	Continue with current operation on a reduced frequency
List Benefits:	Partially reduce risk of injury to staff by allowing greater rest between rounds.
List Risk / Issues:	Risk would still be unacceptable Offering a lower collection frequency in main summer growing period will simply not meet demand.
Cost:	Not investigated but savings in resources and operation costs.
Why did you discount this option	Does not resolve HSW issues and likely to be unacceptable to residents.
Viable Alternative Option	
Viable Alternative Option	Cease Garden Waste Service
List Benefits:	Removes and reduces HSW risks. Removes cost of operating the service
List Risk / Issues:	Highly valued by City residents Will lead to higher volumes of Garden Waste entering domestic general collections leading to increased charges at the Energy from Waste facility. Recycling rates will reduce significantly
Cost:	Saving of circa £374k
Why did you discount this option	As a democratic organisation the Council do not wish to cease highly valued services unless there is no reasonable alternative.
Viable Alternative Option	
Viable Alternative Option	Implement a subscription charge to offset the investment in wheelie bins and new vehicles
List Benefits:	Removes the financial pressure of the capital investment
List Risk / Issues:	Potentially contrary to latest emerging Government policy Will lead to higher volumes of Garden Waste entering domestic general collections leading to increased charges at the Energy from Waste facility. Recycling rates may reduce significantly Places new financial pressure on city residents.
Cost:	Saving of circa £800k
Why did you discount this option	Whilst the option was proposed by Officers, the Administration did not wish to implement a charge, as other Local Authorities have.

Strategic Case:

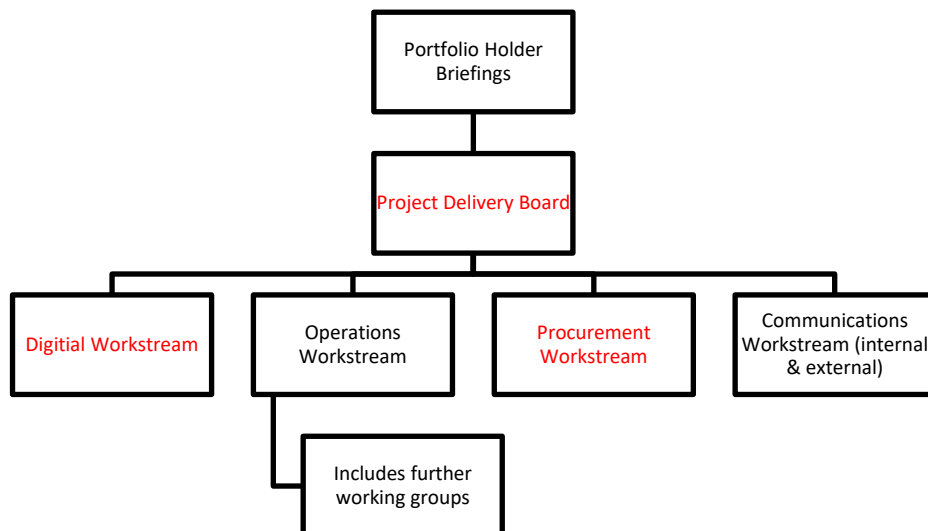
a clean and tidy city

Which Corporate Plan priorities does this project deliver?	a green sustainable city that cares about the environment
	people feel safe in Plymouth
Explain how the project delivers or supports delivery of Joint Local Plan/Plymouth Plan Policies (include policy references)	Environmental factors run throughout the Council’s local development policies and are wholly aligned to this investment in a service which will help it become more efficient, less wasteful and produce less carbon emissions.

Project Scope: *(To avoid scope creep and cost escalation it is important to have an agreed scope of what the project will and will not deliver. List below what is included and not included in the project ‘budget’. Projects should be delivered within scope and budget, but should project change happen then the business case requires revisiting, updating and re-approval)*

In Scope	Out of Scope
Procurement of containers and vehicles. Redesign of operations and rounds as required. Engagement with staff and unions Communications with residents Digital systems and software changes including amendments to the Street Services Information Management System	Street Services Information Management System project delivery Ongoing service efficiencies post service roll out in Spring 2021.

Project Governance : *How the project delivery is structured (amend example chart as appropriate)*
High Risk Projects will require a Project Board Chaired by Portfolio Holder
Low Risk Projects will require a structured Project Team reporting to Portfolio Holder



Milestones and Date:		
Contract Award Date	Start On Site Date	Completion Date
Containers (December 2020)	January 2021	March 2021

Who are the key customers and Stakeholders	Staff, unions, Councillors and residents	Which Partners are you working with	n/a
---	--	--	-----

SECTION 2: PROJECT RISK, OUTCOMES AND BENEFITS

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

Potential Risks Identified			Likelihood	Impact	Overall Rating
Risk	Wheeled bins are not procured and delivered on time to start 2021 season		Medium	Medium	Medium
Mitigation	Robust project planning adherence to milestones		Low	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£0	Risk Owner	Project Manager		
Risk	Demand exceeds forecast and some residents do not have a wheelie bin for service commencement		Low	Medium	Medium
Mitigation	A combination of 2020 season registrations and actual 2021 registrations will be used when forecasting and also suitable contingency volumes allowed for.		Low	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£0	Risk Owner	Project Manager		
Risk	Reputational damage if service fails to mobilise for 2021 season and deliver as per resident expectations		Medium	Medium	Medium
Mitigation	Robust project governance to oversee risk, pace and milestone achievement.		Low	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£0	Risk Owner	Project Manager		
Risk	Reputational damage as result of some residents not been able to access the Service due to not having space for a wheelie bin.		Medium	Medium	Medium
Mitigation	Project is assessing options in conjunction with regular Portfolio Holder engagement		Medium	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£0	Risk Owner	Head of Service		

Outcomes and Benefits

List the outcomes and benefits expected from this project.

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

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

Financial outcomes and benefits:	Non-financial outcomes and benefits:
Reduced vehicle maintenance costs Reduced churn rate on garden waste containers (bags)	Improved manual handling operation and reduced staff turnover Reduced risk of injuries to our staff

<p>Greater efficiency of operation by amending rounds to match registrations leading to fuel and time savings.</p> <p>Reduced cost of sickness absence including sick pay, agency and overtime.</p>	<p>Reduced sickness absence</p> <p>Higher staff engagement through appreciation of significant capital investment to keep them safe.</p> <p>Reduced carbon emissions from more modern vehicles.</p> <p>Reduced carbon emissions from disposal</p> <p>Improved reliability of the service, including reduced missed collections, through the use of new vehicles.</p> <p>Improved intelligence from participation data to make further service improvements</p> <p>Further integration of customer and crew reporting to improve customer journey and improved back-office processes and ability to verify reports.</p> <p>Offers opportunity to encourage residents to also home compost where possible.</p>
---	--

SECTION 3: CONSULTATION

Does this business case need to go to CMT	Yes	Date business case approved by CMT <i>(if required)</i>	
--	-----	---	--

Have you engaged with Planning Department. <i>(If no, please state the reason)</i>		No
If yes, summarise the planning requirements. <i>(If PP is required ensure you engage with planning prior to seeking approval of this Business Case)</i>	There are no Planning implications associated with this business case.	
Is the budget cost reflective of planning requirements	n/a	
Who is the Planning Officer you consulted with.	n/a	
Planning Consent Date		

Have you engaged with Building Control. <i>(If no, please state the reason)</i>		No
Is the Building Control pre-application registered	There are no Building Control implications associated with this business case.	
What is the pre-application number	N/A	
Is this classed as a HRRB building	No	
Is this building classed as 'high risk'	No	
Who is the Building Control Case Officer	N/A	

Low Carbon	
What is the anticipated impact of the proposal on carbon emissions	<p>The migration to the latest Euro vehicle emissions will contribute to lower air born particulates and carbon emissions.</p> <p>The adoption of wheelie bins with a 10 year + life expectancy is anticipated to offset the continued high churn rate of plastic bags over the period. It should also be noted that the dependent upon bin colour and supplier the bins may be made of up to 90% recycled materials.</p>
How does it contribute to the Council becoming Carbon neutral by 2030	As above box.

Have you engaged with Procurement Service.		Yes
Procurement route options considered for goods, services or works	<p><u>Procurement Options</u></p> <p>In line with the Council's Contract Standing Orders, both requirements (wheeled bin containment, and refuse collection vehicles) will be classed as High Value / High Risk Procurements, as the value of each exceeds the relevant EU threshold and will be subject to the full public procurement regime as set out in the Public Procurement Regulations 2015. Of the six EU procurement procedures available, two procurement procedures are appropriate and have been considered for these particular requirements as follows:</p> <p><u>Open Procedure</u></p> <p>With the Open Procedure, any interested bidder may submit a bid. The Council is free to use this procedure, which can be applied to both contracts and framework agreements. However in some cases it can be beneficial to choose a procedure (such as the Restricted procedure) where the number of the bidders can be reduced at the selection stage based on their capability and capacity, especially if the Council does not have enough resources (such as time) to conduct a full Open Procedure.</p> <p>The Open procedure is best used where the requirements are typically straight forward, with a relatively simple selection and award process, or it is anticipated that only a small number of suppliers will respond to the advertised Contract Notice.</p> <p>The practicality of the Open Procedure will depend upon the potential number of bids received and the nature of the evaluation criteria. If the Council receives a large number of bids, the evaluation of all compliant bids is likely to be time consuming.</p> <p><u>Timescales to Consider</u></p> <p>After despatching the contract notice, at least 35 days has to elapse before the closing date for receipt. In the case of Tenders that submitted electronically, the number of days may decrease to 30. Timescales can be reduced to 15 days if urgent (and</p>	

justified), or a Prior Information Notice is issued under certain conditions.

Restricted Procedure

This is a two-stage procedure. Stage 1 is a pre-selection stage and is used to de-select suppliers. Stage 2 is the tender stage and is used to determine a successful supplier to whom a contract will be awarded. A minimum of five suppliers must be invited to tender and in all other cases a minimum of three must be invited to Stage 2. The Restricted Procedure should be used for procurements where market analysis has indicated a large number of bidders are likely to be interested in participating. In this case it is beneficial to use this procedure where the number of bidders can be reduced at the selection stage based on their capacity, capability and experience to perform the contract. Like the Open Procedure the Council are free to use this procedure, in any circumstances and for any type of contract. The contract will be awarded to the most economically advantageous tender (MEAT).

Timescales to Consider

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

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

Other Options

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

The following frameworks have been considered for each requirement:

Wheeled Bin Containment

Eastern Shires Purchasing Organisation (ESPO) Framework 860_18 – Refuse and Recycling Products (including wheeled bins)

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

Some of the benefits from using this option are:

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

Refuse Collection Vehicles

Crown Commercial Services Framework RM6060 – Vehicle Purchase

This framework is a nationally procured framework, which allows access to a full range of new motor vehicles including vehicles that are both currently available and those that will be developed and brought to market during the term of the framework. These include cars, light commercial vehicles, motorbikes, heavy goods vehicles (HGVs), buses and coaches. Customers can also obtain bespoke conversions which manufacturers are able to provide as part of a turnkey solution. Utilising this framework, will provide the Council with the ability to direct award (if appropriate to do so, and justifying best value), or undertake a further competition.

Some of the benefits from using this option are:

- Access to a wealth of technical and pricing information via the CCS Fleet Portal to support decisions for direct award / further competition.
- Ability to access turnkey solutions from suppliers for both standard build and converted vehicles
- Supportive of the Clean and Energy Efficient Vehicles Directive 2009-33-EC and flexibility for sustainable vehicle procurement measures
- Discounts on base vehicles are also available via the CCS vehicle lease and vehicle conversion arrangements if the vehicles are being sourced by or on behalf of an eligible customer

	<ul style="list-style-type: none"> Option to use local dealerships for delivery and after-sales service <p>Any resulting contract through either of the above options will be awarded to the most economically advantageous tender (MEAT).</p>
Procurements Recommended route.	<p>The recommended procurement route for both requirements is as follows:</p> <p>Further competition through the following frameworks:</p> <p>Wheeled Bin Containment Eastern Shires Purchasing Organisation (ESPO) Framework 860_18 – Refuse and Recycling Products (including wheeled bins)</p> <p>Refuse Collection vehicles Crown Commercial Service Framework RM6060 – Vehicle Purchase.</p> <p>Running a further competition procurement under these frameworks provides the Council with access to a list of market leading suppliers who have been pre-approved in terms of their economic & financial standing, technical ability, including environmental and social standing. By utilising these frameworks, the Council can also benefit from lower pricing due to the considerable economies of scale used to set up the framework. These economies would not be available if the Council ran its own OJEU compliant procurement process.</p> <p>If there is, a change in circumstances and the recommended procurement route cannot be undertaken or no longer represents best value for the Council any subsequent procurement route undertaken will be in accordance with the Council's Contract Standing Orders and Procurement Law.</p>
Who is your Procurement Lead.	Paul Williams – Category Lead
Which Members have you engaged with and how have they been consulted <i>(including the Leader, Portfolio Holders and Ward Members)</i>	Leader and Cabinet Members via Cabinet Planning and portfolio holder meetings.
Confirm you have taken necessary Legal advice, is this proposal State Aid compliant, if yes please explain why.	Legal advice sought and confirmed proposal is compliant with State Aid legislation because it will follow procurement rules and best practice.
Who is your Legal advisor you have consulted with.	Linda Torney, Assistant Head of Legal Services

Equalities Impact Assessment completed <i>(This is a working document which should inform the project throughout its development. The final version will need to be submitted with your Executive Decision)</i>	Yes
--	-----

SECTION 4: FINANCIAL ASSESSMENT

FINANCIAL ASSESSMENT : In this section the robustness of the proposals should be set out in financial terms. The Project Manager will need to work closely with the capital and revenue finance teams to ensure that these sections demonstrate the affordability of the proposals to the Council as a whole.

CAPITAL COSTS AND FINANCING

Breakdown of project costs including fees surveys and contingency	Prev. Yr.	20/21	21/22	22/23	23/24	24/25	Future Yrs.	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Wheelie bins		Part 2	Part 2					Part 2
Bin delivery		Part 2						Part 2
Refuse Vehicles			Part 2					Part 2
Project Staff		Part 2	Part 2					Part 2
SSIMS integration & devices		Part 2						Part 2
Procurement fees		Part 2						Part 2
Contingency (5%)		Part 2	Part 2					Part 2
Total capital spend		0.863	1.011					1.874

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

Breakdown of proposed funding	Prev. Yr.	20/21	21/22	22/23	23/24	24/25	Future Yrs.	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Corporate Borrowing		0.863	0.151					1.014
Service Borrowing			0.860					0.860
Total funding		0.863	1.011					1.874

S106 or CIL <i>(Provide Planning App or site numbers)</i>	No
Which alternative external funding sources been explored <i>(Provide evidence)</i>	N/A

Are there any bidding constraints and/or any restrictions or conditions attached to your funding	N/A		
Tax and VAT implications	N/A		
Tax and VAT reviewed by	N/A		
Will this project deliver capital receipts? <i>(If so please provide details)</i>	No		
Schemes in excess of £0.5m should be supported by a Cost Benefit Analysis. Calculations undertaken should be attached as an appendix to support financial implications shown below. Please contact your revenue accountant for assistance with this section.			
Is the capital ask greater than £0.5m	Y	If the answer is yes, have you attached the Cost Benefit Analysis	N

REVENUE COSTS AND IMPLICATIONS

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

Total Cost of developing the project	Up to £10,000
Revenue cost code for the development costs	4356
Revenue costs incurred for developing the project are to be included in the capital total, some of the expenditure could be capitalised if it meets the criteria	Y
Budget Managers Name	Katrina Houghton

Ongoing Revenue Implications

	Prev. Yr.	19/20 £	20/21 £	21/22 £	22/23 £	23/24 £	Future Yrs.
Revenue cost							
Loan repayment <i>(Corporate Borrowing) Bins & Project</i>				97,336	114,367	114,367	114,367
Loan repayment <i>(Service Borrowing) Vehicles</i>					118,667	118,667	118,667
Other <i>(Marketing and promotion)</i>			25,000				
Total Revenue Cost (A)			25,000	97,336	233,034	233,034	233,034

Service area revenue benefits/savings								
Annual revenue savings (<i>reduced vehicle maintenance costs</i>)					(25,000)	(33,000)	(40,000)	(40,000)
Total Revenue Savings (B)				(0.000)	(25,000)	(33,000)	(40,000)	(40,000)
Service area net (benefit) cost (B-A)				25,000	72,336	200,034	193,034	193,034
Has the revenue cost been budgeted for or would this make a revenue pressure			Corporate HSW contingency funding for the bins and project costs. Service borrowing for the vehicles.					
Which cost centre would the revenue pressure be shown			Corporate for bins and project costs CC 4356 for vehicles	Has this been reviewed by the budget manager			Y	
Name of budget manager								
Loan value	£1,014,000 bins & project costs	Interest Rate	2.25%	Term Years	10	Annual Repayment	£114,367	
Loan value	£860,000 vehicles only	Interest Rate	2.25%	Term Years	8	Annual Repayment	£118,667	
Revenue code for annual repayments			Corporate for bins and project costs CC4356 for vehicles					
Service area or corporate borrowing			Corporate HSW contingency funding for the bins and project costs. Service borrowing for the vehicles.					
Revenue implications reviewed by			Ruth Didymus and Charlie Green					

SECTION 5: MONITORING PERFORMANCE & POST PROJECT REVIEW

To conclude, the purpose of a business case is to outline the business rationale for undertaking a project and to provide a means to continually assess and evaluate project progress throughout delivery. It is the responsibility of the project manager to ensure the project remains on time and within budget during delivery and to monitor the project throughout and provide a Post Project Review on completion.

Investment Team Monitoring:

The Investment Team are required to report on completed projects and what they have achieved. To do this information will need to be captured during delivery and on completion of the project from your Post Project Review including:

Did the project deliver the intended outcomes and benefits as stated in the business case.

Which company was the contract awarded, is this a local company.

How many jobs did this project provide.

How much income from Council Tax and NHB will be collected.

How has the carbon omissions been mitigated and how much did this cost

Was the project delivered on time and on budget (including contingency)

Finance Monitoring :

It is essential for Capital Finance Team to monitor the financial element of projects during delivery for reporting purposes. Monthly spend profiles against budget, matching with finance profiles will be collected monthly during delivery and on completion of the project.

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

Author of Business Case	Date	Document Version	Reviewed By	Date
Andy Sharp	01/09/2020	v 1.0	Katrina Houghton	02/09/2020
Andy Sharp	15/09/2020	v 2.0	Katrina Houghton	17/09/2020
Andy Sharp	02/09/2020	v 3.0	Katrina Houghton	02/10/2020

SECTION 6: RECOMMENDATION AND ENDORSEMENT**Recommended Decision****It is recommended that the Leader of the Council:**

- Approves the Business Case
- Allocates £1.874m for the project into the Capital Programme funded
 - £1.014m Corporate Borrowing
 - £0.860m Service Borrowing
- Authorises the procurement process
- Delegates the award of the contract to Strategic Director for Place.

Cllr Sue Dann, Environment & Street Scene		Philip Robinson, Service Director (Street Services)	
Either email dated:	5 October 2020	Either email dated:	5 October 2020
Or signed:		Signed:	
Date:		Date:	

This page is intentionally left blank

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

This page is intentionally left blank

EQUALITY IMPACT ASSESSMENT

Street Scene and Waste - Garden Waste Online Registration



STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

What is being assessed - including a brief description of aims and objectives?	The containers used for Plymouth's Garden Waste Collection Service are changing with a move from bags to wheelie bins.
Author	Andy Sharp
Department and service	Street Scene & Waste - Waste Collection
Date of assessment	30 September 2020

STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (eg data and feedback)	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
Age	<p>We do not have a detailed age profile of our customers from our surveys but 2011 Census data the % of the population represented by age is as follows;</p> <p>0-4 years – 6%</p> <p>5-9 years – 5%</p> <p>10 -14 years – 5%</p> <p>15-19 yrs. – 7%</p> <p>20 -24 yrs. – 10%</p> <p>25 -29 yrs. - 7%</p>	<p>No adverse impact on workforce is anticipated. Wheeled bins will be easier for all users to move and manoeuvre compared to the carrying of potentially heavy bags. The bins will also keep stored waste dryer which will reduce the overall weight.</p> <p>The service will be provided on a request only basis and customers who wish to continue to have their Garden Waste collected and are happy to accept a new</p>	<p>The existing Assisted Collections scheme for residents who need help presenting their domestic bins for collection will be extended to include the Garden Waste wheelie bins.</p> <p>Consider all channels of communication so that messages relating to the change of service is delivered both digitally and with printed literature.</p>	Project Manager

	<p>30 -34% - 6%</p> <p>35 -39 – 6%</p> <p>40 -44 yrs. – 7%</p> <p>45 -49 yrs. – 7%</p> <p>50 -54 - 6%</p> <p>55-59 yrs. – 5%</p> <p>60 -64 yrs. – 6%</p> <p>65 – 69 yrs. – 6%</p> <p>70- 74 yrs. – 4%</p> <p>75 -79 yrs. – 3%</p> <p>80-84 yrs. – 2%</p> <p>85+ -2%</p> <p>23% are 19 years or younger</p> <p>43% are 19 -49 years</p> <p>17% are 50 to 64 years</p> <p>17% are 65 years plus</p>	<p>wheelie bin will need to register online to participate.</p>	<p>Web links to registration page to be kept as simple as possible. One word for ease of access.</p> <p>Through the digital inclusion programme we will inform partner organisations across the city that we are launching an online registration so that they may approach service users for support.</p> <p>The Council’s contact centre will continue to support customers who are unable to register themselves or who have no friends, family, carers etc who can register on their behalf. This will be provided through existing customer advocacy arrangements.</p>	
<p>Disability</p>	<p>30,000 people in Plymouth will have some form of Mental Health issue. 0.8 % (2118) of those registered with a GP as listed on the Mental Health register.</p> <p>A total of 31,164 (28.5% of households) people declared themselves as having a long term disability in the 2011</p>	<p>No adverse impact on workforce is anticipated. Wheeled bins will be easier for all users to move and manoeuvre compared to the carrying of potentially heavy bags. The bins will also keep stored waste dryer which will reduce the overall weight.</p> <p>The service will be provided on a request only basis and customers</p>	<p>The existing Assisted Collections scheme for residents who need help presenting their domestic bins for collection will be extended to include the Garden Waste wheelie bins.</p> <p>Consider all channels of communication so that messages relating to the</p>	

	<p>Census. This is compared the national average of 27.7%.</p> <p>10% of Plymouths population have their day to day activities limited by a long term disability or long term health problem</p> <p>1224 adults currently registered with a GP in Plymouth have some form of learning disability</p>	<p>who wish to continue to have their Garden Waste collected and are happy to accept a new wheelie bin will need to register online to participate.</p>	<p>change of service is delivered both digitally and with printed literature.</p> <p>Web links to registration page to be kept as simple as possible. One word for ease of access.</p> <p>Through the digital inclusion programme we will inform partner organisations across the city that we are launching an online registration so that they may approach service users for support.</p> <p>The Council’s contact centre will continue to support customers who are unable to register themselves or who have no friends, family, carers etc who can register on their behalf. This will be provided through existing customer advocacy arrangements.</p>	
<p>Faith/religion or belief</p>	<p>58.1% (148,917) people identify themselves as Christian. This has decreased from 73.6% reported in 2001</p> <p>32.9% of the population stated that they had no religion</p>	<p>No adverse impact is anticipated</p>	<p>NA</p>	<p>NA</p>

	<p>Those stating Hindi, Buddhist, Sikh, or Jewish religion totalled less than 1% combined</p>			
<p>Gender - including marriage, pregnancy and maternity</p>	<p>Overall 50.6% of the population of Plymouth are women and 49.4% are men. This reflects the national figure of 50.8% women and 49.2% men.</p> <p>There were 3280 births in 2011. Birthrate trends have been on the increase since 2015.</p> <p>Areas with the highest Birthrate are;</p> <p>Stonehouse 142</p> <p>Whitleigh 137</p> <p>Devonport 137</p> <p>Of residents aged 16 or over 90,765 (42.9%) are married 5,190 (2.5%) are separated and still legally married or legally in a same sex civil partnership</p>	<p>No adverse impact is anticipated</p>	<p>NA</p>	<p>NA</p>
<p>Gender reassignment</p>	<p>There are no official estimates for gender reassignment at either a national or local level. However in a Home Office funded study (GIRE, Gender Identity Research and Education Society) estimated that between 3000,000 and 500,000 are experiencing some degree of gender variance nationally. If we apply this to</p>	<p>No adverse impact is anticipated</p>	<p>NA</p>	<p>NA</p>

	Plymouth this equates to between 1,200 and 2000 adults.			
Race	<p>92.9 of Plymouths population identify themselves as White British</p> <p>7.1% identify as Black and Minority Ethnic (BME)</p> <p>White (other) 2.7 %</p> <p>Chinese (0.5%)</p> <p>Other Asian (0.5%)</p> <p>Our recorded BME population rose from 3% in 2001 to 6.7% in the 2011 census.</p>	No adverse impact is anticipated	NA	NA
Sexual orientation - including civil partnership	<p>There is no definitive data on sexual orientation at a local or national level, however a recent estimate from 2015 ONS Annual Population Survey (APS) suggests that;</p> <p>1.7% of UK is LGB. This equates to just over 3,600 people in Plymouth</p>	No adverse impact is anticipated	NA	NA

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
Reduce the gap in average hourly pay between men and women by 2020.	n/a	NA
Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing	It is not anticipated that there will be any implications involving hate crime incidents as a result of the proposed change.	NA

with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.		
Good relations between different communities (community cohesion)	It is not anticipated that there will be any implications involving the relations between communities as a result of this scheme	NA
Human rights Please refer to guidance	It is not anticipated that there will be any implications involving human rights as a result of this scheme	NA

STAGE 4: PUBLICATION

Responsible Officer: Katrina Houghton

Date: 1 October 2020

Head of Service

Cabinet



Date of meeting:	13 October 2020
Title of Report:	Accommodation Framework 2020-23
Lead Member:	Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Nathan Sanders, Programme Manager
Contact Email:	Nathan.sanders@plymouth.gov.uk
Your Reference:	AF20
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

Over recent years, the Council's Accommodation Strategy has sought to identify future options for the corporate estate, particularly with a view to reducing costs associated with running and maintaining a significant number of buildings across the city. Since the Accommodation Strategy was last agreed there have been a number of significant changes and principles that now need to be incorporated within an Accommodation Framework.

The Accommodation Framework as set out will build on the principles and outcomes agreed by the Council, including the Climate Emergency Action Plan and the Corporate Carbon Reduction Plan that aims to make Plymouth carbon neutral by 2030, the significant increase in digital working and flexible working, and that Ballard House is now part of the Corporate Estate. The Framework also sets out how PCC's corporate office accommodation can be reduced by at least one building, rationalising the corporate estate, and providing opportunities to make progress towards the zero carbon by 2030 target and redevelopment in the north of Plymouth. The Framework approach rather than a Strategy approach reflects that a one size all approach to the corporate estate is not appropriate, but instead there are overarching principles that connect the management of all the Council's assets.

Recommendations and Reasons

It is recommended that Cabinet:

1. Support and endorse the Accommodation Framework 2020-2023

Reason: to agree the principles, drivers, and priorities for the management of the Council's corporate office estate.

Alternative options considered and rejected

Do nothing: this was rejected given the previous Accommodation Strategy did not include any provision towards the aim of the Climate Action Plan - for Plymouth to be carbon neutral by 2030

Relevance to the Corporate Plan and/or the Plymouth Plan

The Accommodation Framework contributes to the key Corporate Plan priorities especially Growing City (reducing the carbon footprint of PCC's corporate estate to help achieve carbon neutrality by 2030) and Caring City (ensuring ease of access to the Council's services by the public). The Framework contributes to the delivery of the Corporate Plan through reducing expenditure on accommodation costs (spending money wisely) and continuing to enable staff to work flexibly where appropriate (motivated, skilled and engaged staff).

Implications for the Medium Term Financial Plan and Resource Implications:

The existing corporate estate is expensive to run and maintain; the Accommodation Framework sets out that by rationalising the corporate office estate, accommodation costs will be reduced to support the managing of the budget, whilst using buildings as efficiently as possible to underpin new flexible working arrangements will further realise financial benefits through income generation. The Accommodation Framework will reduce the total cost base for corporate office accommodation and create sustainable income generation.

Carbon Footprint (Environmental) Implications:

The Accommodation Framework will directly contribute to the aim of the Climate Emergency Action Plan and the Corporate Carbon Reduction Plan (2019-2021), through the principle of retaining and developing carbon efficient office locations and releasing or redeveloping those buildings which cannot cost effectively achieve carbon neutrality. The reduction of the corporate estate will reduce the Council's carbon footprint and reduce significant costs needed to make buildings carbon neutral. In addition, the Framework sets out the key driver to continue to work flexibly, where the staff involved and the requirements of the role can be safely and productively performed flexibly, reducing unnecessary travel to work by Council staff where possible and appropriate.

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

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

No other direct implications

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		<i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Accommodation Framework 2020-2023							

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

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

Sign off:

Fin	pl.20. 21.97.	Leg	It/354 04 /3009 20	Mon Off		HR		Asset s	JW 0108 01/10 /20	Strat Proc	
Originating Senior Leadership Team member: Peter Honeywell, Transformation Architecture Manager											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 05/10/2020											
Cabinet Member approval: Councillor Mark Lowry, Cabinet Member for Finance – approved by e-mail Date approved: Date.1/10/20											

This page is intentionally left blank

ACCOMMODATION FRAMEWORK 2020 - 2023



The Way We Work Programme

CONTEXT

The Council has wide base of infrastructure and accommodation assets representing an important class within our capital programme. The different uses and pressures on the different types of building in our estate have meant that a one size fits all approach is inappropriate and that continues to be the case today. This document outlines the framework for our corporate office estate and should be seen as distinct from how we manage other buildings and infrastructure. However, there are some principles that connect the management of all our assets. This framework sits in the context of both the Corporate Plan and the Local Strategic Plan, complying with the values, objectives and policies contained in both.

In addition this framework builds on the principles and outcomes contained in the previous versions of our Accommodation Strategy, with the main changes summarised as follows:

- The framework responds to the 2030 net zero carbon target
- Building on the significant increase in digital update during the lockdown, the framework supports new ways of working including flexible working arrangements and increased use of digital technology
- Ballard House is now part of the corporate estate
- Rather than retain and refurbish Windsor House, it is now proposed that the building should be considered for release from the corporate estate

For completeness the following areas of the wider corporate estate are listed below and are guided by the same framework as the corporate office accommodation framework but out of scope of the rest of this document:

- Commercial estate
- Depots (operational buildings)
- Libraries
- Schools
- Civic buildings (Council House, Guildhall)
- Ancillary buildings e.g. WCs and changing rooms

Management of the operational estate is co-ordinated through asset management plans, which cover the running, maintenance and repair of the Council's buildings.

OUR VISION

To **rationalise** our need for accommodation, **modernise** our estate and **grow** our shared and income generating assets.

KEY DRIVERS

- Continue to work flexibly, where the staff involved and the requirements of their role can be safely and productively performed

- Ensure ease of access to the Council's services by the public
- Reduce accommodation costs in order to support the balancing of our budget
- Achieve carbon neutrality by 2030 in order to support the Climate Action Plan

OUR PRINCIPLES

- Individual staff needs and the requirements of each role will be used to define worker types so that we know how many desks are required in our reduced accommodation estate.
- Create clusters, grouping staff with functional and directorate linkages, whilst enabling new ways of working to suit service and customer needs.
- Use location to make services efficient and convenient for customers, clients and partners.
- Creating modern customer and working environments to facilitate high productivity and wellbeing.
- Retain and develop carbon efficient office locations; exit and redevelop those buildings that cannot cost effectively achieve carbon neutrality.
- Use buildings as efficiently as possible whilst reducing square metres used, to underpin new flexible working arrangements. Working environments should include flexible and collaborative space.
- Creating flexibility in our accommodation to support culture change, partnership working and commercial income generation.
- To realise and maximise revenue benefits through releasing at least one corporate building from PCC staff use.

OUR PRIORITIES

Agree corporate standards for service delivery in a flexible working and digital environment

All staff and roles to be categorised into worker types i.e. home, office, flexible and front line worker

Ballard House	Windsor House	Midland House	Wider corporate estate
<ul style="list-style-type: none"> ▪ Use asset more efficiently ▪ Future occupant mix of PCC and partner organisations ▪ Income generation exploited with partner and commercial tenants 	<ul style="list-style-type: none"> ▪ Develop business case to release asset from PCC occupation ▪ Identify most appropriate method of disposing of asset, either through re-use, re-purposing or as a cleared redevelopment site 	<ul style="list-style-type: none"> ▪ Undertake options appraisal to identify whether building is best released from PCC occupation or retained for further consolidation of services ▪ Refurbish and re-purpose asset if retained ▪ If building is to be released from the corporate estate, identify most 	<ul style="list-style-type: none"> ▪ Identify and progress further opportunities for rationalising the wider corporate estate, to include disposal or income generation through leasing out properties ▪ Relocate corporate records to single purpose-designed site

		appropriate method of disposing of asset	
--	--	--	--

OUR OUTCOMES

▪ Creating sustainable income streams	▪ Enriching the customer experience
▪ Reducing our cost base	▪ Improving environmental sustainability
▪ Delivering multi-agency co-operation	▪ Enhancing staff health and wellbeing

This page is intentionally left blank

Cabinet



Date of meeting:	13 October 2020
Title of Report:	Business Case for Supported Accommodation for young people aged 16+ (in care and care leavers)
Lead Member:	Councillor Jemima Laing (Cabinet Member for Children and Young People)
Lead Strategic Director:	Alison Botham (Director for Childrens Services)
Author:	Emma Crowther, Strategic Commissioning Manager
Contact Email:	Emma.crowther@plymouth.gov.uk
Your Reference:	16+
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

Plymouth City Council has a statutory duty under Section 22G of the Children Act 1989 to ensure there are sufficient placements in the local area to meet the needs of children and young people in care. These placements need to cover a broad range of provision, including children's homes, residential special schools and foster care. This also includes supported accommodation for young people aged 16 and 17, and some young people as they leave care and step into independent living. This type of provision is not currently required to be regulated by Ofsted or the CQC, as it offers support rather than care. The DfE are currently considering the introduction of some national quality standards for this type of provision and this is welcomed in further driving up quality.

This business case describes the current contractual arrangement for supported accommodation for young people aged 16 and 17, and some young people as they leave care. It sets out the proposal for a new arrangement via a procurement. It also describes the longer term ambitions for a more integrated system for young people in care aged 16+ and care leavers.

This approach relates to existing revenue on spend for placements, and proposes some adjustments to how this funding is used to support value for money; it does not request additional funding or describe any reduction in service.

Recommendations and Reasons

The recommendations are as follows:

- Proceed with a procurement for a new contract for 16+ supported accommodation to replace the Peninsula framework
- Permission for contract award to be delegated to the Portfolio Holder for Children, Young People and Families

These recommendations will enable a new contract and up to date service specification to be put in place in a timely way, to support the development of the local placement market and help meet the needs of young people in care and care leavers.

Alternative options considered and rejected

Four other options were considered and discounted:

Possible option	Reasons for discounting option
Cease to commission a service	<p>The current contract expires on 31st March 2021. Ceasing to commission the service would mean that any new placements would be spot purchased under general Council terms and conditions, not specific to this type of provision. It would also mean that opportunities to seek further clarity on cost and quality are missed, as well as the strategic development of future provision.</p> <p>There is also the risk that spot purchase arrangements may breach procurement regulations, particularly if a provider is offering more than one placement to the Council.</p>
Extend the current contract	<p>The current contract has already been extended while it was held by Devon County Council (in 2017 and 2018) and while held by Torbay (2019 and 2020) and does not allow for any further contract extensions. The contract specification has not been updated since 2013 and the terms and conditions date from the same time and do not align with current Plymouth's terms and conditions. A procurement gives the opportunity to refresh both to reflect current need and priorities.</p>
Continue with a joint procurement, led by Torbay Council	<p>The plan for Torbay's service has changed so that the remit is now much wider than 16+ supported accommodation. It includes much of the service offer that Plymouth already has in the Complex Lives Alliance. The areas of overlap would now be a very small part of the Torbay contract. This option also limits the opportunities to have more proactive long-term local conversations with the provider market for Plymouth.</p>
Add to the Complex Lives contract	<p>This option would breach procurement regulations as the intention to add new providers in this way was not included in the Complex Lives procurement. Given the level of spend of £1m per year; this contract requires a separate procurement and contract. Conversations to join up referral pathways and design future models of provision will take place separately from the procurement.</p>

Relevance to the Corporate Plan and/or the Plymouth Plan

The proposal aligns with the Corporate Plan as follows:

Our Priorities	Alignment with the Corporate Plan
----------------	-----------------------------------

A Growing City	The procurement will support the stability of good quality providers with existing provision in the city, and encourage new provider to move into Plymouth, creating local jobs. The specification for the service is clear about the level of need and skills required to support young people, creating interesting employment roles.
A Caring Council	The service aims to help keep young people and young adults safe, and able to take opportunities to maximise their life chances. There is a focus on understanding the impact of trauma, in line with Plymouth's status as a Trauma Informed City.

Implications for the Medium Term Financial Plan and Resource Implications:

The revenue budget for this service is part of the existing spend on placements for children and young people in care and care leavers. The procurement will aim to improve Value for Money by improving transparency of the weekly placement costs paid by the Council. The inclusion of a block contract element to the procurement will also aim to drive efficiencies via a % reduction in weekly placement costs.

Carbon Footprint (Environmental) Implications:

The service aims to support the placement of Plymouth young people within the city boundary as much as possible (dependant on individual needs). This will reduce the need for social workers, Personal Advisers and other professionals to need to travel out of city.

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

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The service aims to support young people in care and care leavers to be supported in a safe, warm and welcoming environment which meets their needs and enables them to maximise positive opportunities. It aims to help young people begin to overcome past trauma and inequalities they may have experienced.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		<i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Supported Accommodation for young people aged 16+ (in care and care leavers)							
B	Equalities Impact Assessment							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7
N/A							

Sign off:

Fin	DN 24.9.2 0	Leg	MS/2 5.09.2 0	Mon Off		HR	N/A	Asset s	N/A	Strat Proc	EC/SC/00 1/BC/0920
Originating Senior Leadership Team member: Jean Kelly, Service Director, Children, Young People and Families											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 09/09/2020											
Cabinet Member approval: Councillor Jemima Laing (Cabinet Member for Children and Young People) approved verbally Date approved: 10/09/2020											

Supported Accommodation for young people aged 16+ (in care and care leavers)

1. EXECUTIVE SUMMARY

Plymouth City Council has a statutory duty under Section 22G of the Children Act 1989 to ensure there are sufficient placements in the local area to meet the needs of children and young people in care. These placements need to cover a broad range of provision, including children's homes, residential special schools and foster care. This also includes supported accommodation for young people aged 16 and 17, and some young people as they leave care and step into independent living. This type of provision is not currently required to be regulated by Ofsted or the CQC, as it offers support rather than care. The DfE are currently considering the introduction of some national quality standards for this type of provision and this is welcomed in further driving up quality.

This business case describes the current contractual arrangement and the proposal for a new arrangement via a procurement. It also describes the longer term ambitions for a more integrated system for young people in care aged 16+ and care leavers.

This approach relates to existing revenue on spend for placements, and proposes some adjustments to how this funding is used to support value for money; it does not request additional funding or describe any reduction in service.

2. BACKGROUND

Since 2006 Plymouth City Council has worked with other Peninsula local authority partners to jointly commission placements for children and young people in care. Between 2013 and 2019 a joint Peninsula contract (known as "Lot 4") for supported accommodation for young people aged 16 and 17 and young care leavers was held by Devon County Council, on behalf of Plymouth City Council and Torbay Council.

In 2019 Devon County Council procured a separate contract to meet local needs. The Peninsula contract was novated to Torbay Council to hold on behalf of Plymouth and Torbay. The intention was jointly to recommission the contract, with Torbay as lead commissioner. A specification was developed and co-designed with providers. Since then the priorities of the two local authorities in placement commissioning have diverged and a localised response for Plymouth is more appropriate.

The value of the current contract for Plymouth is approximately £1m per year, but as it is a framework contract it does not commit the Council to any spend, unless young people are placed.

Separately to this, the Complex Lives Alliance currently provides some other accommodation for young people in care aged 16+ and care leavers – this includes supported lodgings and supported accommodation in the Foyer.

3. NEEDS OF YOUNG PEOPLE

The needs of the young people using this service range considerably, with some demonstrating significant levels of complexity:

- Poor emotional wellbeing and low self esteem;
- Poor mental health (some may be known to CAMHS, on waiting list or not engaging);

- Poor self-care, leading to poor physical health;
- Experience of domestic and/or sexual violence and abuse;
- Experience of neglect and poor parenting;
- Self-harming behaviour;
- Risk taking behaviours including risky sexual behaviour and relationships;
- Frequent missing episodes;
- Suicidal thoughts;
- Learning difficulties, on autistic spectrum;
- Substance misuse;
- Criminal activity and re-offending experiences;
- Poor social and practical skills including financial management;
- Challenging relationships with family/carers/ wider support networks including experience of rejection.

Young people may also struggle to reconcile being in or leaving care with a pull back towards their birth family, alongside anxieties about what will happen to them in the future.

Plymouth City Council is a Trauma Informed City and seeks to work with Providers who understand the impact of trauma on young people in relation to their complex behaviours.

4. CURRENT CHALLENGES

Lack of local supply - the pressure on the supply, quality and cost of placements continues to be a challenge for all local authorities, with an ongoing need for good quality local provision, offering good outcomes and value for money. Supported accommodation provision offers placements for a broad range of need, from those that need to live alone to those who can live with other young people. It supports young people who come into the care system later in their teenage years, and those young people stepping down from residential care and towards independent living.

Plymouth currently has two providers operating a range of 16+ provision locally on the existing contract. Both deliver good quality provision and outcomes for young people at weekly rates which are fairly related to the needs of the young people placed, some of whom are very complex. The aim of any procurement would be to further develop this provision and encourage good quality providers from elsewhere to add to the placements in the city, bringing new employment opportunities in Plymouth. This would ensure that a greater proportion of the placement budget is spent in the city, aligning with Spend4Plymouth. This would also reduce out of city travel, supporting climate change and low carbon initiatives. A significant benefit would be in reducing the number of Plymouth young people who are placed out of city due to lack of local provision.

Fragmented system - there is currently a disconnect with the 16+ provision offered by the Complex Lives Alliance (this includes supported lodgings and supported accommodation). Strategic Commissioning manages referrals for the Peninsula 16+ contract, and Alliance referrals are considered separately. This means in practice that social workers are rarely able to consider all the possible placement options for supported accommodation at the same time.

There remains the need for a broad range of provision in the city, so having additional provision alongside the Alliance is currently required, particularly when a small number of young people are placed out of city to meet their needs.

Cost of provision – all placements made under the current framework are spot purchased, only paid for when a young person is placed. This leads to higher costs per placement as providers need to factor in the costs and risk of empty beds. In reality, the provisions which are regularly used in Plymouth are of good quality and rarely have a vacant bed.

5. PROPOSAL

It is proposed to commission a 4-year framework contract for 16+ supported accommodation, divided into 3 lots:

Lot 1 – block purchased provision in Plymouth (5 beds to be block purchased initially, representing a third of current usage)

Lot 2 – spot purchase provision in Plymouth and within 20 miles of the city

Lot 3 – spot purchased provision outside 20 miles

The framework for all three Lots would have regular entry points, to allow new provision to be added (without commitment for the Council to use it except for Lot 1), to support growth in the local market. This would also enable more beds to be added to the block contract, if the evidence showed that levels of demand warranted it. The same mechanism for adding block beds could be used as with the residential children's home block contract, based on demand, the quality of the provision and the weekly price offered.

The budget for the service and approval for any spend would remain with Children, Young People and Families, via the Children's Resource Panel. This would meet the short to medium need to have a contract in place to replace the Peninsula arrangement, and enable the specification for the service and quality standards to be brought up to date.

In the medium to longer term, it is proposed to carry out co-design sessions with internal and external partners (led through the Children and Young People Accommodation Sub-Group), to design a future integrated pathway of accommodation for young people in care and homeless, aged 16+. This would aim to bring together pathways of provision, budgets and brokerage functions to further improve access to provision, the offer of accommodation and support, and development of independent living skills. In turn this would inform future commissioning and procurement proposals.

At tender, providers will be tested on their model of delivery against the specification, and their skills in local partnership working, particularly in relation to the Complex Lives Alliance and local support services. We would also seek greater clarity on the price of provision as linked to the delivery model. Providers bidding for Lot 1 (block contract) would need to demonstrate a preferential weekly price against market rates. The possible financial benefits of this approach are set out below.

Weekly placement cost for 5 beds (approximate)	Annual cost of 5 placements	Annual saving if 3% discount on weekly fee	Annual saving if 5% discount on weekly fee	Total contract savings (4 years)
£6,500	£338,910	£10,167	£16,945	£40,668 (3%) 67,780 (5%)

The procurement would include the option to add more beds to the block contract, during the contract term, if the evidence shows that demand is high enough to warrant this (to reduce the risk of voids) and that the providers continue to offer good quality provision. If ten beds were contracted the annual savings would be £33,890. A block contract would offer providers greater financial stability and closer partnership working with the Council.

The children's home residential block contract contains a clause whereby any vacant beds can be offered to our neighbouring local authorities (in consultation with the provider, and dependent on risk and matching with young people already placed). It is proposed to include the same clause in this contract.

6. CONTRACTUAL/LEGAL EVALUATION

The contract used will be the standard Plymouth City Council terms and conditions, with special conditions included to reflect the particular requirements of providing support to vulnerable young people. The service specification will be a core part of the contract document.

The KPIs will be monitored regularly and reviewed annually to ensure the thresholds for the satisfactory standards of service provision have been set correctly.

7. TIMETABLE

The proposed timetable for the procurement is as follows:

Activity	Target date
Business case considered at Cabinet	13 th October 2020
Procurement launched	23 rd October 2020
Procurement closes	4 th December 2020
Evaluation	Until mid-January 2021
Contract award (delegated decision by Portfolio Holder)	End of January 2021
Contract mobilisation	February and March 2021
Contract starts	1 st April 2021

EQUALITY IMPACT ASSESSMENT

Supported Accommodation for Young People aged 16+, Strategic Commissioning



STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

What is being assessed - including a brief description of aims and objectives?	The impact of carrying out a procurement to secure and develop good quality supported living accommodation in Plymouth for young people in care, aged 16 and 17 and care leavers. Young people in care and care leavers need to be able to access a range of living accommodation, including provision such as foster placements and children's homes. For older young people, it is important to also be able to offer placements which focus on developing independent living skills, as preparation for adulthood. The aim of the procurement is to work with the current providers who offer good quality provision, and attract others to work with us to support Plymouth young people.
Author	Emma Crowther, Strategic Commissioning Manager
Department and service	Strategic Commissioning, People Directorate
Date of assessment	7 th September 2020

STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (eg data and feedback)	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
Age	Number of young people in care aged 16: 47 on 31/08/2020 Number of young people in care aged 17: 57 on 31/08/2020 Number of care leavers aged 18 (the majority of care leavers will move on from this type of provision before their 19 th birthday): 39 on 31/08/2020	No adverse impact: The procurement will aim to increase the supply of suitable placements, offering greater choice in meeting the needs of young people.	Ensure that the specific needs of 16 and 17 year olds and care leavers are reflected in the specification for the service.	Strategic Commissioning – by the time of the tender launch. Social worker/Personal Adviser to monitor progress through care planning/pathway planning.

<p>Disability</p>	<p>A proportion of young people in care and care leavers will have a diagnosed disability such as a learning disability. Some will have an undiagnosed disability. It is important that young people with a disability are not disadvantaged by using the service.</p> <p>On 31/08/2020, 24.0% of the children in care had a 'disability' according to classifications. For care leavers this figure was reported at 11.4%.</p>	<p>No adverse impact: providers selected by the procurement will need to demonstrate a full understanding of the needs of service users.</p>	<p>Ensure that the specification and service delivery reflect the full range of needs of the young people using the service.</p>	<p>Strategic Commissioning – by the time of the tender launch and checked through contract monitoring.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
<p>Faith/religion or belief</p>	<p>Young people in care and care leavers may follow a range of religions or faiths. It is important that they are supported by placement providers to practice their beliefs and engage with religious and faith communities as they wish.</p>	<p>No adverse impact: providers selected by the procurement will need to demonstrate a full understanding of the needs of service users.</p>	<p>Ensure that the specification and service delivery reflect the full range of needs of the young people using the service.</p>	<p>Strategic Commissioning – by the time of the tender launch and checked through contract monitoring.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
<p>Gender - including marriage, pregnancy and maternity</p>	<p>Young people in care and care leavers will require support with a range of gender issues, including pregnancy for a small proportion prior to their 19th birthday.</p>	<p>No adverse impact: providers selected by the procurement will understand the need to support young people into the next phase of their life. Providers will also need to understand the range of support services in the city to facilitate effective pathway planning.</p>	<p>Ensure that the specification and service delivery reflect the full range of needs of the young people using the service.</p>	<p>Strategic Commissioning – by the time of the tender launch and checked through contract monitoring.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
<p>Gender reassignment</p>	<p>A proportion of young people in care and care leavers will</p>	<p>No adverse impact: providers selected by the procurement will</p>	<p>Ensure that the specification and service delivery reflect</p>	<p>Strategic Commissioning – by the time of the tender launch</p>

	require support in considering issues related to gender reassignment	understand the need to support young people into the next phase of their life. Providers will also need to understand the range of support services in the city, including health partners, to facilitate effective pathway planning.	the full range of needs of the young people using the service.	and checked through contract monitoring. Social worker/Personal Adviser to monitor progress through care planning/pathway planning.
Race	The SSDA903 return to DfE showed that 94.2% of the Plymouth children in care population define themselves as White (as at 31/03/2020) Those identifying as White British or White English equated to 88.7% of the Plymouth children in care population. This figure excludes those identifying as White, White Irish and White Other.	No adverse impact: providers selected by the procurement will respect all races, including any specific cultural preferences.	Ensure that the specification and service delivery reflect the full range of needs of the young people using the service.	Strategic Commissioning – by the time of the tender launch and checked through contract monitoring. Social worker/Personal Adviser to monitor progress through care planning/pathway planning.
Sexual orientation - including civil partnership	Young people in care and care leavers will mirror the wider population, with a range of sexual orientation.	No adverse impact: providers selected by the procurement will respect all sexual orientation.	Ensure that the specification and service delivery reflect the full range of needs of the young people using the service.	Strategic Commissioning – by the time of the tender launch and checked through contract monitoring. Social worker/Personal Adviser to monitor progress through care planning/pathway planning.

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
Reduce the gap in average hourly pay between men and women by 2020.	None. Providers will support all service users, regardless of gender, to engage with training and education opportunities, to ensure that young people are maximising their opportunities for future employment.	N/A

<p>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.</p>	<p>Young people would be routinely supported by placement staff in the event of any hate crime incidents and encouraged to report any incidents.</p>	<p>Placement providers - ongoing</p>
<p>Good relations between different communities (community cohesion)</p>	<p>Young people will be supported by placement staff to engage appropriately with their local community and develop the skills needed to live as responsible adults.</p>	<p>Placement provider – ongoing</p>
<p>Human rights Please refer to guidance</p>	<p>Ensuring a sufficient supply of good quality placements in Plymouth and the surrounding areas will enable young people to have a choice about where they live, in an environment that best meets their needs and supports their future life opportunities.</p>	<p>Strategic Commissioning – checked via contract monitoring.</p>

STAGE 4: PUBLICATION

Responsible Officer Anna Coles



Date

15/9/20

Service Director, Integrated Commissioning