

BUSINESS CASE

Intensive School Engagement (Cycling & Scooting) Service



EXECUTIVE SUMMARY

This project seeks approval to commence the process to re-procure the Intensive School Engagement (Cycling & Scooting) Service.

The Intensive School Engagement Service has been on offer to Plymouth schools since September 2012¹, and is a fun, innovative and engaging way of encouraging schools to cut down on car use and increase active and sustainable travel, using a project-based approach. The provider works with schools to deliver events and activities that promote active travel and break down the barriers to cycling, scooting and walking.

The overall aim of the project is to increase the number of young people travelling to school actively and/or sustainably with a particular focus on areas that have seen infrastructure improvements and with a particular focus on the strategic growth areas.

The objectives are to:-

- Reduce the number of young people travelling to school by car – with a shift to active travel modes or use of public transport.
- Raise awareness of the benefits of active travel in schools and amongst the wider school community of parents and teachers.
- Create a culture of active travel within project schools and the wider school community of parents and teachers that can be sustained after the project has finished
- Work in partnership with the City's Bikeability provider, in order to maximise the benefits of all programmes.
- Maximise awareness of, and participation in, activities associated with the wider Plymotion programme amongst schoolchildren and the wider school community of parents and teachers.

The objectives are achieved through delivery of a wide range of events, activities and sessions run in Plymouth schools, such as:

- bike and scooter skills training
- led rides, including transition rides to secondary school and college
- Dr Bike and bike maintenance training
- curriculum-linked sessions on active travel
- incentive schemes for classes and individuals
- various competitions such as Big Pedal (bike and scoot challenge)
- Be Safe Be Seen and other safety sessions
- bike powered smoothie maker and other fun sessions on active and healthy living
- sessions to encourage Year 6 pupils making the transition to secondary school to cycle and travel safely

This programme supports the overall Plymotion project.

The project is externally funded through a Department for Transport grant, with further funding having now been secured to continue this important programme until 31 August 2022. The key objective for tendering at this time is to ensure continuity in provision of the service to schools, their pupils and parents.

¹ There was one year when the service was not provided 2016/17 due to a lack of funding

RECOMMENDED DECISION

It is recommended that the Service Director:

- Approves this Business Case
- Authorises the commencement of the Procurement Process
- Delegates the award of the contract(s) to Philip Heseltine, Head of Transport

PART I: PROJECT PARTICULARS			
Project Value (indicate capital or revenue)	This is a revenue project and the estimated value over the contract term (32 months) is £283,733 Contracts will be let up to the value of the available budget, and extension options will only be enacted if additional funding is secured.	Contingency (show as £ and % of project value)	N/A
Programme	This project supports the schools aspect of the overall Plymotion programme which is fully funded through Government Grants and S106 developer contributions	Is the project on the 'Priority List' or a Council Pledge (Y/N)	No
Directorate	Place	Service Director	Paul Barnard, Service Director for Strategic Planning and Infrastructure
Senior Responsible Officer	Philip Heseltine, Head of Transport	Project Manager	Debbie Newcombe, Sustainable Transport Programmes Co-ordinator
Address and Post Code	Strategic Planning and Infrastructure Plymouth City Council Ballard House West Hoe Road Plymouth PL1 3BJ	Ward	All wards could be impacted by this project, as the Intensive School Engagement (Cycling and Scooting) Service is delivered in schools across the city.
Detailed Description of Proposal			
<p>The Intensive School Engagement (Cycling & Scooting) Service has been in place, almost continuously, since 2012 and is a highly commended programme amongst schools and external partners. It supports the Council's wider Plymotion programme by encouraging children to travel actively and sustainably, and teaching them the benefits of doing so. This year the programme is directly supporting the achievement of two Climate Emergency Action Plan actions.</p> <p>The project is 100% externally funded through Government grants, which have now been confirmed until 31 August 2022, and a developer contribution which has been secured and drawn down. The current contract ends in December 2021 and we are therefore looking to re-procure the contract to ensure continuity in provision of this vital service for schools, their pupils and parents, for the remainder of the 2021/22 academic year, with the option to extend for 2 further years, subject to ongoing funding.</p>			

The aims and objectives of the Intensive School Engagement project fully align with the Council's Climate Emergency Action Plan through the reduction of private car use and the Council's commitment to walking and cycling as set out in the Plymouth Plan.

In the Plymouth Plan we have made a commitment to deliver a safe, accessible, sustainable and health enabling transport system² that delivers a step change in walking, cycling and public transport as the travel modes of choice for those living in and visiting the city.³ We have said that we will make sure that transport is delivered in the most health promoting and environmentally responsible manner,⁴ where the impact of severance caused by transport networks is reduced, enabling more journeys by walking, cycling and public transport and providing genuine alternative ways to travel⁵. To do this we have adopted a hierarchy of modes and routes based upon different spatial settings,⁶ with walking and cycling being the best option for local trips. Our strategy mirrors the national policy set out in the statutory Cycling and Walking Investment Strategy (CWIS)⁷ and accords with Government's vision articulated in the Gear Change Report⁸.

The main aim and objective of this project is to ensure continuity in provision of the Intensive School Engagement service which has proved extremely successful since it started back in 2012.

This project supports many of the wider objectives of the Council, particularly around improving health and the Climate Emergency Action Plan.

² Plymouth Plan Policy HEA6.

³ Plymouth Plan – Theme 2: A Green City.

⁴ Plymouth and South West Devon Joint Local Plan policy SPT9.1.

⁵ Plymouth and South West Devon Joint Local Plan Policy SPT9.4.

⁶ Plymouth and South West Devon Joint Local Plan Policy SPT9.8.

⁷ DfT: Cycling and Walking Investment Strategy, April 2017.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/918442/cycling-walking-investment-strategy.pdf.

⁸ Gear Change. A bold vision for cycling and walking, [July 2020](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/904146/gear-change-a-bold-vision-for-cycling-and-walking.pdf).

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/904146/gear-change-a-bold-vision-for-cycling-and-walking.pdf.

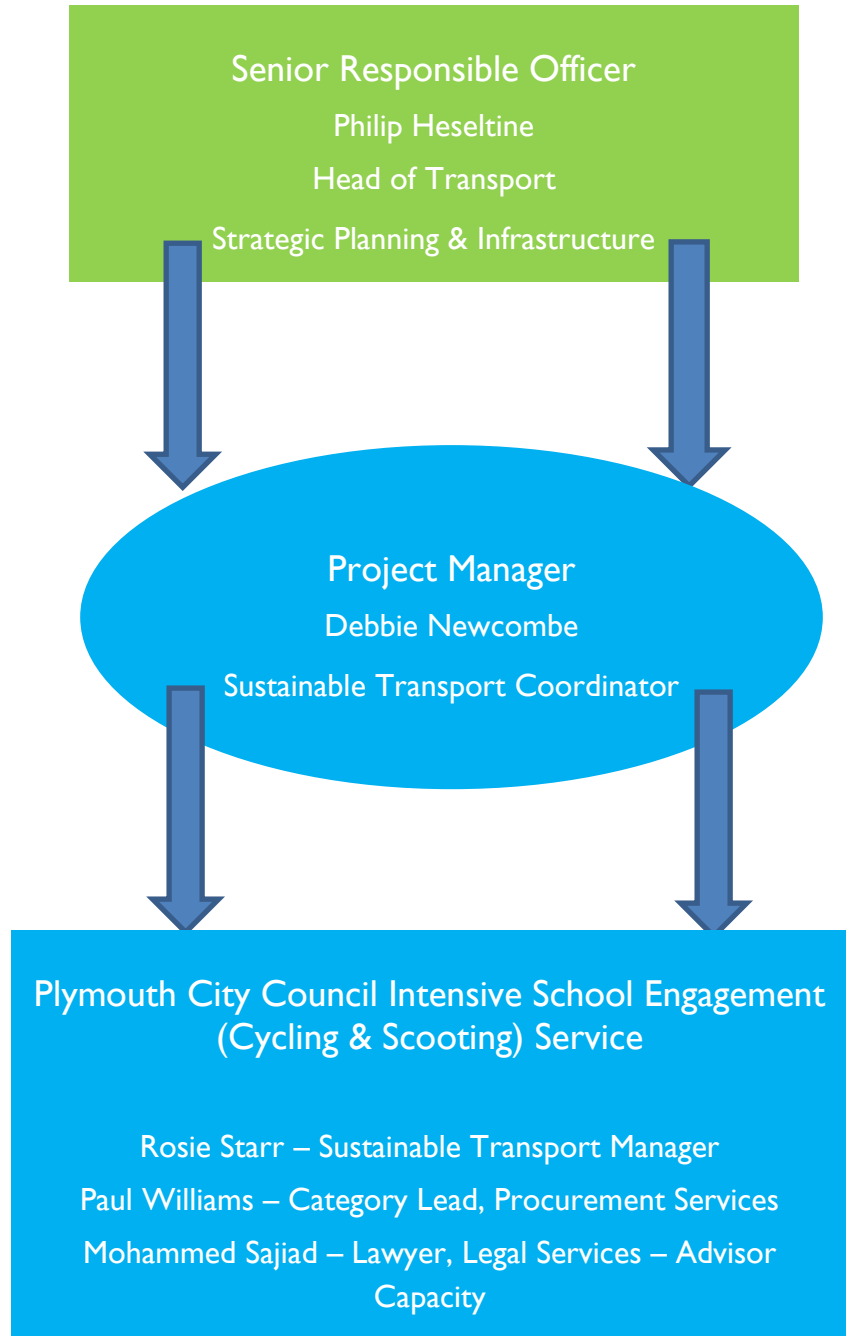
PART 2: VISION AND STRATEGIC CASE	
This is the opportunity to explain the strategic fit and should include how it helps to deliver the Corporate Plan / Plymouth Plan / Joint Local Plan, including how it assists delivery of the vision for the Council.	
<p>a) What is the business need and current issues that this project seeks to address</p> <p>b) Identify and list the objectives</p>	<p>The current contract ends in December 2021 and we are therefore looking to re-procure the contract to ensure continuity in provision of this vital service for schools, their pupils and parents, for the remainder of the 2021/22 academic year, with the option to extend for 2 further years, subject to ongoing funding.</p> <p>This project supports many of the wider objectives of the Council, particularly around improving health and the Climate Emergency Action Plan.</p> <p>The overall aim of the project is to increase the number of young people travelling to school actively and/or sustainably with a particular focus on areas that have seen infrastructure improvements and with a particular focus on the strategic growth areas.</p> <p>The objectives are to:-</p> <ul style="list-style-type: none"> • Reduce the number of young people travelling to school by car – with a shift to active travel modes or use of public transport. • Raise awareness of the benefits of active travel in schools and the wider school community. • To create a culture of active travel within project schools, and the wider school community of parents and teachers, that can be sustained after the project has finished • Work in partnership with the City’s Bikeability provider, in order to maximise the benefits of all programmes. • Maximise awareness of, and participation in, activities associated with the wider Plymotion programme amongst schoolchildren and the wider school community. <p>The objectives are achieved through delivery of a wide range of events, activities and sessions run in Plymouth schools, as set out above.</p>
<p>a) How does this meet your objectives above</p> <p>b) List the outcomes and benefits of this proposal</p>	<p>The outcomes and benefits of this proposal are:</p> <ul style="list-style-type: none"> • A reduction in the number of children travelling to school by car • An increase in active travel amongst school children, helping to tackle childhood obesity • Reduced air pollution outside the school gate due to a reduction in car use • Delivery of the Council’s commitment to reduce carbon emissions (through a reduction in car use) as part of the Council’s Climate Emergency commitment. • Instilling a sustainable travel mindset in young people
How much additional Council Tax per year will this generate	None

How much Business Rates per year will this create	None		
How much New Homes Bonus Grant will this raise	None		
How much CIL levy liability will be collected	None		
How many jobs will this proposal create (FTE)	Direct jobs	Indirect jobs	Apprenticeship/Trainee
	No additional jobs created	2	None
What are the consequences of not proceeding	If this procurement is not progressed, the funding that has been secured would need to be returned and all the excellent work that has taken place over the last 10 years would start to be lost.		
a) On completion of the project how will you know and report that the objectives have been met	As part of our bid to secure funding, targets are set out in relation to the number of schools and pupils with which the provider will need to engage.		
b) Date Benefit Realisation will be completed.	There will be a requirement on the provider to report back to the Council on how they have achieved these targets, as this will be needed to submit an end of project report to the Department for Transport who provide the funding. The date of benefit realisation will be the end of the contract term with interim benefits being realised at the end of each academic year that the programme is run.		
How does it deliver the Corporate Plan – http://www.plymouth.gov.uk/aboutcouncil/corporateplan			
Unlocking the City's potential	This project achieves this priority by working with the city's children to encourage them to travel actively and sustainably, instilling a mindset that will grow with them as they become adults, in turn helping create a green and sustainable city that cares about the environment.		
Caring Plymouth	This project achieves this priority by encouraging children to be more active, thereby helping reduce health inequalities. It also supports children to achieve better outcomes through their schooling, as an increase in activity is known to improve learning performance.		

<p>How does it deliver the , Plymouth Plan / Joint Local Plan https://plymswdevonplan.co.uk/policy</p>	<p>The aims and objectives of the Intensive School Engagement project fully align with the Council’s Climate Emergency Action Plan through the reduction of private car use and the Council’s commitment to walking and cycling as set out in the Plymouth Plan.</p> <p>In the Plymouth Plan we have made a commitment to deliver a safe, accessible, sustainable and health enabling transport system that delivers a step change in walking, cycling and public transport as the travel modes of choice for those living in and visiting the city. We have said that we will make sure that transport is delivered in the most health promoting and environmentally responsible manner, where the impact of severance caused by transport networks is reduced, enabling more journeys by walking, cycling and public transport and providing genuine alternative ways to travel. To do this we have adopted a hierarchy of modes and routes based upon different spatial settings, with walking and cycling being the best option for local trips. Our strategy mirrors the national policy set out in the statutory Cycling and Walking Investment Strategy (CWIS) and accords with Governments vision articulated in the Gear Change Report:</p>
<p>How does it achieve Growth Asset and Municipal Enterprise (GAME) objectives</p>	<p>Provision of the Intensive School Engagement (Cycling & Scooting) programme supports Plymouth’s sustainable development. The programme was a contributory factor to the mode shift assumptions (10% reduction in vehicle demand for journeys less than 5km) in the transport modelling supporting the development of the Joint Local Plan due to the prove impact it has on the people’s travel habits for the journey to school. This mode shift is essential for Plymouth’s highway network to be able to accommodate forecast increases in demand associated with the City’s growth agenda.</p>
<p>How does it Deliver Public Health and Social Equality outcomes.</p>	<p>Provision of the Intensive School Engagement (Cycling & Scooting) Service encourages children to become more active and sustainable. The reduced reliance on car journeys helps improve air quality which in turn has a positive effect on health, not only for those partaking in more sustainable travel but also the wider community.</p>
<p>Is this a Statutory Obligation of the Council</p>	<p>No</p>
<p>In scope</p>	<p>Out of scope</p>
<p>To increase the number of young people travelling to school actively and/or sustainably with a particular focus on areas that have seen infrastructure improvements and / or are located in the strategic growth areas.</p>	<p>Statutory provision of home to school transport for eligible children.</p>

PART 3: PROJECT DEVELOPMENT, PROCUREMENT AND DELIVERY

Project Governance
(insert flow chart)



Who are the key customers and beneficiaries

Schools, their pupils and parents

Which Partners are you working with

The successful bidder(s)

Who are the stakeholders

Schools, service provider, PCC Education Services, Department for Transport and sustainable transport users

Which Members have you engaged with and how have they been consulted

Councillor Jonathan Drean – Cabinet Member for Transport – Engagement through Cabinet Member briefings

<p>Procurement Options How have you engaged with the Strategic Procurement Service on the options and preferred approach.</p>	<p>The Strategic Procurement Service have allocated a Category Lead to this project.</p> <p>Procurement Options</p> <p>In line with the Council’s Contract Standing Orders, this requirement is classed as a High Value / High Risk Procurement, and as such, the estimated value exceeds the relevant Public Contract Regulations threshold and is subject to the full public procurement regime as set out in the Public Contract Regulations 2015 (PCR 2015) and Public Procurement (Amendment etc.) (EU Exit) Regulations 2020.</p> <p>Of the six UK/EU procurement procedures available, two procurement procedures are appropriate and have been considered for this particular requirement as follows:</p> <p>Open Procedure</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 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>Restricted Procedure</p> <p>This is a two-stage procedure. Stage 1 is a pre-selection stage (SQ) and its purpose is to select a shortlist of five (or more) suppliers which are likely to meet the tender requirements. Stage 2 is the tender stage where shortlisted suppliers which meet the SQ stage are then invited to tender, 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 (Stage 2) and in any event the number of suppliers invited shall be sufficient to ensure genuine competition. 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).</p> <p>Timescales to Consider</p>
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	<p>Time limits for the receipt of tenders must take account of the complexity of the contract requirement and the time required for the market place to compile and submit tenders.</p> <p>For the Open Procedure, the minimum time limit for the receipt of tenders is 35 days from the date on which the contract notice is sent for publication within the Find a Tender Service (FTS).</p> <p>Time limits for receipt of tenders may be reduced by five days where submission by electronic means is allowed.</p> <p>If requirements are urgent, and a longer time limit is impractical as a result then the tender period may be reduced to 15 days.</p> <p>For the Restricted Procedure, the minimum time limit for Stage 1 – receipt of SQ is 30 days from the date on which the contract notice is sent for publication within the Find a Tender Service (FTS).</p> <p>If requirements are urgent, and a longer time limit is impractical as a result then the tender period may be reduced to 15 days.</p> <p>For Stage 2 – Tender Stage, the minimum time limit from Invitation to Tender to receipt of Tenders is 30 days.</p> <p>Time limits for receipt of tenders may be reduced by five days where submission by electronic means is allowed.</p> <p>If requirements are urgent, and a longer time limit is impractical as a result then the tender period may be reduced to 10 days.</p> <p>Recommendation</p> <p>Following research of the current market place for this requirement, the recommended procurement route for this opportunity is to adopt the use of the Open Procedure.</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> <p>It is proposed that the contract(s) will be awarded until 31st August 2022 with the option to extend in annual increments for up to a further two years until 31st August 2024. The extension options will be subject to funding, which at this stage has only been agreed to the end of the current academic year.</p>
<p>Who is your Procurement Lead</p>	<p>Paul Williams – Category Lead</p>

<p>PART 4: OPTION ANALYSIS</p>	
<p>Option Analysis Undertaken</p>	
<p>Options considered were as follows:</p>	
<p>Option 1 - Do Nothing</p>	

This option was rejected as funding has been received to deliver this specific project. If the project does not go ahead the funding would need to be returned and all the excellent work that has taken place over the last 10 years would start to be lost.

Option 2 - Extend the Current Contract

This option was rejected because the current contract does not have any extension clauses built in.

Option 3 - Retender the Service Using the Open Procurement Procedure

This is the preferred option to ensure continuity of service for schools, children and parents. Whilst there was only one bid received when the service was last tendered in 2020, there were 16 organisations who viewed the opportunity so there is the potential for a greater number of bids to be received this time.

ANALYSIS OF PREFERRED OPTION

Demonstrate how this is the best option and most cost effective approach of achieving the objective you have identified. Provide evidence and validate how this is value for money.

The preferred option is to retender the service to ensure continuity of service for schools, children and parents. Given that the contract will be 100% externally funded we have to deliver the project to ensure that the funds do not need to be returned, and feel that using the open tender procedure will enable the greatest response from the market.

PART 5: TIMESCALES AND CONSTRAINTS				
Mandate Date	Presentation to CCIB date	Contract Award date	On Site date	Completion date
N/A	N/A	30 November 2021	2 January 2022	31 August 2022 unless additional funding can be secured to enact the extension years to take the contract through to 31 August 2024.
Have you engaged with Planning Department (if PP is required make sure you engage with planning prior to your BC going to CCIB)	N/A			
Is the budget cost reflective of planning requirements	N/A			
Who is your Planning Officer	N/A			
Planning Consent Date	N/A			
Give reasons for specific completion date	N/A			

PART 6: AFFORDABILITY AND FINANCING

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

What is the estimated impact on the Annual Band D Council Tax as a result of making the investment decision (Corporate Borrowing only)		2021/22	2022/23	2023/24				
		N/A	N/A	N/A				
Breakdown of project costs including fees surveys and contingency	N/A	£						
		£						
		£						
	TOTAL	£						
		£						
Provide details of proposed funding	N/A							
Which alternative external funding sources been explored (Provide evidence)	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							
Confirm you have taken necessary advice if this proposal is State Aid compliant	N/A							
Will this project deliver capital receipts? (If so please provide details)	N/A							
Capital avoidance	N/A							
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/N	If the answer is yes, have you attached the Cost Benefit Analysis			Y/N			
Capital spend profile	Prev. Yr.	18/19	19/20	20/21	21/22	22/23	Future Yrs.	Status

Total capital spend	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Funding to match with Project Value (Section I)
SI06 or CIL (Provide PA or site numbers)	N/A							
REVENUE COSTS AND IMPLICATIONS								
Feasibility Cost of Developing the Capital Project (To be incurred at risk to Service area)								
Feasibility cost of developing the project	N/A							
Revenue cost code for the feasibility costs	N/A							
Revenue costs incurred for developing the project are to be included in the capital total, the expenditure could be capitalised if it meets the criteria	N/A							
Budget Managers Name	N/A							
Ongoing Revenue Implications for Service Area								
	Prev. Yr.	18/19 £	19/20 £	20/21 £	21/22 £	22/23 £	Future Yrs.	
Service area revenue cost								
Loan repayment (terms agreed with Treasury Management)								
Other (eg: maintenance, utilities, etc)								
Total Revenue Cost (A)								
Service area revenue benefits/savings								
Annual revenue income (eg: rents, etc)								
Total Revenue Income (B)								
Service area net (benefit) cost (B-A)								
Has the revenue cost been budgeted for or would this make a revenue pressure	Funding has been confirmed to cover the costs of the first 8 months of this contract. The contract will only be extended into future years if further external funding can be secured.							
Which cost centre would the revenue pressure be shown	N/A		Has this been reviewed by the budget manager				N/A	
Name of budget manager								
Loan value	N/A	Interest Rate	%	Term Years		Annual Repayment	£	
Revenue code for annual repayments	N/A							
Service area or corporate borrowing	N/A							
Revenue implications reviewed by	N/A							

The above financial tables are not applicable for this Business Case given that no capital borrowing is required for this project; the provision of the Intensive School Engagement (Cycling & Scooting) Service is a revenue activity.

The financial information pertinent to this tender is as follows:

Funding source	Amount	Comment
Department for Transport Capability Fund	£45,232	Funding already received to cover period to 31 August 2022
Section 106	£24,501	Funding already drawn down
TOTAL	£69,733 (Year 1)	

The above funding is already in place to cover the first year of the contract. New funding opportunities will be sought to enact the extension clauses. If adequate external funding cannot be secured the contract will not be extended and will cease.

PART 7: ACHIEVABILITY				
Is there an impact on the service delivery during delivery of project. How will this be mitigated	There is no impact on service delivery during the tender process as the current provider will continue to deliver the service until 31 December 2021, by which time the new contract will be in place.			
Interdependencies – are there any projects reliant on the delivery of this project.	Whilst not reliant on this project, the Intensive School Engagement (Cycling & Scooting) Service does form the schools element of the wider Plymotion programme which is currently being delivered until 31 March 2022.			
KEY RISKS				
Include up to 5 key risks depending on scale of project, the first two risks are required to be mitigated along with a further 3 key risks to the project..				
Potential Risk 1 Identified				
Description	If the procurement process is not approved, this will mean that the provision of this service will cease with redundancy implications for the current service provider.			
Mitigation	This project is externally funded with the monies already having been received.			
Risk assessment	Initial	Post mitigation	Current	Current total rating
Likelihood To be scored 1 (low) – 5 (high)	2	1	2	10
Impact To be scored 1 (low) – 5 (high)	5	5	5	
Trend	Donwards	Lead officer	Debbie Newcombe	
		Risk champion	Rosemary Starr	
Calculated risk value in £ (Extent of financial risk)	£45,232 (Value of grant funding which would potentially need to be returned to the DfT should the tender not take place)			
Potential Risk 2 Identified				
Description	No suppliers bid to provide this contract and funding needs to be returned to the Department for Transport			
Mitigation	Following the open tender procedure will maximise the opportunity to the market			
Risk assessment	Initial	Post mitigation	Current	Current total rating
Likelihood To be scored 1 (low) – 5 (high)	1	1	1	5
Impact To be scored 1 (low) – 5 (high)	5	5	5	

Trend	Static		Lead officer	Debbie Newcombe	
			Risk champion	Rosemary Starr	
Calculated Risk Value in £			£69,733 – funding would need to be returned to DfT		
Potential Risk 3 Identified					
Description	No further risks identified				
Mitigation					
Risk assessment	Initial	Post mitigation	Current	Current total rating	
Likelihood To be scored 1(low) – 5(high)					
Impact To be scored 1(low) – 5(high)					
Trend			Lead officer		
			Risk champion		
Calculated Risk Value in £					
Potential Risk 4 Identified					
Description					
Mitigation					
Risk assessment	Initial	Post mitigation	Current	Current total rating	
Likelihood To be scored 1(low) – 5(high)					
Impact To be scored 1(low) – 5(high)					
Trend			Lead officer		
			Risk champion		
Calculated Risk Value in £					

PART 8: CONSULTATION / ENDORSEMENT				
Date business case went to CMT (if required)	N/A		Equalities Impact Assessment updated from Project Mandate stage (Y/N)	No
Author of Business Case	Date	Document Version	Reviewed By	Date
Debbie Newcombe	27/08/2021	V 1.0	Rosemary Starr	28.09.21
Senior Responsible Officer sign off I confirm the Business Case is policy compliant, affordable, value for money and has been fully risk assessed.				

CONFIRMATION OF PROMOTORS APPROVAL

Cabinet Member		Service Director	
Cllr Jonathan Drear, Cabinet Member for Transport		Paul Barnard, Service Director for Strategic Planning & Infrastructure	
Either email dated:		Either email dated:	
Or signed: 		Signed: 	
Date: 14/10/21		Date: 14.10.21	
		Service Director	
		N/A	
		Either email dated:	N/A
		Signed: N/A	
		Date: N/A	