



Oversight and Governance

Chief Executive's Department

Plymouth City Council

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Delegated Decisions

Delegated Executive/Officer Decisions

Delegated Executive and Officer decisions are usually published every Wednesday and are available at the following link - <https://tinyurl.com/ms6umor>

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

Notice of call-in for non-urgent decisions must be given to the Democratic Support Unit by 4.30 pm on Friday 10 July 2020. Please note – urgent decisions and non-key Council Officer decisions cannot be called in. Copies of the decisions together with background reports are available for viewing as follows:

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

The decisions detailed below may be implemented on 13 July 2020 if they are not called-in.

Delegated Decisions

I. The Leader of the Council:

- I.a SmartSound Connect (Pages 1 - 10)
- I.b Tranche 2: Transforming Cities Fund (Pages 11 - 72)

EXECUTIVE DECISION

made by a Cabinet Member



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

Executive Decision Reference Number – L06 20/21


Decision				
1	Title of decision: SmartSound Connect Project			
2	Decision maker (Cabinet member name and portfolio title): Tudor Evans OBE (Leader)			
3	Report author and contact details: Richard May 07866210121			
4	Decisions to be taken: <ol style="list-style-type: none"> 1. To accept capital grant funding of £1.8M for the Council's SmartSound Connect project. The project will provide digital connectivity over Plymouth Sound and coastal waters 2. To authorise David Draffan, the Service Director for Economic Development, to take any necessary decision related to the capital grant funding and award contracts for this project; subject to a final business case being approved by CCIB and the funding being added to the capital programme. 			
5	Reasons for decisions: <p>Plymouth is the home to Smart Sound Plymouth (SSP), which is a trials and proving area for advanced marine and maritime technologies and autonomy.</p> <p>PCC have bid for capital grant funding to allow it, and its SSP partners of Plymouth Marine Laboratory, Marine Biological Association, University of Plymouth, and University of Exeter, to install high-speed mobile data network connectivity over Plymouth Sound and coastal waters up to 12 miles offshore. This essential connectivity will be freely available under license to any qualifying business or organisation engaged in Research & Development and prototype testing. It will enable SSP to become the UK's Centre of Excellence for advanced marine prototyping, testing and certification. This testing facility will support the Council's Resurgam COVID recovery programme providing up to 100 high-value jobs and developing local technical skills for tomorrow. This programme will provide growth and sustainability of the marine and maritime sectors. Any capital grant with no cash investment match required by the Council will be a good deal for Plymouth and the local economy.</p> <p>We are also requesting that the Service Director for Economic Development be authorised to take any necessary decisions and carry out any functions related to this project as it may have further stages that may need timely decisions.</p>			
6	Alternative options considered and rejected: No other alternative has been considered.			
7	Financial implications: None we are seeking pure capital grant. No cash match from PCC.			
8	Is the decision a Key Decision? (please contact Democratic Support for further advice)	Yes	No	Per the Constitution, a key decision is one which:
			No	in the case of capital projects and contract awards, results in a new

				commitment to spend and/or save in excess of £3million in total
			No	in the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1million
			No	is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.
	If yes, date of publication of the notice in the <u>Forward Plan of Key Decisions</u>	N/A		
9	Please specify how this decision is linked to the Council's corporate plan/Plymouth Plan and/or the policy framework and/or the revenue/capital budget:	<p>Plymouth Plan</p> <p>The Plymouth Plan is a ground-breaking plan which looks ahead to 2034. It sets a shared direction of travel for the long term future of the city bringing together a number of strategic planning processes into one place. It talks about the future of the city's economy; it plans for the city's transport and housing needs; it looks at how the city can improve the lives of children and young people and address the issues which lead to child poverty and it sets out the aspiration to be a healthy and prosperous city with a rich arts and cultural environment; and it sets out the city's spatial strategy, incorporating the Plymouth-specific elements of the Plymouth and South West Devon Joint Local Plan.</p> <p>The Plan covers all the policies for the city under three strategic themes:</p> <ul style="list-style-type: none"> • Plymouth as a healthy city; • Plymouth as a growing city; • Plymouth as an international city. <p>Policies are grouped under these themes and SmartSound Connect contributes to a number of these including:</p> <p>Creating the conditions for economic growth – the city's overall goal is to create the conditions for driving productivity and prosperity for all. As part of this goal, there are commitments to: develop a transformational economic infrastructure that includes the city's world class marine / defence technology assets alongside encouraging business growth and investment that includes improving digital connectivity and cyber security. The Plan specifically identifies the opportunities arising out of marine autonomy alongside the development of technologies in a marine testing ground;</p> <p>Plymouth in the global marketplace – the city is fully committed to promoting Plymouth's position in the global marketplace building on existing strengths, particularly in relation to defence, marine sciences, high technology manufacturing and maritime location;</p> <p>Supporting world class universities and research institution</p>		

		<p>– the city’s support for the continued growth of the higher education and research institutions includes providing the physical space, networks and facilities to capture the commercialisation of Plymouth’s strong knowledge base into new higher value, exporting businesses.</p> <p>Local Economic Strategy</p> <p>Plymouth City Council (PCC) is currently updating the Local Economic Strategy as the ‘Delivering Economic Growth’ Plan to cover the period up to 2024. This document aligns with the sub-regional and national strategies below, while integrating the strategy of the Plymouth Plan in to the city’s plans for economic growth.</p> <p>The evolving plan has six flagships to deliver the city’s strategic economic objectives:</p> <ul style="list-style-type: none"> • Ocean City Infrastructure; • Business Growth & Investment; • Defence; • Learning & Talent Development; • Inclusive Growth; • Visitor Economy & Culture. <p>SmartSound Connect makes the most direct contributions to the first three flagships. The creation of high-speed data network will accelerate growth and investment through new digital infrastructure.</p> <p>It will also enable our marine tech businesses to innovate and be productive so that they can excel in global markets, including ‘supporting SMEs and micros to engage with our thriving primes in industries such as marine autonomy, defence manufacturing, health technologies, and other...’</p> <p>The specific focus on marine autonomy and cybersecurity will also play a significant part in Plymouth’s leading role in the Defence sector.</p>
10	Please specify any direct environmental implications of the decision (carbon impact)	<p>Low Carbon / Clean Growth</p> <p>The Government’s ambition for a low carbon economy has been articulated through the development of the Clean Growth Strategy produced by the Department for Business, Energy and Industrial Strategy (BEIS). This document addresses the transition to a low carbon economy, prioritised in the Industrial Strategy, that increases national income while cutting greenhouse gas emissions.</p> <p>The strategy has a number of actions towards which SmartSound Connect can contribute, particularly through the business applications and innovations that a high-speed data network in SSP can help accelerate. This includes areas such as marine autonomy and the development of marine science that can help reduce, mitigate / limit the impact of greenhouse gas emissions. Furthermore, the R&D that will emerge from the mobile high-speed data network testbed will help to shape the development of smart shipping and drive the logistical</p>

		efficiencies reducing fuel consumption and contributing towards clean growth.		
Urgent decisions				
11	Is the decision urgent and to be implemented immediately in the interests of the Council or the public?	Yes		(If yes, please contact Democratic Support (democraticsupport@plymouth.gov.uk) for advice)
		No	No	(If no, go to section 13a)
12a	Reason for urgency:			
12b	Scrutiny Chair Signature:		Date	
	Scrutiny Committee name:			
	Print Name:			
Consultation				
13a	Are any other Cabinet members' portfolios affected by the decision?	Yes		
		No	No	(If no go to section 14)
13b	Which other Cabinet member's portfolio is affected by the decision?	N/A		
13c	Date Cabinet member consulted	23/06/2020		
14	Has any Cabinet member declared a conflict of interest in relation to the decision?	Yes		If yes, please discuss with the Monitoring Officer
		No	No	
15	Which Corporate Management Team member has been consulted?	Name	Anthony Payne	
		Job title	Strategic Director for Place	
		Date consulted	25/06/2020	
Sign-off				
16	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	DS17 20/21	
		Finance (mandatory)	pl.20.21.37.	
		Legal (mandatory)	LS/34911/AC/24/6/20.	
		Human Resources (if applicable)	N/A	

		Corporate property (if applicable)	N/A					
		Procurement (if applicable)						
Appendices								
17	Ref.	Title of appendix						
	A	Briefing report <i>part 1</i>						
Confidential/exempt information								
18a	Do you need to include any confidential/exempt information?	Yes		If yes, prepare a second, confidential ('Part II') briefing report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box in 18b below. (Keep as much information as possible in the briefing report that will be in the public domain)				
		No	No					
		Exemption Paragraph Number						
		1	2	3	4	5	6	7
18b	Confidential/exempt briefing report title: Briefing note part 2			x				
Background Papers								
19	Please list all unpublished, background papers relevant to the decision in the table below. Background papers are <u>unpublished</u> works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.							
Title of background paper(s)		Exemption Paragraph Number						
		1	2	3	4	5	6	7
N/A								
Cabinet Member Signature								

20	I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget. In taking this decision I have given due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not. For further details please see the EIA attached.		
Signature		Date of decision	03/07/2020
Print Name	Tudor Evans		

BRIEFING REPORT

2020/22 SmartSound Connect

**Project Summary:**

Plymouth is the home to Smart Sound Plymouth (SSP), which is a trials and proving area for advanced marine and maritime technologies and autonomy.

PCC have bid for capital grant funding of £1.8M to allow it, and its SSP partners of Plymouth Marine Laboratory, Marine Biological Association, University of Plymouth, and University of Exeter, to install high-speed mobile data network connectivity over Plymouth Sound and coastal waters up to 12 miles offshore. This essential connectivity will be freely available under license to any qualifying business or organisation engaged in Research & Development and prototype testing. It will enable SSP to become the UK's Centre of Excellence for advanced marine prototyping, testing and certification. This testing facility will support the Council's Resurgam COVID recovery programme providing up to 100 high-value jobs and developing local technical skills for tomorrow. This programme will provide growth and sustainability of the marine and maritime sectors. Any capital grant with no cash investment match required by the Council will be a good deal for Plymouth and the local economy.

We are requesting that the Service Director for Economic Development be authorised to take any necessary decisions and carry out any functions related to this project which has further stages that may need timely decisions.

Alternative options considered and rejected: No other alternative has been considered.

Financial implications: None we are seeking pure capital grant. No cash match from PCC.

Recommendation:

1. To accept any capital grant funding for the Council's SmartSound Connect project. The project will provide digital connectivity over Plymouth Sound and coastal waters
2. To authorise the Service Director for Economic Development to take any necessary decision related to the capital grant funding and award contracts for this project subject to a final business case being approved by CCIB and the funding being added to the capital programme.

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EXECUTIVE DECISION

made by a Cabinet Member



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

Executive Decision Reference Number – L43 19/20

Decision	
1	Title of decision: Tranche 2: Transforming Cities Fund
2	Decision maker (Cabinet Member): Councillor Tudor Evans (Leader)
3	Report author and contact details: Richard Banner, Transport Strategy Co-ordinator, SP&I, Ballard House, PL1 3BJ, T: +441752304836
4	Decision to be taken: <ul style="list-style-type: none"> • Approves the Business Case • Allocates £52,081,673, for the programme within the Capital Programme, funded by: <ul style="list-style-type: none"> ○ £51,263,677 DfT Transforming Cities Fund, ○ £817,996 from External Contributions <ul style="list-style-type: none"> ▪ £187,500 from Private Sector Contributions (Travel Grants), ▪ £540,496 from Innovate UK (Mobility Hubs) ▪ £90,000 from Private Sector (Impact Labs, Mobility Hubs) • Authorises the procurement process for the programme • Delegates the authority to authorise the procurement process to Paul Barnard, Service Director for Strategic Planning and Infrastructure • Delegates the authority to award of the contract(s) to Paul Barnard, Service Director for Strategic Planning and Infrastructure • Approves the adoption of the Governance arrangements submitted as part of the TCF bid (see appendix A)
5	Reasons for decision: Provides authorisation to spend the funding awarded to Plymouth City Council as part of the Transforming Cities Fund Tranche 2.
6	Alternative options considered and rejected: Without authority to proceed there are a number of consequences: <ul style="list-style-type: none"> • We would need to return up to £51,263,677 to the Department for Transport • This in turn would make it more difficult to secure funding in the future. • This in turn would delay investment in infrastructure needed to bring forward the growth of the

	<p>city.</p> <ul style="list-style-type: none"> This could undermine the delivery of the Joint Local Plan <p>This would ultimately impact upon the growth of the city.</p>		
7	<p>Financial implications:</p> <p>The funding package of schemes within the TCF bid is made up as follows:</p> <p>Transforming Cities Fund: £51,263,677</p> <p>External Contributions: £817,996</p> <p>Approved within the Capital Programme: £17,015,714</p> <p>Approval to be sought: £15,049,487</p> <p>Total TCF Tranche 2 Programme: £84,146,874</p> <p>Department for Transport Final Announcement of Award</p> <p>It is to be noted, at the time of writing that the DfT announcement as to the value of the TCF grant to be allocated to Plymouth, has not been made. Therefore, the value of the DfT grant could vary from that quoted in the recommendations, hence reference 'up to'. Any match funding agreed at the current time for any elements of the overall programme that are not approved will also be adjusted accordingly.</p>		
8	<p>Is the decision a Key Decision?</p> <p>(Contact Democratic Support for further advice)</p>	<p>Yes</p> <p>No</p>	<p>X</p> <p>results in the Council spending or raising annual income by more than £1million (or more than £3million if that is the total cost of a contract award/Capital Spend)?</p> <p>results in the Council saving more than £1million</p> <p>results in the Council saving less than £1million and the saving will have a material impact upon service provision such as a significant change or a cessation of service delivery and associated staff redundancies or a significant impact on customers?</p> <p>X</p> <p>has a significant impact on communities living or working in two or more wards?</p>
<p>If yes, date of publication of the notice in the Forward Plan</p>		<p>1st May 2019</p>	
9	<p>Please specify how this decision is linked to the Council's corporate plan and/or the policy framework and/or the revenue/capital budget:</p>	<p>Supporting the Joint Local Plan (JLP) through the delivery of schemes on the Infrastructure Needs Assessment and supporting the policies of the JLP, specifically:</p> <ul style="list-style-type: none"> - Policy SPT9, Strategic principles for transport planning and strategy <p>We will deliver an integrated approach to transport and planning, delivering a strategic approach to transport based</p>	

upon the following key principles:

1. Suitable growth as a key driver behind the transport strategy within Plymouth, whilst making sure that transport is delivered in the most health promoting and environmentally responsible manner;

4. Seeking to reduce the impact of severance caused by transport networks, enabling more journeys by walking, cycling and public transport and providing genuine alternative ways to travel from home to work and other facilities;

5. Providing realistic sustainable transport choices and increasing the integration of transport modes so that people have genuine alternative ways to travel.

8. Adopting a hierarchy of transport modes and routes based upon different spatial settings (regional, city, market town and neighbourhood / billage).

Partnership working, with local and regional partners, realising greater benefits over the life of the plan and beyond.

Corporate Carbon Reduction Plan (2019-21)

On 8 March 2019 the Council declared a Climate Emergency and produced a number of key actions to make Plymouth carbon neutral by 2030. The Corporate Carbon Reduction Plan (2019-21) set out the ambitions to:

- Reduce the corporate CO2 emissions and to “deliver the Council’s Carbon Management plan”;
- A green, sustainable city that cares about the environment.

The Transforming Cities Fund supports these ambitions by:

- Supporting Fleet with the conversion of vehicles to EV through the installation of Electric Vehicle Charging Points both at Fleet locations and locations through the city, providing a ‘mobility hub’ charging station in each of the cities wards; and
- The capital investment of the Transforming Cities Fund will encourage more people to walk, cycle; catch the bus, travel by train or transfer to electric vehicles. This will increase the number of people travelling sustainably in the city, reducing the impacts of conventional modes of travel in support of our goal to create a greener more sustainable city.

Plymouth’s Climate Emergency Action Plan (2019)


On 18 March 2019 the City of Plymouth councillors voted unanimously to declare a climate emergency, committing to meet the most significant challenge facing the city and our planet through achieving carbon neutrality by 2030.

The latest report by the Intergovernmental Panel on Climate Change is very clear that limiting global warming to 1.5°C by 2030 is necessary to prevent significant global worsening of floods, droughts and extreme heat. Plymouth recognises the opportunity we have to lead on the de-carbonisation agenda, providing local vision and delivery.

Annually, Transport accounts for 28% of the CO2 in the city. For Plymouth to achieve our reduction target by 2030 we need

		<p>to act three times faster than envisaged by the current government policies. Whilst the Council is committing additional resources to tackle the climate emergency, we also recognise the need to maximise the funding from other sources such as developers and government.</p> <p>Our vision for what a carbon neutral city looks like is as follows:</p> <ul style="list-style-type: none"> - All cars will have zero emissions and there will be charging points on every street and car park - All parts of the city will have good air quality - Our transport system will be providing people with high quality public transport... better connecting us locally and nationally - Ferries and boats will be battery powered with zero emissions. <p>The Transforming Cities Fund provides that opportunity to accelerate investment in sustainable modes in the city. This type of investment (which will need to be sustained) will be fundamental to achieving our carbon neutral ambitions by 2030. We will increase the roll out of EV charge points which will help encourage the uptake in Electric Vehicles. This in turn will improve the air quality of our city. The investment in bus, rail, walking and cycling will provide residents with high quality public transport options, better connecting places of work with places of residence. We are also working with the ferry operators to start to overhaul our maritime emissions from diesel to battery.</p>		
Urgent decisions				
I 0	Is the decision urgent and to be implemented immediately in the interests of the Council or the public?	Yes		(If yes, the Lead Scrutiny Officer must be consulted before approaching the Chair of the Overview and Scrutiny Committee. Ensure that the Chair signs the report at section I 1a and that section I 1b is completed <u>after</u> the sign off codes in Section 17 are completed)
		No		(If no, go to section 12)
I 1a	Signature			Date
	Print Name			
I 1b	Reason for urgency:			
Consultation				
12	Are any other Cabinet members' portfolios affected by the decision?	Yes	X	(If yes, go to sections 13 and 14)
		No		
13	Which other Cabinet member's	The Transforming Cities Fund bid has been developed with		

	portfolio is affected by the decision?	oversight from: Councillor Mark Coker – Cabinet Member for Strategic Planning and Infrastructure Councillor Sue Dann – Cabinet Member for Environment and Street Scene Councillor Mark Lowry – Cabinet Member for Finance							
14	Please confirm that you have consulted this Cabinet member	Yes		(No is not an option)					
15	Has any Cabinet member declared a conflict of interest?	Yes		Need a note of dispensation granted by the Council's Monitoring Officer					
		No	X						
16	Which Corporate Management Team member has been consulted?	Name and title	Anthony Payne Strategic Director for Place						
17	Please include the sign off codes from the relevant departments consulted:	Democratic Support (mandatory)			DS99 19/20				
		Finance (mandatory)			akh.19.20.284				
		Legal (mandatory)			MS.14.02.20				
		Human Resources							
		Assets							
		IT							
		Procurement							
Other Information									
18	An Equalities Impact Assessment should be attached to the report	Yes	X	(Please attach the EIA to this report)					
Briefing report									
19	Is the briefing report attached?	Yes	X	(No is not an option)					
	List (and include a hyper link to) <u>published</u> work/information used to prepare the report.								
	Do you need to include any confidential/exempt information?	If yes, prepare a second, Part II, report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box. (Remember to keep as much information as possible in the briefing report that will be in the public domain)							
			Exemption Paragraph Number						
			1	2	3	4	5	6	7

Confidential/exempt briefing report title										
Background Papers										
20	<p>Please list all background papers relevant to the decision in the table below.</p> <p>Background papers are <u>unpublished</u> works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based. A folder or a file should not be cited as a background paper, though individual items within the folder or file may be. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</p>									
Title		Part I	Part II	Exemption Paragraph Number						
				I	2	3	4	5	6	7
Business Case Transforming Cities Fund Tranche 2			X		X					
Cabinet Member Signature										
21	I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget.									
Signature					Date of decision		03/07/20			
Print Name		Councillor Tudor Evans								

Plymouth TCF Tranche 2



**PLYMOUTH CITY COUNCIL
TRANSFORMING CITIES FUND – TRANCHE 2**

ASSURANCE FRAMEWORK

Final

MAY 2020



DOCUMENT CONTROL SHEET**Project Name:** Plymouth TCF Tranche 2**Project Ref:****Report Title:** Assurance Framework**Doc Ref:** Final**Date:** 20 May 2020

	Name	Position	Signature	Date
Prepared by:	Ian Beavis	Consultant		20/11/19
Reviewed by:	Richard Banner	TCF Programme Director		19/05/20
Approved by:	Philip Heseltine	Head of Transport		20/05/20

Revision	Date	Description	Prepared	Reviewed	Approved
1	20/11/19	1 st Draft	IB	RB	
2	27/11/19	Final – Submission	IB	RB	PH
3	20/05/20	Final		RB	PH

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I INTRODUCTION

I.1 Purpose of Assurance Framework

- I.1.1 This document sets out the Assurance Framework for the Plymouth City Council Transforming Cities Fund (TCF) programme. It details the processes for management, delivery and monitoring of schemes through the TCF programme, following funding award from the DfT.
- I.1.2 This document has been produced in accordance with the Department for Transport '*National Local Growth Assurance Framework Guidance*'¹ that ensures Local Enterprise Partnerships (LEPs) and Mayoral Combined Authorities (MCA) have the appropriate mechanisms and processes in place to manage funding delegated to them. The principles of this guidance are presented within this assurance framework. By way of best practice this framework has also drawn upon information within the Assurance Framework for the Heart of the South West (HotSW) Local Transport Board which sets out the processes to manage transport schemes within the Local Growth Fund programme for the Heart of the South West Local Enterprise Partnership (LEP).

1

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdf

2 BOARD PURPOSE, STRUCTURE AND OPERATING PRINCIPLES

2.1 Strategic Objectives and Purpose

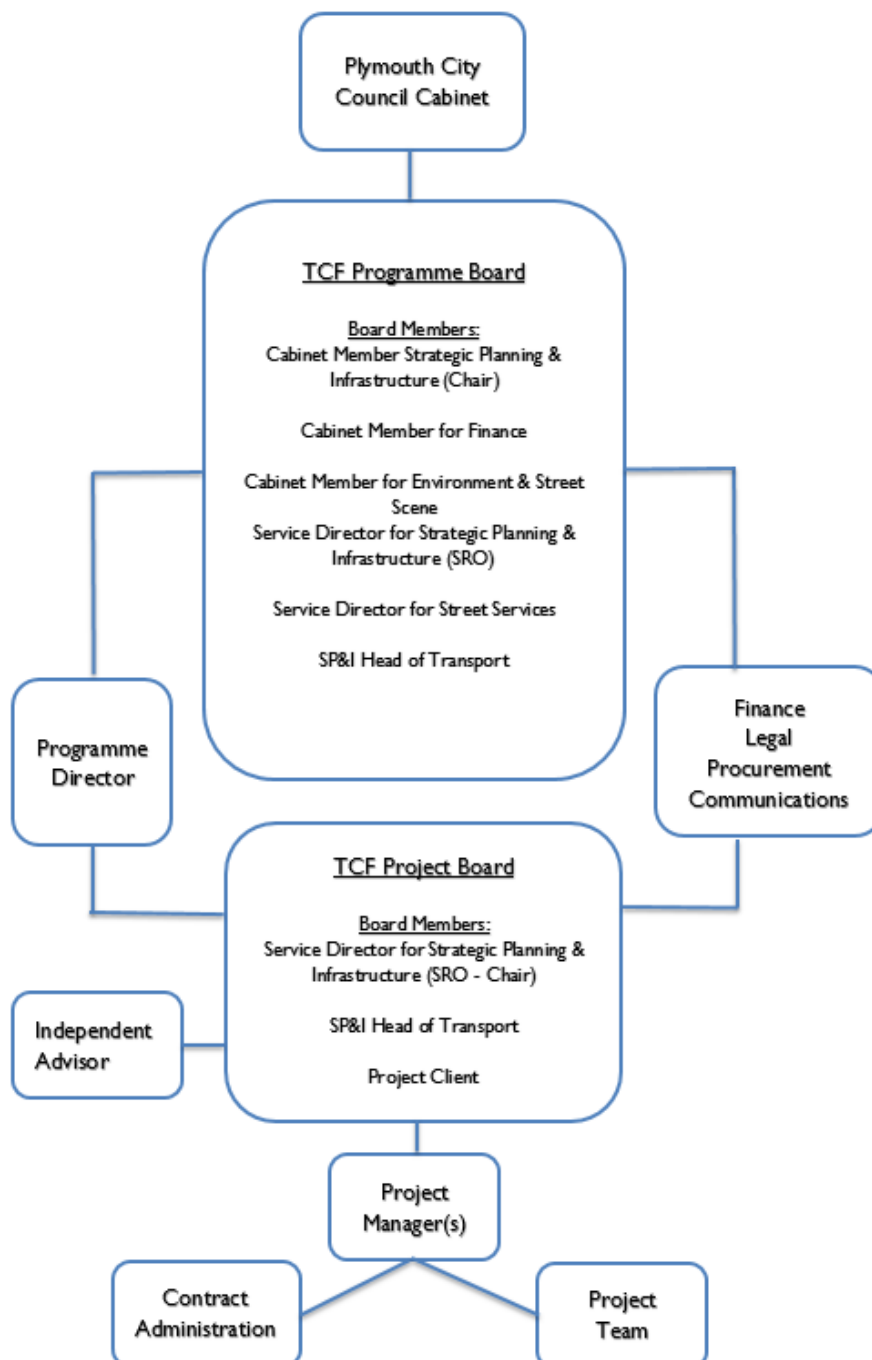
2.1.1 Governance of the TCF programme will be managed by the following boards:

- TCF Programme Board (Member)
- TCF Project Board (Officer)

2.1.2 The role of each of these is set out in the following sections, demonstrating the reporting mechanisms from the project to programme level.

2.1.3 The Governance structure for the programme is shown in the Organogram below:

Plymouth Transforming Cities Project Organogram



2.2 Board Structure and Membership

TCF PROGRAMME BOARD

- 2.2.1 The Programme Board will oversee the development and delivery of the TCF programme. This member's board will meet on a quarterly basis to review the progress of the programme. The Board will manage by exception, and will delegate the management of projects to the Project Board and Senior Responsible Officer, escalating key issues and decisions as appropriate. Key decisions that are required to ensure the delivery of the scheme will be escalated to the Programme Board, which would be responsible for making these decisions.
- 2.2.2 The Programme Board will have the following responsibilities:
- Meeting this Assurance Framework which will be agreed with the DfT. This will include accountability for decisions, financial propriety and regularity
 - Reviewing the programme progress and delivery risks, and advising on appropriate actions
 - Providing strategic direction to the programme
 - Accountability for meeting the programme objectives
 - Providing necessary approvals from one delivery stage to the next
 - Providing direction and support to the Project Board
 - Change management and programme assurance
 - Ensuring political support to the programme.
- 2.2.3 For any recommendation that has a significant financial, political or Council Priorities impact that cannot be managed within the delegated authority to the Programme Board, these will be escalated to Cabinet.
- 2.2.4 As set out in the *'Transforming Cities Fund Tranche 2'²* guidance document, the DfT will be able to attend Board meeting with observer status as requested.

TCF PROJECT BOARD

- 2.2.5 The TCF Project Board will oversee the development and delivery of TCF Projects. This officer group meets on a monthly basis and operates within the authority delegated from the Programme Board at a project level.
- 2.2.6 The TCF Project Board will have the following responsibilities:
- Reviewing project progress and delivery risks, advising on appropriate actions.
 - Providing strategic direction to projects
 - Testing Value for Money
 - Accountability for meeting the project objectives
 - Reviewing project progress from one delivery stage to the next prior to the review and approval stage of the Programme Board.
 - Providing direction and support to TCF Clients
 - Change management and project assurance
 - Ensuring external support to the projects.
- 2.2.7 For any recommendation that has a significant financial, political or Council Priorities impact that cannot be managed within the delegated authority to the Project Board will be escalated to the Programme Board.

² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/786857/transforming-cities-tranche-2-applications.pdf

SENIOR RESPONSIBLE OFFICER AND PROJECT TEAM

- 2.2.8 The Senior Responsible Officer (SRO) will oversee the successful delivery of the TCF programme, assisted by the Programme Director. The programme is made up of a series of projects. Each project will have a designated Client who ensures the interests of the SRO are represented through the project's life cycle and a Project Manager who deals with the day to day issues that occur during the development and delivery of their scheme.
- 2.2.9 In consultation with the Client each Project Manager will appoint their Project Team to work on the various stages of the project.
- 2.2.10 The Senior Responsible Officer (SRO) for the Programme will be the Service Director for Strategic Planning & Infrastructure.
- 2.2.11 The SRO has overall accountability for the delivery of the programme ensuring that each project remains focused on achieving its objective. They have the authority to make decisions concerning the delivery of the programme within certain delegations.
- 2.2.12 The SRO is responsible for:
- Providing clear leadership and direction through the life of the programme
 - Ensuring that the programme is technically and financially viable and compliant with corporate standards and strategic business plans
 - Managing the interface with key senior stakeholders
- 2.2.13 The Senior Responsible Officer will provide advice and direction on issues that are escalated from the Programme Director or Project Board. If these issues are considered likely to have a significant impact upon the delivery of project(s) within the programme, they are further escalated to the Transforming Cities Fund Programme Board.

TCF PROGRAMME DIRECTOR

- 2.2.14 The Programme Director will support the SRO to ensure the programme remains on track and projects remain focused on achieving the TCF objectives.
- 2.2.15 The Programme Director will advise Clients on technical and/or financial matters, escalating issues and recommendations to the SRO as required.
- 2.2.16 The Programme Director will manage the relationship with DfT, co-ordinating updates and reporting on deliverables. Any proposed changes (scheme additions/subtractions) to the TCF programme will first be agreed with the Funder (DfT) ahead of ratification at the Programme Board.
- 2.2.17 The Programme Director is responsible for:
- Updating the SRO and Programme Board on the progress of the Programme
 - Highlighting any technical or financial issues that exist to the SRO, assisting Clients in making recommendations to ensure the programme remains on track.
 - In partnership with the SRO managing the relationship with DfT, seeking agreement to any programme level changes ahead of ratifying changes at the Programme Board.
 - Co-ordinating updates and reporting to DfT
 - Receiving progress reports and exception reports from the Client and following up as necessary
 - Assisting the Client in the resolution of problems, issues and change control.

TCF CLIENT

2.2.18 The Client is responsible for representing the interests of the SRO throughout the project life cycle. The Client owns the transport problem that is being addressed and ensures that the project provides an appropriate solution to that problem. There is only one Client for any project.

2.2.19 The Client is responsible for:

- At the initiation of the project defining the project's objectives, scope and requirements, consulting as necessary with other potential stakeholders and the Programme Director
- Agreeing the project remit with the Project Manager at the start of each project phase
- Agreeing any changes to the scheme requirements during the course of the project
- Managing, leading on and co-ordinating the Independent Assessment of the project at each gateway review
- Receiving progress reports and exception reports from the project manager and following up as necessary
- Co-ordinating the submission of business case(s) to the Programme Board
- Assisting the project manager in the resolution of problems, issues and change control.
- Managing PCC's relationship with external stakeholders with an interest in particular schemes

TCF PROJECT MANAGER

2.2.20 The Project Manager is the individual responsible for managing the development and the delivery of a project on behalf of the TCF Project Board, under remit from the Client and on behalf of the SRO.

2.2.21 The Project Manager leads and manages the project team with the authority and responsibility to run the project on a day-to-day basis.

2.2.22 The Project Manager is responsible for:

- Managing the project on a day-to-day basis within the remit provided by the Client and delegations provided by the SRO.
- Being aware of the business objectives of the project and ensuring that these are satisfied
- Ensuring that the project produces the required products, to the required standard of quality and within the specified constraints of time and cost, in consultation with the Technical Representative
- Establishing the project organisation, defining the roles and responsibilities and deliverables for each team member
- Performing project planning, monitoring and control of the project
- Establishing the safety ethic within the project team and ensuring that the project complies with safety regulations
- Ensuring that the statutory processes are followed and appropriate consents are obtained
- Ensuring compliance with Plymouth City Council standards and processes
- Managing and administering any consultant or supplier contracts
- Managing project risks, including development of contingency plans
- Initiating corrective action when necessary
- Reporting through agreed reporting lines on project progress
- Managing project resources, including project works contractors

- Ensuring that the Client has relevant up to date information on the project and is involved in major decision making, including independent advisor reviews
- Leading and directing a multi-discipline project team which may consist of development, design and construction, commercial, planning, testing and commissioning and support personnel.

TCF TECHNICAL REPRESENTATIVE

2.2.23 The Technical Representative will support the Client and Project Manager by acting as an advisor for the design, construction, maintenance and operational assumptions made by the project team during the development and delivery of the project. They will ensure the scheme is fit for purpose, will deliver intended outcomes against TCF objectives and can be successfully operated post construction.

2.3 Conflicts of Interest

2.3.1 This section outlines how potential conflicts of interests of members will be managed, for example that members act in the interests of the Council as a whole and not according to the sectoral, geographical or departmental interests that they represent. This is particularly important in the arrangements for agreeing the prioritised programme for funding, reviewing business cases and approving individual schemes.

2.3.2 There are two primary types of conflict of interest – organisational and personal. Organisational conflicts of interest will typically be where a member is voting on a scheme in its area or department, or one that directly affects it. Personal conflicts could occur where an individual has, for example, a business interest that could directly benefit from a scheme.

2.3.3 The system for managing potential conflicts of interest will be through several layers of safeguards:

- There should be a majority of democratically elected members over non-elected members when any vote is taken. A vote cannot be taken if this requirement is not met.
- A collated register of interests for all voting Board members will be held; this will cover personal and business interests across the whole TCF programme area;
- Members should comply with the Council's code of conduct;
- Suitable training will be given to voting members if required to ensure that they have a clear understanding of the approval processes and how interests should be declared (particularly important for members who may not have been involved in a similar process);
- A robust and clear independent level of technical support which will help ensure there are clear reasons for decisions
- An independent audit and scrutiny process

2.4 Support and Administration Arrangements

2.4.1 The support and administration functions required to enable the Board to undertake its functions can be summarised as follows:

- Independent professional technical analysis and scrutiny of schemes including Business Cases;
- Administrative support to the Board;
- Secretariat support including management of records and communications;
- Financial management including monitoring and

- Legal monitoring and support.

- 2.4.2 Plymouth City Council will provide secretariat support required to maintain records, decisions and communication arrangements on behalf of the Board. This will be part-time support within the scope of existing posts.
- 2.4.3 Plymouth City Council will also provide financial management on behalf of the Board including the maintenance of suitable financial records and monthly reports. This will be part-time support within the scope of existing posts.
- 2.4.4 Plymouth City Council's Legal team will provide advice as required to ensure that the decisions and activities of the Board conform with legal requirements with regards to environmental, equality, procurement, state aid and other issues. The legal team will also provide an important role in supporting the Board's communication channels with stakeholders and the public. This will be part-time support within the scope of existing posts.

2.5 Working Arrangements and Meeting Frequency

- 2.5.1 The Programme Board will meet on a quarterly basis to review the development and delivery of the approved TCF Programme. The Programme Board provides the authority necessary for schemes to progress through each stage of business case development and for scheme construction. In exceptional circumstances urgent decisions on revised scheme funding arrangements can be made in between Board meetings by a special meeting of the Board.
- 2.5.2 The Project Board will meet monthly to review the progress of projects within the approved TCF Programme, escalating issues by exception to the TCF Programme Board.

3 PRIORITISATION OF SCHEMES

3.1 Sifting and Prioritisation Approach

- 3.1.1 PCC have carried out a process of identifying potential Tranche 2 schemes and interventions that could form part of the TCF package, and carrying out prioritisation of these schemes prior to commencing more detailed scheme development and appraisal work.
- 3.1.2 The prioritisation approach has been based on identifying a long list of potential schemes, and sifting these through a two-stage process to identify preferred schemes. The prioritisation approach is summarised below:

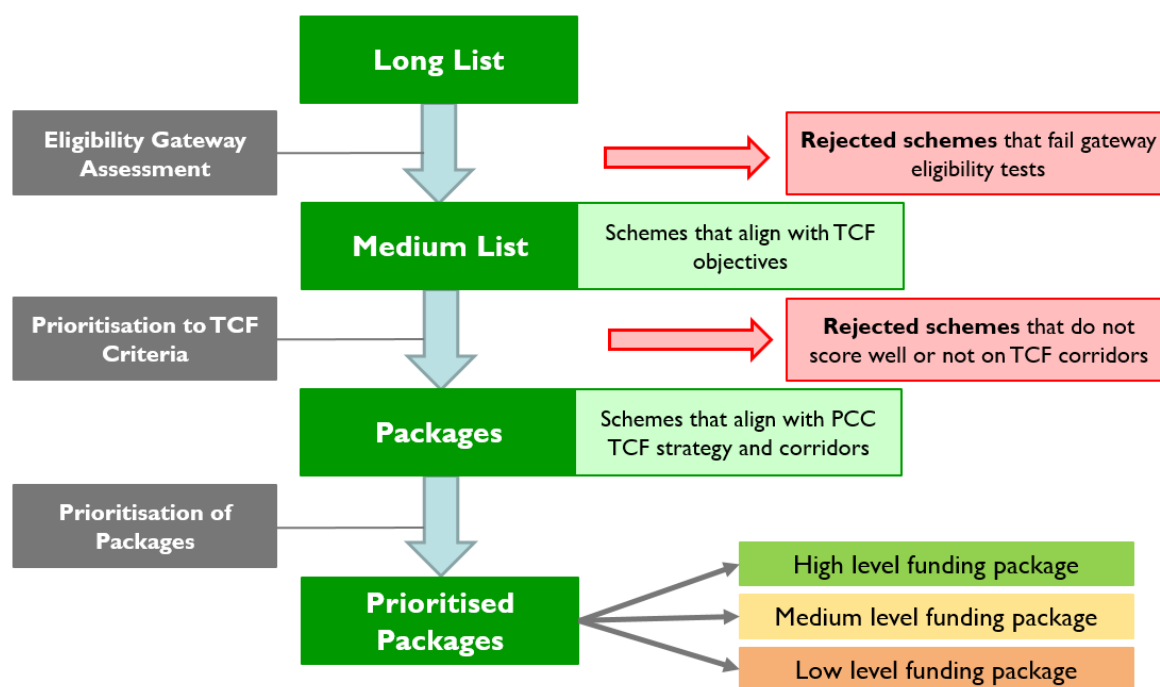


Figure 1: Sifting and Prioritisation Approach

- 3.1.3 The approach has used a 3-stage sifting and prioritisation process to develop a programme of schemes that are presented in the SOBC for the core, medium and high level TCF investment programmes. The approach used 2 key sifting gateways, where schemes that weren't considered to be appropriate for the TCF programme were rejected. Further details in the process are set out below.

Stage 1 – Eligibility Gateway Assessment

- 3.1.4 An initial list of potential TCF schemes was developed through consultation with teams within PCC and key stakeholders within the travel to work area. Scheme promoters were invited to submit an initial scheme pro-forma, which set out details of the scheme, key objectives, outputs and a likely scheme delivery cost and programme. This process resulted in a wide range of scheme submissions from PCC and external stakeholders, and schemes that were at an early stage of development.
- 3.1.5 Submitted schemes were collated and reviewed against a set of pass/fail criteria, designed to assess whether schemes would be eligible for the TCF programme. These included essential objectives of the TCF fund, as set out in the TCF Tranche 2 guidance, as well as other key requirements. The eligibility criteria used in this assessment are set out below:

- Scheme focusses on improving sustainable transport for commuting trips, and providing access to employment centre, Enterprise Zones and development sites;
- Scheme encourages mode shift and providing sustainable access to employment for commuters;
- Scheme reduces carbon emissions;
- Scheme will represent value-for-money³;
- Scheme is deliverable in the TCF funding period;
- Scheme will provide benefits to key TCF corridors.

3.1.6 Schemes that did not meet all the eligibility criteria set out above were not considered to be eligible for the TCF programme and were rejected.

3.1.7 Schemes that met all the eligibility criteria were carried forward to Stage 2 of the prioritisation process.

Stage 2 – Prioritisation Against TCF Objectives

3.1.8 At Stage 2, schemes were assessed and scored against a range of criteria, aligned to the objectives of the TCF fund. These criteria were weighted against the TCF priorities, which identified essential and desirable objectives of the fund. The criteria and weightings are set out below:

Criteria		Weighting
Focusses on improving sustainable transport for commuting trips, and providing access to employment centre, Enterprise Zones and development sites	Essential	3
Encourages mode shift and providing sustainable access to employment for commuters	Essential	3
Reduces carbon emissions;	Essential	3
Will represent value-for-money	Essential	3
Will help to deliver wider social and economic benefits for the community	Desirable	1
Will support housing delivery	Desirable	1
Will bring about improvements to Air Quality	Desirable	1
Aligns to the Future of Mobility Grand Challenge	Desirable	1

Table 1: Scheme Prioritisation Assessment Criteria

3.1.9 Each scheme was scored against the above criteria using a 4-point scale, ranging from 0 (does not meet objective) to 3 (strongly meets objective). Total scores were produced by multiplying each score against the weighting, and then summing this over all the criteria.

3.1.10 Through this assessment process, each scheme was scored, allowing an initial prioritised list of schemes was developed. At this stage, a threshold was applied to the prioritised list, where schemes that performed well against the assessment criteria were considered to be schemes that aligned strongly with the TCF programme objectives. Schemes below the designated threshold were not considered to be strongly aligned to the TCF aims, and hence were sifted out at this stage.

3.1.11 Schemes above the threshold were considered to be schemes that aligned strongly with TCF objectives and could be delivered within the TCF period. These schemes were taken forward to Stage 3 of the process.

Stage 3 – Forming a TCF Programme

3.1.12 At Stage 3, all schemes that progressed to this stage were considered as part of the development of the core, medium and high level TCF investment programmes. The TCF programmes were developed considering the following criteria:

- Level of deliverability risk;
- Total scheme cost;
- Level of local contribution;
- Value-for-Money category and robustness;
- Scheme delivery programme.

3.1.13 Using the above criteria, the core TCF programme was developed to consist primarily of schemes that scored well against the assessment criteria, had a low level of deliverability risk within the TCF funding period and represented value-for-money. Consideration was given to the individual scheme delivery programmes, to develop an overall balanced programme of schemes that would be spread across the TCF delivery timescales (i.e. schemes wouldn't all be scheduled for construction at the same time).

3.1.14 This assessment has led to the development of the Core, Medium and High Level delivery programmes that are set out in the SOBC.

3.1.15 The TCF funding allocation for Productive Plymouth is £51,263,677. The prioritised list of schemes include:

- Mobility Hubs;
- Better Places Plymouth;
- Royal Parade Bus Infrastructure;
- Mayflower Street Bus Stops;
- Plymouth Station Access;
- Dockyard to City Centre – Walking and cycling improvements;
- Signal Optimisation / ITS;
- Woolwell to The George;
- St Budeaux Interchange;
- Crownhill Road Sustainable Transport Corridor;
- Workplace Travel Package

3.1.16 The schemes held in reserve are those submitted as part of the Core, Medium and High Level delivery programmes set out in the SOBC submission.

4 PROGRAMME MANAGEMENT AND INVESTMENT DECISIONS

4.1 Introduction

- 4.1.1 The following sections set out the processes for approving schemes through the governance arrangements set out earlier in this document, and for managing delivery of the overall scheme programme.

4.2 Scheme Approval Process

- 4.2.1 Based on the guidance set out in the TCF Tranche 2 guidance document, schemes that are under £40m in value are able to be approved through the local governance arrangements. Schemes that exceed this threshold will be required to be approved through the DfT. Currently, no Plymouth City Council schemes included within the TCF submission exceed the £40m threshold, and hence all schemes will be approved at a local level.
- 4.2.2 The scheme approval process will consist of the following stages. The following stages will be applied proportionally to schemes depending on their value, with a more streamlined approval process for small schemes (less than £5m in value) and full approval process for schemes exceeding £5m in value.
- Following funding approval from the DfT for the TCF programme, all scheme will be required to produce a Project Initiation Document (PID) for approval by the Board. The PID will set out the scope, budget and programme for scheme development work to take the scheme through the following approval stage to final approval, and detail out-turn scheme cost estimates, funding breakdown and construction programme at this stage.
 - Following approval of the PID, schemes will be developed to Outline Business Case (OBC) stage. This will include outline scheme design, and revisions to the scheme cost estimates, risk registers and construction programmes. Outline Business Cases will be submitted to the Board for approval to progress to Full Business Case (FBC) stage.
 - Schemes will then be required to produce Full Business Cases which will be submitted to the Board for final approval, prior to any construction work commencing. FBCs will only be submitted to the Board when all necessary procedural approvals are in place and scheme are ready to commence construction.
 - Following approval of the FBC, schemes will progress to the construction stage.
- 4.2.3 As set out in the *Transforming Cities Fund Tranche 2* guidance document, individual scheme business cases and funding approval documentation will be made available to the DfT on request.

Approval Process for Small Schemes (<£5m)

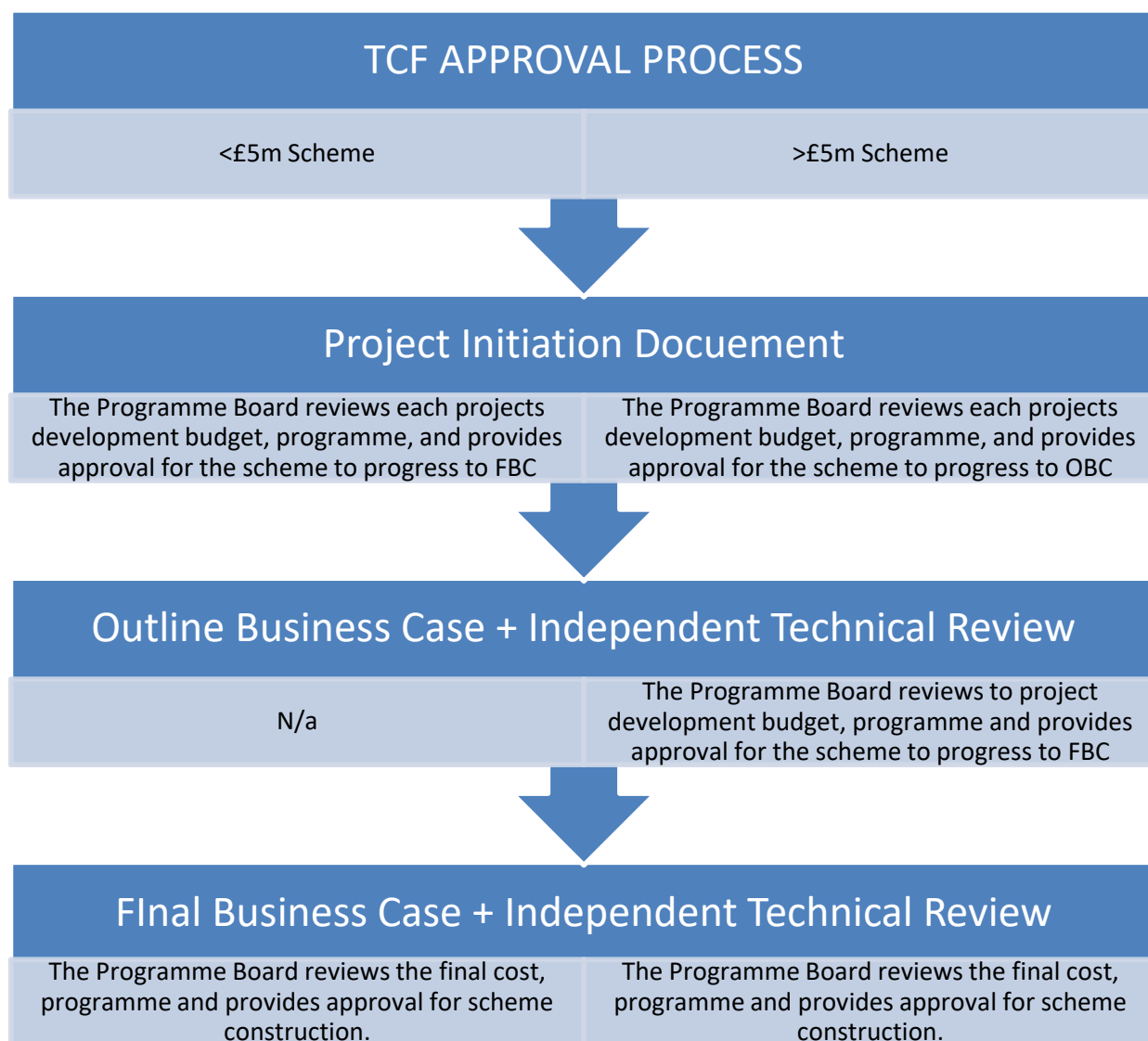
- 4.2.4 The above approval process will be streamlined for small schemes (<£5m in value) to allow these schemes to progress quickly to the construction stage. Small schemes will not be required to submit Outline Business Cases; hence the approval process will proceed from initial approval of the PID, to the FBC approval stage.

Approval Process for Major Schemes (>£5m)

- 4.2.5 The full approval process will be applied for major schemes (>£5m in value). Following approval of the PID, these schemes will be required to submit both an OBC and FBC to the Board for approval prior to construction commencing.

Independent Technical Review

- 4.2.6 All scheme Business Cases (both OBCs and FBCs) will be subjected to individual scrutiny of technical elements, to ensure that technical assessments and design specifications have been carried out correctly and meet the requirements of DfT guidance and the TCF programme. This scrutiny will be carried out by individuals independent of the project team, either through PCC staff not involved in the project or consultant support. The reviewer(s) will submit a report to the Board (at either OBC or FBC stage), outlining the findings of the independent review, and making recommendations as to whether further assessments are required. The reviewer will attend Board meetings to present the findings from the review if required.



4.3 Value for Money

- 4.3.1 Business Cases submitted to the Board (both OBC and FBC) will be required to include a value-for-money (VfM) appraisal, in line with DfT requirements set out in the 'Transport Business Case'⁴ (January 2013). VfM appraisals will be completed for each scheme based on methodologies set out in WebTAG.
- 4.3.2 Scrutiny of the VfM appraisal will be carried out by the Independent Technical Reviewer as part of the OBC and FBC review process. The reviewers report to the Board will detail the findings of this review, and identify any uncertainties in the VfM appraisal that has been carried out. It is anticipated that at FBC stage, the VfM appraisal will consist of an update to scheme cost estimates only, unless any significant changes to the scope or design of the scheme have changed.

- 4.3.3 Following guidance set out in the DfT *Transforming Cities Fund Tranche 2* guidance, schemes will be required to demonstrate that they represent value-for-money. Schemes will be expected to demonstrate a value-for-money categorisation of High or above; the methodology for VfM categorisation is set out in the DfT *Value for Money Framework*⁵. Schemes with a value-for-money categorisation below High (i.e. a Benefit-to-Cost ratio < 2) will be required to justify why the VfM appraisal falls into a lower categorisation, and will only be approved in exceptional circumstances. Further information will be provided in the business case around any non-monetarised benefits of the scheme along with details of the schemes close alignment with TCF's core and strategic objectives for Plymouth. The board will consider these additions when a decision is taken.

⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/630704/value-for-money-framework.pdf

4.4 Programme Management and Cost Control

- 4.4.1 At FBC approval stage, the TCF contribution to each scheme will be approved. Scheme funding approval, including the proposed funding breakdown, will be set out in the Board minutes. A register of scheme approvals will be produced and maintained by Plymouth City Council.
- 4.4.2 Given that within the SOBC submission, no schemes currently exceed the £40m threshold, all scheme approvals, and hence management of the whole TCF programme, will be carried out at a local level through the Programme Board.
- 4.4.3 TCF funding will be capped at the levels agreed at final approval of the SOBC. Should scheme costs increase beyond this, either through the OBC and FBC approval stages or post FBC approval, an exceptions report will be generated and submitted to the Programme Board, setting out the revised scheme costs and proposed funding arrangements.
- 4.4.4 At this stage, the Programme Board will consider the process for managing scheme cost increases as set out below (in order of priority):
1. If available due to underspend, TCF funding from within the DfT approved programme will be reallocated to cover cost increases; and/or
 2. Additional local contributions will be provided to cover cost increases, either from further investment from Plymouth City Council or other public or private funding sources;
 3. If additional funding is not available from the above options, consideration will be given as to whether the scope of the scheme can be reduced or whether value engineering could reduce out-turn scheme costs. Any reduction in the scope of the scheme will require re-assessment of the scheme value-for-money appraisal to ensure that the scheme would continue to result in at least High value-for-money, and to the scheme objectives and outcomes to assess any impact as a result in the reduction in scope.
- 4.4.5 If any scheme is determined to be undeliverable, either due to increases in scheme costs, delays to scheme programme or other deliverability issues, the DfT will be notified to discuss the reallocation of funding. This could include the reallocation of funding within the approved TCF programme (April 2020) or funds could be allocated to a new scheme selected from those submitted as part of the TCF November 2019 submission.
- 4.4.6 Any programme additions must be selected from those schemes submitted in the TCF November 2019 SOBC submission, with priority given to those schemes submitted within the core scenario. When selecting a replacement consideration will be given to: affordability; deliverability within the time remaining, and value for money to ensure the appropriate addition/replacement is selected.

5 MONITORING, EVALUATION AND REPORTING

5.1 Summary

- 5.1.1 Project Managers of all schemes will be required to monitor the benefits of schemes post construction, and to evaluate performance against scheme objectives and outputs.
- 5.1.2 A Monitoring and Evaluation Plan for each scheme will be produced and included as part of the Final Business Case submission; this plan will set out the monitoring requirements in terms of pre and post construction data collection, the methodologies for doing this and how data will be analysed to evaluate the impacts of the scheme. Evaluation indicators will be set out with consideration of guidance in the DfT guidance document 'Monitoring and Evaluation Framework for Local Authority Major Schemes' (September 2012). It should be noted that this guidance is intended for major schemes, but will be considered for all schemes within the TCF programme. The Senior Responsible Officer will be responsible for ensuring that the required data collection and surveys are carried out.
- 5.1.3 A Benefits Realisation Plan and an Evaluation Plan will be developed to a timetable agreed with the Department. These reports will be made available to the Department and, where possible, published on Plymouth City Councils website.
- 5.1.4 Regular progress reports will be provided to the Department (frequency, format and content to be agreed) to enable the monitoring of progress and performance. It is likely that this will track progress against key milestones for the entire programme and individual schemes (e.g. approval decisions, start of construction, completion etc), spending data (e.g. forecast spend vs actual), risk summary and a brief narrative commentary on progress and issues.
- 5.1.5 In the interest of transparency, a single central Transforming Cities Fund page will be published on the Plymouth City Council website which will provide access to business cases and associated Value for Money statements for schemes funded by the Transforming Cities Fund. These (the business case and value for money statement) will be published at least 20 working days ahead of board meetings. Members of the public will have the ability to comment on these, captured through an online survey on the TCF main page. These comments will be presented to the board when a decision is being taken.
- 5.1.6 Review meetings (frequency to be agreed) will take place between Plymouth City Council and DfT to discuss progress with delivery and decision making. Following the review, the annual profile of funding may be adjusted to match the expected profile of delivery if this changes.
- 5.1.7 As part of National Evaluation (NE) of the Fund Plymouth City Council will work with the NE team to help build an evidence base on the impacts and benefits of TCF. This will help inform future investment decisions.

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TRANSFORMING CITIES FUND

Tranche 2 Bid: Productive Plymouth – Exec Decision Briefing Note



Background

The *Productive Plymouth* programme is a co-ordinated package of schemes that, collectively, will deliver a transformational change in the city regions sustainable transport 'offer'. The objective is driving up productivity through transforming key commuter corridors, making it quicker and easier for people to get around; particularly from areas of deprivation where car ownership is low and current sustainable travel options are limited, to existing and new employment opportunities.

The programme builds upon the £7.6M of investment, the third highest award nationally, which Plymouth secured for its Tranche One programme. Delivery is well underway, with Plymouth boasting the delivery of first Tranche One scheme across any of the 12 competing city regions, in the shape of the King George V Playing Field walking and cycling link at Sherford.

Creation of the Transforming Cities Fund (TCF) & Aim

The Transforming Cities Fund was created as part of the Autumn Budget 2017. The fund (£1.2bn) has the aim of driving up productivity and distributing prosperity through investment in public and sustainable transport in some of the largest English city regions. The Fund focusses on intra-city connectivity, making it quicker and easier for people to get around, and to access jobs and employment.

The *Productive Plymouth* programme achieves the programme aim and cross-cutting priorities by transforming the city's sustainable transport network. A step change in the use of sustainable travel modes will be achieved, access to work will be improved, housing delivery sites will be unlocked, air quality and carbon emissions will be tackled (through a reduction in single occupancy car trips and more efficient use of public transport) and the city will be well placed to adopt the use of new mobility systems and technology as part of the Grand Challenge on the Future of Mobility.

Productive Plymouth: Vision, Rationale and Strategy

The *Productive Plymouth* TCF Vision is to **provide a world class sustainable transport system, helping Plymouth become one of Europe's most vibrant waterfront cities**. This vision will be achieved through improving the connectivity, quality and clarity of Plymouth's sustainable transport network. It is an expansion of Plymouth's overarching Vision to be "one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone," set out in the Plymouth Plan and reiterated in our TCF Expression of Interest and Tranche One submissions.

The Plymouth and South West Joint Local Plan, adopted in March 2019 covering a geographical area of 400,000 people, is one of only 40% of plans nationally that fully meets the housing and employment needs of the area in full through to 2034. The Plymouth TCF bid sets out the strategic direction that is necessary to transform the travel behaviours around our city consistent with these growth commitments. Overall, we aim to provide conditions for growth, which improves intra-city connectivity, promotes equality, provides better access to employment, training and education and improves the health of our communities. The benefits of the growth of Plymouth will be enjoyed far beyond the city boundaries; however, success on this scale must be supported by investment in sustainable transport.

The Rationale for Investment

Plymouth is England's 15th largest city and the most significant urban area in the South West peninsula, with a workday population of 260,913 (2011 Census) and a GVA of £5bn per annum. The overall workday population for the wider city region is 354,000, demonstrating the importance of Plymouth to the wider region (stretching into South and West Devon and South-East Cornwall) as an economic and employment centre.

The city region includes the largest naval base in Western Europe; England's second largest fresh fish market; the highest percentage of manufacturing employment of any city south of the Midlands; the UK's first marine Enterprise Zone, Oceansgate; high-profile internationally focussed manufacturing businesses; Kawasaki, Plessey, BD, Rittal and three universities.

In order to drive productivity, it is necessary to provide safer, more appealing and reliable journey times. However, by 2034 with the increase in trips from a growing population modelling forecasts show that even with the implementation of all committed transport schemes and a modal shift of between 5 and 10% from car to sustainable transport the Plymouth urban area will be congested. This presents a substantial worsening of the current situation. This level of congestion will impact upon productivity. It is therefore clear that a transformation of the sustainable transport network through significant investment in provision and services is required in order to provide reliable and effective public transport network and an enhanced active travel mode offer.

Through *Productive Plymouth* we intend to do just that. Boosting productivity (GVA) by £2.7bn per annum by 2034 at the same time as driving a dramatic reduction in the city's transport contribution to climate change through transforming Plymouth's sustainable transport. This will achieve truly inclusive growth; 28% of Plymouth households do not have access to a vehicle and unemployment remains high at 4.7% - 1.4% and 0.3% higher than regional and national averages respectively¹. A high quality sustainable transport system will deliver universal access and tackle the persistent problem of congestion, connecting labour with employment opportunities for the benefit of all.

Tranche 2

As announced at Budget 2020, Plymouth city region will receive £51.263m in capital grant funding for Tranche 2 of the Transforming Cities Fund. This, combined with the £7.6m provides a total of £58.863m secured externally for walking, cycling and public transport improvements in the city, making this the single biggest funding award that Plymouth City Council has ever received.

Our TCF Tranche 2 bid:

- Clearly demonstrates the value for money of investment in our city region. The prioritised list of schemes offers excellent value for money to the taxpayer with a Benefit to Cost Ratio (BCR) of 3.47, placing it within the Department for Transport's 'high' value for money category.
- Provides Transformational Infrastructure on key commuter corridors across the city, delivering a step-change in the sustainable transport offer of the city through improved door-to-door connectivity and providing quality infrastructure that delivers alternatives to the private car.
- Reduces the city's carbon footprint by bringing about an increase in the volume and proportion of journeys made by low carbon sustainable modes. Investment can save 872 tonnes (metric) of CO₂ each year, providing a direct funding source that begins to address the impacts of transport in our city as part of delivering the Climate Change Emergency Action Plan approved at Full Council in December.
- Encourages the uptake in sustainable transport modes, through the use of new mobility systems and technology, aligning with the Grand Challenge on the Future of Mobility. Investment in the Transforming Cities Fund will encourage an additional 2,200 daily cycling trips and 19,000 additional walking trips daily in the opening year.
- Supports our strong growth potential and ambitions to grow the population to over 300,000, helping to deliver 26,700 new homes and creating an additional 13,200 jobs by 2034. We estimate that the TCF award will support 1,161 FTE construction jobs with an additional £51.4m GVA generated from FTE wages spent locally.

Feedback to date on the quality of our submission has been extremely positive. Over the past 12 months we have made the most of the co-development offer from the DfT who have supported the development of our bid. We have hosted DfT officials on a number of occasions, giving them a first-hand view of the interventions we are proposing to make in support of development across the city. We have also received significant levels of stakeholder support when developing our bid, represented by the 39 letters of support we have received from businesses and organisations across the city region.

We have the vision. We have the ambition. We have both determination and a proven track record of delivery. With support from the Transforming Cities Fund and our impressive range of partners who have endorsed the bid, we will transform the fortunes of the people of Plymouth.

TCF Tranche 2 Final Programme

Mobility Hubs EVs

Installation of about 50 multi-modal mobility hubs, strategically integrated into the public transport network. These will consist of 300 electric vehicle charging points, 400 e-bikes, car club, 0.5 megawatts of solar carports and a smart booking system. Local residents, employees, businesses and visitors will be able to plan their journeys to use public and shared transportation, both in the city and on the main routes into Devon and Cornwall.

Proposed EV hub locations: 9 in Plympton and Plymstock, 16 in Moorview, 27 in Sutton & Devonport.

City Centre Walking and Cycling Links

Better Places Plymouth is a long-term programme of investment to transform the City Centre's streets and spaces to: support and enable inward investment and provide for a diversification of uses in the centre including new employment; connect the City's best assets; de-clutter and enhance pedestrian and cycle movement for all; and resolve conflicts between different modes (pedestrians/ Cyclists/ Vehicles).

Royal Parade Improvement Scheme

The section of road is a significant point within the cities transport network. 158 buses stop on average in an hour, as well as significant numbers of public owned vehicles using the road at the same time, thus highlighting the need for improvement. The scheme aims to increase the capacity of Plymouth's principle bus interchange by inserting shallow saw-tooth bus stops along either side of the carriageway. This is in combination with retaining the bus lanes in each direction.

Mayflower Street Bus Stops

To upgrade the bus infrastructure on Mayflower Street to take pressure of Royal Parade which currently suffers with queuing at the bus stops. It will enable the northern area of the City Centre to be better served by the bus network, linking to other modes of transport.

Plymouth Station: Forecourt Interchange

Create a pedestrian priority area and linking to phase one of the railway station concourse improvements being delivered and funded through Tranche 1 of TCF (TCF T1).

Walk and Cycle Improvements from Dockyard to City Centre

The Dockyard (B3396 Saltash Road) to City Centre corridor has been identified as a route that could be significantly enhanced from a cycling and walking perspective. This scheme provides a 2.7 kilometre facility along a key commuter corridor.

UTC Smart Cities – Traffic Management

Upgrading and integrating all the signals on the main roads in to the city centre in order to:

Reducing the amount of congestion on the network by smoothing traffic flows and prioritising signals in response to demand in real time.

Improve air quality around our main roads as stop/start driving is inefficient in terms of fuel consumption and increases vehicle emissions.

Give priority to buses approaching junctions, phasing signals to give traffic flowing with buses a 'green wave' through the city

Enable a much more effective response to traffic incidents, especially on main arterial routes

Woolwell to the George Transport Improvement Scheme

Dedicated walking and cycling facilities linking the P&R with the existing Woolwell community to support up to 2,000 new houses as part of the Woolwell Urban Extension;

Woolwell Roundabout replaced with signal control junction and new signal junction at Woolwell Crescent including controlled crossing facilities.

Public Transport Hub at St Budeaux

St. Budeaux rail stations (Victoria Road and Ferry Road), both in close proximity to frequent bus services between St Budeaux Square and the north of the city would provide a pivotal role in connecting commuters using improved

rail services from the South East Cornwall and West Devon with employment and healthcare opportunities in the Derriford and Northern Corridor Growth Area. Enabling passengers to interchange at St. Budeaux reduces journey times by sustainable transport compared travelling via Plymouth Station.

Crownhill Road Sustainable Transport Package

This scheme creates a nearside bus lane in each direction, with 2 lanes of general traffic in the offside lanes. The bus lanes will be shared with cyclists, meaning that cyclists would be fully segregated from general traffic. The scheme includes bus and cycle facilities at the Crownhill Road / Budshead Road junction. The improvements will benefit bus journey times and reliability, offering social and economic benefits to the travelling public, especially commuters with shortened journeys and reduced air pollution.

Work Places Travel Grants

We want to help businesses to develop, grow the local economy, address the challenge of climate change and encourage people to lead healthier, more active lives by walking, cycling and using buses and trains more.

The Council will work with employers to develop and deliver sustainable travel policies & infrastructure in their workplace so that organisations:

- Can encourage staff to travel more actively so that they can enjoy the health benefits of doing so. Encouraging healthier, more active lifestyles can help to reduce absence rates, increase levels of morale, job satisfaction and productivity;
- Contribute to reductions in CO2 and other emissions associated with car based work related journeys;
- Can better manage any on-site car parking, freeing capacity and potentially allowing employers to reduce the number of car parking spaces or change the use of the spaces to encourage car sharing or to provide space for secure cycle parking, and;
- Has the knowledge and tools at your disposal to deliver sustainable travel policies.

St Budeaux Station to Dockyard Walking and Cycling Route.

The St Budeaux Station (A3064 Wolseley Road) to Dockyard corridor has been identified as a route that could be significantly enhanced from a cycling and walking perspective. This route connecting Tamar Bridge to city centre schemes provides a 3.2 kilometre facility along a key commuter corridor.

Scheme	DfT Funding	Total
Mobility Hubs	£ 9,793,278.00	£ 11,569,535.00
City Centre Walking & Cycling	£ 12,290,040.00	£ 23,594,267.00
Royal Parade Bus Interchange	£ 1,972,196.00	£ 1,972,196.00
Mayflower St Bus Improvements	£ 289,260.00	£ 289,260.00
Plymouth Station Improved Access	£ 1,500,000.00	£ 4,000,000.00
Dockyard to City Centre W&C	£ 1,565,328.00	£ 1,565,328.00
Signal Opt. / ITS	£ 4,281,762.00	£ 4,281,762.00
WWTG	£ 5,000,000.00	£ 22,115,213.00
St Budeaux Station Interchange	£ 1,205,035.00	£ 1,205,035.00
Crownhill Rd Sustainable Corridor	£ 6,956,652.00	£ 6,956,652.00
Work Place Travel Package	£ 810,126.00	£ 997,626.00
Dockyard to St Budeaux Station	£ 5,600,000.00	£ 5,600,000.00
Totals	£ 51,263,677.00	£ 84,146,874.00

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

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TRANSFORMING CITIES FUND – TRANCHE 2

Creating a world class sustainable transport system.



STAGE 1: What is being assessed and by whom?

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

Transforming Cities Fund – Tranche 2

Aim:

The Fund is part of the National Productivity Investment Fund, providing additional capital for productivity enhancing programmes, through a place-centric approach.

It aims to drive up productivity and distribute prosperity through investment in public and sustainable transport in some of the largest English city regions. The Fund is focussed on intra-city connectivity, making it quicker and easier for people to get around – and access jobs in – some of England’s biggest cities.

Increasing the proportion of journeys made by low carbon, sustainable modes is a further key objective of the Fund alongside aiming to support wider cross-cutting priorities such as:

- Improving access to work and delivering growth
- Encouraging the use of new mobility systems and technology as part of the Grand Challenge on the Future of Mobility
- Tackling air pollution and reducing carbon emissions
- Delivering more homes
- Delivering apprenticeships and improving skills.

The *Productive Plymouth* programme achieves the programme aim and cross-cutting priorities. By transforming the city’s sustainable transport network, a step change in the use of

STAGE 1: What is being assessed and by whom?

	<p>sustainable travel modes will be achieved, access to work will be improved, housing delivery sites will be unlocked, air pollution and carbon emissions will be tackled (through a reduction in single occupancy car trips and more efficient public transport) and the city will be well placed to adopt the use of new mobility systems and technology as part of the Grand Challenge on the Future of Mobility, as they come forwards.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Support the local economy and facilitate economic development, for example by improving access to centres of employment, Enterprise Zones, and development sites that have the potential to create additional jobs, reducing congestion, or improving the reliability and predictability of journey times. • Reduce carbon emissions. • Support housing delivery. • Bring about improvements to air quality, particularly to support compliance with legal limits in those areas where NO2 exceedances have been identified and are in the process of developing plans.
Responsible Officer	Richard Banner
Department and Service	Strategic Planning and Infrastructure
Date of Assessment	03/02/2020

STAGE 2: Evidence and Impact

Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Age	50+ Plymouth -	The scheme is not	N/A	N/A

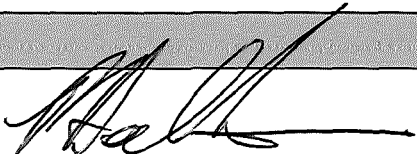
STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	34.1% (nationally - 33.3%) • 75+ Plymouth - 7.6% (nationally - 7.5%) • 0-15 Plymouth - 17.5% (nationally - 20.2%) • Over 75's predicted to rise faster than any other group (19k in 2011 to 24k k in 2021).	anticipated to have any adverse impact on specific age groups.		
Disability	31,164 people declared themselves having long term health problem or	The scheme is not anticipated to have any adverse impact on	Crossings and other facilities will be provided to support the visually	

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	disability.	specific disability groups.	and mobility impaired.	
Faith, Religion or Belief	<p>Christian 148,917 people (58.1%).</p> <p>Islam 2,078 people (0.8%).</p> <p>Buddhism 881 people (0.3%).</p> <p>Hinduism 567 people (0.2%) described their religion as Hindu.</p> <p>Judaism 168 people (0.1%)</p> <p>Sikhism 89 people (<0.1%)</p>	The scheme is not anticipated to have any adverse impact on specific faiths, religions or beliefs.	N/A	
Gender - including marriage, pregnancy and maternity	<p>50.6% of population are women.</p> <p>Of those aged 16 and over 90,765 (42.9%) people are married. 5,190 (2.5%) are separated and still legally married or legally in a</p>	The scheme is not anticipated to have any adverse impact on specific faiths, religions or beliefs.	N/A	

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<p>same-sex civil partnership.⁷</p> <p>34 Civil Partnership Formations in Plymouth in 2013</p> <p>0 Teenage conceptions in Derriford West & Crownhill in 2012.</p>			
Gender Reassignment	26 referrals from Plymouth were made to the Newton Abbot clinic, in 2013/14 to February 6.	The scheme is not anticipated to have any adverse impact on specific gender reassignment.	N/A	
Race	<p>92.9% of Plymouth's population identify themselves as White British.</p> <p>7.1% identify themselves as Black and Minority Ethnic (BME) with White Other (2.7%), Chinese (0.5%) and Other Asian (0.5%) the most common ethnic groups.</p>	The scheme is not anticipated to have any adverse impact on specific race.	N/A	

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Sexual Orientation -including Civil Partnership	It estimated that there are 12,500 – 17,500 Lesbian, gay or bi-sexual people aged over 16.	The scheme is not anticipated to have any adverse impact on specific sexual orientation group.	N/A	

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 inequality gap, particularly in health between communities.	It is not anticipated to have an impact on the inequality gap, particularly in health between communities.	2019/2020 Head of Transport, Infrastructure & Investment.
Good relations between different communities (community cohesion).	It is not anticipated to have an impact on good relations between communities.	2019/2020 Head of Transport, Infrastructure & Investment.
Human Rights	It is not anticipated that people's human rights will be impacted upon by the scheme.	2019/2020 Head of Transport, Infrastructure & Investment.

STAGE 4: Publication			
Director, Assistant Director/Head of Service approving EIA.		Date	3 rd February 2020