



CABINET

12 October 2022

A meeting of the CABINET will be held on Thursday, 20th October, 2022, 6.00 pm
in Town Hall, Market Street, Tamworth

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of Previous Meeting (Pages 5 - 8)**
- 3 Declarations of Interest**
To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.
- 4 Question Time:**
To answer questions from members of the public pursuant to Executive Procedure Rule No. 13
- 5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules (Pages 9 - 10)**
To receive any recommendations from the Chairs of the scrutiny committees
- 6 Net Zero Carbon - baseline reporting (Pages 11 - 96)**
(Report of the Leader of the Council)
- 7 Council Housing Tenants Annual Report 2021/2022 (Pages 97 - 172)**
(Report of the Portfolio Holder for Homelessness Prevention and Social Housing)

8 Exclusion of the Press and Public

To consider excluding the Press and Public from the meeting by passing the following resolution:-

“That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public”

At the time this agenda is published no representations have been received that this part of the meeting should be open to the public.

9 Marmion House Disposal Routes (Pages 173 - 226)

(Report of the Leader of the Council)

10 Amington Local Centre Update (Pages 227 - 282)

(Report of the Portfolio Holder for Skills, Planning Economy and Waste)

Yours faithfully



Chief Executive

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

If a member of the public is particularly concerned about being filmed, please contact a member of Democratic Services before selecting a seat.

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

To Councillors: J Oates, R Pritchard, M Bailey, T Clements, S Doyle, A Farrell and M Summers.

This page is intentionally left blank



MINUTES OF A MEETING OF THE CABINET HELD ON 29th SEPTEMBER 2022

PRESENT: Councillor J Oates (Chair), Councillors R Pritchard (Vice-Chair), S Doyle and M Summers

The following officers were present: Andrew Barratt (Chief Executive), Paul Weston (Assistant Director Assets) and Tracey Pointon (Legal Admin & Democratic Services Manager)

Apologies received from: Councillor(s) M Bailey, T Clements and A Farrell

47 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Marie Bailey, T Clements and A Farell

48 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

49 QUESTION TIME:

None

50 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES

None

51 FUTURE HIGH STREETS FUND QUARTERLY UPDATE

Report of the Leader of the Council to update on the progress of the Future High Streets Fund programme.

RESOLVED: That Cabinet

Endorsed the Report

(Moved by Councillor J Oates and seconded by Councillor S Doyle)

52 AGREEMENT OF THE TERMS OF REFERENCE FOR THE STAFFORDSHIRE LEADERS BOARD

Report of the Leader of the Council to enable Cabinet to consider the revised Terms of Reference agreed by the Staffordshire Leaders Board.

RESOLVED: That Cabinet

1. endorsed the updates made to the Terms of Reference for the Staffordshire Leaders Board as attached at appendix 1

(Moved by Councillor J Oates and seconded by Councillor R Pritchard)

53 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

(Moved by Councillor J Oates and seconded by Councillor R Pritchard)

54 FUTURE DELIVERY OF DISABLED FACILITIES GRANTS AND ADAPTATIONS

Report of the Portfolio Holder for Homelessness Prevention and Social Housing to set out the proposals and recommendations for the delivery of Disabled Facilities Grants [DFG] and Disabled Facilities Adaptations [DFA] from 1st April 2023 when the current arrangements with Millbrook under the SILIS partnership arrangement comes to an end.

This report also provides an update on the proposals around delivery using a shared service arrangement with Lichfield District Council following approval by Cabinet to pursue such an arrangement on 17th February 2022

RESOLVED: That Cabinet

1. REDACTED
2. Agreed that the delivery of Disabled Facilities Grants and Disabled Facilities Adaptations is brought in-house and delivered internally by Tamworth Borough Council;

3. REDACTED
4. REDACTED
5. REDACTED
6. Agreed to the use of the Framework being procured by Stafford Borough Council for the provision of Occupational Therapy services;
7. Agreed that the Council makes use of a Dynamic Purchasing arrangement that is in place for the procurement of Disabled Facilities Grant works; and works to Council housing properties should continue to be delivered through the existing contractual arrangements with Equans and Wates;
8. REDACTED
9. *REDACTED*

(Moved by Councillor R Pritchard and seconded by Councillor J Oates)

Leader

This page is intentionally left blank

20 October 2022

Report of the Chair of the Corporate Scrutiny Committee and the Infrastructure Safety & Growth Scrutiny Committee

Matters referred to Cabinet in accordance with the Overview and Scrutiny Procedure Rules

Exempt Information

None.

Executive Summary

The following Committee has referred the following matter to Cabinet:

Scrutiny Committee	Title of Matter referred	Date of Scrutiny meeting
Corporate Scrutiny Committee	Gungate Regeneration Programme Terms of Reference	6 th October 2022
Corporate Scrutiny Committee	Street Market Update	6 th October 2022
Infrastructure Safety & Growth Scrutiny Committee	Net Zero Carbon – baseline reporting	26 th September 2022

Corporate Scrutiny Committee Recommendations**Background**

To update Cabinet and to make recommendations to it following consideration of matters by the Corporate Scrutiny Committee.

At its meeting on 6th October 2022, the Corporate Scrutiny Committee received:

1. The Gungate Regeneration Programme Terms of Reference report, prior to Cabinet receiving this item at its meeting on 10th November 2022; and
2. A Street Market update

Following its consideration of the above items, the Corporate Scrutiny Committee agreed to make recommendations to Cabinet as set out below.

Recommendations

1. **Gungate Regeneration Programme Terms of Reference**

The Committee **RESOLVED** to recommend to Cabinet that the Programme Board had a member of the Opposition on it (such member to be agreed by the two leaders of the opposition groups).

(Moved by Councillor D Cook and seconded by Councillor S Peuple)

2. **Street Market Update**

RESOLVED that the Committee recommend to Cabinet that Cabinet instigate a focussed review of the market strategy as a result of the changes in business conditions.

(Moved by Councillor S Goodall and seconded by Councillor A Cooper)

Infrastructure Safety & Growth Scrutiny Committee Recommendations

Background

To update Cabinet and to make recommendations to it following consideration of matters by the Infrastructure Safety & Growth Scrutiny Committee.

At its meeting on 26th September 2022, the Infrastructure Safety & Growth Scrutiny Committee received the Net Zero Carbon – baseline reporting item. This item is due to be considered by Cabinet at its meeting on 20th October 2022.

Following its consideration of the above item, the Infrastructure Safety & Growth Scrutiny Committee endorsed the baseline assessment and agreed to add a timescale to the report's recommendation regarding the preparation of an Action Plan and accordingly the committee made the recommendation to Cabinet as set out below.

Recommendation

Net Zero Carbon – baseline reporting

The Committee **RESOLVED** it recommend to Cabinet that an Action Plan be prepared by 31 December 2024.

(Moved by Councillor S Goodall and seconded by Councillor S Peple)

Options Considered

None.

Report Author

Councillor T Jay
Chair of Corporate Scrutiny Committee
Councillor S Goodall
Chair of Infrastructure Safety & Growth Scrutiny Committee

Monday 26 September 2022

Report of the Leader of the Council

Net Zero Carbon - baseline reporting

Exempt Information

None

Purpose

To update Scrutiny Committee on progress made towards achieving Net Zero Carbon.

Recommendations

It is recommended that:

1. The baseline assessment is endorsed.
2. An action plan is prepared.

Following a discussion at the Infrastructure Safety and Growth Committee a further recommendation was put forward:

3. That the Action Plan be prepared by 31 December 2024.

Executive Summary

A report taken to Cabinet on the 18 February 2021 provides a road map setting out the steps necessary to support the ambition of the Council's target of becoming net-zero carbon for its activities by 2050, with an aspiration to achieve 2030 should the council be financially able to do so.

The road map has two key steps, the **First Step** seeks to deliver a baseline report which will provide the Net Zero Carbon target for the authority. The baseline report makes initial recommendations on how the authority can embed climate change into all areas and how the impact of climate change and the environment when adopting and reviewing policies is undertaken. In addition, the baseline report has provided supporting information regarding the level of investment in the fossil fuel industry that any of our pension investments have.

The baseline report, and the subject of this committee report provides a good foundation upon which focus ongoing workload. The **Second Step** in the road map seeks to establish the feasibility of solution(s) and provide cost/benefit analysis to assess the financial implications along with the effectiveness of potential solution to inform future investment strategies. The additional work associated with step 2 will support and assist with future budget cycles and the investment strategy to take into account the actions the council will take to address the climate change emergency.

The Cabinet recommendations dated 18 February 2021 are as follows:

1. To approve the release of contingency money to deliver Step 1 in the approach outlined in the report;
2. To approve the procurement and appointment of specialist advice;

3. To designate a Portfolio lead for Climate Change;
4. To designated a Member Champion for Climate Change; and
5. To report back to Cabinet on the outcomes of Stage 1.

Bullet points 1, 2 and 5 have been completed and the output from the commissioned work forms the basis of this update to committee.

Bullet points 3 and 4 have also been completed. The Leader of the Council is the Portfolio Lead for climate change work however due to the importance and cross-cutting nature of the issue it has been added to all of the portfolio holder's responsibilities.

The Baseline Report

Aether, SE² and CAG Consultants were commissioned by the Borough Council to assist the council in understanding the current Green House Gas (GHG) emissions associated with the council operations and to provide recommendations on future opportunities to reduce the council's carbon emissions. **Appendix 1** provides the baseline report.

A GHG inventory is a dataset which presents estimates of emissions of various greenhouse gases from a wide range of activities in an organisation, country or other geographical area. The first year an emission inventory is compiled is referred to as a baseline year and is used as a reference point to track progress through time. The baseline year for the council is 2019/20. For detail on the input data and methods used to compile the inventory, including the choice of baseline year, please refer to section 12 in the baseline report.

When reporting emissions, it is important to consider which sources to include. The Greenhouse Gas Protocol provides a widely used set of standards which describe emission sources and "scopes" which should be considered as part of a local carbon accounting process; the definition of the three scopes and how they are applied to the 2019 inventory for the council is represented in Table 5 and Figure 7 on page 60 of the baseline report.

Tamworth Borough Council's GHG emissions for 2019/2020 were estimated to be 1,783 tCO₂e. Figure 2 on page 7 shows that in 2019/20 the most significant emissions sources are council housing and council waste collection, both comprising 31% of the total emissions.

On an annual basis GHG emissions will change. Table 3 on page 10 of the baseline report seeks to provide a direction of travel on the various GHG sources from the inventory for the financial year 2020/21. It can be seen that there is a mixed bag with some emissions decreasing from sources, some increasing and some staying the same. Where data is not available estimates have been made.

It will continue to be the case that as the organisation changes its priorities or changes the way in which it operates or the activities that are undertaken, that there will be an impact on GHG emissions. Impacts could increase or decrease GHG emissions thus impacting upon the Borough Council's Net Zero target.

The report in addition to providing the baseline carbon emissions for the authority also sets out a series of recommendations against each of the GHG sources that were identified within the baseline carbon emissions. The recommendations were informed through a series of workshops with CMT officers and Cabinet members and have been developed to provide possible options for further investigation by the Borough Council.

As set out in the background information one of the recommendations that accompanied the Climate Change Declaration in 2019 was to identify the level of investment in the fossil fuel industry that any of our investments have.

While Tamworth Borough Council does not have any direct investments in the fossil fuel industry, it does place investments with banks, other local authorities and Money Market and property funds. However, in February 2021, UK Divest published data on the proportion of

local authority pension funds that are invested in fossil fuel industries. UK Divest report that Tamworth Borough Council's current pension fund, part of the Staffordshire Pension Fund managed by Staffordshire County Council, is investing 3.3% of its assets into fossil fuels, compared to the UK average of 3%. This equates to £146 million. Figure 4 Page 51 of the report sets out the published data and reveals the largest 10 direct and indirect fossil fuel investments as part of the Staffordshire Pension Fund. The pension fund do have a Climate Change Strategy with targeted reductions in such investments:

[Staffordshire Pension Fund - Climate Change Strategy \(staffspf.org.uk\)](http://staffspf.org.uk)

The Next Steps

Step 2 is the delivery of an action plan which seeks to:

- a) establish the feasibility of the solution (s)
- b) Provide a cost/benefit analysis assessing financial implications along with the effectiveness of potential solutions to inform future investment strategies.
- c) A timeline of how the Council will achieve its net-zero carbon status by 2050 indicating key decision milestones necessary to achieve Government Targets;
- d) Deliver against bullet points 1, 5 and 6 from the November 2019 recommendation namely to:
 - o Make the Council's activities net zero carbon by 2050 with an aspiration to achieve 2030 should the council be financially able to do so;
 - o Provide supporting information that will assist with future budget cycles and the investment strategy to take into account the actions the council will take to address this emergency.
 - o The quantification of budget requirements fulfils bullet point 6.

The timeline for the delivery of **Step 2** will be dictated by the complexity of the action plan and the resources required to prepare it alongside other corporate priorities, see resources section.

Step 2 will be delivered by an external consultancy, procured through a competitive tendering process, see resources section.

Options Considered

N/A

Resource Implications

To enable stages 1 and 2 to be progressed, financial resources are necessary. This is a Corporate Project and as such it is not considered appropriate to utilise existing funds allocated to specific services. A climate change reserve pot PM1579 comprising £75K is to be used initially to fund the delivery of the climate change declaration.

The climate change reserve pot will fund step 2 which is the delivery of an action plan. This report will form the basis for preparing future budget and investment strategies that will, long term, derive the financial resources required to achieve a Net Zero Carbon strategy across the authority. Until step 2 has been delivered the financial resources to achieve the Borough Council's Net Zero strategy cannot be quantified.

An important component of any future strategy will be the ability to identify funding streams including grants and government funding.

In terms of staffing resource, the AD G&R will be submitting a policy change in the autumn for a dedicated post that will assist in delivering against Net Zero committee recommendations.

Legal/Risk Implications Background

Failing to achieve the Net Zero target and so understand and reduce the Council's Greenhouse Gas emissions poses risks to council business, and council business affects the climate. For example a disrupted climate may have catastrophic effects on the council's ability to achieve its objectives – in particular, its ability to deliver services to the community. Furthermore, making limited progress towards reducing greenhouse gas emissions and failing to have a net-zero strategy in place will likely result in significant criticism from the community and may amount to negligence on the Council's behalf.

Equalities Implications

None.

Environment and Sustainability Implications (including climate change)

Through failing to adopt the recommendations of this report, the Council will not be able to achieve its Net Zero Carbon target and deliver on its Climate Change Declaration.

The preparation of a Net Zero Carbon target provides the basis upon which the Council can take action. However, an action plan is essential to provide the framework to improve the Council's ability to develop informed policies, make informed decisions and undertake financial planning and budget setting.

Background Information

At Full Council in November 2019 it was resolved that Tamworth Borough Council:

Declares a Climate Emergency' that requires urgent action:

1. Make the Council's activities net-zero carbon by 2050 with aspiration to achieve 2030 should the council be financially able to do so;
2. Ensure that political and chief officers leadership teams embed this work in all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the council's activities;
3. The Council (including the Executive and Scrutiny Committee) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies;
4. Receive a report to the relevant scrutiny committee regarding the level of investment in the fossil fuel industry that any of our investments have;
5. Ensure that all reports in preparation for the 2021/2022 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency;
6. Ask council to note there will be an as yet undefined financial impact to any plan to achieve net zero carbon operations.

Report Author

Anna Miller – Assistant Director – Growth & Regeneration

List of Background Papers

- Cabinet 21 February 2021
- Full Council 19 November 2019

Appendices

- Net Zero Tamworth: Embedding Climate Change in Council Activities, May 2022

This page is intentionally left blank


Tamworth Borough Council

Net Zero Tamworth: Embedding Climate Change in Council Activities

August 2022



Title	Net Zero Carbon Report
Customer	Tamworth Borough Council
Recipient	Anna Miller
Report Reference	2851
Report Status	Final
Revisions	V2 - Responses to comments V3 – Revisions to investments section following comment
File	Y:\Projects\2851-Tamworth Net Zero Carbon\2_Deliverables\TamworthNetZero_BaselineandRecommendationsReport_v1.docx

Author(s)	Courtney Szanto, Kirsten May, Aidan James (Aether) Rhona Pringle (CAG Consultants) Liz Warren (SE ²)
Reviewed by	Katie King
Signature	
Date	26/08/22

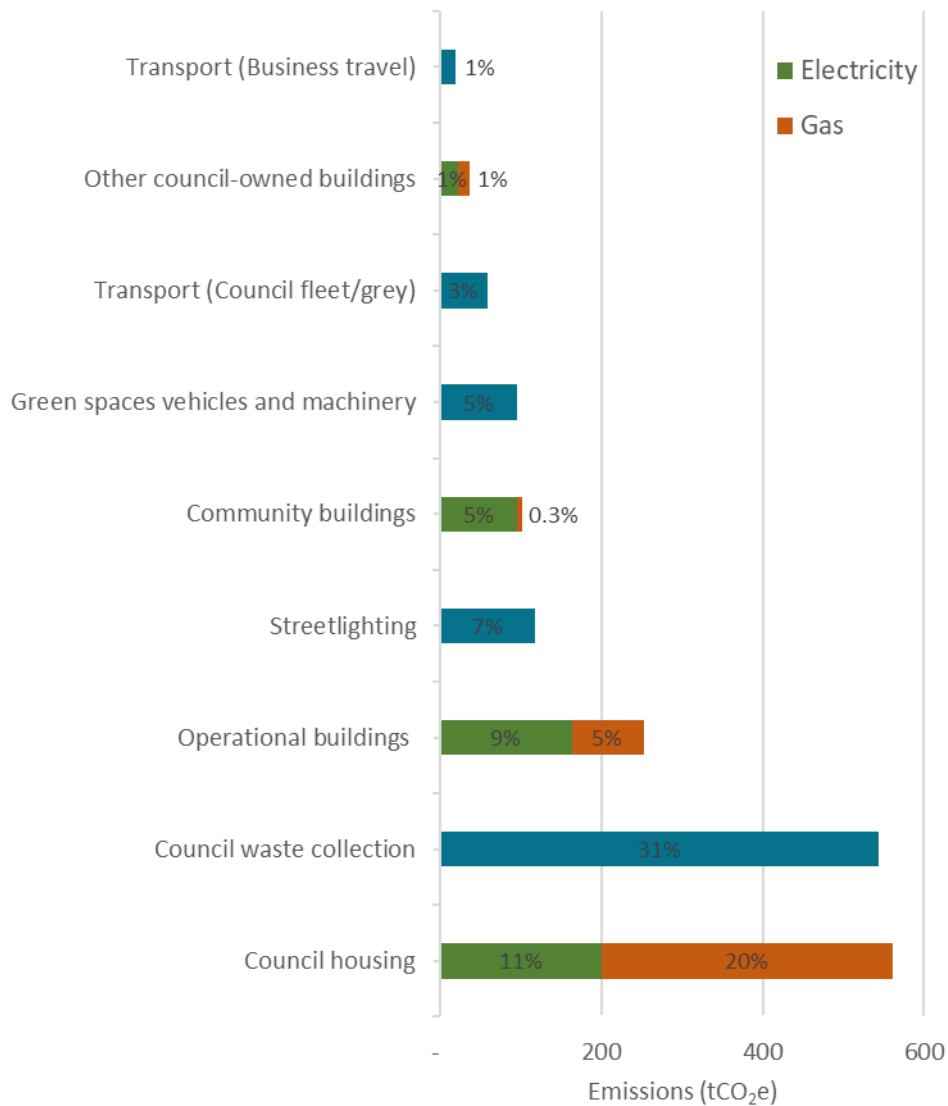
Company Details:	Aether Ltd Oxford Centre for Innovation New Road Oxford OX1 1BY UK Registered in England 6630896
Contact:	enquiries@aether-uk.com +44(0)1865 261466

Executive Summary

On the 19th of November 2019, Tamworth Borough Council declared a climate emergency following on from the UK Parliament’s declaration in May 2019. The council committed to its estate becoming net zero by 2050 at the latest, or by 2030 if financially able to do so. Tamworth Borough Council commissioned a series of products including a greenhouse gas (GHG) baseline inventory for the council and a series of interviews and workshops to develop recommendations for the council to reduce their emissions.

Tamworth Borough Council’s GHG emissions for 2019/2020 were estimated to be **1,783 tCO₂e**. **Figure ES.1** shows that in 2019/20 the largest sources of emissions were council housing (31%) and council waste collection (31%).

ES.1: Estimated tCO₂e emissions for Tamworth Borough Council 2019/20



Methodologies for estimating procurement emissions are not yet well established and have a high uncertainty and emissions estimates are therefore presented separately to the inventory. In 2019/20 emissions from procurement were estimated to be comparable to total emissions estimated for the sources listed above. Responsive repairs to council buildings were estimated to be the greatest source of emissions within this sector, at 13%.

Where activity data were available, council emissions were also calculated for the 2020/21 financial year. Emission estimates may have been impacted by COVID-19 over this period but please note, there will be other operational changes between the years and therefore all differences are not explained by COVID-19 alone.

As of August 2021, 200 staff members were working from home. Emissions related to working from home for these employees was estimated at 60 tCO₂e. For context, this equated to 25% of all emissions from council operational buildings in 2020/21 and exceeded the reduction in emissions from business travel between 2019/20 and 2020/21.

Table ES.2 presents the emission estimates for 2019/20, and where available for 2020/21. Where not available, arrows have been included which indicate the expected impact on emissions.

ES.2. Emissions in tCO₂e for Tamworth Borough Council in 2019/20 and 2020/21

Category	2019/20		2020/21
	Emissions (tCO ₂ e)	% of total emissions	
Operational buildings (electricity)	164	9%	=
Operational buildings (gas)	89	5%	=
Working from home	-	-	↑
Community buildings (electricity)	95	5%	↓
Community buildings (gas)	5.3	0.3%	↓
Housing – standard (electricity)	105	6%	↑
Housing – sheltered (electricity)	95	5%	=
Housing (gas)	20	1%	↑
Housing – sheltered (gas)	341	19%	=
Other buildings (electricity)	22	1%	↓
Other buildings (gas)	15	1%	↓
Streetlighting	118	7%	124
Transport (Council fleet/grey)	58	3%	57

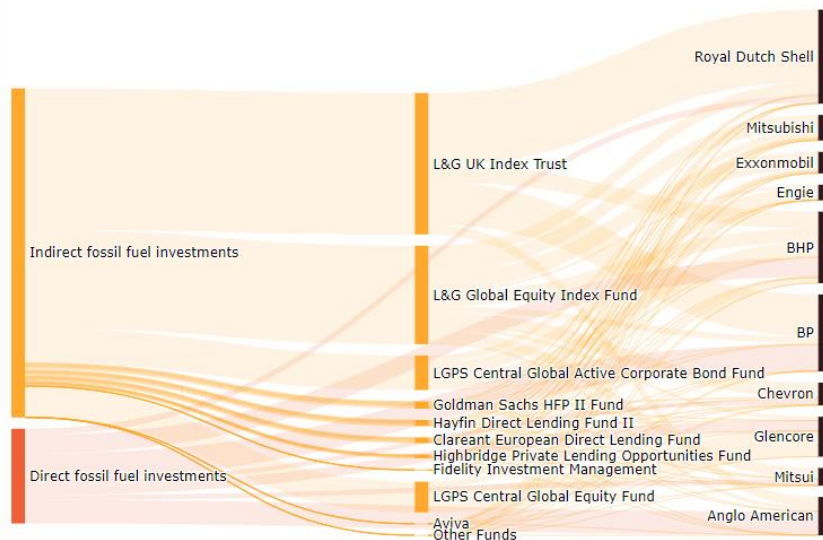
Transport (Business travel)	18	1%	5
Green spaces vehicles and machinery	95	5%	93
Council waste collection	544	31%	597
Total	1,783		-
Procurement of other goods and services	1,959		2,166

Note: Arrows indicate the direction of expected change in emissions for sources where data were not available for 2020/21.

Tamworth Borough Council invests in a variety of projects and processes. These investments have an associated carbon footprint, however, estimating these emissions is complex and a developing area of research. As such, emissions from investments are typically not included in GHG baselines for net zero targets. Whilst this is the case, it remains important for Tamworth Borough Council to consider where they are investing and examine the potential ways in which low carbon alternative invest opportunities can be conducted.

Tamworth Council is specifically interested to understand the carbon impact of their pension investments managed by Staffordshire County Council. In February 2021, UK Divest published data on the proportion of local authority pension funds that are invested in fossil fuel industries¹. UK Divest report that Tamworth Borough Council’s current pension fund, part of the Staffordshire Pension Fund, is investing 3.3% of its assets into fossil fuels, compared to the UK average of 3%. This equates to £146 million. **Figure ES.3** outlines the ten largest fossil fuel holdings and includes both direct and indirect investments.

ES.3: The largest 10 direct and indirect fossil fuel investments as part of the Staffordshire Pension Fund



Source: <https://divest-dashboard.herokuapp.com/>

Recommendations:

¹ https://www.divest.org.uk/wp-content/uploads/2021/03/UKDivest_Report.pdf

Recommendations have been identified throughout the report, which the council will need to reflect on when developing its Climate Action Plan for delivering its Net Zero Carbon commitment. As a small local authority, there will be challenges in meeting this commitment, such as funding climate measures. The following concluding headline recommendations, which encompass the detailed recommendations in the report, are offered to the council:

- To improve future emissions estimates, data collection processes should be established to enable updates to the emissions estimates in subsequent years. Furthermore the following data sources should be explored to accommodate inclusion of these sources within the emissions baseline: energy usage within standard council housing (currently only communal spaces), staff commuting, and homeworking.
- Develop a long-term strategy for funding of Net Zero Carbon measures, together with a pipeline of projects to enable the council to be in the best position to secure funding as opportunities arise.
- Develop systems to embed delivery of Net Zero Carbon into the council's decision making and operational processes. For example, development of a Net Zero Carbon procurement policy and building Net Zero Carbon knowledge, capacity and skills of council staff and Members through training, accessing additional expertise and cross departmental working groups.
- Explore joint Net Zero Carbon opportunities with neighbouring councils and other public sector bodies, e.g. for joint procurement, shared services, funding bids.

Contents

Executive Summary	III
1 Introduction	4
2 Council baseline emissions	6
3 Non-domestic council buildings	13
4 Housing	19
5 Transport	25
6 Leisure and streetlighting	29
7 Waste	31
8 Procurement	35
9 Cross-cutting	38
10 Council investment in fossil fuels	51
11 Conclusions and Recommendations	54
Appendix 1	56
12 Data and Methods	56

Tables

Table 1: Estimated tCO ₂ e emissions for Tamworth Borough Council 2019/20 by sector ..	8
Table 2: Procurement hotspots for Tamworth Borough Council	9
Table 3: Emissions in tCO ₂ e for Tamworth Borough Council in 2019/20 and 2020/21....	10
Table 4: Emissions from procurement for Tamworth Borough Council, 2020/21	11
Table 5: Summary of emissions sources by scope in Tamworth Borough Council’s GHG inventory.....	59
Table 6: Data sources for the council GHG inventory.....	60
Table 7: Buildings covered within the energy consumption data included in the council emissions inventory	61
Table 8: Activity data for the council GHG inventory	62
Table 9: Emission factors for the council GHG inventory	63
Table 10: Estimated tCO ₂ e emissions for Tamworth Borough Council in 2019/20, including procurement	66
Table 11: Activity data for the council GHG inventory, 2019/20 and 2020/21	67
Table 12: Emission factors for the council GHG inventory, 2019/20 and 2020/21.....	67

Figures

Figure 1: Options for achieving net zero.....	6
Figure 2: Estimated tCO ₂ e emissions for Tamworth Borough Council 2019/20.....	7
Figure 3: Emissions in tCO ₂ e for Tamworth Borough Council in 2019/20 and 2020/21, for which updated activity data was available	11
Figure 4: The largest 10 direct and indirect fossil fuel investments as part of the Staffordshire Pension Fund.....	52
Figure 5: Options for achieving net zero.....	56
Figure 6: Structure of TBC’s GHG Inventory tool	58
Figure 7: Emissions boundary for the council GHG inventory.....	59

Glossary

BEIS	Department of Business, Energy and Industrial Strategy
CCC	Committee on Climate Change
CH ₄	Methane
CMI	Community Municipal Investment
CMT	Corporate Management Team
CO ₂	Carbon dioxide
CO ₂ e	Carbon dioxide equivalent
DECC	Department of Energy and Climate Change (now BEIS)
Defra	Department for Environment, Food and Rural Affairs
EFW	Energy from Waste
EPC	Energy performance certificates
EPR	Extended Producer Responsibility
EV	Electric Vehicle
FOI	Freedom of Information
FTE	Full time employees
GHG	Greenhouse gas
HEAT	Home Energy Advice Tamworth
HGV	Heavy goods vehicle
HMO	House in multiple occupation
HRA	Housing revenue account
IPCC	Intergovernmental Panel on Climate Change
IT	Information Technology
Kt	Kilotonnes
kWh	Kilowatt-hours
LED	Light Emitting Diode.
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGV	Light goods vehicle
LULUCF	Land use, land use change and forestry
MEES	Minimum Energy Efficiency Standards
NZC	Net Zero Carbon
N ₂ O	Nitrous Oxide
PDR	Personal Development Review
PR	Public Relations

PSDS	Public Sector Decarbonisation Scheme
PV	Photo-voltaic
QA/QC	Quality Assurance and Quality Control
REGO	Renewable Energy Guarantees of Origin
SAP	Standard Assessment Procedure
SIC	Standard industrial classification codes
SSN	Sustainable Scotland Network
UK	United Kingdom
WMCA	West Midlands Combined Authority

1 Introduction

In response to rising global temperatures due to greenhouse gases (GHG) emissions the Intergovernmental Panel on Climate Change (IPCC) released the *Special Report on Global Warming of 1.5°C*². In this, it is made clear that ensuring global temperatures stay well below 2°C pre-industrial levels is crucial to reduce large risks to human and natural systems, and efforts should be made to pursue warming of only 1.5°C to prevent the largest risks. Following this, global accords such as the Paris Agreement were signed, and national goals such as those outlined by the Climate Change Committee (CCC) were made. The UK, as outlined by the CCC (2019), has set an ambition to “vigorously pursue an ambitious target to reduce greenhouse gas emissions (GHGs) to 'net-zero' by 2050” across the whole economy.

It is widely recognised that achieving the UK target will require cross-government cooperation. Local authorities are well placed to influence emissions in buildings, transport, and waste whilst holding the best knowledge of the needs and opportunities of their area. Local authorities can also drive emissions reductions in their areas through their role as community leaders and major employers, as well as their regulatory and planning capacities. Through their planning role, local authorities can leverage change by enabling sustainable development and placemaking, establishing building energy efficiency standards, implementing sustainable travel programmes and infrastructure, approving renewable energy projects, pursuing district heating programmes and implementing sustainable waste management programmes. Therefore, local action to reduce carbon emissions is vital for the UK to meet its international commitments to reduce our impact on global warming.

On the 19th of November 2019, Tamworth Borough Council (TBC) declared a climate following on from the UK Parliament’s declaration in May 2019. The council committed to its estate becoming net zero by 2050 at the latest, or by 2030 if financially able to do so. In declaring such an emergency TBC acknowledged that reaching net zero will involve fundamental changes across the UK economy and that against this backdrop Tamworth’s influence individually, will be limited. However jointly, with other councils and organisations across the public and private sectors, notable impacts will be achievable.

Aether, SE² and CAG Consultants were commissioned by TBC to assist the council in understanding the current GHG emissions associated with the council operations and to provide recommendations on future opportunities to reduce the council’s carbon emissions.

1.1 Scope of this report

The aim of this report is to provide the council with recommendations on how to embed climate change within council operations with a view to reduce greenhouse gas emissions associated with the council estate operations. The results of this work will also assist in the development of TBC’s Climate Action Plan, which will further detail carbon strategies for the council and wider borough.

² <https://www.ipcc.ch/2018/10/08/summary-for-policymakers-of-ipcc-special-report-on-global-warming-of-1-5c-approved-by-governments/>

Section 2 presents the council’s carbon footprint for the 2019/20 period, enabling the council to identify key emission sources and prioritise future action.

Sections 3 - 9 are sectoral chapters which address how the council can embed climate action into its operations. This includes the outcomes of engagement with council staff in the form of interviews conducted over the course of the project, case studies of other council projects and processes which may be relevant, and recommendations for TBC. Information is presented on a thematic basis to ensure similar ideas and outcomes are grouped together and to aid readability.

Finally, **section 10** includes a short section on the carbon intensity of current council pension investments.

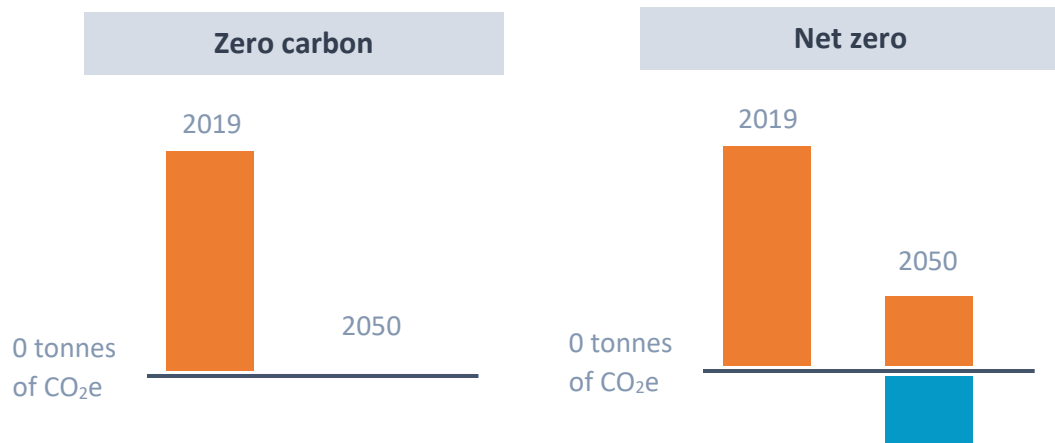
2 Council baseline emissions

2.1 Definitions

A GHG inventory is a dataset which presents estimates of emissions of various greenhouse gases from a wide range of activities in an organisation, country or other geographical area. This can then be used to inform future decision-making and policy. The first year an emission inventory is compiled is referred to as a baseline year and is used as a reference point to track progress through time. The baseline year for the council is 2019/20. For detail on the input data and methods used to compile the inventory, including the choice of baseline year, please refer to **section 12**.

In line with the council's resolution, the term "decarbonisation" is used in this report to mean the same as becoming "carbon neutral" or "net zero carbon": the balancing of carbon emissions against carbon removals and/or carbon offsetting with the net result being zero, as illustrated in **Figure 1**. "Net zero" is used in this report as shorthand to cover the net balancing of the main greenhouse gases: carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). The global warming potentials of CH₄ and N₂O are used to calculate the equivalent warming to CO₂, to allow the estimation of total GHG effects on the atmosphere in one unit, CO₂-equivalent, or CO₂e. The council agreed that their net zero targets should cover carbon dioxide, methane and nitrous oxide, not just carbon dioxide. Any reference to "carbon neutral" and "decarbonisation" in this report is understood to be shorthand to cover methane and nitrous oxide as well as carbon dioxide.

Figure 1: Options for achieving net zero



As defined by the CCC, a net-zero (i.e. carbon neutral) target requires “deep reductions in emissions, with any remaining sources offset by removals of CO₂ from the atmosphere (e.g. by afforestation)”. This removal requires either the purchase of carbon offsets³ or direct carbon removal through additional carbon removal and storage (“sequestration”) activity on an organisation’s estate.

³ Where a project for reduction in greenhouse gas emissions is funded in order to compensate for emissions made elsewhere.

2.2 Tamworth Council baseline inventory for 2019/2020

Tamworth Borough Council’s GHG emissions for 2019/2020 were estimated to be **1,783 tCO₂e**. Emissions by sector are presented in **Figure 2** and **Table 1**. The most significant emissions sources are council housing and council waste collection, both comprising 31% of the total emissions.

Figure 2: Estimated tCO₂e emissions for Tamworth Borough Council 2019/20

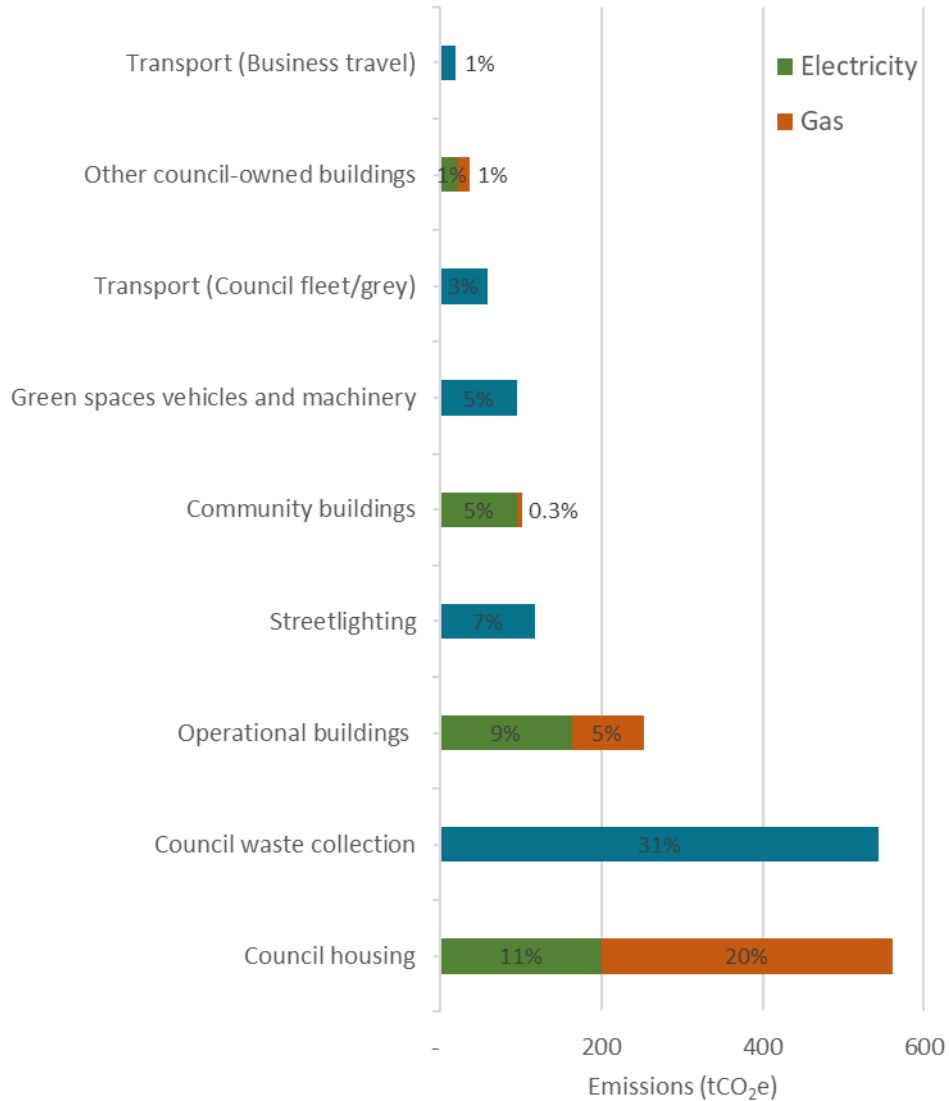


Table 1: Estimated tCO₂e emissions for Tamworth Borough Council 2019/20 by sector

Sector	2019/20 (tCO ₂ e)	% of total emissions
Operational buildings (electricity)	164	9%
Operational buildings (gas)	89	5%
Community buildings (electricity)	95	5%
Community buildings (gas)	5.3	0.3%
Housing (electricity)	200	11%
Housing (gas)	361	20%
Other buildings (electricity)	22	1%
Other buildings (gas)	15	1%
Streetlighting	118	7%
Transport (council fleet/grey)	58	3%
Transport (Business travel)	18	1%
Green spaces vehicles and machinery	95	5%
Council waste collection	544	31%
Total	1,783	-

2.2.1 Emissions related to the procurement of goods and services 2019/20

Procurement emissions are those associated with the goods and services that the council purchases. Whilst the council has an influence over emissions from this source, it does not have direct control, as with those sources included above. These emissions are presented here as an initial estimate of the scale of procurement emissions, and to start to identify the goods and services which represent the largest carbon sources within procurement. Methodologies for estimating procurement emissions are not yet well established and have a high uncertainty and are therefore presented separately to the inventory.

The methodology used to estimate emissions from the procurement of goods and services is based on published factors of carbon intensity per amount spent⁴. This was applied to the council’s financial accounts summary. Financial transactions not related to the purchase of goods and services were excluded from the carbon totals, as were activities that were included within the baseline, such as purchase of fuel, to avoid double counting. Further detail on the methodology is included in section 12.

Emissions from procurement were approximately 2,000 tCO₂e. Therefore, emissions from procurement are comparable to the total emissions estimated for the sources listed above. Responsive repairs to council buildings were the greatest source of emissions at 13% (Table 2). This category comprised 10% of council spend in 2019/20.

⁴

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/404542/Table_13_Indirect_emissions_from_supply_chain_2007-2011.xls

Table 2: Procurement hotspots for Tamworth Borough Council

Procurement type	Spend category	SIC Category	% of procurement emissions 2019/20
Services	Responsive Repairs	Repair services of computers and personal and household goods	13%
	Voids	Services to buildings and landscape	11%
	Exec Dir Organisation Support	Office administrative, office support and other business support services	9%
	Gas Heating Systems Maintenance	Repair to installation services	9%

2.3 Tamworth Council emissions estimates for 2020/21

Where activity data were available, council emissions were also calculated for the 2020/21 financial year. The COVID-19 pandemic affected operations for many organisations, including Tamworth Borough Council and this section considers how emission estimates may have been impacted by COVID-19. Please note, there will be other operational changes between the years and therefore all the difference is not explained by COVID-19 alone.

Table 3 presents the emission estimates for 2019/20, and where available for 2020/21. Where not available, arrows have been included which indicate the expected impact on emissions.

Total emissions for the sources covered across 2019/20 and 2020/21 are 833 tCO₂e and 876 tCO₂e, respectively. The increase is driven by an increase in emissions from council waste collection which remains the largest emission source at 544 tCO₂e in 2019/20 and 597 tCO₂e in 2020/21. Emissions from streetlighting marginally increased from 118 tCO₂e to 124 tCO₂e in 2020/21. Fuel consumption for the council fleet did not change between 2019/20 and 2020/21; the reduction in emissions resulted from a decrease in the emission factor for diesel. Emissions from business travel decreased from 76 tCO₂e to 62 tCO₂e primarily due to a reduction in distance travelled due to reduced in-person activity caused by the pandemic.

Estimates have been made for the expected direction, increase or decrease, of other emission sources for which activity data was not available. It is assumed that for operational buildings, fuel consumption remained constant as buildings were still heated during the pandemic. Emissions from sheltered housing were also assumed to remain constant due to the typical demographic of occupants being of retirement age or otherwise not working. Other sources, such as working from home and standard housing emissions are predicted to have increased due to a larger proportion of people spending time at home. Decreases in estimated emissions are predicted for community buildings and other buildings which were assumed to be consuming less electricity/ fuel for heating over the COVID-19 lockdowns. It is recommended that these assumptions are validated through comparisons of activity data. To enable this validation the council,

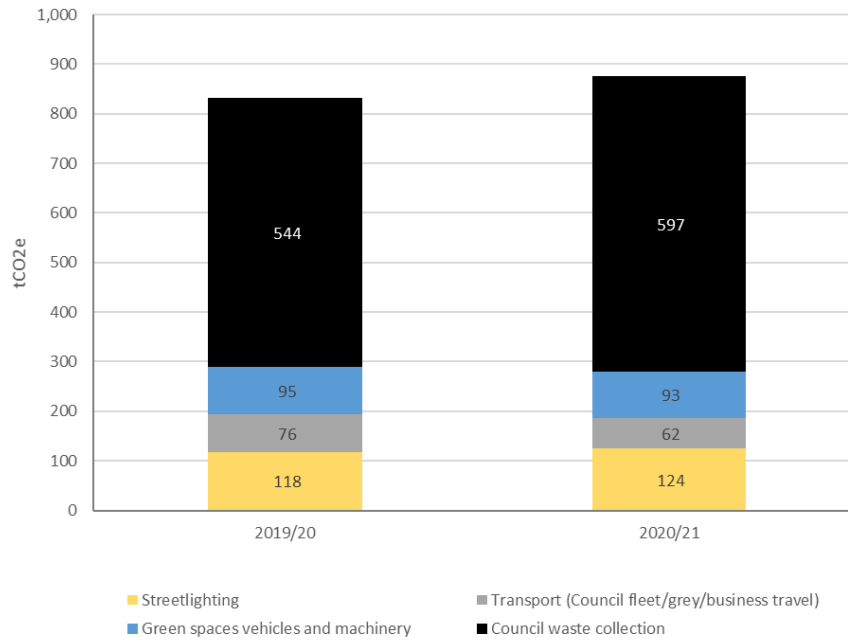
are recommended to focus data collection efforts to ensure a consistent data flow to support the update of the emissions estimates. This will require cross departmental data agreements.

Table 3: Emissions in tCO₂e for Tamworth Borough Council in 2019/20 and 2020/21

Category	2019/20	2020/21
Operational buildings (electricity)	164	=
Operational buildings (gas)	89	=
Working from home	-	↑
Community buildings (electricity)	95	↓
Community buildings (gas)	5.3	↓
Housing – standard (electricity)	105	↑
Housing – sheltered (electricity)	95	=
Housing (gas)	20	↑
Housing – sheltered (gas)	341	=
Other buildings (electricity)	22	↓
Other buildings (gas)	15	↓
Streetlighting	118	124
Transport (council fleet/grey)	58	57
Transport (Business travel)	18	5
Green spaces vehicles and machinery	95	93
Council waste collection	544	597
Procurement of other goods and services	1,959	2,166

Note: Arrows indicate the direction of expected change in emissions for sources where data were not available in 2020/21.

Figure 3: Emissions in tCO₂e for Tamworth Borough Council in 2019/20 and 2020/21, for which updated activity data was available



2.3.1 Emissions related to the procurement of goods and services 2020/21

Procurement emissions in 2020/21 were approximately 2,100 tCO₂e. As with emissions calculated in 2019/20 this figure excludes financial transactions and spend on sources that are included within the baseline. The areas of greatest spend and emissions were costs associated with improving HRA dwellings to adequate standard for let once existing tenants have moved out, and costs associated with the COVID-19 pandemic. These sources comprise 16% each of procurement emissions in 2020/21 and equate to 12% and 8% of council spend, respectively.

Table 4: Emissions from procurement for Tamworth Borough Council, 2020/21

Procurement type	Spend category	SIC Category	% of procurement emissions 2020/21
Services	Voids	Services to buildings and landscape	16%
	Responsive Repairs	Repair services of computers and personal and household goods	13%
	Gas Heating Systems Maintenance	Repair to installation services	9%
Goods	Covid-19 costs	Basic pharmaceutical products and pharmaceutical preparations	16%

2.3.2 Emissions associated with working from home

As of August 2021, 200 staff members were working from home. Emissions related to working from home for these employees were estimated to be 60 tCO₂e (see section 12 for further detail on the methodology). For context, this equated to 25% of all emissions from council operational buildings in 2020/21 and exceeded the reduction in emissions from business travel between 2019/20 and 2020/21.

Additional information was provided by Tamworth Borough Council on future working from home arrangements; from the 1st April 2022 163 of the 351 council staff will be working from home with an additional 65 hybrid workers. Emissions from working from home are likely to be approximately 68 tCO₂e on an ongoing basis.

The following sections of the report consider each main source of emissions in turn, documenting discussions held with the council, providing best practice case studies for relevant climate action from other local authorities and outlining the recommendations for TBC for that sector.

3 Non-domestic council buildings

Non-domestic council buildings encompass operational, community and other council-owned buildings. Please refer to **Table 7** for further detail on the buildings covered within these categories.

3.1 Engagement outcomes

The introduction of smart working during the Covid pandemic has changed the nature and scale of space needed for some council operations. The council intends to move out of its main building (Marmion House), sustain homeworking, and move into smaller office / hub space in the town centre for customer-facing activities and collaborative working. It is likely that this will be another council owned building and in the longer term, through development of a new hub.

Many office-based staff will continue to work from home. This has potential to reduce emissions from the corporate estate and from staff commuting; however, emissions associated with home energy use should be considered, and as indicated from the baseline emissions study (Section 2.3.2), are significant. In addition, office space must be heated and lit regardless of its occupancy. One workshop suggestion was an incentive to support staff to install solar PV systems at home, perhaps through a loan or salary sacrifice scheme.

“Working from home has changed the whole dynamic. Our building use is artificially low. And we’re not counting the carbon impact – it’s shifted. It’s easy to shut things down and say we’ve saved carbon but all those people are somewhere else.”

(Interview with Senior Manager)

The council owns a number of other buildings:

- Town Hall – an historic building in the market place, it will be challenging to retrofit, particularly as it is “on stilts” and therefore exposed on all sides. Current plans are for the town hall to be refurbished as the civic hub of the authority.
- Tamworth Castle – used as a visitor experience and hospitality venue
- Commercial and industrial premises – these are rented out, usually on a full repair lease. Turnover of tenancies is low. When tenancies do end, the council makes improvements and these will bring properties up to Minimum Energy Efficiency Standards. In some cases, this will include energy systems (such as heating, ventilation and cooling) but often it is the incoming tenant who will fit these systems to suit their own needs and the council has limited influence on this. Some of the buildings have no heating, tending to be open buildings like garages. The need to improve energy efficiency will have an effect on asset management; in some cases, it will be difficult or expensive to bring properties up to minimum standards and these properties may then be sold.
- Retail units – the council owns some retail units which are likely to be incorporated into the Future High Streets funded project, and some parades of shops on housing estates, which could be included in energy efficient retrofit schemes.
- Depot - the depot is a busy site. It currently has four gas boilers which are coming to the end of their life; the council has explored the opportunity for biomass but could not secure funding from Staffordshire County Council.

- Tamworth Assembly Rooms – the Assembly Rooms have recently undergone major refurbishment which included installation of more energy efficient heating, heat recover ventilation and LED lighting.
- Tamworth Enterprise Centres – the council refurbished a former drill hall into an enterprise centre which has been well-used by local businesses; there may be further opportunities for energy improvements as part of its management plan. The council has also just announced the acquisition of a further building in the town centre which will provide a second Enterprise Centre and a site for development of a new college building.

The council may also have land assets which are suitable as sites for renewable generation.

During the interviews, staff recognized that there are opportunities to reduce emissions from corporate buildings through energy efficiency and renewable technologies, particularly solar PV. However, these opportunities may be limited by heritage constraints (e.g., at the Town Hall) and will also require capital funding.

In addition, the council has a corporate contract for energy purchasing. This does not yet require electricity generated from renewable sources, but it was felt that this could easily be achieved.

The council's buildings are only a small part of the non-domestic building stock in the Borough and interviewees noted that there are major regeneration plans which could offer opportunities for carbon reductions:

- Future High Street Fund, Levelling Up and town centre regeneration
- Opportunities for funding from West Midlands Combined Authority (WMCA) or the LEP related to the railway gateway site, in terms of addressing vulnerability
- The development of the golf course with over 500 new homes and a new local centre
- Opportunities for more "greening", if Neighbourhood Plans are developed, as well as the opportunity for commuted sums to be used towards planting at the National Forest in East Staffordshire as space is so limited in Tamworth.

3.2 Embedding actions

The council's non-domestic buildings (encompassing operational, community and other council-owned buildings) are responsible for 21% of the council's carbon baseline emissions. There are a number of measures that can be taken to increase energy efficiency and reduce carbon emissions associated with these buildings.

Retrofitting of existing buildings should be undertaken to improve energy efficiency, and renewable/low carbon power and heating systems should be installed wherever possible. This applies both to historic buildings, such as Tamworth Castle and Town Hall and to more contemporary buildings, such as the Tamworth Enterprise Centre, the new Enterprise Hub and the Tamworth Co-operative Society building being converted for use by Tamworth college. An audit of energy use of existing buildings should be undertaken to prioritise which should be retrofitted first.

Energy efficiency improvements and renewable energy systems for historic buildings need to be carefully planned to ensure these are undertaken with full regard to the sensitive historic nature of the structures. To assist owners of historic buildings Historic

England has published a series of documents on how to improve energy efficiency within historic buildings. This includes identifying areas of improvements such as building fabric, efficiency of building equipment and energy supply and quick wins and measures categorised by cost and risk⁵. This also includes the Responsible Retrofit Guidance Wheel⁶, which has more than 50 measures that can be used for the retrofitting or refurbishing of traditional buildings. It allows historic building owners/managers to consider the measures' advantages, concerns about their performance and possible interactions between them.

New build projects should be designed and built to the highest energy efficiency standards, using building materials that have low embodied carbon. Consideration should be given to integration of renewable power and heating systems into new buildings to meet on site energy demand, such as photovoltaic panels or ground, air or water source heat pumps. A possible new leisure centre would provide the ideal opportunity to embed these measures into the design and operation of the facility.

Low/Zero carbon heat networks should be considered for both the councils non-domestic and domestic estate. The CCC estimate that around 18% of UK heat will need to come from heat networks by 2050 if the UK is to meet its carbon targets cost effectively⁷. To support this transition, the Government has launched a Green Heat Network Fund⁸ to support the delivery of low and zero carbon heat networks in England, with 11 bidding rounds from March 2022 to December 2025. Tamworth Borough Council may be eligible to apply for funding to develop heat networks for both their non-domestic and domestic estates.

3.3 Case studies

In this section, case studies of local authorities or organisations implementing the carbon reduction opportunities mentioned in section 3.2 will be included. Where possible, examples of standard/good practice will be included in addition to examples of best/emerging practice. Providing case studies will aid in identifying and developing feasible actions for the council.

⁵ <https://historicengland.org.uk/advice/technical-advice/energy-efficiency-and-historic-buildings/>

⁶ <https://responsible-retrofit.org/greenwheel/>

⁷ <https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/>

⁸ <https://www.gov.uk/government/publications/green-heat-network-fund-ghnf>

Gateshead District Energy Scheme developed by the council-owned Gateshead Energy Company provides low-cost, low-carbon heat and power to homes, public buildings and businesses across the centre of Gateshead. As part of Flexitricity’s demand response network, it means the project will receive in excess of £60,000 per year over the next 14 years, simply by using its flexibility to smooth out peaks and troughs in national electricity demand.

<https://www.gateshead.gov.uk/article/2993/Gateshead-District-Energy-Scheme>



Stroud District Council have replaced gas boilers with **water source heat pumps** at the Grade II listed Ebley and Brimscombe Port Mills to provide heating and hot water for the council’s offices using heat energy from the River Frome. They secured funding from government’s renewable heat incentive scheme and will recover the capital costs of both installations over a period of years:

<https://www.stroud.gov.uk/news-archive/reverse-fridge-is-harnessing-river-water-to-heat-historic-mills-and-cut-carbon-emissions>



Lindisfarne castle is a 16th century Grade I listed building, owned by the National Trust. In 2012 48 photovoltaic panels were installed on the castle’s roof, generating just under 10,000 kWhs electricity per year.



A ground source heat pump has been installed at historic mansion, **Wimpole Hall and Rectory restaurant, Cambridgeshire**. The system uses around one third of the energy used by the previous oil boilers, reduces carbon emissions by 47 tonnes per year and will save over £8,000 a year in fuel costs. The low temperature background heat provided by heat pumps is better for the sensitive historic collections, rather than the fluctuating high temperature heat from a fossil fuel boiler:

<https://www.nationaltrust.org.uk/wimpole-estate/features/digging-deep-at-wimpole-to-go-greener>



3.4 Recommendations for the council

With the introduction of smart working - the majority of staff designated as home or hybrid workers from 1st April 2022 and the planned move from and disposal of Marmion House - this is an ideal time to plan how to reduce the carbon emissions from the council’s non-domestic estate to help meet its net zero carbon targets.

Recommendations set out below identify key actions for this:

- The council should undertake an energy audit of the council’s existing non-domestic estate and use this to develop a programme of retrofitting for energy efficiency to include building fabric, heat and power supply/systems and building uses;

- Any new build facilities, refurbishment of existing facilities/new building/facility acquisitions should have net zero carbon specifications built into the briefs for their design, build and operation;
- Explore funding opportunities to deliver recommendations above, e.g. the Green Heat Network Fund to support the delivery of low and zero carbon heat networks and any potential future rounds of the Public Sector Decarbonisation Scheme (PSDS – see funding section later) for both the council’s non-domestic and domestic estates.

4 Housing

4.1 Engagement outcomes

4.1.1 Council housing stock

Tamworth Borough Council has 4,500 housing units, with significant opportunities to not only reduce carbon emissions but also improve housing comfort and quality, tackle fuel poverty, reduce energy bills for residents and improve health and wellbeing. In their workshop, Members recognised the significance of housing in the overall carbon footprint and felt that it could be a major area of focus.

National regulation is seen as the key driver for improving energy performance of social housing, and a new Social Housing Regulation Bill is expected in Spring 2022. It is expected to build on existing standards and to address carbon emissions in four key ways:

- Homes Standards – following on from the aspiration in the Government’s Clean Growth Strategy that all social housing should achieve an energy rating of a minimum of C by 2030. This would move the sector on from the Decent Homes Standard which was published back in 2006. Interviewees believe that a significant proportion of the council’s housing would currently achieve D or E.
- Tenant Involvement and Empowerment Standard – including clear consultation with residents on their needs and the development of “local offers” which would be programmes designed to meet those needs. This might include affordable warmth, for example.
- Neighbourhood and Community Standard – which sets a requirement for housing providers to work with others to help promote social, economic and environmental wellbeing
- Requirements around improving empty properties, which will help the council consider the most energy efficient way to re-let homes.

“Some of this is going to be forced on us anyway, whether we like it or can afford it or not. It’s going to have to be factored into asset management. We have started this in housing.”

Interview with senior manager

At present the carbon baseline only includes the communal areas of council housing stock; these are in the council’s direct control and the council pays for the energy used in these spaces. However, focusing only on communal areas would not meet the wider carbon and fuel poverty challenges associated with the council’s stock. Members and staff felt that more aspects of council housing could be brought into scope, given that the council has the decision-making authority over matters such as insulation and heating systems within these homes. Even within communal areas, there are still opportunities for energy efficiency improvements, such as installing LED lighting with proximity sensors.

The council is soon to commission consultants to do an assessment of the housing stock using these standards in order to map out opportunities to start embedding net zero carbon measures into the stock. This will inform the 30-year business plan for housing,

looking at what is required for different housing archetypes to move towards net zero carbon.

It is expected that new regulation would unlock further national funding for housing energy improvements; interviewees were clear that funding remains a challenge especially when the return on the council's investment is received by residents in the form of lower bills. Existing funding schemes for insulation are being accessed and the council is exploring the Social Housing Decarbonisation Fund as a way of introducing renewable heating systems. However, there are concerns that these could push up prices for residents and exacerbate fuel poverty, so the decision is not straightforward.

There are two major contracts within the council housing stock:

- Planned works, such as kitchen and bathroom upgrades (currently delivered by Wates)
- Responsive repairs (currently delivered by Equans)

Interviewees recognised that these contracts are influential in carbon terms, both in terms of the outcomes they deliver for the housing stock (choices of materials or heating systems, for examples) and in how they are delivered (for example, the types of vehicles used, especially in the repairs contract which has dedicated labour and fleet). There is scope to look at the whole life carbon cycle of materials used to understand and reduce their carbon footprint.

It was also noted at the officer workshop that any new build social housing should be constructed to high levels of energy efficiency, ideally aspiring to be zero carbon.

4.1.2 Private sector housing

There are around 3000 privately rented homes in Tamworth. The council also has responsibility for activities in private sector housing, such as landlord enforcement, house in multiple occupation (HMO) licensing and caravan park licensing. The HMO license has a requirement for a minimum energy rating and this is expected to ratchet up over time. The council prefers to use improvement notices and to engage positively with landlords to improve energy performance and housing quality. Minimum Energy Efficiency Standards (MEES) should drive broader improvement of the privately rented stock. However, the council lacks capacity to check and enforce in this area so concentrates largely on HMOs and Category 1 hazards.

Energy advice is provided to resident through Home Energy Advice Tamworth (HEAT) and through the Staffordshire Warm Homes Partnership (both delivered by Beat The Cold). The voluntary sector is also active in this space through a lottery grant and the council is training an in-house energy advisor.

4.2 Embedding actions

Tamworth Borough Council is responsible for 4,500 homes in the district which accounts for 31% of the council's carbon baseline emissions, excluding procurement. This is the council's joint highest emitting service area – the other being waste collection.

As with non-domestic council buildings, there are two main options for reducing the carbon emissions across the council's housing estate, retrofitting of the existing housing

stock and embedding zero carbon principles into the design and delivery of any new build council housing.

Retrofitting. The ideal way of doing this would be through a comprehensive programme of energy efficiency improvements across the whole council housing estate. The council has already secured grant funding from the Social Housing Decarbonisation Fund (SHDF) which is being delivered in partnership with the council's repairs contractor, Equans.

The upcoming assessment of the council's housing stock is the ideal opportunity to identify the scope and programming of such improvements as part of the long-term business plan for housing. This could include:

- energy efficiency improvements to the building fabric, such as internal or external insulation (see case studies in non-domestic building section and below)
- low carbon heating systems (see green heat networks information in non-domestic section above and
- electrical installations for energy reduction (e.g. motion detecting/proximity detector light switches in communal areas).

New build. There is limited development land available for new build council housing, across the district. However, if there are opportunities in the future for the council to replace or expand its council housing stock, then as described in the non-domestic building section, any new build or property conversions should be designed and built to the highest energy efficiency standards, including orientation and using building materials that have low embodied carbon. A co-benefit of this for tenants would be improved levels of comfort and reduced energy bills, which is increasing in importance with the recent increase in energy bills. The case studies include examples of new build low carbon council housing.

4.3 Case studies

North East Derbyshire District Council installed external wall insulation at 324 council-owned homes that are considered ‘hard to treat’ in terms of energy efficiency. The scheme expects to deliver 343 tonnes of carbon savings per year and the council expects residents to save an average of £286 per year on energy bills (note: this was before the current energy price increases). The work is funded by the Government’s Green Homes Grant Local Authority Scheme and the council is putting vulnerable communities at the heart of its climate response to achieve net zero carbon by 2050.

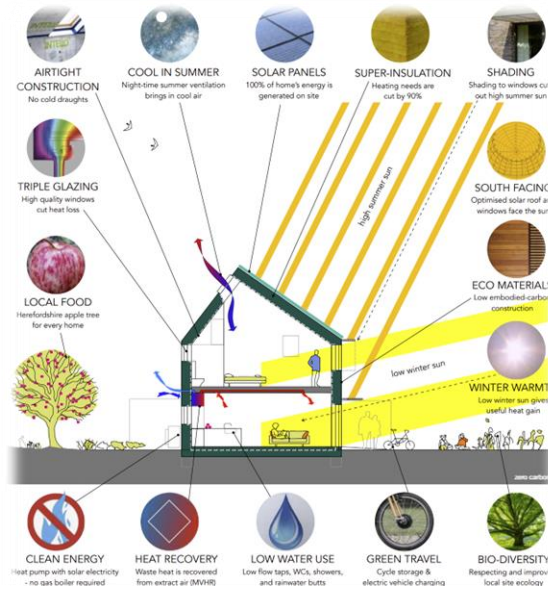


The UK Green Building Council (UKGBC) has produced two guides, one a [New Homes Policy Playbook](#) to help local authorities improve the sustainability of new homes and the other, a [Retrofit Policy Playbook](#) designed to guide local authorities through setting up plans and programmes for housing retrofit:



Source: UK Green Building Council

Herefordshire Future Homes report outlines the Passivhaus Plus standards which are recommended for the Council's net zero homes. This includes high quality thermal insulation, triple-glazed windows, electric heat pumps, solar panels and heat recovery ventilation. Houses are south facing and include cycle storage and electric vehicle charging. Heating demand can be reduced by 90% with lower running costs, reduced carbon emissions and air pollution, warmer homes, and reduced fuel poverty:



Norwich City Council developed 100 ultra-low emission houses on Goldsmith Street. The houses meet the Passivhaus environmental standards and include a passive solar scheme which is estimated to reduced residents annual energy bills by 70% compared to the average household: <https://www.bbc.co.uk/news/entertainment-arts-49970607>



4.4 Recommendations for the council

As part of the planned assessment of the council's housing stock, the council should identify the scope and programming of net zero carbon measures for the entire council housing estate. This will inform the 30-year business plan for housing, looking at what is required for different housing archetypes to move towards net zero carbon.

This could include:

- energy efficiency improvements to the building fabric, such as internal or external insulation;
- low carbon heating systems;
- electrical installations for energy reduction (e.g. motion detecting/proximity; detector light switches in communal areas);
- Planning for any new/replacement council housing.

5 Transport

5.1 Engagement outcomes

The council leases vehicles for activities such as street cleansing / sweeping, green spaces and landscaping and housing. These are replaced every five years. Progress has been made on the electrification of the fleet where possible – for example, smaller vans are now electric. Whilst this costs the council more, it is a recognition that action needs to be taken. There was appetite from interviewees to do more but it was noted that the technologies are not always available or are extremely expensive (e.g., for street sweepers). As the technologies mature, interviewees expect that electric vehicle options will become more common across the council fleet, in line with each wave of procurement.

Vehicles are leased, but fuel is provided directly by the council at its fuel depot. This is likely to be a core site for charging of the council’s fleet in future. Similarly, EV charging at council sites and in council-run car parks could not only support the council fleet but also act as a catalyst for wider community take-up of EVs.

The council has a lot of more portable equipment (such as mowing equipment) which runs on petrol. This is refreshed every three years and lower carbon options will be explored as part of that process.

The council pays an allowance for use of personal cars for business purposes (“grey fleet”) and the allowance is higher if you have a more efficient car. Whilst homeworking will be the norm for many staff, there will still be a lot of frontline staff commuting and then travelling within the town (e.g., to visit residents).

Many staff are classed as ‘essential car users’, which means they have to use their car for all travel. Rebalancing this so that the incentive could apply to cycling, walking or public transport could help reduce car journeys. Removing the allowance may be seen as a loss of income and Members were concerned that this could make the council less attractive to potential employees. However, given the move to more working from home, this was an issue that Members were interested in considering at a later date.

There was previously a bike loan scheme for staff and it was suggested that this could be re-introduced to encourage more cycling; it was also suggested that this could be extended to an EV loan for employees. Several interviewees commented that there is a good network of cycle lanes and footpaths throughout the Borough to enable increased active travel by staff and the wider community. Tamworth is a compact town, ideally suited these modes.

5.2 Embedding actions

The council’s fleet, grey and business travel accounts for 4% and green spaces vehicles and machinery accounts for 5% of the council’s carbon baseline emissions (excluding procurement).

Key areas for consideration by the council to enable transport carbon emission reductions are as follows:

- Reduce the number/distance of petrol/diesel vehicle journeys undertaken on council business. Given the relatively small geographical area of Tamworth district, this offers opportunities to shift from petrol/diesel vehicle journeys to cycling/walking or e-bike journeys. The implementation of the Local Cycling and Walking Infrastructure Plan 2021-2031 by Staffordshire County Council should also help encourage staff and residents to increase the number of journeys on foot or bike. Staff could be incentivised to undertake journeys on foot/bike/e-bike/public transport through:
 - ♦ Introducing expenses payments for walking/cycling/e-bike journeys that are commensurate or higher than for using petrol/diesel cars. This could include an essential user allowance as well as a mileage allowance;
 - ♦ Providing passes for using public transport;
 - ♦ Removing the essential car user allowance, which requires beneficiaries to use their cars for council business journeys. As mentioned above, the essential car user allowance can form an important financial recompense for staff, so any changes would need to engage council staff and be carefully managed;
 - ♦ Re-introducing a Cycle to Work scheme for council employees to acquire a new bike.⁹
- The UK Government has set out plans to ban the sale of new petrol and diesel vehicles in the UK from 2030, with hybrid vehicles following in 2035. Introducing more electric vehicle (EV) charging points at council sites and the wider district will enable the council to support a smooth transition to electric vehicle use within and outside of the council. This should be based on the council's electricity supply being the lowest carbon option available. Consideration should be given to working with neighbouring local authorities on developing an area wide network of EV charging points (see North East case study below);
- The council has already made a start in transitioning the vehicle fleet to electric vehicles and this should continue as part of the vehicle replacement programme, including grounds maintenance vehicles, such as mowers (although these are not included in the ;
- Alternative forms of low carbon transport, should be considered, for example for deliveries between council facilities, such as e-cargo bikes (see Brighton and Hove council case study below).

⁹ <https://www.gov.uk/government/publications/cycle-to-work-scheme-implementation-guidance>

5.3 Case studies

Brighton & Hove City Council bought 12 e-cargo bikes, some able to carry loads of up to 150kg. They are used by Council teams and also small businesses in the city. The e-cargo bike fleet is used by the Council’s community engagement, post room and cemeteries and cycle instructor teams. A further five e-cargo bikes have been given to a sustainable logistics company to support low carbon business deliveries across the city.

See: <https://takeclimateaction.uk/climate-action/how-brighton-hove-are-turning-city-centre-deliveries-green>

The Council also has an e-Cargo Bike Accelerator Programme to support business take up of e-cargo bikes, which will contribute to transition to its zero-carbon target by 2030.

See: <https://www.brighton-hove.gov.uk/ecargo-bike-accelerator-project>



The **North East Joint Transport Committee** approved the first region-wide Zero Emission Vehicle (ZEV) policy in March 2022. This aims for the region to lead the country in boosting the up take of Electric Vehicles by developing and expanding charging facilities.

<https://www.transportnortheast.gov.uk/projects-and-campaigns/zero-emission-vehicle-zev-policy/>



Leicester City Council has purchased seven battery-powered mowers and other low-carbon equipment for green spaces maintenance. Annual petrol savings from three of the mowers will be 3,285 litres, equal to 0.7 tonnes of annual carbon savings. They are also quieter, vibrate less, and have lower maintenance costs than those that are petrol-powered:

<https://news.leicester.gov.uk/news-articles/2020/may/council-tries-out-new-low-carbon-mowers-on-city-parks>



5.4 Recommendations for the council

The following recommendations are made for the council to reduce emissions from transport:

- Reduce the number/distance of petrol/diesel vehicle journeys undertaken on council business by incentivising staff to undertake journeys on foot/bike/e-bike/public transport, for example through:
- Introducing expenses payments for walking/cycling/e-bike journeys that are commensurate or higher than for using petrol/diesel cars. (This could include an essential user allowance as well as a mileage allowance);
- Providing passes for using public transport;
- Consider removing the essential car user allowance, which requires beneficiaries to use their cars for council business journeys;
- Re-introducing a Cycle to Work scheme for council employees to acquire a new bike;
- Introducing more electric vehicle (EV) charging points at council sites and across the district. (This should be based on the council’s electricity supply being the lowest carbon option available);
- Working with neighbouring local authorities on developing an area wide network of EV charging points;
- Accelerate the transition of the council’s vehicle fleet to electric vehicles, (including grounds maintenance vehicles);
- Alternative forms of low carbon transport, should be considered, for example for deliveries between council facilities, such as e-cargo bikes.

6 Leisure and streetlighting

6.1 Engagement outcomes

The council owns a facility of outdoor football pitches. These do not currently have floodlights, but this is something they are interested in exploring. The changing rooms are in need of refurbishment and modernization. They have short bursts of energy demand for heating, lighting and hot water, so there will need to be consideration of how this can be provided in an energy efficiency or low carbon way (for example, solar thermal).

The council is also refurbishing tennis courts and installing LEDS in the floodlights.

Streetlighting accounts for 7% of the council's carbon baseline emissions. There is a 30-year capital investment programme to upgrade streetlights to LEDs, particularly in council-run car parks as this is a huge energy cost. Streetlighting has some shared maintenance vehicles with Staffordshire County Council which could be upgraded to EVs as part of the procurement process.

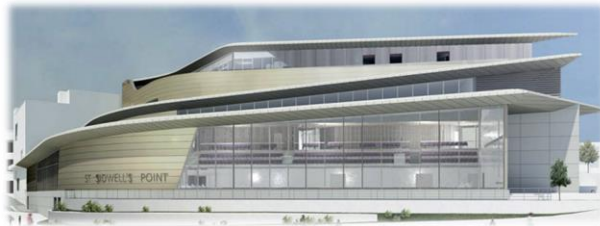
6.2 Embedding actions

The council does not currently have its own leisure centre, but secures provision of public swimming facilities at the Snowdome through financial contributions. If the council develops its own leisure centre in the future, whether through refurbishment/retrofitting of an existing building, or as a new build facility, it would need to consider how this could be done to make a net zero contribution to the council's carbon emissions, both in its design and operation. The new build St Sidwell's Point leisure centre by Exeter council in the case study below is a good example of how this can be done. The issues for consideration outlined in the non-domestic building section 3.1 would be relevant here.

6.3 Case studies

New Build Leisure Centre. Exeter Council have built St Sidwell's Point, a leisure centre that is built to ultra-energy efficient Passivhaus standard. Energy efficient measures include insulation, triple glazed windows, ventilation and heat recovery. This is expected to save up to 70% on annual energy costs:

<https://exeter.gov.uk/leisure-and-culture/sport-and-leisure/exeter-leisure/st-sidwell-s-point>



6.4 Recommendations for the council

- Refurbishment of changing facilities should be done to the highest energy efficiency standards and energy used should be the lowest suitable carbon systems available (see retrofitting information in non-domestic buildings section);
- Any planned new leisure centre/facility should be designed so that both its structure and operation will be a net zero carbon facility.

7 Waste

7.1 Engagement outcomes

The current waste services contract (shared with Lichfield) ends in 2023. Whilst there is interest in specifying EV or more likely hydrogen waste collection vehicles, stakeholders felt that the technology is not yet proven or affordable so the next contract will likely be for diesel vehicles and last for seven years. Waste collection vehicles travel around 100 miles per day across the two council areas, which means locking in a certain amount of emissions until at least 2030. Interviewees pointed out that the distance travelled is increased because of the location of the waste depot on the western side of Lichfield.

Waste disposal happens in different ways / locations and through different contract mechanisms (including contracts let by County):

- Green waste is shredded and stored at the council’s depot, bulked up and then sent to recycling (which Tamworth pays for). The council is exploring selling their waste for use as biomass fuel.
- The main recycling centre is in Loughborough. Both domestic recycling and street arisings are sent here. However, the recycling collection systems will change in April 2022. Paper and card will still be sent away for processing, whilst cans, glass and plastics will be managed more locally. New bags are being introduced for residents in communal blocks / properties to help ensure separation of recyclables. Stronger messaging from Government would help create more of a mandate around recycling and food waste collection.
- Residual domestic waste and waste in council bins goes to Four Ashes Waste to Energy Plant
- The council is still waiting for information and detail from Government on the requirement to introduce food waste collection services. If this is a requirement, then Tamworth will deliver the service, assuming that it is also funded by Government. Members and staff both expressed concern about the costs of this service, the need for new fleet vehicles and additional mileage, and the implications for black bin collection if additional services need to be brought in. The council has previously provided home composting bins.

Members and staff both suggested that greater coordination at a regional level would help with the delivery of waste services. Within waste collection, sharing routes across local authority boundaries could reduce mileage; this has been discussed previously and may now be revisited. Other opportunities include relocation of the waste depot to a more central location on the A38, east of Lichfield. Reorganising the depot would also help reduce journeys – for example, by introducing waste transfer so that waste from smaller vehicles is aggregated into one larger load for onward transfer. Members suggested that Staffordshire’s Joint Waste Management Board may be able to develop a project around EVs or hydrogen vehicles for waste collection; a joint project would share the risks and bring in economies of scale.

7.2 Embedding actions

Waste collection accounts for 31% of the council’s carbon baseline emissions (excluding procurement), the highest emitting service are joint with housing. Consideration of measures to reduce carbon emissions, therefore need to be undertaken at an early stage, as could make a significant contribution to reducing the council’s carbon

emissions. As waste collection is currently a shared service with Lichfield District Council, measures will need to be agreed jointly by the two councils, or potentially with other neighbouring councils. Measures for consideration should include:

- Discussions at an early stage with the Staffordshire’s Joint Waste Management Board to undertake work to:
 - identify opportunities for further joint working on waste collection/disposal.
 - which Ultra Low Emission Vehicles (ULEVs) are most appropriate for Staffordshire councils.
 - Identify opportunities for following the Reduce, Re-use, Recycle hierarchy, (plus composting and anaerobic digestion) for waste reduction across the area ahead of use of incineration or finally landfill. The possible introduction of deposit return schemes and extended producer responsibility (EPR) will have implications for council waste collections. It may reduce some materials going into household recycling and potentially could see new materials and funds appearing due to EPR.
 - lobby Government to mandate the use of recycling and food waste collection facilities by households and businesses.
- Undertake modelling work to identify the optimum location for the depot/most energy efficient collection routes to minimise the travelling distance of waste collection and waste transfer vehicles;
- Using results from the modelling and discussions above to relocate the depot to the optimum location and implement the most energy efficient collection routes to minimise carbon emissions;
- Provision within any new or expanded depot facility for ULEVs, including EV charging/fuelling stations as appropriate and waste transfer facilities to reduce the number of onward vehicle journeys.

7.3 Case studies

Leeds City Council is committed to only purchase Ultra Low Emission Vehicles (ULEVs) by 2030. As part of this in 2021/22 the council started the transition of its fleet of refuse collection vehicles. It is developing a new waste depot which will house and have facilities for 50 electric refuse collection vehicles.

Cheshire West and Chester Council introduced its new ‘**Recycle First**’ initiative in 2012. This is a high-quality recycling and waste collection service for residents of the borough. It was managed under a collection contract with Keir and its current bulky waste collection service is managed by two key furniture reuse organisations, Changing Lives in Cheshire and Revive. With the aim of diverting up to 95 per cent of bulky items from landfill, its responsive collections allow residents to reuse and recycle bulky items. Co-benefits of this approach were increased volunteering and training opportunities, the establishment of a new reuse shop with an online portal for all bulky waste requests, and a new mattress recycling scheme.

Launched in March 2021, **Pembrokeshire County Council** set up a share, repair and reuse network that cuts waste and benefits local communities. It comprises three elements.

1. Eleven repair cafes spread across the county where volunteers repair broken items for free.
2. A Library of Things in Haverfordwest launched online in March 2021 and in-person in November 2021, where residents can browse items available online and borrow the items from the library at a low cost.
3. A series of re-manufacture workshops that takes unwanted broken or outdated objects that would otherwise go to landfill, repairs and upcycles them, then sells them to make money for local charities.

See: <https://takeclimateaction.uk/climate-action/how-pembrokeshire-set-share-repair-and-reuse-network>

For information about setting up repair cafes, see: <https://www.repaircafe.org/en/>

7.4 Recommendations for the council

The recommendations for the council to reduce emissions from waste are therefore:

- Discussions at an early stage with the Staffordshire’s Joint Waste Management Board to undertake work to:

- identify opportunities for further joint working on waste collection/disposal;
- which Ultra Low Emission Vehicles (ULEVs) are most appropriate for Staffordshire councils;
- Identify opportunities for following the Reduce, Re-use, Recycle hierarchy ,(plus composting and anaerobic digestion) for waste reduction across the area ahead of use of incineration or finally landfill;
- lobby Government to mandate the use of recycling and food waste collection facilities by households and businesses;
- Undertake modelling work to identify the optimum location for the depot to minimise the travelling distance of waste collection and waste transfer vehicles;
- Using results from the modelling and discussions above to relocate the depot to the optimum location to minimise carbon emissions;
- Provision within any new or expanded depot facility for ULEVs, including EV charging/fuelling stations as appropriate and waste transfer facilities to reduce the number of onward vehicle journeys.

8 Procurement

8.1 Engagement outcomes

Members noted that procurement is a challenge for decarbonization as the council does not have huge buying power. The council is also facing a financial deficit so the pressure to select the cheapest option is very strong.

“We haven’t got huge buying power, we’re not Birmingham, we don’t have the ability to negotiate. The hard bit is how do you build it into a contract and achieve value on a limited amount of budget.”

Member, quote from workshop discussions

Issues such as carbon emissions and social value are considerations in larger contracts let by the council but have not yet filtered through to smaller contracts, or to contracts for services.

There are wider procurement challenges within the council: there have been issues with insufficient tenders, poor quality tenders, stalled tenders (particularly during the Covid period) and highly divergent pricing. Often this can be traced back to uncertainties in the way that specifications were written, and this needs to be addressed through training.

Given these wider challenges, carbon has not been a priority element. However, there was interest in how carbon might be weighted and evaluated in the tender process in order that it is meaningful to the decisions made. Future training on procurement and specifications should also include carbon considerations.

“It falls down on the wider piece –carbon doesn’t get a look in. It’s not in procurement documentation, it’s not embedded. If we’re buying things, we should be looking at low carbon options, at least look at them and then make informed decisions.”

Interview with senior manager

There is collaboration with other local authorities around procurement, from joint contracts to regular meetings between officers. Joint procurements are usually led by the larger authorities with Tamworth as a participant. The council is also making use of frameworks as they help to bring in more potential suppliers but with greater consistency of costs.

One specific category discussed by stakeholder was IT equipment. The council purchased a lot at the start of the pandemic without really thinking about the carbon associated with its energy use (or embodied in materials). Equipment is replaced every three years so energy efficiency would be a consideration in the next wave. The council has already started to shift to web-based services and cloud-based storage systems which are expected to reduce energy use.

8.2 Embedding actions

Procurement of goods and services is identified as part of the council’s scope 3 emissions. When considered as part of the councils emissions, together with the baseline emission described earlier and emissions associated with staff working from home, it contributes 52% of the council’s emissions. Considerations for the council in embedding net zero into procurement policies and practices are as follows:

- Use the information provided in table 2 as the starting point to identify which categories of procurement are responsible for the largest proportion of carbon emissions and prioritise these for actions to reduce these. A preliminary assessment has been carried out as part of the baseline study and are presented in Section 2.2.1. Concerns described above about the limited purchasing power of the council may hinder the council’s ability to procure lower carbon emission goods and services. Consideration should be given to opportunities for joint procurement of goods and services with neighbouring authorities, thereby increasing the council’s purchasing power, which may enable procurement of lower carbon goods and services that otherwise would not be possible.
- The council could use the Social Value Act 2012 to deliver emissions reductions through procurement, as it requires councils to consider the social, economic and environmental impact of contracts and how they can best benefit the local community. A framework has been developed by the National Social Value Taskforce which provides a flexible, option-based framework for procurement that offers a consistent measurement solution supported by evidence and allows for benchmarking across and between sectors. As part of this a set of carbon reduction measures has recently been introduced, together with a series of other measures relating to other environmental benefits as well as jobs and skills. The council can select the elements of the framework that match their priorities.
- Building on the first point above, the council can encourage and enable its supply chains to become more carbon efficient through promotion of its approach to zero carbon procurement with existing and potential new suppliers, which will enable them to adapt and thrive.
- Commissioning teams within the council, for example for design and construction of facilities as part of the Future High Street Fund programme, need to engage with the procurement team at an early stage in order to build net zero carbon requirements into briefs for tendering of services.

8.3 Case studies

Hackney Council introduced a **Sustainable Procurement Strategy** in 2018. It aims to improve ‘the efficiency of its commercial spend to deliver major social and environmental benefits within our local community and nationally’, working both on its own or partnering with other public sector organisations. It has three key themes, with actions identified for each of these:

- Procuring green
- Procuring for a better society
- Procuring for fair delivery

<https://hackney.gov.uk/procurement-strategy>

8.4 Recommendations for the council

- Investigate further which categories of procurement are responsible for the largest proportion of carbon emissions and prioritise these for actions to reduce these;
- Work with neighbouring councils to identify opportunities for joint procurement of low carbon goods and services, thereby increasing the council's purchasing power;
- Introduce the National Social Value Taskforce's framework to provides a flexible, option-based framework for procurement that includes carbon reduction measures. The council can select the elements of the framework that match their priorities;
- Encourage and enable the council's supply chains to become more carbon efficient by promoting the council's approach to zero carbon procurement with existing and potential new suppliers;
- Commissioning teams within the council need to engage with the procurement team at an early stage in order to build net zero carbon requirements into briefs for tendering of goods and services.

9 Cross-cutting

9.1 Organisational commitment

“It needs to become the way of life, the norm. This needs to come through in policies, training, reports. A shared programme with timelines so we’re all on the same journey, all going in the same direction on it. “

Interview with Senior Manager

Stakeholders recognized that the council had made a strategic commitment to reducing carbon emissions, both through the political declaration of Climate Emergency and through the changes in strategy, policy and operation that are now being developed and delivered. However, there was still debate about the depth of this commitment, particularly when compared with other, more immediate factors or pressures.

There has been political support for this agenda and climate change is seen as part of all portfolio holders’ responsibilities. The practical implications of setting carbon targets are now starting to become clearer and there will need to be continued support from Members and an understanding of the consequences of different paths of action (for example, increased costs to procure lower carbon options).

Stakeholders felt that it was important to get all staff on board – there is strong support from senior management but there needs to be more engagement with middle management and officers.

Several stakeholders felt that acting on climate change was not the top priority for the council and nor should it be. There are wider social, environmental and economic issues which the council is addressing as it delivers its statutory and discretionary services. However, climate change and carbon reduction would need to be given more weight in the conversation if they are to become fully embedded in how the council operates.

As the council refreshes its corporate vision, there is an opportunity to embed net zero carbon in all council areas. Stakeholders at the officers’ workshop suggested that some services may need to become “carbon negative” to balance others which are harder to decarbonise. Whilst there is a need for strategic leadership on this, it was felt that carbon reduction needed to become part of business-as-usual across the organisation, rather than being a silo function.

Stakeholders recognised that there are some things the council cannot do, and that there will be a need to “pick and choose” about how to have the biggest impact. Some areas – such as Planning – fall outside the scope of the Climate Emergency Declaration, but could have a greater impact on local carbon emissions than action across the council’s corporate estate, for example. The co-benefits of action on climate change across the community were recognised and there was a strong sense that the council should invest in the place, not just in its services. Issues such as public health and wellbeing are important to the council even though they do not have direct responsibility. However, again, these discussions go beyond the current scope of the council’s carbon targets.

Stakeholders were enthusiastic around the issue but, in general, cautious and measured in their approach. There was a combination of patience and pragmatism – not wanting to rush towards innovative or risky new technologies but rather waiting until they were

more proven. Similarly, people worried about unintended consequences, for example, shifting to heat pumps in council housing could push up residents' electricity bills if not done properly. Some stakeholders wanted to feel that they could try small scale projects to test and assess different approaches – there was a call for more openness and bravery on small pilot projects.

“We need to be self-aware – to acknowledge the risks and know what we can do. Be open. It’s going to be tough to meet our commitments but we’re taking them seriously and doing as much as we can.”

Interview with Senior Manager

9.2 Corporate Plan

A new Corporate Plan is currently being developed; this will set the council's priorities for the next three years. It is likely to include a priority or project around climate change – stakeholders felt that it should be more of a priority (i.e., embedded across the council) rather than a project (which feels more restricted). The Corporate Plan then cascades through council departments who are asked to demonstrate how their work area contributes to delivery of targets.

As the Plan, and the organizational planning cycle, are short-to-medium term, some stakeholders felt that the 2050 target was too far in the future and that interim targets would help to focus action. This could include departmental targets.

Alongside the Corporate Plan will sit a Performance Management Framework and there is an opportunity to embed progress towards net zero carbon into this. Measuring the carbon impact of projects has not been done by the council before and is an area that would need upskilling. This would mean developing a system around carbon reduction to be used by officers in terms of project development, options appraisal and report writing. Suggestions from stakeholders included a risk-type matrix with red / amber / green options for carbon or a carbon score assigned to help compare different options. However, there would need to be an increase in carbon literacy across the organisation to help this (see Knowledge, capacity and skills below) along with the strategic commitment to ensure that this does not become a tick-box exercise.

9.3 Reset and Recovery

The council is working through a programme of Reset and Recovery. The first two phases focus on reining in the deficit and improving the council's finances, whilst the third phase includes a “root and branch” service review to take place over four years (starting in 2023). This presents an opportunity to embed net zero carbon into all service delivery areas.

9.4 Governance and decision making

“There is now a requirement for sustainability considerations in every report – I wouldn’t say it’s embedded but it’s in the template. In the Medium-Term Financial Strategy, there’s a paragraph on climate change where we mention what we’re doing (it’s not much but it’s there).”

Interview with Senior Manager

The council has already introduced sustainability considerations across many of its reporting processes, for example, reports to Committee and council or Project Initiation Documents.

Members were keen to have more information. There are no regular reports on decarbonization as it does not align with an existing project and, therefore, with ways of reporting to council. Creating a “project” around decarbonization would enable performance indicators and quarterly reporting to Members, building visibility, scrutiny and support.

Reports and PIDs could be improved to be:

- More of an impact assessment
- More informed by evidence about the impacts, based on better officer / manager knowledge

Staff stakeholders were divided as to the effect of the inclusion of carbon in these sorts of reports. They felt that it showed a strong signal that the council was interested in carbon, but some were concerned that there was no challenge function from management before these reports were presented and that there needed to be more scrutiny from Members too. High workloads and the rush to get papers approved can mean that there’s limited discussion and challenge.

Reports could be improved if there were simple ways to show the impact that decisions would have on carbon emissions (whether an increase or a decrease). At present, there is very little clarity about what the impact is of a particular decision as people don’t have the tools to make calculations. It could be sufficient to give numbers based on precedents elsewhere (ie, similar work carried out by other local authorities).

An internal cross departmental net zero carbon working group could be set up to ensure that work progresses, and ideas are discussed.

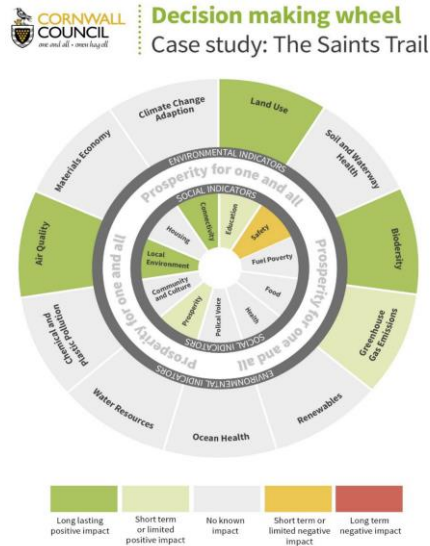
Case studies below present other council's approaches to embedding zero carbon into their decision-making processes:

Lewes District Council's Climate and Sustainability strategy sets 7 measurable goals to guide their climate action to 2030, with interim targets set to 2025 or earlier.

Specific goals and targets for each theme were debated over a period of 8 months at expert panel sessions made up of councillors and local experts. Considerations included what the council can commit to, what would be appropriate and what is realistically achievable. The interim targets agreed are:

1. **Energy and the built environment:** Increase solar energy capacity by 12 MW across the district, and achieve a 60% reduction in council carbon emissions, by 2025.
2. **Sustainable transport and air quality:** install electric vehicle (EV) charge points and cycle parking in all council car parks by 2025.
3. **Biodiversity:** ensure all major developments achieve at least 20% biodiversity net gain no later than 2025.
4. **Agriculture and food:** Engage with all council tenants about food growing and create governance and draft strategy for a local food partnership by 2022.
5. **Reducing emissions from waste:** ensure that 55% of waste is recycled by 2025.
6. **Water:** support Southern Water to deliver up to 50,000 water efficiency audits by the end of 2021..
7. **Circular economy and community wealth:** ensure that community investment in local projects is possible no later than 2025.

Cornwall Council Decision Making Wheel based on the Doughnut economics model to help make decisions that combat climate change and do not disadvantage the people of Cornwall. It is used by Cabinet to inform all their decisions. Example from Cornwall Council of how this works below:



9.5 Finance

“I think we all struggle because we’ve had the financial pressures for so long and every year we report on our financial hole and we’re so reliant on the Government settlement figure. It’s only a one year settlement so you can’t plan ahead. You’re always driven by balancing the budget [...] and carbon wouldn’t be taken into consideration.”

Interview with Senior Manager

The Financial Management Plan covers a three-year period and has to be built on assumptions about income, including grants. Members noted that there needs to be a balance between investment and payback, recognizing that funding is likely to remain scarce. Members proposed that there could be a strategy in place for funding bids and a plan in place of pipeline projects that could be implemented should funding become available. A pipeline of projects would enable the council to identify which projects would make the greatest difference based on carbon savings and the level of investment required.

Capital budgets are framed within the Corporate Capital Strategy. A standard Capital Appraisal Form is used to any internal capital and for externally funded projects with an element of match funding. The form has not included carbon to date but, should it become a priority under the Corporate Plan, then it would flow through into the capital appraisal process.

There is more scrutiny over revenue budgets, as there is continuing scarcity and a pressure to make savings. To embed carbon, there would need to be a policy change proposed by officers or Members. This would need a business case to demonstrate the value of changing the process but it could be fairly straightforward to implement.

Because of the budget deficit, the main driver for decision making has been cost. Many stakeholders talked about the need to minimise costs and be prudent with public money. This has, at times, acted against uptake of lower carbon options which had a higher capital cost. That said, stakeholders again noted that the council is patient and does think for the longer term. Some capital projects in housing have a 50-year lifetime; for other areas, there are 30 year programmes in place.

9.6 Knowledge, capacity and skills

Most stakeholders talked about the need to increase knowledge and skills across the council. Carbon literacy training is being planned for senior managers and Members but this should be rolled out more widely and staff should be given dedicated time for this.

BEIS and the Greater Manchester Combined Authority have funded a [Carbon Literacy Toolkit](#) that is free to use for 'the delivery of certified Carbon Literacy training within recognised UK Local Authorities and can be used by their appointed training partners to do this. The only external costs for usage are therefore those of certification for individuals, which is the standard £10 per participant for UK Local Authorities':

For Members, carbon literacy might be more focused on specific topics and aligned with upcoming decisions (for example, a major re-tendering of a vehicles contract could be a focus for targeted training on EVs, hydrogen or other options). All newly elected members (including those who have been re-elected) take part in a training course each June/July and there could be opportunities for the journey to zero carbon to be part of this.

The council has a digital learning and policy platform which reaches all staff. New staff have to complete 10 e-courses and read 3 'How to' guides; a net zero carbon guide could be added to this. There are also core policies that all staff have to have read and staff are automatically alerted when policies are updated. Compliance with these requirements is not 100%, particularly as there are so many demands on people's time.

Some staff will need general carbon literacy training, but others will have more specialized needs. This is particularly the case for asset management / built environment professionals.

The council is developing a new Organisational Development Strategy which presents some opportunities:

- Net zero carbon could be added to the Personal Development Review (PDR) systems for targets to be set as part of appraisal system.
- Thinking about climate change could be embedded in recruitment processes for all staff and the leader – e.g. what can new recruits do to support the achievement of the NZC target?
- Engaging staff to generate ideas. The council has previously had a system where staff submitted ideas for improvements and the reward for the best idea was a day off.

Stakeholders worried about expertise and knowledge gaps: there is no "guru" within the council to go to get information on net zero carbon. Opinion was divided on whether should be a climate change officer should be recruited or whether expertise should be called on from external advisors or consultants. An officer would help to provide a focal point for activity, but might lead to climate change being seen in a silo rather than being

part of the whole organisation. Members recognised that officer capacity is an issue and that consultant support might be needed to help understand more about the costs and carbon savings of different options. This would help the council to understand where it can make the greatest difference with the resources that it has.

9.7 Communication and engagement

The council’s emissions make up around 3% of the carbon footprint of the Borough. Whilst community-wide emissions are not part of the council’s target commitment, several interviewees recognised that influencing the wider world is an important part of the council’s work. Some of this influence could come through policy – for example, the Local Plan or how the council awards its grants – and some is about communications and engagement.

Both councillors and staff were interested in wider communication and presentation of the council’s work and achievements. They identified the following opportunities:

- The council’s PR and social media team are highly regarded and could help to share message about the work that the council is doing on net zero carbon. Several stakeholders noted that local authorities in general do not celebrate their successes and there was enthusiasm for promoting the council’s work in this area. The council website could also be used to share projects and successes.
- A new partnership around carbon and climate change within Tamworth / with the community
- Engaging with the voluntary sector. The new Voluntary Sector Pledge will ask for social value criteria in procurement; this could include environmental aspects. Similarly, the council could explore asking voluntary sector groups who receive grant funding to provide a carbon footprint.
- The council commissions the Wildlife Trust to manage nature reserves so could work with them on community tree planting projects.
- Engaging with young people, perhaps through a Youth Climate council. (There was previously a Youth council, which could be re-established with an emphasis on climate issues.)
- Customer service staff could add net zero carbon to a ‘script’ they use when speaking with members of the public to raise awareness and seek views. Information and advice could also be provided through the housing repairs phone line.
- Regular resident surveys are undertaken, so climate change and carbon reduction could be included in these.
- council Tax bills are sent with an accompanying report on the breakdown of spending; this could include activity towards net zero carbon, especially where it demonstrates financial savings (e.g. energy efficiency of council buildings) or social outcomes (e.g., supporting people to pay their energy bills through better home insulation).
- Engagement events with the community, whether online, outdoor or face to face. There’s a calendar of awareness weeks and days so the council could run wider awareness days around these issues.

“We haven’t asked people if they’re interested. Staff and members – we could use their passion on this to do things. We could get some bottom-up people who are passionate about it.” **Interview with Senior Manager**

9.8 Collaborations and partnerships

There is strong collaboration with the other local authorities across Staffordshire, including with County.

A Staffordshire Leaders Board is being set up with each local authority having a vote, so even though Tamworth is the smallest local authority, it will have an equal voice. The Board will include a climate change and sustainability workstream, and will look at ways of working collectively to have the greatest impact. For example, a borough like Tamworth may be able to use land in other, more rural districts for tree planting / offsetting projects.

One of the proposals from the Leaders Board was a Citizens Jury though it was unclear what the role, form or area covered would be. One strong suggestion was to bring together the environmental groups in Staffordshire as a sounding board. Tamworth itself does not seem to have a strong environmental campaigning sector, so has not embarked on wider community engagement to this point. A Staffordshire wide approach would help identify common opportunities and challenges but the local authorities have different targets and approaches to achieving net zero, so there will need to be more local consideration too.

A Staffordshire-wide, multi-agency Communications Group was set up during Covid with representatives from the public sector and some voluntary and community organisations. It aimed to get clear messages out during the pandemic and is still in place so could offer a way of pushing out coordinated messages about net zero across the county.

The council works with the Health Partnerships on green spaces, which contribute to physical and mental health and can provide a backdrop for active travel.

There are opportunities for further collaboration; together the local authorities have collective resource and buying power. For example, the councils have different energy suppliers but could move to having a Staffordshire wide provider. Collaborative purchasing could give the authorities more influence and choice.

“It’s about finding common approaches to break through into things we couldn’t do alone.”

Member, workshop quote

9.9 External factors

Action by the council will be steered by national Government commitments, for example, the push for no new petrol or diesel cars after 2030 or minimum energy efficiency standards for rented homes. Planning policy is an area of some uncertainty at present and this could have a significant effect on the types of development that emerge and, therefore, community-wide emissions.

Several stakeholders, including councillors, were keen to hear more from other local authorities about how they are addressing these issues. This might be in the form of networking to share experience and best practice. It might also be through national benchmarking, particularly to help compare Tamworth with other small councils. Benchmarking could be on a per employee or per service basis.

9.10 Funding

Many of the opportunities identified in this report for reducing the council’s carbon emissions will require additional resources. As a small district council with a financial deficit projected in the next three years, this will be a challenge. Opportunities should be explored for multi-authority partnership working to enable staff to devote more time to develop funding bids and manage projects than Tamworth could as a single authority working alone and to share costs of projects/system delivery, as has been done in with the shared waste collection system. There are also a number of sources of information and funding opportunities to support council’s and other organisations in making the transition to net zero. Some of these are outlined below. Members have indicated that they would like to have a number of ‘pipeline’ projects developed so that they could be put forward for funding as new opportunities arise.

- The LGA has produced a [Financing Green Ambitions](#) guide for councils on different sources of funding and how these might apply to different types of projects.
- The Government has launched a [Green Heat Network Fund](#) to support the delivery of low and zero carbon heat networks in England, with 11 bidding rounds from March 2022 to December 2024¹⁰. Tamworth council may be eligible to apply for funding to develop heat networks for both their non domestic and domestic estates.
- The Government funded [Public Sector Decarbonisation Scheme \(PSDS\)](#) was launched in 2020 to fund heat decarbonisation and energy efficiency measures in public sector estates. There have been three rounds of PSDS so far, plus a Public Sector Low Carbon Skills Fund and all were heavily oversubscribed and are now closed. There may be a possible fourth round of PSDS. The application windows of previous rounds have been very short, so having a number of ‘pipeline’ projects developed for heat decarbonisation and energy efficiency improvements as suggested by Members would strengthen the council’s ability to secure funding from any future rounds.
- Defra will have a round 2 of the [Local Authority Treescape Fund](#), which will make £5.4 million will be available in 2022/23 for planting trees outside woodlands. It is anticipated that up to 100 grants worth £50,000 to £300,000 will be available for local authorities, working together with community groups, volunteers and NGOs.

The landscape for funding is forever changing and this report can only reflect the current situation. However, there are some recommendations set out below to help best position the Council secure additional funding for its transition to Net Zero.

- Work with all the Staffordshire local authorities to identify opportunities for collaboration on project delivery and funding for Net Zero.
- Liaise closely with the [Midlands Energy Hub](#), whose aim is ‘to support the capacity of Local Enterprise Partnerships (LEP) and local authorities to identify and deliver local energy strategies and projects’
- The three PSDS rounds have been managed by [Salix Finance](#), a non-departmental public body, owned wholly by Government, whose purpose is to ‘provide funding and expert support to our partners, enabling and inspiring

¹⁰ <https://www.gov.uk/government/publications/green-heat-network-fund-ghnf>

local and national climate action in the transition towards a low-carbon future'. Salix runs a number of funding schemes dedicated to enabling the public sector to reduce their carbon emissions in line with the UK's target to become net-zero by 2050. It would, therefore be prudent to check their website regularly for any announcements of new funding rounds.

- Partnering with private sector organisations can provide access to expertise and capital funding for low carbon energy/infrastructure projects. This may be an opportunity to work with the LEP and Combined Authority and other public sector organisations in the area to provide the critical mass or opportunities necessary to attract private sector interest. See the Bristol Leap case study below.
- Developing a Community Municipal Investment (CMI) scheme is a possibility for raising funds to deliver local projects that contribute to achieving zero carbon goals. A CMI is a bond or loan mechanism issued by a council directly to the public. CMIs can be used to supplement, diversify or replace sources of borrowing to fund-specific infrastructure projects, or to refinance existing debt. For councils they can provide a cheaper alternative to conventional sources of funds and reduce the overall cost of borrowing to taxpayers (see case study below).

The [Bristol City Leap partnership](#) is aimed at delivering low carbon energy infrastructure, such as solar PV, heat networks, heat pumps and energy efficiency measures at scale, all which will help Bristol meet its carbon reduction targets of becoming carbon neutral by 2030. The partners will invest in the council’s estate to deliver low carbon energy infrastructure and support others, such as residents, community energy groups and businesses, to deliver local carbon reducing projects.

Private sector partners will contribute capital funding, including £424 million over the first five years of the twenty-year partnership, in low carbon energy and capacity and expertise in the delivery of low carbon energy infrastructure projects. The project will remove around 140,000 tonnes of carbon across the city in the first five years of operation’

In summer 2020, **West Berkshire Council** launched the UK's first [Community Municipal Investment](#) (CMI) scheme offering residents and community groups a unique way to invest in West Berkshire, funding green projects to help the district become carbon neutral by 2030. By October 2020, they achieved their goal of raising £1 million from 640 investors with 23% of total investment coming from West Berkshire residents. Projects funded include:

- six solar PV roof-based projects on council facilities, including a school, leisure centre, care facility, and council offices.
- Urban Tree Planting
- New footpaths and rural access schemes
- Active travel infrastructure improvements
- Tree planting and habitat creation as part of flood alleviation projects
- Energy efficiency upgrades for traffic signals and street lighting.



9.11 Strategy

Local authority strategies and policy can have far reaching internal and external impacts, so it is important that alongside other overarching priorities the council embeds net zero carbon in all its strategies and policies. The council’s strategies and policies should be updated to include issues and recommendations for individual service areas identified in

the previous sections. We understand that the planned full review of council services may not now be happening, but suggest that a policy and service review is undertaken to align policy, spending and service delivery with the council’s net zero carbon ambitions. In addition to individual service areas, there are other opportunities for the council to demonstrate and deliver on its commitment to achieve its net zero carbon target:

- The council’s Corporate Plan is a three-year plan that outlines what the council wants to achieve and has achieved over the three-year plan period and sets out the council’s vision, purpose and strategic priorities. Working towards the council’s net zero carbon goal isn’t included in the current 2019-22 plan as a strategic priority, or purpose of the council, but should be included in the 2023-25 Corporate Plan. This has the potential to be a powerful tool to engage staff in delivery of the council’s net zero carbon plans, through the process of asking each team how their area of work contributes to delivery of the targets in the plan. It will also signal to external partners, residents, businesses and community organisations the council’s commitment to achieving its net zero carbon goal.
- The council’s Performance Management Framework could be updated to monitor and evaluate progress on carbon emission reduction. The detail of this could form part of the council’s Climate Action Plan.

Other policy levers that could be introduced that will support a move to zero carbon across the borough include:

- introducing Air Quality Management Areas
- introducing Clean Air Zones which require drivers of polluting vehicles to pay a charge;
- imposing speed limits (eg 20 mph zones);
- introducing parking charges including a workplace parking levy; restricting traffic in certain areas or at certain times (Traffic Regulation Orders);
- taxi licensing only for electric taxis and private hire vehicles¹¹

9.12 Planning policy

Action on climate change could be developed more strongly within the Local Plan. Currently there is a policy around climate change mitigation, but this needs to be broadened to pull all thinking about climate change together. Stakeholders noted that there can be a tension between different types of policy: Supplementary Planning Documents are often used for more detailed aspects such as design, and this is encouraged by Planning Inspectors. However, those SPDs do not carry as much weight as full policies and therefore leave the council open to challenge.

The council will shortly be undertaking a Local Plan review. The current Local Plan includes a Climate Change Mitigation Policy, but a Climate Change Policy needs to be developed as part of the review that pulls all strands on climate change mitigation and adaptation together.

¹¹ <https://www.local.gov.uk/publications/councillor-workbook-local-pathway-net-zero>

As part of the local plan review, consideration should be given to building zero carbon design guides into the local plan and also into the planning approval processes. One example of this is the [LETI Climate Emergency Design Guide](#), which provides guidance on five key areas (operational energy, embodied carbon, the future of heat, demand response and data disclosure) for four types of building (small scale residential, medium/large scale residential, commercial offices, and schools).

Whilst the availability of new development sites across the district is limited, there are a number of resources available to help guide place based planning for zero carbon, such as: the TCPA’s guide on [Masterplanning for net-zero energy](#) and the UK Green Buildings council’s [New Homes Policy Playbook](#) mentioned in the housing section earlier.

Reading Borough Council’s Local Plan, adopted in 2019, requires all new residential developments of 10 or more homes to be built to zero carbon standards if possible. If the developer determines that achieving the zero carbon standard is not possible, a minimum 35% reduction in carbon emissions compared to minimum UK standards must be delivered. The developer must also pay £1,800/tonne of carbon emissions to offsetting in the local area.

Although only a relatively small number of houses were granted planning permission in 2020/21, all of these will conform to the zero carbon standards and the number of houses built to this standard in the borough will increase over time.

The Milton Keynes Local Plan includes a [Sustainable Construction Supplementary Planning Document](#) (SPD) which requires developers to follow the energy hierarchy below. Energy reduction is the first step and residential developments of 11 or more homes, or non-residential development of 1000 sq. metres or more, must achieve a minimum performance requirement of a 19% improvement on Building Regulations

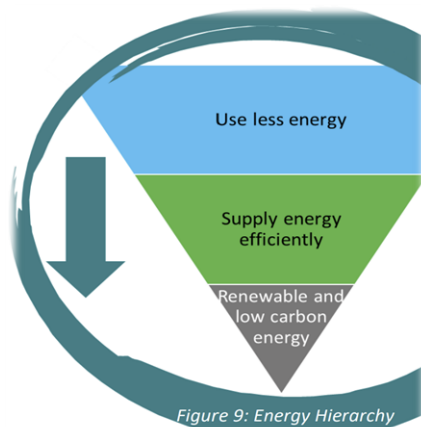


Figure 9: Energy Hierarchy

10 Council investment in fossil fuels

Tamworth Borough Council invests in a variety of projects and processes. These investments have an associated carbon footprint, although there are no known direct investments in fossil fuel companies. Estimating these emissions is complex, particularly when considering investments which are indirectly linked to fossil fuel organisations. As such, emissions from investments are typically not included in GHG baselines for net zero targets. Whilst this is the case, it remains important and is best practice for Tamworth Borough Council to consider where they are investing and examine the potential ways in which low carbon alternative invest opportunities can be conducted.

In February 2021, UK Divest published data on the proportion of local authority pension funds that are invested in fossil fuel industries¹². UK Divest is an independent organisation comprised of various partners such as Friends of the Earth and Platform, with the aim of encouraging institutions to divest from fossil fuels. Their report, *Divesting to protect our pensions and the planet An analysis of local government investments in coal, oil and gas*, details the pension fund holdings of each local authority in 2017 and presents the total and percentage contribution of pension holdings to investments in fossil fuels. Data on local government pension fund holdings were collected through freedom of information (FOI) requests to each local authority. All assets accounting for > 1% of each pension fund’s value were additionally screened to capture indirect investments. Those which could not be broken down were estimated using indexes sourced from State Street Global Adviser¹³ and linked to CU200, a list of the top 100 coal and top 100 oil and gas publicly traded reserves holders globally. These are raked by the potential carbon emissions of their reported reserves.

UK Divest report that Tamworth Borough Council’s current pension fund, managed by Staffordshire Pension Fund, is investing 3.3% of its assets into fossil fuels. This equates to £146 million which is 45% greater than the UK average of £100.4 million. **Figure 4** outlines the ten largest fossil fuel holdings and includes both direct and indirect investments. Whilst Tamworth may consider taking some ownership of this investment, TBC is limited in the extent to which it can influence divestment as the fund is managed by Staffordshire County Council (SCC) who also form the strategy for investment.

SCC have developed a [Staffordshire Pension Fund Climate Change Strategy](#) which sets out Staffordshire Pension Fund’s approach to managing the risks and opportunities presented by climate change. The fund has a target to be Net Zero by 2050 and has identified three key steps to achieving this:

- Integrate climate change considerations into the complete investment process through the selection, due diligence, monitoring and stewardship of assets, Staffordshire Pension Fund either directly or through the Fund’s appointed investment managers, with the aim of decarbonising the entire investment portfolio.
- Access the best possible climate change data available, to be able to assess climate risks and opportunities. This will enable the Fund to make the best possible decisions and understand the impact of climate change on its Funding and Investment Strategies.

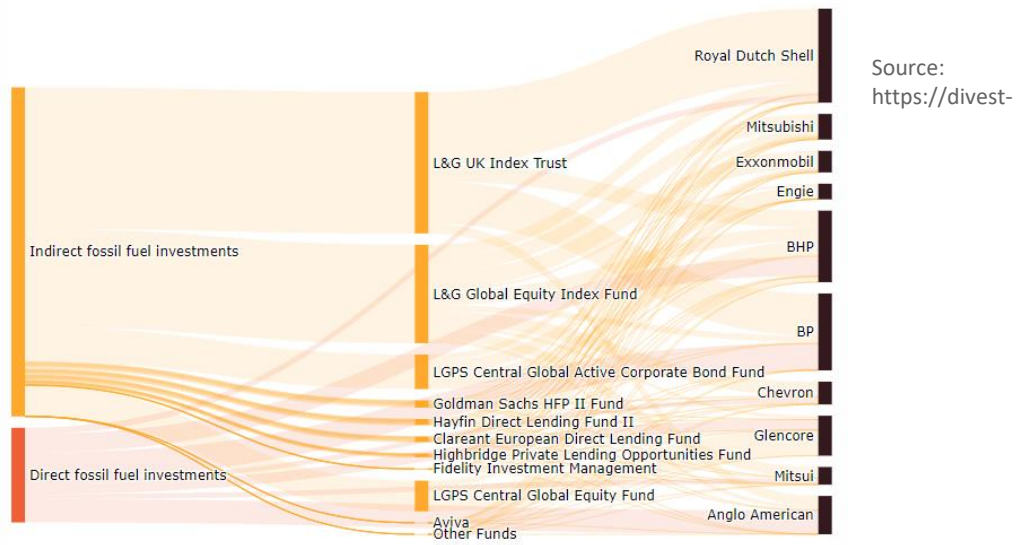
¹² https://www.divest.org.uk/wp-content/uploads/2021/03/UKDivest_Report.pdf

¹³ https://www.ssga.com/uk/en_gb/institutional/etfs

- Work collaboratively with other investors and organisations, to improve the quality, relevance and availability of climate-related data and encourage alignment with the 2015 Paris Agreement.

The fund has set an interim climate change targets for 2030 which are to; reduce the proportion of the Fund invested in Fossil Fuels reserves to less than 4% by 2030, Reduce the proportion of the Fund invested in thermal coal to below 1% by 2030 and Increase the proportion of investments where carbon metrics are reported to over 95% by 2030.

Figure 4: The largest 10 direct and indirect fossil fuel investments as part of the Staffordshire Pension Fund



[dashboard.herokuapp.com/](https://divest-dashboard.herokuapp.com/)

10.1 Case studies

The **London Borough of Waltham Forest** became the first local authority in the UK to announce that it would be divesting its pension funds from fossil fuels.

By the end of the 2016/17 financial year when the divestment announcement was made, the Waltham Forest’s pension fund held £53.4 million of oil, gas and coal stocks (6.6% of the fund’s total value). By 2021 this proportion had further dropped, leaving only £3.5 million still to divest – huge progress in just a few years.

See: <https://takeclimateaction.uk/climate-action/how-waltham-forest-divesting-pensions-out-fossil-fuels>

10.2 Recommendations

As SCC has operational control of the pension fund, TBC has limited control over divestment. However, TBC can monitor the progress that SCC makes against their climate targets committed to within the Staffordshire Pension Fund Climate Change Strategy and the annual Climate Stewardship Plan that they publish. UK Divest have

produced useful resources on divesting from fossil fuels, including a briefing for councillors entitled *Protecting our pensions and the planet*¹⁴. Published in November 2021, the briefing provides information on fossil fuel divestment, current progress by local governments to divest, and action that can be taken to divest in fossil fuels. TBC should review this guidance to ascertain if any action could be taken for investments other than the pension fund held by SCC.

¹⁴ https://www.divest.org.uk/wp-content/uploads/2021/12/UKDivest_Cllr_Briefing.pdf

11 Conclusions and Recommendations

11.1 Conclusions

Tamworth Borough Council declared a climate emergency in 2019 and set a target for its estate to reach net zero carbon by 2050, or 2030 if financially able to do so. This project was commissioned to aid the council to understand its baseline emissions and to present opportunities and potential barriers for climate reduction to meet this commitment.

A greenhouse gas baseline inventory was compiled for the 2019/20 financial year, the scope of which was agreed during a scoping workshop with council staff in January 2022. Tamworth Borough Council’s GHG emissions for 2019/2020 were estimated to be 1,783 tCO₂e. The largest source of emissions was council waste collection (31%). Gas consumption within council-owned buildings make up a significant proportion of total emissions, 26%. The methodology for procurement is not well established and has a high uncertainty and were therefore presented separately. Emissions from this source was comparable to total emissions.

There are some sources which are currently not included within the baseline, or for which the methodology could be improved. Staff commuting is an indirect emission source which could be included through development of a staff survey. Working from home and procurement emissions were reported separately due to the high uncertainty associated with the methodologies to calculate these emissions.

The findings of this report aim to aid the council in identifying opportunities for climate action and to assist in the formation of a Climate Action Plan.

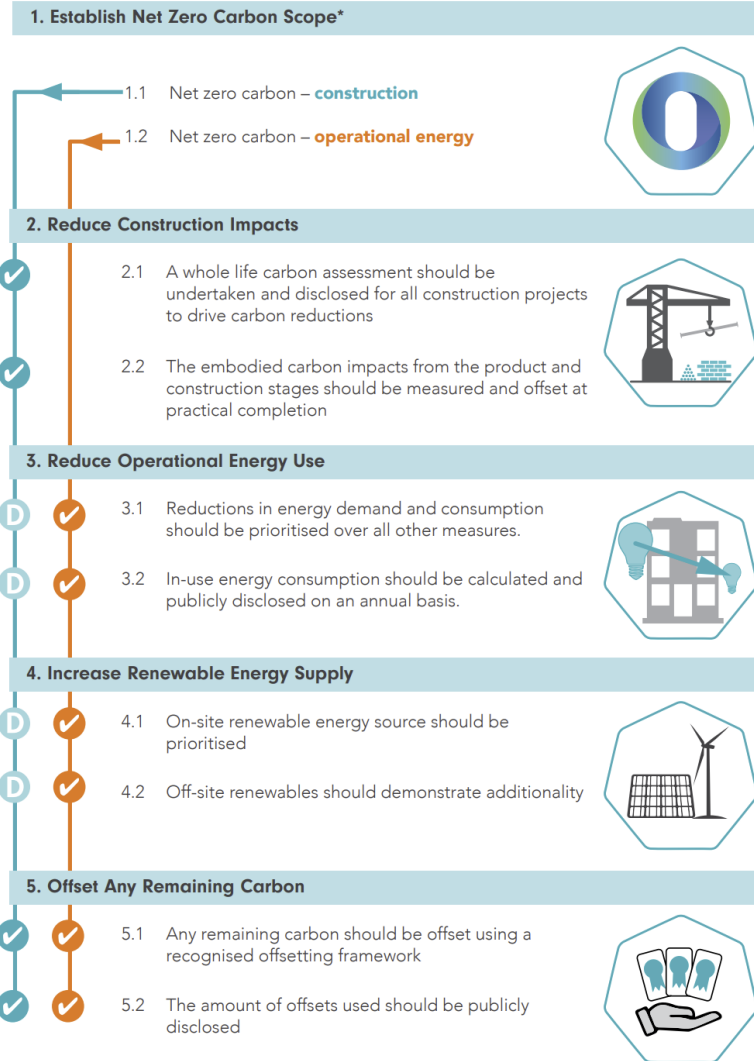
11.2 Key Recommendations

Recommendations have been identified throughout the report, which the council will need to reflect on when developing its Climate Action Plan on how to deliver its Net Zero Carbon commitment. As a small local authority, there will be challenges in meeting this commitment, such as funding climate measures. The following concluding headline recommendations, which encompass the detailed recommendations in the report are offered to the council.

Recommendations:

- To improve future emissions estimates, data should be collected for the following sources: energy usage within standard council housing (currently only communal spaces), staff commuting, and homeworking.
- The council should reduce emissions using a carbon emission reduction first, carbon offsetting last approach, as per set out by the UK Green Building Council¹⁵ as outlined below:

¹⁵ <https://www.ukgbc.org/wp-content/uploads/2019/04/Net-Zero-Carbon-Buildings-A-framework-definition.pdf>



D New buildings and major refurbishments targeting net zero carbon for construction should be designed to achieve net zero carbon for operational energy by considering these principles.

- Develop a long-term strategy for funding of Net Zero Carbon measures, together with a pipeline of projects to enable the council to be in the best position to secure funding as opportunities arise.
- Build the Net Zero Carbon knowledge, capacity and skills of council staff and Members through training, accessing additional expertise and cross departmental working groups.
- Develop systems to embed delivery of Net Zero Carbon into the council’s decision making and operational processes. For example, development of a Net Zero Carbon procurement policy, development of a Net Zero Carbon options appraisal system for committee reports.
- Explore joint Net Zero Carbon opportunities with neighbouring councils and other public sector bodies, e.g. for joint procurement, shared services, funding bids.

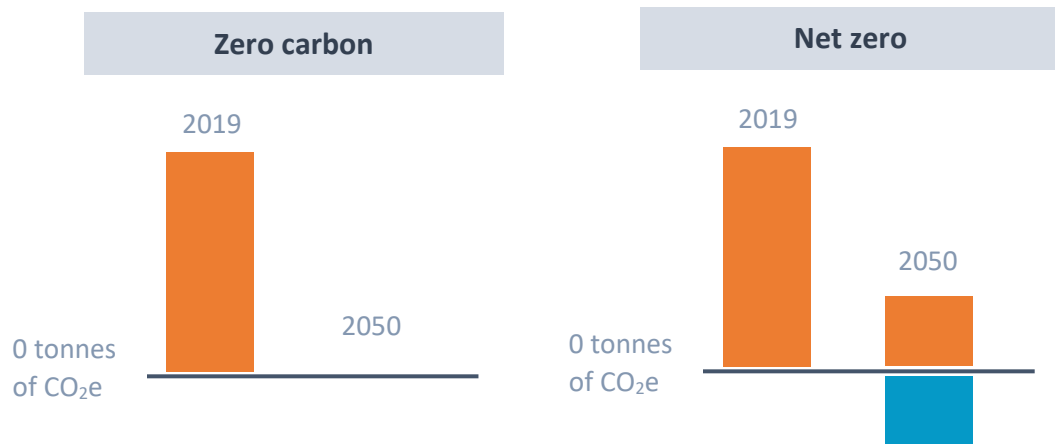
Appendix 1

12 Data and Methods

12.1 Definitions

In line with the council's resolution, the term "decarbonisation" is used in this and accompanying report to mean the same as becoming "carbon neutral" or "net zero carbon": the balancing of carbon emissions against carbon removals and/or carbon offsetting with the net result being zero, as illustrated in **Figure 5**. "Net zero" is used in this report as shorthand to cover the net balancing of the main greenhouse gases: carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). The global warming potentials of CH₄ and N₂O are used to calculate the equivalent warming to CO₂, to allow the estimation of total GHG effects on the atmosphere in one unit, CO₂-equivalent, or CO₂e. The council agreed that their net zero targets should cover carbon dioxide, methane and nitrous oxide, not just carbon dioxide. Any reference to "carbon neutral" and "decarbonisation" in this report is understood to be shorthand to cover methane and nitrous oxide as well as carbon dioxide.

Figure 5: Options for achieving net zero



As defined by the Climate Change Committee (CCC), a net-zero (i.e. carbon neutral) target requires "deep reductions in emissions, with any remaining sources offset by removals of CO₂ from the atmosphere (e.g. by afforestation)". This removal requires either the purchase of carbon offsets¹⁶ or direct carbon removal through additional carbon removal and storage ("sequestration") activity on an organisation's estate.

¹⁶ Where a project for reduction in greenhouse gas emissions is funded in order to compensate for emissions made elsewhere.

12.2 GHG inventories

A GHG inventory is a dataset which presents estimates of emissions of various greenhouse gases from a wide range of activities in an organisation, country or other geographical area. The standard approach to estimate GHG emissions is by multiplying activity data by an emission factor associated with the activity being measured (**Equation 1**).

Equation 1: Emission factor approach for calculating GHG emissions.

GHG emissions = activity data * emission factor

Emission Factor - This is the emissions per unit of activity, which usually comes from scientific literature. It is typically derived from measurement.

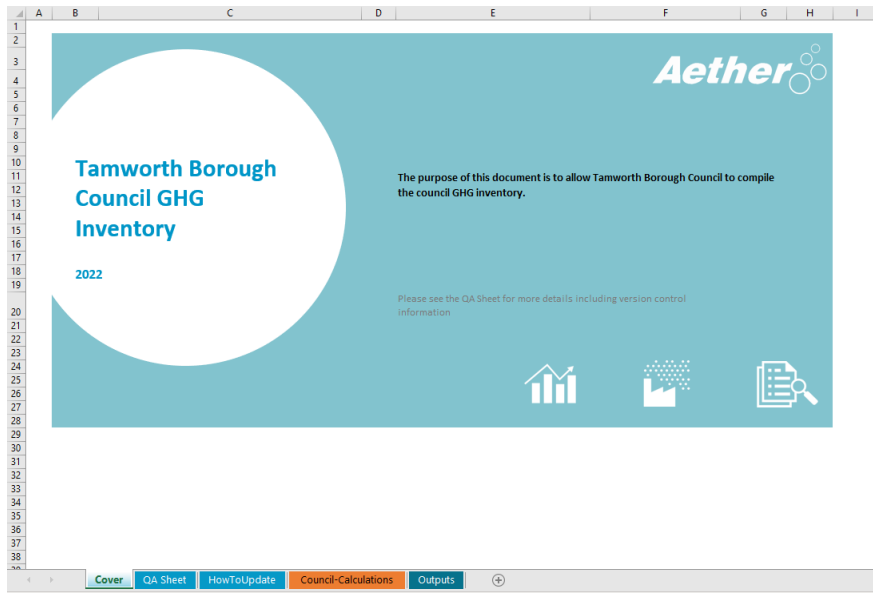
Activity data - This is a measure or estimate of the activity which is taking place, such as number of cows or tonnes of fuel. This data typically comes from national statistical datasets or from the organisation in question, in this case Tamworth Borough Council.

For example, estimating CO₂ emissions from the use of electricity involves multiplying data on kilowatt-hours (kWh) of electricity used by the emission factor (kgCO₂/kWh) for electricity, which will depend on the technology and type of fuel used to generate the electricity.

A GHG dashboard has been developed to contain the GHG inventories for both the council and the borough. These are colour-coded for transparency within the tool. Data sources are fully referenced in the calculations and within a 'How To Update' sheet in the workbook. This contains step-by-step instructions on how council officers can update the inventories annually in the future. **Figure 6** shows the cover page of the GHG inventory tool. The sheets of the tool are as follows:

- **QA Sheet** – containing meta-data on version control, authors, quality assurance checks
- **How To Update** – containing steps on how to update the inventories and tracker in future iterations, as well as full references for data sources
- **council-Calculations** - containing activity data, emission factors and emissions calculations for the council
- **Outputs** – containing summary figures of the inventories.

Figure 6: Structure of TBC’s GHG Inventory tool



12.3 Geographical and temporal scope

Setting the geographical and temporal boundaries is relatively straightforward at a high level:

- The geographical boundary is the area covered by the council administrative area. Emissions from the council’s own assets and activities are included and calculated as a subset of those emissions.
- The year for the inventory is determined by the latest available data from the relevant sources not affected by the COVID-19 pandemic; this is therefore the 2019/20 financial year¹⁷.

Emissions were estimated for 2020 (see Section 12.7) but were not included in the main report due to lack of data availability for all sources, most notable energy consumption within council-owned buildings. However, as the council will be transitioning to a hybrid working from home setup, indicative emissions have been calculated where possible.

12.4 Operational Scope

When reporting emissions, it is important to consider which sources to include. The Greenhouse Gas Protocol provides a widely used set of standards which describe emission sources and “scopes” which should be considered as part of a local carbon accounting process; the definition of the three scopes is shown in **Table 1**, below, as applied to the 2019 inventory for the council.

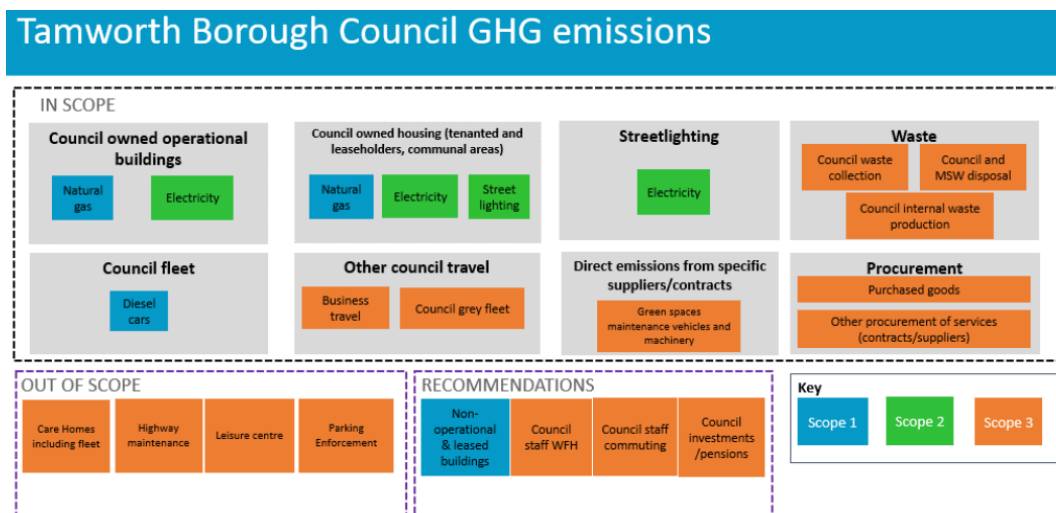
¹⁷ Data sources for the council inventory are available on a financial year basis only.

Table 5: Summary of emissions sources by scope in Tamworth Borough Council’s GHG inventory

Scope of emissions	Tamworth Borough Council
1	Direct fuel consumption of (gas, petrol, diesel) in council-owned buildings (operational, community, housing and other), council transport fleet
2	Electricity use purchased from the national grid in council-owned buildings (operational, community, housing and other), streetlighting and council transport fleet
3	Fuel consumption (petrol and diesel) in council contracts for waste collection, highway works, green spaces maintenance, council grey fleet, and transmission and distribution of electricity use

An Internal Scoping Workshop was held in January 2022 with all key cross-department colleagues from Tamworth Borough Council to discuss the scope of the council 2050 target and GHG emission inventory. These discussions and one-to-one meetings continued into February and March with council Members and the Corporate Management Team to finalise and agree on the scopes for both targets. This is presented in **Figure 7**.

Figure 7: Emissions boundary for the council GHG inventory



Note: Electricity includes transmission and distribution losses from electricity supply.

12.5 Exclusions from scope for this project

As noted in **section 12.4**, there are some sources which cannot be quantified to an acceptable level of certainty, either because data do not exist or because the data are not available for specific local authorities. Such sources will be addressed in TBC’s climate action plan but have not been included in the GHG inventory.

Emission sources that were not included in the inventory as data were not available include:

- Water consumption (scope 1)
- Non-operational and leased buildings (scope 1)
- Council staff commuting (scope 3)
- Highway maintenance (scope 3)
- Parking enforcement (scope 3)
- Council waste disposal transport (scope 3)

Including these sources will help prevent “carbon leakage” where services are outsourced (or brought back in-house) in the future. To include emissions from all outsourced scope 3 emissions sources would require the collection of data from contractors who may not be contractually obliged to provide such data and may regard it as commercially sensitive. Some scope 3 emissions sources which are not currently included in the council inventory include emissions from other council contracts and suppliers, staff commuting, and activities funded by pensions and investments. If data are obtained on such activities in the future, estimates can be included in the inventory. To ensure time-series consistency, any additions to the inventory should be added in for historical years as well. If historical data is not available, extrapolation or proxy methods could be used.

12.6 Input data

12.6.1 Activity data

Data were collected directly from Tamworth Borough Council and in the case for waste emissions, from Lichfield District Council. **Table 6** summarises the data sources used for the GHG inventory. Detailed references are provided in the “How to Update” sheet of the GHG inventory tool.

Table 6: Data sources for the council GHG inventory

Source number	Data Source	Sector	Description
1,4	Energy consumption spreadsheet (received from Tamworth Borough Council)	Energy	Electricity and gas consumption for council owned operational buildings, community building, council housing and other council-owned buildings, all in kWh.
9	Streetlighting (received from Tamworth Borough Council)	Energy	Electricity consumption for streetlighting in £, with an approximate kWh/£ unit price provided. This covers unmetered street lighting and car parking in addition to highway lighting maintained by TBC.
3	Fleet fuel consumption (received from	Transport	Data collected on the total fuel consumed by council vehicles (two diesel vans). The fuel is supplied by the depot.

Source number	Data Source	Sector	Description
	Tamworth Borough Council)		
3	Green spaces fuel consumption	Green spaces maintenance and vehicles	Data collected on fuel consumption in vehicles used within the borough for green spaces by the relevant supplier, including on-road, off-road and other machinery.
5	Business travel expenditure data (received by Tamworth Borough Council)	Transport – business travel	Data collected on business travel car mileage and expenditure claims for public transport (assumed all rail).
2	Waste collection (received by Lichfield District Council)	Waste collection	Data collected on tonnage of waste collected in council waste collection vehicles by the relevant supplier. This includes municipal waste, recycling, and green waste which is sent for processing.
11	Expense reports for 2019/20 and 2020/21	Procurement of other goods and services	council expense reports for the 2019/20 and 2020/21 financial years.

The energy consumption data covers a range of council-owned buildings which were categorised into four groups: operational, community, housing and other council-owned buildings. Consumption data provided were for the whole site, aside for non-sheltered council housing wherein data applies to consumption within communal areas. The buildings covered are summarised in **Table 7**.

Table 7: Buildings covered within the energy consumption data included in the council emissions inventory

Category	Buildings included	Data coverage
Operational buildings	Marmion House Town Hall Assembly Rooms	Whole site
Community buildings	Sports pitches (3G football pitches, rugby pitch) Activity Centre Market/street displays Tamworth Castle and museum	Whole site
Housing	Sheltered housing Standard housing	Whole site Communal areas
Other council-owned buildings	Depot Cemeteries Public conveniences	Whole site

Table 8 contains the activity data used to calculate emissions for Tamworth Borough Council.

Table 8: Activity data for the council GHG inventory

Sector	Category	Fuel	Unit	Source number	Activity data for the 2019/20 financial year
Energy	Operational Buildings	Electricity	KWh	1	589,733
Energy	Operational Buildings	Gas	KWh	1	483,422
Energy	Community Buildings	Electricity	KWh	1	343,357
Energy	Community Buildings	Gas	KWh	1	28,922
Energy	Housing - sheltered	Electricity	KWh	1,4	377,353
Energy	Housing - sheltered	Gas	KWh	1,4	1,855,537
Energy	Housing - standard	Electricity	KWh	1,4	343,291
Energy	Housing - standard	Gas	KWh	1,4	109,034
Energy	Other council buildings	Electricity	KWh	1	79,387
Energy	Other council buildings	Gas	KWh	1	80,004
Energy	Streetlighting	Electricity	KWh	9	424,605
Transport	Council fleet - Van	Diesel	litres	3	22,434
Transport	Business travel - car	Unknown	miles	5	60,414
Transport	Business travel - rail	Unknown	£	5	3,252
Waste	Municipal refuse to EFW	-	tonnes	2	15,903
Waste	Kerbside recycling	-	tonnes	2	7,774
Waste	Garden Waste	-	tonnes	2	3,763
Green spaces vehicles and machinery	Mechanical sweepers	Diesel	litres	3	15,752

Sector	Category	Fuel	Unit	Source number	Activity data for the 2019/20 financial year
Green spaces vehicles and machinery	Mechanical plant	Diesel	litres	3	20,787

12.6.2 Emission factors

Emission factors for the council GHG inventory are taken from “UK Government GHG Conversion Factors for Company Reporting”¹⁸ for the applicable sources and years. The 2019 emission factors are applied to the data sources which relate to the 2019/20 financial year. **Table 9** contains the emission factors used to calculate emissions for Tamworth Borough Council.

Table 9: Emission factors for the council GHG inventory

Sector	Fuel	Unit	Data source	Emission factor for the 2019/20 financial year
Energy	Grid Electricity	kgCO ₂ e/kWh	UK Government GHG Conversion Factors for Company Reporting - UK Electricity - Electricity generated	0.25560
Energy	Grid Electricity T&D	kgCO ₂ e/kWh	UK Government GHG Conversion Factors for Company Reporting - Transmission and distribution - T&D- UK electricity	0.02170
Energy	Natural Gas	kgCO ₂ e/kWh	UK Government GHG Conversion Factors for Company Reporting - Fuels - Gaseous Fuels - Natural Gas - kWh (Gross CV)	0.18385
Transport	Car - Diesel - Average	kg CO ₂ e/miles	UK Government GHG Conversion Factors for Company Reporting - Passenger vehicles - Cars (by size) - Average car - Diesel	0.27901
Transport	Car - Unknown fuel - Average (km)	kg CO ₂ e/km	UK Government GHG Conversion Factors for Company Reporting - Passenger vehicles - Cars (by size) - Average car - Unknown	0.1771
Waste	Mixed recycling (tonnes)	kg CO ₂ e/tonne	UK Government GHG Conversion Factors for Company Reporting - Waste disposal - Refuse - Municipal - Open Loop Recycling	21.3538

¹⁸ <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

Sector	Fuel	Unit	Data source	Emission factor for the 2019/20 financial year
Waste	Organic Garden Waste Composting (tonnes)	kg CO ₂ e/tonne	UK Government GHG Conversion Factors for Company Reporting - Waste disposal - Refuse - Organic: garden waste - Composting	10.2039
Waste	Refuse Municipal to EFW (tonnes)	kg CO ₂ e/tonne	UK Government GHG Conversion Factors for Company Reporting - Waste disposal - Refuse - Municipal - Combustion (EFW)	21.3538
Transport	HGV - Diesel - Average all types and sizes - average laden (tonne.km)	kg CO ₂ e/tonne.km	UK Government GHG Conversion Factors for Company Reporting - Freightage Goods - HGV - Diesel - Average all types and sizes - average laden (tonne.km)	0.1113
Transport	Diesel - average biofuel (litres) - Transport	kg CO ₂ e/l	UK Government GHG Conversion Factors for Company Reporting - Fuels - Liquid Fuels - Diesel (average biofuel blend) - litres	2.5941
Transport	Rail - annual revenue per passenger km	£/passenger km	Office of Rail and Road - Revenue per passenger kilometres and per passenger journey - Table 12.10	0.1553
Transport	Rail - National rail - passenger km	kgCO ₂ e/passenger.km	UK Government GHG Conversion Factors for Company Reporting - Business travel land - Rail - National Rail (passenger.km)	0.0412

12.6.3 Procurement emissions

Emissions from procurement were calculated separately as there is a high level of uncertainty associated with the calculations. Standard industrial classification codes (SIC) are used by industries to categories different activity types. In 2014, Defra published ‘Indirect emissions from the supply chain’¹⁹ which contains a list of carbon factors for each SIC code. Using expense reports provided by Tamworth Borough Council, emissions from the procurement of goods and services were calculated by assigning expenses related to procurement against the relevant carbon factor included within the SIC dataset. This method is highly uncertain, as it presents a generic carbon factor across a given activity and assumes that carbon emissions scale with spend. This is not always the case, for example investing in lower carbon technologies such as electric vehicles would be reported as an increase in emissions using this method.

Procurement emissions were calculated for both the 2019/20 and 2020/21 financial years (see section 2.3.1 for further information on emissions during the 2020/21 financial year). As Tamworth Borough Council provided an expense report, activity related to the transfer of finances, were excluded from estimates. This includes the following:

- Council Tenant Rent Rebates
- Rent Allowances
- Item 8 Debit
- External Interest Payable
- Rates

Expenses related to activity already included within the baseline were additionally excluded to avoid double counting. This covers sources such as refuse and recycling joint arrangements and electricity.

Overall, 97% of total expenses in 2019/20 were examined and 35% were for the procurement of goods and services. To ensure consistency across years, 35% of procurement spend in 2020/21 was captured. Categories included in both years remained largely consistent, with differences resulting from spend related to COVID-19 included within 2020/21. Therefore, there were some categories which were captured in 2019/20 that were not included in 2020/21 as they fell outside of the 35% threshold.

12.7 Council 2019/20 GHG emissions inventory

Table 10 below contains emissions by category for Tamworth Borough Council, for the 2019/20 financial period.

¹⁹

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/404542/Table_13_Indirect_emissions_from_supply_chain_2007-2011.xls

Table 10: Estimated tCO₂e emissions for Tamworth Borough Council in 2019/20, including procurement

Sector	Scope	2019/20 (tCO ₂ e)	% of total emissions
Operational buildings (electricity)	2/3	164	4%
Operational buildings (gas)	1	89	2%
Community buildings (electricity)	2/3	95	3%
Community buildings (gas)	1	5.3	0.1%
Housing (electricity)	2/3	200	5%
Housing (gas)	1	361	10%
Other buildings (electricity)	2/3	22	0.6%
Other buildings (gas)	1	15	0.4%
Streetlighting	2	118	3%
Transport (Council fleet/grey)	1	58	2%
Transport (Business travel)	3	18	0.5%
Green spaces vehicles and machinery	1	95	3%
Council waste collection	3	544	15%
Procurement of other goods and services	3	~2,000	52%
Total		8,728	

12.8 2020/21 GHG emission estimates

The 2020 COVID-19 pandemic resulted in a marked change in everyday operations for organisations, including Tamworth Borough Council. As a result, the 2019/20 financial year was agreed to be the most appropriate year to conduct an GHG emissions baseline. However, Tamworth Borough Council has elected to maintain certain changes to operations instigated by the pandemic, such as working from home, and this is not reflected in the baseline. This section outlines emissions estimates for the 2020/21 period to highlight the effect of these changes.

12.8.1 Methodology

Emissions were calculated in the same manner as outlined above. The scope of the input data was reduced in 2020/21 compared to 2019/20. Emissions were only calculated

where data were available for both years to ensure differences in emissions could be explained by genuine changes in activity data and/or emission factors. The most notable data source excluded from this section is energy consumption within council-owned buildings. Emissions from council fleet and green spaces and machinery were also not calculated.

A summary of the activity data and emission factors used are summarised in **Table 11** and **Table 12** below, with corresponding 2019/20 values for comparison.

Table 11: Activity data for the council GHG inventory, 2019/20 and 2020/21

Sector	Category	Fuel	Unit	Source number	Activity data for the 2019/20 financial year	Activity data for the 2020/21 financial year
Energy	Streetlighting	Electricity	KWh	9	424,605	490,919
Transport	Business travel - car	Unknown	miles	5	60,414	17,176
Transport	Business travel - rail	Unknown	£	5	3,252	8
Waste	Municipal refuse to EFW	-	tonnes	2	15,903	17,714
Waste	Kerbside recycling	-	tonnes	2	7,774	8,305
Waste	Garden Waste	-	tonnes	2	3,763	4,117
Green spaces vehicles and machinery	Mechanical sweepers	Diesel	litres	3	15,752	15,752
Green spaces vehicles and machinery	Mechanical plant	Diesel	litres	3	20,787	20,787

Table 12: Emission factors for the council GHG inventory, 2019/20 and 2020/21

Sector	Category	Fuel	Unit	Data source	Emission factor for the 2019/20 financial year	Emission factor for the 2020/21 financial year
Energy	UK	Grid Electricity	kgCO ₂ e/kWh	UK Government GHG Conversion Factors for Company Reporting - UK	0.25560	0.23314

Sector	Category	Fuel	Unit	Data source	Emission factor for the 2019/20 financial year	Emission factor for the 2020/21 financial year
				Electricity - Electricity generated		
Energy	UK	Grid Electricity T&D	kgCO ₂ e/kWh	UK Government GHG Conversion Factors for Company Reporting - Transmission and distribution - T&D- UK electricity	0.02170	0.02005
Transport	UK	Car - Diesel - Average	kg CO ₂ e/miles	UK Government GHG Conversion Factors for Company Reporting - Passenger vehicles - Cars (by size) - Average car - Diesel	0.27901	0.27108
Transport	UK	Car - Unknown fuel - Average (km)	kg CO ₂ e/km	UK Government GHG Conversion Factors for Company Reporting - Passenger vehicles - Cars (by size) - Average car - Unknown	0.1771	0.1714
Waste	UK	Mixed recycling (tonnes)	kg CO ₂ e/tonne	UK Government GHG Conversion Factors for Company Reporting - Waste disposal - Refuse - Municipal - Open Loop Recycling	21.3538	21.3167
Waste	UK	Organic Garden Waste Composting (tonnes)	kg CO ₂ e/tonne	UK Government GHG Conversion Factors for Company Reporting - Waste disposal - Refuse - Organic: garden waste - Composting	10.2039	10.2039
Waste	UK	Refuse Municipal to EFW (tonnes)	kg CO ₂ e/tonne	UK Government GHG Conversion Factors for Company Reporting - Waste disposal - Refuse - Municipal - Combustion (EFW)	21.3538	21.3167
Transport	UK	Diesel - average biofuel (litres) - Transport	kg CO ₂ e/l	UK Government GHG Conversion Factors for Company Reporting - Fuels - Liquid Fuels - Diesel (average biofuel blend) - litres	2.5941	2.5460

Sector	Category	Fuel	Unit	Data source	Emission factor for the 2019/20 financial year	Emission factor for the 2020/21 financial year
Transport	UK	Rail - annual revenue per passenger km	£/passenger km	Office of Rail and Road - Revenue per passenger kilometres and per passenger journey - Table 12.10	0.1553	0.1522
Transport	UK	Rail - National rail - passenger km	kgCO ₂ e/passenger.km	UK Government GHG Conversion Factors for Company Reporting - Business travel land - Rail - National Rail (passenger.km)	0.0412	0.0369

A significant change that Tamworth Borough Council made to operations since 2019 is a transition to home working for some of its staff. As of August 2021, 200 staff members were working from home. Emissions related to working from were calculated by applying a carbon factor to the number of employees working from home. The carbon factor used was 0.3 tCO₂e/FTE/annum, as reported by the Sustainability Scotland Network in their 2021 report, *SSN Guidance on Completing Public Bodies Climate Change Duties Annual Report*²⁰. This factor assumes a full-time employee works 200 days of the year to account for annual leave and sick days.

It was assumed that the 200 staff members were all full-time employees and worked from home full time.

Additional information was provided on Tamworth Borough Council on future working from home. From the 1st April 2022, 163 of the 351 council staff will be working from home with an additional 65 hybrid workers. Again, it was assumed all staff working from home are full-time employees.

12.9 Inventory recommendations

12.9.1 Council buildings

Energy consumption data from council-owned building were not available to use to calculate emissions in 2020/21 due to lack of data availability. Energy consumption within council-owned building comprise a significant portion of the council’s carbon footprint and were likely highly altered by the changes initiated by the COVID-19 pandemic. Therefore, it is recommended that energy consumption data is available in

²⁰

<https://sustainablesotlandnetwork.org/uploads/store/mediaupload/1572/file/CC%20Reporting%20Master%20Guidance%202021%2013.07.21.pdf>

future years to ensure that future emission estimates remain consistent with previous years.

12.9.2 Staff commuting

Emissions from council staff commuting are not included in the baseline due to data availability. In order to include emissions in future inventories, it is recommended that the council develops a staff travel survey. There are two methods to consider: a fuel-based approach or a distance-based approach. To ensure efficiency, current council capacity and resources should be considered when deciding which method is most appropriate, if this source is included within estimates.

A fuel-based approach would require the council to obtain fuel consumption data from staff members across the financial year. This could be reported simply as petrol/diesel consumption per employee, or if capacity allows a more detailed split on fuel type i.e. biofuel blend, 100% mineral fuel.

Another method is to collect the distance travelled by each staff member across the financial year. This, at a minimum, would need to be categorised by vehicle type – car, bus, train etc with assumptions made on the size and fuel type used within each vehicle. A more detailed approach would additionally include vehicle size (small/medium/large) and fuel type (petrol/diesel/hybrid). Additional categorisation allows for a more accurate estimate that accounts for variation in fuel efficiency across different vehicle sizes.

12.9.3 Procurement

Calculating emissions from procurement is highly uncertain. One area of uncertainty is regarding the expense categories provided within the council's expense transaction reports. A brief description associated with each category would assist in assigning spend to relevant carbon factors and aid in identifying which categories are related to the procurement of goods and services, as opposed to financial transactions.

To gain a more accurate representation of emissions from procurement it is recommended that the council:

- Improve the accuracy of the emission calculations by engaging with their highest spend sectors to enable suppliers to perform their own carbon baselines. The council may also consider it appropriate to make carbon reporting a requirement as part of supplier contracts.

12.9.4 Working from home

With the transition to reduced on-site office workers, emissions from working from home become more important. It is therefore necessary that in future years, Tamworth Borough Council is able to accurately estimate emissions from working from home. Calculating emissions from this source is a new and ongoing area of development, and as such there is no one recognised methodology. The emission factor used in this report

to calculate emissions provides a high-level estimate but involves assumptions based on factors such as heating systems and average number working hours.

The Ecoact *Homeworking emissions* white paper²¹ documents a more detailed methodology to calculate emissions from working from home. It requires knowledge of energy consumption from work equipment, lighting, and heating used whilst working from home for all employees. This more in-depth methodology would provide a more realistic estimate, however, defining the boundary between energy consumption related working can be difficult, for instance if multiple people are at home during the workday and only one person is working from home.

²¹ <https://info.eco-act.com/en/homeworking-emissions-whitepaper-2020>



Oxford Centre for Innovation

New Road

Oxford

OX1 1BY UK

+44(0)1865 261466

www.aether-uk.com

This page is intentionally left blank

Thursday 20th October 2022

Report of the Portfolio Holder for Social Housing and Homelessness Prevention

Council Housing Tenants' Annual Report 2021/2022

Exempt Information

None

PURPOSE

The purpose of the report is to: -

- Set out the detail informing the production of the Councils Annual Report for council housing tenants' (2021/22).
- Continue to highlight to Cabinet the Regulatory Social Housing's requirements in relation to the Council's stock retained service, the findings of the Regulator of Social Housing's Consumer Regulation Review 2021/22 and update Cabinet on the development of findings of the independent review of the Council's compliance with the regulatory standards and the social housing white paper, across the range of responsible corporate teams.

RECOMMENDATIONS

Cabinet are recommended to:-

1. Approve the draft `Council Housing Tenants Annual Report 2021/22` for circulation to all Council's tenants via the Council's website as required by the Regulator for Social Housing, to support effective scrutiny by tenants of their landlord's performance. **Appendix A**
2. Delegated authority to the Portfolio Holder for Social Housing & Homelessness Prevention to make the necessary amendments to the draft Council Housing Tenants Annual Report 2021/22, prior to digital circulation to Council's tenants
3. Acknowledge the detail within the report relating to rent arrears performance, which responds to Corporate Scrutiny questions raised for quarter 1, 2022-2023
4. Acknowledge findings contained within the Consumer Regulation Review 2021/22. **Appendix B**
5. Note, a separate report is on the forward plan for 10th Nov 2022 to findings of Tamworth's Consumer Regulation Review self-assessment and proposed improvement plans.

EXECUTIVE SUMMARY

There has been a considerable shift in the political, economic and technical landscape regarding the regulation of social housing reflected in the draft Social Housing Regulation legislation. This report deals with the routine reporting of the council's annual performance to its tenants and in November Cabinet will receive a full assessment of the council preparedness for the social housing regulation bill set to take effect in part from April 2023 with the introduction of the new tenant satisfaction measures.

The Council Housing Tenants' Annual Report 2021/22 covers the period between the beginning of April 2021 and the end of March 2022. This is the 12th tenants' annual performance report and is developed with the Council's Tenant Consultative Group who continue, as part of the regulatory framework, to influence, scrutinise and inform policy decisions.

Similar to previous years, Cabinet know that performance of the Council's stock retained services is reported annually, including achievements, areas for continual improvements, key performance indicators and compliance across the Regulator Social Housing (RSH) consumer standards.

The impact of the [Social Housing white paper](#) and the proposed regulatory landscape is being discussed at Tamworth's Housing & Homelessness Prevention sub-committee, and remains a headline agenda item with the Tenant Consultative Group (TCG). All relevant comments have been incorporated into this report.

Routinely, the production of the Annual Report involves benchmarking as a way of evaluating Tamworth's performance against external standards, or with other organisations. Recently, HouseMark have updated their benchmarking data with monthly pulse summaries. These are used across the organisation to share and network best practice. The Pulse summary is attached. **Appendix C**

Performance is further explained and detailed within the main body of the report, specifically in relation to key performance indicators, achievements against each of the consumer standards. The table below highlights service delivery despite the widespread challenges including:-

- Covid pandemic restrictions which inevitably disrupted services from March 2020 to April 2022
- National economic challenges with rising utility costs, fuel costs and cost of living
- District Council Network assumptions that rent arrears are likely to increase by at least 10% from 2023 onwards
- Emerging and competing Government priorities across stock retained landlord service

Whilst it is recognised that some performance is not top quartile this has been considered as part of the consumer regulation self-assessment and the associated improvement plan is currently under development. In addition, it is now clear that the [22 tenant satisfaction measures\(TSMs\) proposed; together with latest](#) benchmarking data will now need to be aligned from April 2023; when the revised TSMs require reporting to DLUCh. Historically the TCG have supported the KPI's below for live updating on the council's dashboard. Updating this will be a work stream for 2023-2024

Tamworth Borough Council's performance compared with previous years					
	2018/19	2019/20	2020/21	2021/22	Estimated Top Quartile by Housemark*
Overall satisfaction with Landlord Services	78%	78%	78%	78%*	86.5%
Average time between letting Council properties	15 days	22.6 days	36.2 days	38 days	Not measured
Estate Inspections	10 inspections completed	6 inspections completed	No inspections Covid-19	10 inspections completed	Not benchmarked
Satisfaction with communal cleaning	87%	76%	76%	76%	Not benchmarked
Number of tenants on the database of involvement	479	479	479	417	Not benchmarked
% of appointments made and kept	91.30%	89%	87.33%	97%	97.06%
Gas servicing – CP12	100%	98%	99.05%	98%	100%
% of repairs completed at first visit	87.80%	88%	88.58%	95%	93.59%
Customer satisfaction with repairs	95%	90.80% (top quartile)	95%	97%	93.2%**
Arrears as a % of rent due	2.15%	2.82%	2.66%	2.77%	3.61%
Number of Evictions	18 (0.42%)	13 (0.31%)	Ban on evictions Covid-19	2 (0.04)	0.17%

*Aggregated data based on historic qualitative data, last STAR survey 2015

** Housemark Pulse data for satisfaction with repairs completed right first time. Tamworth's figures are for satisfaction with repairs

The latest Regulator of Social Housing Consumer Regulation Review for 2020/21 was published on 14th July 2022. In this 10th Review, as Fiona MacGregor, RSH outgoing Chief Executive highlights that preparation for the move to a proactive consumer regulation has continued to take shape. A new Director of [Consumer Regulation Kate Dodsworth](#) has been appointed to continue to fulfil its important reactive consumer role.

The latest consumer report shows that more than 650 referrals from tenants, registered providers of social housing and other sources was received during 2021/22 and a breach of the consumer standards was found in eight cases, where providers had not met the standards and where tenants had been harmed or were at risk of harm. Council Officer's assess these summary findings annually for the purposes of learning and continuous improvement and findings are integrated into our service plans.

The consumer standards include five key areas set out in the table below. As Council housing is part of the neighbourhood service and elements of housing are

managed across the council – the table below highlights the “one council approach” to managing the findings from the recent self-assessment.

RSH Consumer Standard		Corporate Teams
1. Tenant involvement & empowerment	How we should communicate and involve tenants.	<ul style="list-style-type: none"> ✓ Customer Services ✓ IT Services ✓ Communication Services ✓ Project & Information Services ✓ Neighbourhood Services
2. Tenancy Standard	How we allocate our properties and support our tenants.	<ul style="list-style-type: none"> ✓ Neighbourhood Services ✓ Homelessness & Housing Solution ✓ Partnerships
3. Home Standard	How we maintain our housing stock	<ul style="list-style-type: none"> ✓ Repair & Asset Services ✓ Customer Services ✓ Neighbourhood Services ✓ Operation Service
4. Neighbourhood & community	How we should work with other agencies to manage estate (clean & safe) and tackle anti-social behaviour	<ul style="list-style-type: none"> ✓ Partnerships ✓ CCTV services ✓ Operation Services ✓ Repairs & Assets ✓ Neighbourhoods ✓ Customer Services
5. Rent Standard	Rent setting	<ul style="list-style-type: none"> ✓ Finance & Audit ✓ Neighbourhoods ✓ IT services

The proposed recommendations will support the Council with understanding exactly what the regulatory requirements are now, future regulatory requirements and how this will shape improvement plans to ensure council housing meets its regulatory and statutory requirements and continues to improve on tenant satisfaction. It is recommended that full details of this self-assessment and corresponding improvement plans will be reported back to members separately later this year 10th November 2022

BACKGROUND

Tenant Satisfaction Measures (TSMs)

In December 2021, the RSH launched a consultation on the introduction of TSMs.

The RSH is proposing to introduce a new requirement for registered providers to collect, publish and submit information about their performance against the TSMs. This is available on the link above.

The RSH is proposing 22 TSMs covering six themes as set out below. RSH has advised it intends to finalise the TSMs in the Autumn 2022, for collection from April 2023 and publication of 2023-4 results from April 2024.

The proposed TSMs, under 6 themes, are a mix of 12 tenant perception measures and 10 measures which would be collected through providers’ management information, as follows:

1. **Overall Satisfaction**
Overall satisfaction
2. **Keeping Properties in Good Repair**

Homes that do not meet the Decent Homes Standard
Repairs completed within target timescale
Satisfaction with repairs
Satisfaction with time taken to complete most recent repair

3. Maintaining Building Safety

Gas safety checks
Fire safety checks
Asbestos safety checks
Water safety checks
Lift safety checks
Satisfaction that the home is well maintained and safe to live in

4. Effective Handling of Complaints

Complaints relative to the size of the landlord
Complaints responded to within Complaint Handling Code
Satisfaction with the landlord's approach to handling of complaints
Tenant knowledge of how to make a complaint

5. Respectful and Helpful Engagement

Satisfaction that the landlord listens to tenant views and acts upon them
Satisfaction that the landlord keeps tenants informed about things that matter to them
Agreement that the landlord treats tenants fairly and with respect

6. Responsible Neighbourhood Management

Anti-social behaviour cases relative to the size of the landlord
Satisfaction that the landlord keeps communal areas clean, safe and well maintained
Satisfaction that the landlord makes a positive contribution to neighbourhoods
Satisfaction with the landlord's approach to handling of anti-social behaviour

The RSH also published draft detailed requirements in *Tenant Satisfaction Measures: Technical Requirements* and *Tenant Satisfaction Measures: Tenant Survey Requirements*. To comply with the TSM Standard, providers need to comply with these detailed requirements.

Social Housing (Regulation) Bill

In June 2022, the Social Housing Regulation Bill was introduced to Parliament. Key elements of the Bill are that:

1. The RSH will set up an Advisory Panel consisting of representatives of registered providers, secured creditors of registered providers, social housing tenants, local housing authorities, the Greater London Authority, Homes England, the Secretary of State for Levelling Up, Housing and Communities and other people as the RSH thinks fit to appoint
2. The RSH will conduct inspections for which it will have to give just 48 hours' notice to landlords
3. The RSH will have the powers to issue landlords with "performance improvement plan notices" if they fail to meet Consumer Standards (landlords will have to prepare an action plan and share it with the Regulator)
4. The RSH will have the power to carry out emergency works on properties which the landlord will be required to pay for

5. Standards relating to the safety of electrical installations will be extended to the social housing sector
6. Every provider will have to appoint a health and safety lead to monitor compliance, assess the risk of non-compliance and notify the RSH of any risks and failure to comply
7. Housing associations will be subject to an information-sharing process similar to the Freedom of Information Act 2000. Social landlords will have to provide tenants with information about their accommodation, facilities, safety and all services and will have to publish information about executive salaries and management costs
8. The serious detriment test will be removed, paving the way for a more proactive approach to Consumer Regulation
9. The RSH will be able to ask social landlords to collect and publish information relating to their compliance performance and
10. The Housing Ombudsman will have the power to issue a complaints code of practice and to order a member landlord to review its policies on specific issues.

The Bill is currently making its way through the parliamentary process.

Regulator of Social Housing's Consumer Regulation Review 2021/22

On 14th July 2022, the Regulator of Social Housing published 'The Regulator of Social Housing's Consumer Regulation Review 2021/22 (**Appendix B**)'. The review sets out a summary of the consumer regulation work findings during the year 2021-22. Council Officers have assessed these summary findings annually for the purposes of learning and continuous improvement.

More than 650 referrals from tenants, registered providers of social housing and other sources was received during 2021/22 and a breach of the consumer standards was found in eight cases, where providers had not met the standards and where tenants had been harmed or were at risk of harm. In all of the regulatory notices published it was concluded that providers had breached the Home Standard due to not meeting legal requirements on fire, electrical, water, asbestos or lift safety. In many cases, providers had also failed to carry out the necessary remedial works or to have accurate data about their stock and what it required to remain in a safe condition. Examples of tenants living in poor and unacceptable conditions have increasingly been in the spotlight and in some cases, these have been due to providers failing individual tenants. In others, they have reflected systemic, organisational failures at a provider

The Consumer Regulation review highlights that during 2021-2022 the regulator has seen a number of providers who have not met their legal duties which provide for the health and safety of tenants in their homes and providers failing to carry out repairs. As a result, people have been living in homes which are unsafe and in a poor condition. Cases have showed the importance of having accurate data about the condition and safety of tenants' homes, and about the experiences of tenants in their homes. In one case where there was a breach of the consumer standards, the provider had not self-referred despite its leadership and governing body being aware of the issues.

This year, consistent with previous years, breaches of the consumer standards have been found across a range of providers in terms of their type, size and location. The

regulator highlights that well-run organisations should not become complacent thinking that they won't breach the consumer standards, as the regulators experience shows that breaches of the consumer standards can happen to any registered provider. The regulator emphasises that it is therefore critical that boards, councillors, and management teams remain vigilant about their compliance and continue to seek robust assurance they are meeting the consumer standards.

The regulator stresses that now is the time for organisations to act to be assured that they are meeting the existing standards and are ready for the changes ahead. Listening to tenants and hearing what they say is critical to ensuring that tenants receive good housing services and live in safe, decent, good quality homes. The regulator believes that upcoming changes may require a cultural shift within registered providers, and this can take time to achieve but work should already be underway.

Key lessons for providers

1. Good governance and leadership are vitally important to good quality service
2. Effective engagement with tenants will help landlords prepare for proactive consumer regulation
3. Landlords must provide quality accommodation which is safe and well managed
4. Landlords need reliable data and clear oversight of compliance
5. Local authorities must also comply with the consumer standards

Referrals by stage

The consumer regulation process has three stages. Stage 1 is an initial review by the Referrals and Regulatory Enquiries team who review all incoming enquiries. Stage 2 is a more detailed review by the Consumer Regulation Panel to determine whether there is evidence of a breach of the standards and Stage 3 is an investigation in cases where there could be a breach of the standards, or if there is a suggestion that tenants are at risk of serious harm.

The table below shows the total number of consumer regulation referrals handled by the regulator in 2021/22 and how many of those went on the subsequent stage of the process. The 2020/21 figures are also given for comparison purposes.

	2020-21	2021-22
Stage 1 – all referrals	591	653
Stage 2 – considered by consumer regulation panel	236	298
Stage 3 - Investigation undertaken	111	146
Published findings of breach and serious detriment	1	8

The table below show that for all referrals received, the source of these referrals was consistent with the previous year

	2020-21	2021-22
Referrals from individuals	70%	61%
Referrals from elected representatives	5%	5%
Referrals from contractors/employees	3%	3%
Self-referrals from registered providers	15%	15%
Referrals identified through regulatory engagement	4%	5%
Referrals following issues reported in the media	2%	4%
Other reports	1%	7%

Referrals by standards

The proportion of referrals relating to each of the consumer standards has remained consistent each year. As in previous years, the Home Standard continues to be the consumer standard that is most often cited in referrals, representing more than half of all referrals considered at stages 2 and 3, followed by the Tenant Involvement & Empowerment Standard representing 28% of cases.

	Percentage of cases	
	2020-21	2021-22
Home	46	54
Neighbourhood and Community	12	9
Tenancy	12	9
Tenant Involvement & Empowerment	30	28

Council Housing Tenants' Annual Report 2021/22

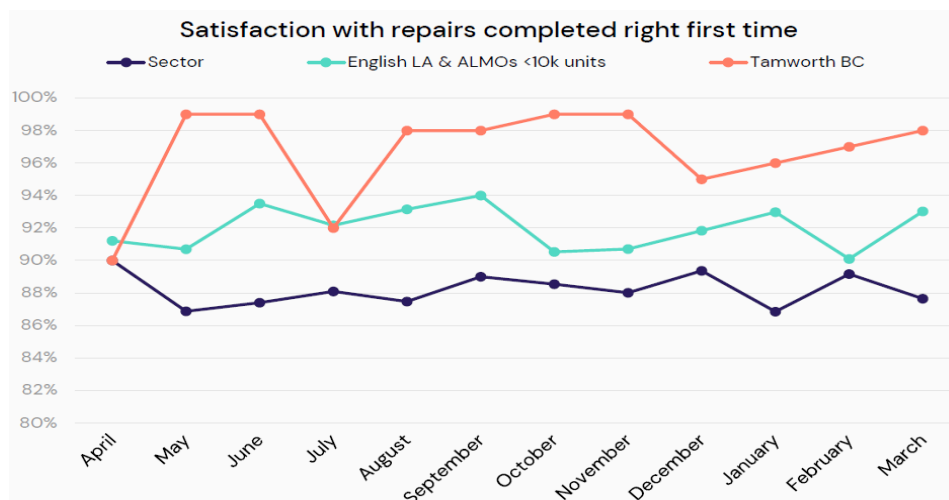
Neighbourhood Service contributes to the provision of a high-quality service which is responsive to, and driven by, the needs of our customers. The Council is required to publish an Annual Report to its council housing tenants; detailing how it meets Regulatory Standards between the period 1st April 2021 and 31st March 2022.

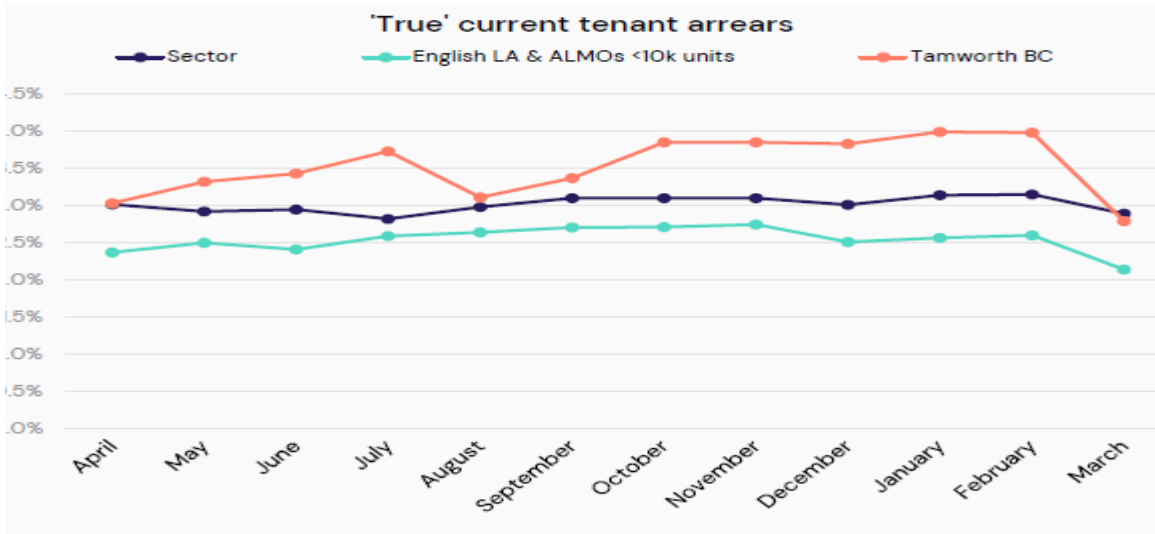
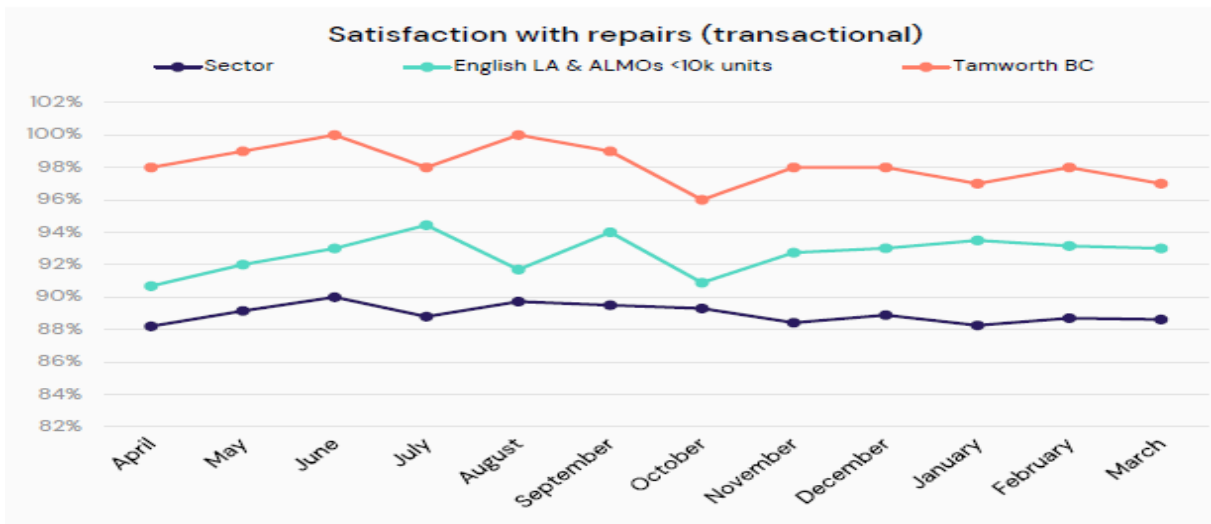
The Annual Report must be circulated to all tenants, so it is proposed to place a copy of the 2021/2022 Annual Report on the Council's website, distribute copies within its sheltered and support schemes and provide any hard copies on request.

The proposed annual report has been considered via the Tenants Consultative Group and reflects their feedback. The draft Report 2021/2022 is shown at **Appendix A**, with the proposal for any final amendments to be delegated to the Portfolio Holder for Social Housing & Homelessness Prevention for final approval. If approved, the production of the Annual Report 2021/22 will be the 12th publication since the regulatory code was introduced.

As you will already know from previous reports, we take the opportunity to benchmark Neighbourhoods Key Performance Indicators and Tamworth continues to do use that learning to inform service planning and improvements.

To further illustrate the table in the summary, key benchmark data is detailed below and in the Housemark Monthly Pulse Annual Summary 2021-2022 attached.

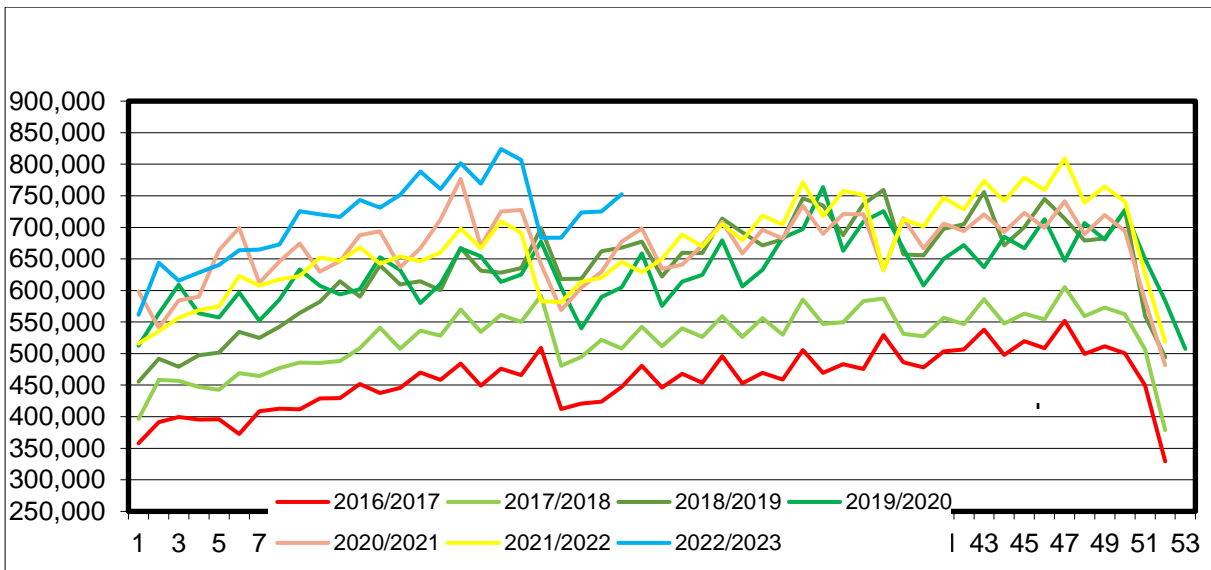




Current rent arrears

Corporate scrutiny raised a question around the % of total arrears so trends could be tracked more easily. It was agreed that the annual report would provide more detail for Cabinet to address these enquiries.

Current rent arrears and performance is tracked and reported routinely. The comparison chart below clearly illustrates that whilst arrears continue to increase, the general pattern of data across the year's arrears remains consistent.



In the latest benchmarking, Qtr1 2022-2023, Housemark report that the cost-of-living crisis is a symptom of a larger, longer-term economic adjustment that is likely to last for the next two years as inflation returns to stable levels. With uncertainty ahead, changes to political leadership and consultation on the rent setting policy in England, landlords are stress testing a number of different scenarios - not only those in their control, but also the wider economic conditions which impact on tenants and suppliers. Understanding the scope, impact, and likely duration of an economic recession with up-to-date data on its effects will provide essential insight to support key decisions as the social housing sector continues to deliver services to improve residents' lives.

Rent setting for 2023/24 also looks set to be a challenge for social landlords. [Consultation out on the rent cap](#) will be reported to Cabinet as more information is on the Housing Revenue Account Business Plan is assessed.

Officers are already preparing for a increase in bad debt that is now forecast across the professional sector as part of HRA business planning recommendations will be coming forward to increase bad debt provision as those assessments are made on the councils ability to collect rent.

West Midlands Best Practice Group 2022-23 Qtr 1 Performance Comparison

The consensus from the West Midlands Best Practice Group is that arrears are increasing for the majority of the participating providers comparing current performance to the previous Quarter 1 position in 2021-22. From the 25 participating providers, 17 Organisations are showing an increase in arrears, 4 organisations Report that their arrears are reducing, and 4 organisations report an unknown position at the end of quarter 1.

Neighbourhood Achievements 2021/22

The management and maintenance of the councils housing stock directly contributes to the Councils strategic agenda and achievements in 2021/22 have included: -

<p>Tenancy Standard</p> <ul style="list-style-type: none">• Continue to utilise the Hardship Fund to assist those tenants suffering from financial hardship• Tenancy Support Directory updated for 2022 and added to the website• Covid-19 – Continued to share with customers updated announcements, practices processes and procedures in respect of Covid-19 as per website/literature/rent statements/tenant’s newsletter/Annual Report/patch tailored communication, winter Paying your Rent booklet 2021 etc.• Introduction of a new online digital platform - Tamworth Borough Council housing tenants can manage aspects of their tenancy online, in real-time, through the new ‘MyHousing’ website. This is being actively communicated and advertised through all housing correspondence and literature• Sheltered housing welfare daily visit sheets continued to be used and updated to reflect detailed information in respect of residents needs and support as part of the national shielding list/disabilities/extremely clinically vulnerable/essential visitor information and contact information

- Enhanced targeted support for all sheltered scheme tenants with tailored specific daily welfare calls, tenancy management planning, literature and a wealth of health and safety information throughout all schemes

Home Standard

- Continuation and delivery of the Councils acquisition programme
- The programme of fire door replacements in the high-rise blocks aimed at further improving fire safety standards continued through 2021 into 2022.
- Despite mobilising the new repairs and investment contracts during the initial COVID lockdown period both contracts were able to implement and ensure safe systems of work that allowed them to continue delivering services largely unaffected
- Extensive refurbishment works completed at Sunset Close, Cheatle Court, and Oakendale sheltered schemes to include new flooring, new generation lighting and decorating.

Neighbourhood & Community Standard

- The first annual CCTV Suitability Review was carried out on Tamworth Borough Council (TBC) in August 2021, across all 154 cameras
- Significant investment into a new lift at Eringden flats
- A wide range of neighbourhood improvements have been carried out across the borough
- Successful ASB awareness week in partnership with Community Wardens and partner agencies
- Engagement event at the Castle Grounds in partnership with the police due to an increase in ASB and knife crime
- Neighbourhood improvement works completed to planters at Glascote Heath which was causing ongoing impact in the community

Tenant Involvement & Empowerment Standard

- Mapped the requirements for consultation on all major neighbourhood projects
- Continued to support and develop the following involvement groups under the Tenant Involvement & Empowerment framework: Tenant Involvement Group, Tenant Consultative Group, Complaints Review Panel, ASB Service Improvement Group
- Tenant publications produced to include 4 editions of Open House, tenant's newsletter, the Annual Report to tenants and the Tenant Involvement annual Impact Assessment
- Review and update of the High Rise Health & Safety Booklet with Management, FARS and the Police
- Tenant Inspectors completed communal cleaning refresher training with the Estates Manager and the annual programme has been developed
- Continuing to work with TCG members and other involved group members to develop a programme of digital involvement
- Active TCG involvement in the Rent Accreditation. TCG members were invited to meet with the lead Assessor Tony Newman from HQN to discuss their involvement with the Income Management team
- Annual programme of estate inspections completed
- All High-Rise vulnerable tenants that had received a tailored weekly call from Tenant Regulation team, through the pandemic period, was invited to be referred to the befriending service to avoid social isolation

- TCG have been actively involved and updated on a wide range of Neighbourhood issues to include a review of the Tenancy Management Policy, Rent Accreditation, ASB re-accreditation, CCTV shared Service, review of the Repairs Policy, information provided on the Reset and Recovery programme and how smart working has been introduced for staff. In addition, details provided on the Regulator of Social Housing Consumer Standards and the self-assessment being undertaken by external Consultants on behalf of Tamworth
- Review and update of the Neighbourhood Service Customer Satisfaction Calendar and all satisfaction monitoring has been routinely reported to TIG to include repairs, complaints, ASB, New Tenant Survey, Rent and Arrears Survey
- The Tenant Involvement welcome letter has been updated and now includes a new 'A call for tenants' leaflet as part of a recruitment campaign.

Rent Standard

- Tamworth Borough Council's Income Team was successfully awarded the HQN Accredited: MIST (Housing Quality Network Accreditation - Maximising Income; Sustaining Tenancies) for the second time, following an intense assessment of service.
- Updated Income Management Policy 2021 to be reviewed 2023
- Scheduled and actioned write offs undertaken quarterly throughout the year
- End of year Income Performance Report and annual Bad Debt Forecast Report produced in addition to Weekly arrears monitoring for the purpose of CMT and recovery position
- Closer working practices has now been developed with the Voids and Allocations Team, as part of pre-tenancy work, providing more detailed information of vulnerable tenants that will require more tailored support
- Local partnership arrangements continue to be developed successfully, Citizens Advice Mid Mercia. Refernet, an online referral service has now been fully introduced, with refresher training for key staff
- The Hardship Fund continues to be utilised to support those tenants in greater need in an attempt to prevent financial hardship

FINANCIAL IMPLICATIONS

1. Annual Report - With the production of a digital Annual Report 2020/21 there are very minimal financial implications. As like previous years the Annual Report will be advertised on the web, via an e-newsletter and targeted hard copies to ensure value for money and these costs can be met from existing budgets, approximately £200. The council saves on average £2000 a year on printing costs by producing a digital annual report rather than a paper one, which has been reported previously.

RISK MANAGEMENT

	Risk	Mitigation
Annual Report Low Risk	The regulatory framework requires the Council to publish an Annual Report. Failure to do so will be a breach of the framework and	Finalise and publish the Annual Report in October 2022 to all its tenants digitally.

	may result in regulator intervention and/or enforcement	
Regulatory Standards set by RSH High Risk with regards to Health & Safety	Registered providers of social housing in England are responsible for meeting the relevant regulatory standards set by the Regulator of Social Housing, as well as determining how this is done. Failure to do so will be a breach of the framework and may result in regulator intervention and/or enforcement.	Self-assessment carried out to check for compliance commenced early 2022 with report to Cabinet on 10.11.2022. Improvement plans developed in response to YDC findings Submitted annual LADR return July 2022.

TIMETABLE

Finalise draft of annual report & arrange with graphics to produce into an e-booklet	End October 2022
Publish annual report on website	November 2022
Scope out Tenant Satisfaction measures across six themes for collection to commence April 2023	November 2022
Finalise action plan and resources for compliance with RSH standards / white paper changes	During 2022
Scenario testing around the proposed rent cap to determine options/choices with tenants.	October/November 2022

REPORT AUTHOR

Mrs Leanne Lea, Housing Manager

APPENDICES

Appendix A - Draft, Annual Neighbourhood Services Report 2021/22

Appendix B - Regulator of Social Housing's Consumer Regulation Review 2021/22

Appendix C - Housemark Monthly Pulse Annual Summary 2021-2022

This page is intentionally left blank

**Tamworth Borough Council
Neighbourhood Services (Draft)**

Annual Report to Tenants

2021 – 2022

Note for reader: This is a draft document and some data is still being collected. Any text in blue is still being collected and is data from the previous financial year.

Tenant Approved Stamp

Contents

Welcome to your Annual Report	Page 3
Who we are	Page 4
A year in pictures	Page 5
Tenant involvement and empowerment	Page 6
Home	Page 10
Tenancy	Page 14
Rent	Page 17
Neighbourhood and community	Page 22
Value for money	Page 28

If you require this information in another format or language,
please call 01827 709709 or email: enquiries@tamworth.gov.uk

Welcome to your Annual Report

Welcome to the 2021-2022 Annual Report for Tenants and Leaseholders. This report is designed to show how we are performing and what we have achieved over the last 12 months.

Customers remain at the heart of Neighbourhood Services and we continue to lead the way in tenant involvement and scrutiny across Tamworth, in the hope that other tenants will follow.

We remain committed to improving people's homes. Within the report we have included just some of the things we have worked on this year to make your homes and estates more than just a place to live.

We have a very busy year ahead and now - more than ever - it is crucial that you, our tenants, get in touch, get involved and have a real say in the future of your Neighbourhood service.

We would encourage everyone to get involved in any way that they can – even something as simple as filling in an online survey can make sure that your views are heard and that the council know what is important to you.

We would like to acknowledge the valuable contribution made by tenants to all of our work and encourage you not to just read this report, but take part in improving services in the future.

We continue to send out the Annual Report by email. However, the report is also available to download via the website. As ever, we welcome any feedback you have on the report and its contents, so please do get in touch if you would like to.

If you find yourself interested and would like to get involved or simply require further information please contact the Tenant Regulatory & Involvement Team on 01827 709709 or email tenantparticipation@tamworth.gov.uk

Who We Are



Total number of properties: 4325

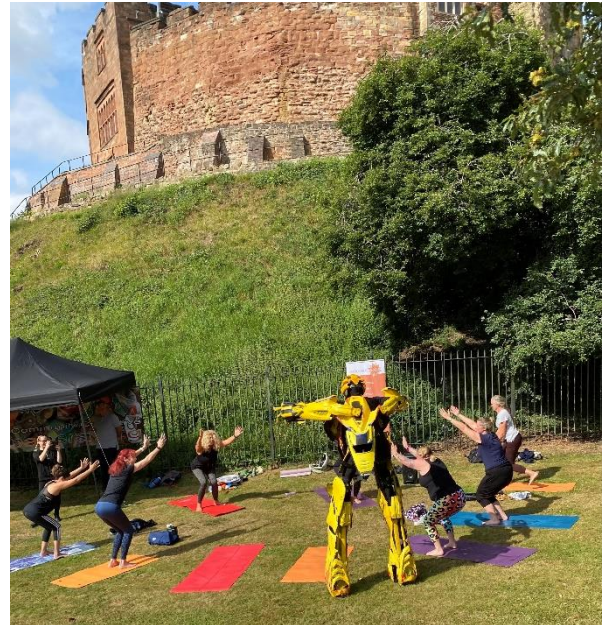
Type of properties available to tenants

Row Labels	Total Properties as at 31.03.2022
Amington	408
Belgrave	297
Bolehall	345
Borough Road	41
Coton Green	65
Dosthill	79
Fazeley	111
Gillway	219
Glasgote	570
Hockley	148
Kettlebrook	203
Leyfields	450
Stonydelph	705
The Leys	60
Town Centre	393
Two Gates	21
Wilnecote	203
Grand Total	4318

Property Type	0 Bed	1 Bed	2 Bed	3 Bed	4+ Bed	Total
BEDSIT	1					1
BUNGALOW		203	32			235
FLAT/MAISONETTE		707	532	20		1259
HOUSE			563	1739	156	2458
SHELTERED		324	38	3		365
Total	1	1235	1165	1762	156	4318

A Year in Pictures 2021/22

Note to reader: final copy will include a selection of high resolution images of events that took place during 2021/22. A few screen shots have been included in this draft for reference



Tenant Involvement and Empowerment

This section looks at how we communicate and involve our tenants and how well we know and respond to tenants needs.

<p>There are various ways for customers to get involved</p>	<p>Digital Involvement has continued as tenant working group meetings were held virtually through most of 2021</p>	<p>Analysed 2187 surveys from customers</p>	<p>Welfare Calls to vulnerable and isolated tenants continued until September 2021</p>
<p>Tenant Inspector training and awareness held to recruit new tenant inspectors and refresh knowledge for existing inspectors</p>	<p>Annual programme of Estate Inspections</p> <p>10 Completed</p> <p>covering all wards across the borough</p>	<p>417 Tenants registered on the Database of Involvement -</p>	<p>Review of the estate inspection programme leaflet, the tenant involvement leaflet and the complaints customer satisfaction survey</p>
<p>Quarterly reviews of the Tenant Involvement and Consultation Strategy Action Plan</p>	<p>Rent Accreditation group members met with a representative from HQN to discuss their involvement opportunities and the rent and income information/letters/leaflets etc. they have been consulted on</p>	<p>Tenants Consulted with the Council and helped review new draft repairs policy</p>	<p>Gave feed back and content suggestions for council publications including Open House</p>

Get Involved!

Note for reader: This section in final report will use our get involved tenant participation flyer to demonstrate the different ways tenants can get involved and support the way the council it run. A screen shot of this poster has been included for reference but a high resolution full page image will be used in the final copy



Ways to get Involved!

There is a variety of ways for you to work with us to improve your Neighbourhood Services. The options are designed to suit varied needs and lifestyles – whether you can spare only 10 minutes a month or attend regular meetings – there is something here for everyone.

- 1 Tenant Consultative Group**
These meetings take place every two months and give tenants and leaseholders from across the borough the chance to discuss and agree decisions on a range of issues that affect all tenants including policy, practices and finance matters.
- 2 Tenant Involvement Group**
This group meets every three months and closely monitors customer feedback and performance across Neighbourhood Services and makes suggestions for service improvements.
- 3 Complaints Review Panel**
This panel meets every three months with Neighbourhood Officers and looks at the different kinds of complaints that are being received and what customers are really telling us.
- 4 Anti-Social Behaviour Scrutiny Group**
Customers from a different range of tenures meet to monitor performance, discuss issues of concern and contribute to service delivery.
- 5 Tenants Voice**
This is an Editorial Panel who meet regularly to review Neighbourhood Services publications, newsletters and leaflets to ensure the content and design is clear, user friendly and meaningful.
- 6 Seniors United**
This is a forum for sheltered housing tenants to get together, share ideas and experiences and discuss issues relevant to their needs.
- 7 Tenant Inspectors**
Tenant Inspectors are provided with the opportunity to inspect communal cleaning services being delivered across Tamworth estates and can call managers to account if services do not meet the required standards.
- 8 Surveys & Questionnaires**
Tenants are either randomly selected or targeted to offer their views and opinions on key services, by either telephone, post or email.
- 9 Repairs Working Group & High Rise Tenants Group**
LAUNCHING SOON – Keep a watch out for further information.

By getting involved, you can tell us what matters most to you so we can better tackle your concerns and develop services to meet your needs.

If you are interested in taking part in any of the wide range of activities, panels and groups managed by the council's tenant involvement team, visit: www.tamworth.gov.uk/tenant-involvement, email: TenantParticipation@tamworth.gov.uk or call 01827 709709 for more information.

Customer feedback

Complaints, Compliments and Service Requests

As a Council, we want to offer a service that is right first time – every time. Occasionally though we accept that things do not go as we planned.

We value all feed back and encourage tenants to tell us about their experience, good or bad, and/or suggest ways to improve our service delivery. This feedback can help us to:

- Enhance our reputation
- Improve our performance
- Improve our business processes
- Re-design our services
- Train and develop our staff
- Share good practice

A total of **323** complaints, compliments and service requests were received within Neighbourhood Services during 2021/2022. Of the total received **75%** were classified as complaints, **15%** service requests and **10%** compliments.

	2019/20	2020/21	2021/22
Complaints	174	238	242
Compliments	36	32	33
Service requests	222	202	48
Total	432	472	323

	2019/20	2020/21	2021/22
Number of stage 1 complaints	159	223	213
Number of stage 2 complaints	15	15	29
Number of complaints upheld	22	79	40
Number of compliments	36	32	33

Across the total number of 242 complaints:

- **171** relate to repairs contractors Wates & Engie (inclusive of Engie Gas)
- **25** relate to Housing Solutions
- **26** relate to Tenancy/ASB issues
- **3** relate to planned maintenance/ Repairs
- **14** relate to Property Services
- **3** relate to “other”

Across the total number of 33 compliments:

- **2** relate to repairs contractors Wates & Engie (including Engie Gas)
- **7** relate to Housing Solutions
- **15** relate to Tenancy/ASB issues
- **9** relate to other housing services

In summary, 242 complaints were received within Neighbourhood Services during 2021/2012. This is a significantly small proportion in relation to **4318** household tenancies.

Complaints Upheld

During 2021/22 there were a total of **40** complaints, that following investigation, were classified as upheld. Here are some examples of complaints we received and how we resolved them with the tenant.

- Complaint received for Repairs – Complaint was due to delay in completing a repair as initially the incorrect materials were ordered. - Accepted resolution with tenant: Apology for not delivering the expected standard.
- Complaint received for Housing Solutions and Repairs – A Turn on and Test for the gas boiler in a property was not carried out within the required timescale. - Accepted resolution with tenant: One weeks rent charge was credited to their rent account

Have your say

Tamworth Borough Council wants to ensure that the services we provide meet both our published standards and the needs of our customers. All customer feedback is important to us and can be a complaint, suggestion, comment or compliment.

All feedback, including complaints, is taken seriously and we use this to learn lessons as to how things may have been done differently and to improve future services.

Where possible, we will publish information on how we have made improvements resulting from your feedback.

Have your say:

- Ask any member of staff to complete the complaint, comment or compliment on behalf of the customer.
- Visit our website at www.tamworth.gov.uk and use the 'contact us' button on our homepage.
- Download our mobile app 'My Staffs'
- Text 'tellus' to 88020.
- Customers can also contact us in writing,
- Telephone 01827 709709 or call in to see us at Marmion House, Lichfield Street, Tamworth, Staffordshire, B79 7BZ where an officer will record the complaint.

Home

This section looks at how we provide homes that are safe, of good quality and well maintained

	2019/20	2020/21	2021/22
Percentage of repairs completed on first visit	88.58%	85.44	95%
Customer satisfaction for responsive repairs	95%	94%	97%
Percentage of appointments made and kept	88.27%	87.33	97%
Percentage of complaints relating to the repairs service	35%	30%	
Percentage of complaints relating to the gas service	1%	0.54%	

Average number of calendar days to complete a repair 11.56 days	Number of Roofing Jobs 101	Number of Gas Services 3,678	Number of Void properties 289	Number of responsive repairs 15,744
Number of Electrical tests/Inspections 619	Number of Boiler replacements 154	Percentage of repairs completed at first visit 95%	Average spend on an empty property £4,276	Total cost to carry out responsive repairs £1.4m

Gas servicing

Tenant satisfaction with gas servicing arrangements

2019/20	2020/21	2021/22
98%	99.05%	98%

We continue to undertake gas safety checks but have introduced along side it a similar electrical safety check, using similar methods, which will help ensure building safety. We have seen an improvement with access to properties in the last 12 months to carry out these checks.

Planned maintenance

In 2021/2022, we spent approximately **£3,384,556** on planned home improvements

Improvement Programme	How Many	Total spend
Kitchens	129	£991,288
Bathrooms	92	£480,000
Roofing	101	£1,004,499
Windows and Doors	104	£648,819
Disabled Adaptations (Major and Minor)	30	£112,620
Heating installations	154	£147,330

Disabled Facilities Adaptation (DFA)

The Disabled Facilities Adaptation (DFA) scheme is designed for Tamworth Borough Council Tenants to give them access to property adaptations to support the needs of people in the household with disabilities.



How to Apply

To start the DFA application process, and receive an initial assessment, please contact Staffordshire Cares (Social Services at Staffordshire County Council) on:

- **For Adults - 0300 111 8010**
- **For Children - 0800 1313 126**

As part of the initial assessment, Staffordshire Cares will assess if they can offer additional support such as:

- Freestanding Equipment – Walking frames, Shower Chairs, Toilet Frames etc
- Care or support packages
- Minor Works – such as grab rails or small ramps
- Identifying larger work for a DFA application

Picture: A wet room installed on DFA programme

Next Steps

If DFA work is identified, a referral will be made back to Tamworth Borough Council and we may arrange for an Occupational Therapist (OT) to visit your home for a full assessment.

Who will do the Work?

Once we have the recommendation on what work is required in your home, we will work with our partners at Equans to project manage and carry out both minor and major adaptation work.

For Existing DFA Applications

If you need to discuss an existing application, please contact customer services on 01827 709709 or email dfa@tamworth.gov.uk

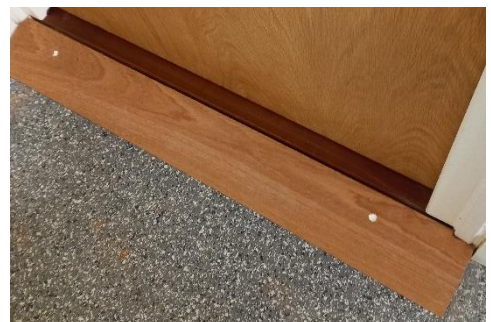


New Fire Doors in High Rise Blocks

The installation on new fire doors throughout the high rise blocks continues. These doors meet newly introduced fire safety regulations, and each door is a certified 30-minute fire door. Meaning it would take a fire approx. 30 minutes to burn through it and continue to spread.

To support residents in the high rise blocks and help them maintain their independence ramps have also been fitted with some of the new doors to make it easier for residents to enter and exit their homes.

Pictures: New fire door and ramp



Capital works investment in Sheltered Housing

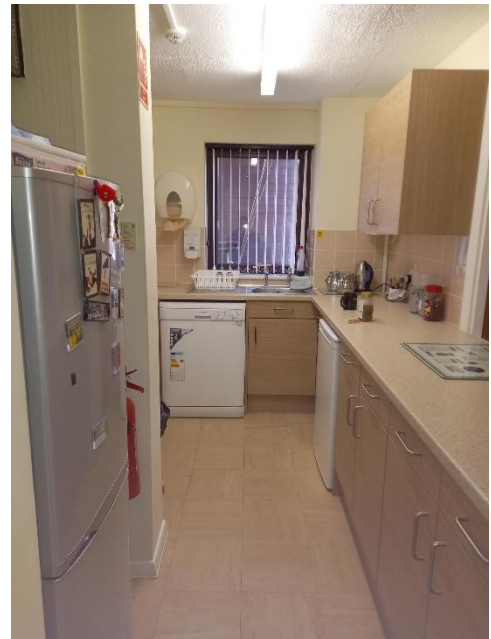
We deliver programmes of work across the Borough to maintain high standards in our housing. Amongst that programme we completed the following in our sheltered housing schemes:

- Cheatle Court and Ankermoor Court had new carpets fitted throughout all communal areas. New generation lighting was installed in communal areas which are more environmentally friendly and more cost-effective. All communal hallways were freshly painted and decorated in both schemes.
- Thomas Hardy Court's conservatory roof was upgraded and replaced with a solid roof and Velux windows. This will last longer than a traditional conservatory roof so the upkeep costs and repairs and replacements will be reduced and the area within will be better insulated.



- Bright Crescent's communal lounge was redecorated and the carpet replaced with a hardwearing vinyl floor which will be easier for estate cleaners to maintain and will last longer before it needs replacing. Bright Crescent's communal kitchen was completely refurbished making it lighter, brighter and easier for residents to use.

Pictures of Bright Crescent kitchen and Lounge



Reparis Contact centre

Our Repairs Contact Centre reaches its second anniversary on 1st April 2022 and we have been gathering satisfaction information, which has been reviewed to improve our services.

Thank you to all the customers who helped us by providing feedback. Through conversations with our customers, we have identified several service innovations to include:

- extending our range of appointment availability
- enhancing our customer contact with pre-appointment text confirmations and
- follow up post repair telephone calls.

In line with our continued commitment to assisting our tenants, we have worked with our contractor to develop a range of 'How To' videos to help to resolve minor maintenance issues such as a blocked waste pipe or a tripped fuse. Please take a look on our website **[www.tamworth.gov.uk/housing repairs](http://www.tamworth.gov.uk/housing_repairs)**. Following the simple demonstrations could save the inconvenience of having a facility out of action, or in having to wait in for an operative to attend. Of course, should customers still require our assistance after viewing the videos, we remain on hand to help and can be contacted on Freephone 0800 183 0044 or email: **repairs@tamworth.gov.uk**. Alternatively, why not go to our website

Looking Forward 2022/2023

- We will commence an essential building maintenance project to renew and replace all the soil waste pipes within 6 high-rise blocks.
- We will upgrade the heating in the high rise blocks and eringden with a more effective and cost efficient system.
- We hope to partner with Lichfield Council to offer a joint in house Occupational Therapist service to help ensure our properties remain accessible for tenants with disabilities.
- Our garage regeneration programme was delayed due to covid but is now on track to start in 2022. Our programme will cover 29 sites where some garages will be demolished and the land turned into open space parking and on some sites we will build new garages.
- We will continue to deliver programmes of work across the Borough to maintain high standards in our housing.
- We will continue to undertake gas and electrical safety checks to ensure building safety
- We aim to acquire new housing stock in the form of new-build houses and property bought on the open market to replace properties sold under the Right To Buy.
- Neighbourhoods regeneration will deliver around 500k worth of works and includes projects such as new furniture for sheltered housing and improvements to parking areas as well as reconfiguring rear communal areas to provide better access to the gardens and drying areas.

Tenancy

In this section we talk about how efficiently we let our homes, how we can help you maintain your tenancy and how satisfied you are with our overall service.

Number of active housing applicants on the housing waiting list, by band, as at 31st March 2022 was **544**

Band 1+	2
Band 1	109
Band 2	223
Band 3	162
Band 4	48
Total	544

Did you know?

<p>Optional welfare benefit checks Customers are given an optional welfare benefit check at the start of their tenancy which also includes referrals to support agencies</p>	<p>Average time between lettings 38 days on average to let properties</p>	<p>Total number of properties for re-letting 289 of council properties became available for re-letting; approximately 24 per month, 40 of these were refused</p>
<p>Finding a Home Customer Satisfaction Survey This is under review as we return to post Covid-19 service levels</p>	<p>Housing Choices Housing Solutions offer interviews to all applicants to ensure that customers are aware of all housing choices available to them</p>	<p>Early intervention to prevent homelessness Early intervention prevented or relieved 187 households becoming homeless</p>
<p>Length of Bed & Breakfast stay The average length of stay in Bed & Breakfast was 23 nights. This was within the 42 night limit set out by government legislation</p>	<p>Temporary accommodation On 31st March 2022 there were 17 households in temporary accommodation, 2 in Bed & Breakfast, 0 in Private sector leasing temporary accommodation units and 15 in council owned temporary accommodation units</p>	<p>Incentive to Move Delivered the incentive to move programme, which is designed to release larger family accommodation</p>

Homeless Services

Our aim is to provide high quality short-term accommodation together with a dedicated team who provide a visiting support service for people who are faced with homelessness. Our support is to help people through the crisis they face and to prepare them to successfully move on to their own independent tenancies.

We have 20 self-contained flats in total across 2 sites, both of which are both near to local amenities and good public transport links.

We offer help, guidance and advice such as:

- Claiming welfare benefits
 - Help in sorting out debt problems and budgeting
 - Support and encouragement in career choices and gaining qualifications (e.g. keeping you up to date with where and what courses are available, help with forms, and CVs and accompanying you to appointments)
 - Keeping you motivated and involved in decision making
 - Contact other services/ agencies on your behalf
- **100%** of lettings turned around within 10 days from tenancy end date
 - **100%** of support plans agreed within 4 weeks
 - **100%** of successful move-on



Communal garden area from one of our Homeless Services sites

Sheltered Housing

Sheltered housing provides people aged 55 and over with another housing choice in Tamworth.

Sheltered housing can be flats, studios or bungalows and are let unfurnished.

- Each property has its own front door, bedroom(s), lounge, kitchen and bathroom;
- An emergency intercom alarm system with pull cords in each room available 24 hours per day to give you peace of mind when you need help; and
- Scheme Manager on site Monday to Friday from 8.45am to 5.00pm, although these times may vary (excludes bank holidays).
- We visit all new sheltered housing tenants within 24 hours of moving in to help people settle in, show where communal facilities are, demonstrate how to use the door entry system, community alarm equipment and explain what to do in the event of a fire
- We aim for all sheltered schemes to have a bi monthly residents meeting. The purpose of the meeting is to ensure tenants are involved with the running of their scheme and what is going on, which helps combat social isolation and tenants are left feeling involved
- We aim to carry out a Tenancy Sustainment Plan (TSP) (previously a Support Plan) with all new tenants within 4 weeks of their tenancy start date. A TSP is an action plan agreed with the customer(s) to look at how individuals needs can be met.

<p>100% of monitoring sheets completed in relation to Legionella</p>	<p>100% of Needs Assessments carried out at all sheltered schemes for potential applicants –68 where completed</p>
<p>Annual Health and safety inspection program completed across all schemes</p>	<p>Life line pull cords answered 24/7</p> <p>Outside office hours Eldercare answered 8181 alarm calls.</p> <p>84.32% of alarm calls answered within 60 seconds</p>
<p>100% of new tenants were visited with 24hrs of moving in</p>	<p>100% of new tenants complete Tenancy management plans with their scheme manager within 4 weeks of moving in</p>

Rent

In section we will show you how we keep rent at an affordable amount for our tenants and work with tenants to ensure they can maintain their tenancy.

Tamworth Borough Council operates a 48 week rent year to give tenants 4 weeks rent free. This is to support residents with year round budgeting, allowing for seasonal fluctuations in household budgets and where needed creates opportunity to support tenants with debt management.

Rent Free Weeks this year are, week commencing:

28 th August 2021	21 st March 2022
20 th December 2021	28 th March 2022

Next year's rent free weeks will be, week commencing:

22 nd August 2022	20 th March 2023
19 th December 2022	27 th March 2023

	As at 31st at March 2020	As at 31st March 2021	As at 31st March 2022
Number of Council Tenants on Universal Credit	1072	1449	1617
Number of Council Tenants on Universal Credit in Rent Arrears	663	680	749
Percentage of Council Tenants on Universal Credit in Rent Arrears	61.85%	46.93%	46.32%
Number of Council Tenants on Universal Credit not in Rent Arrears	409	769	868
Percentage of Council Tenants on Universal Credit not in Rent Arrears	38.15%	53.07%	53.68%

Average rent (excluding service charges)

Property Type	Weekly	Monthly
1 Bedroom Flat/Maisonette	77.26	309.04
2 Bedroom Flat/ Maisonette	87.41	349.64
1 Bedroom Bungalow	86.10	344.40
2 Bedroom Bungalow	97.69	390.76
2 Bedroom House	96.00	384.00
3 Bedroom House	98.22	392.88
4 bedroom House	110.66	442.64

<p>Reduction in evictions</p> <p>The number of evictions carried out for 2021/2022 was 2 No evictions during 2020/2021 due to Covid (Ban on evictions)</p> <p>Eviction is always the last resort</p>	<p>Notices of seeking Possession</p> <p>The number of NSP's Issued for rent arrears in 2020/2021 was 712 compared to 698 in 2019/2020</p>	<p>Rent Incentive Draw</p> <p>Our quarterly rent incentive draw continues with a prize of £250 to encourage tenants to keep a clear rent account</p>
<p>Rent collected as a % of annual debit</p> <p>Rent collected as a % of annual debit was 101.57% for 2020/2021 and 101.44% for 2021/2022</p>	<p>HQN (Housing Quality Network) Review of TBC's rent against government rent policy</p> <p>The income Team continue to work through the 3 Accreditation Action Plan</p>	<p>Early Intervention</p> <p>Emphasis continues to be placed on early intervention whilst arrears are at a low level in order to prevent the escalation of arrears</p>

Rent Accreditation Award

Tamworth Borough Council's Income Team has successfully been awarded the **HQN Accredit: MIST (Housing Quality Network Accreditation - Maximising Income; Sustaining Tenancies)** for the second time, following an intense assessment of the service.

HQN's assessor considered that the service strengths outweighed weaknesses in all six modules and recommended that Tamworth Borough Council be awarded the HQN Accredit: MIST. In evaluating Tamworth Borough Council's service against HQN's accreditation standards, the assessor examined the self assessment bid, together with supporting documents in addition to carrying out an online reality check including interviews, focus groups and case reviews.

Some of the service highlights were that Tamworth had a clear strategic policy and performance framework that was reflective of best practice and Tamworth's ethos and policy regarding income management retained an explicit focus on tenancy sustainment, looking to avoid legal action unless necessary. Tamworth has a robust corporate approach to delivering value for money using a range of benchmarking services and demonstrated a robust, smart, action plan including actions specific to the Covid-19 pandemic.

Tamworth's approach to rent and service charge setting was considered as being centred on establishing an affordable offer to residents, reflected in a clear rent and service charge setting policy. It was recognised that Tamworth was providing a high quality income service to its customers.

Below quotes to be replaced with comments from both the Portfolio Holder and Chair of the Tenant Consultative Group

“

As a team we are very proud to receive the accreditation and are looking forward to working collectively on the small number of service recommendations to ensure services are continually improved. To receive feedback that Tamworth and its income management service are considered well-led with a clear direction both corporately and at an operational level and that based on findings during the assessment period, confidence levels were high regarding the shape and direction of the service is a real achievement. The past two years have been exceptional but with dedicated and committed staff continuing to provide enhanced, tailored support through the pandemic this has clearly been recognised through the assessor's observations and concluding findings. The Neighbourhoods Income Team is at the forefront of service improvement, and I am delighted that this has been recognised with this national accreditation. This achievement, once again, is testament to the hard work and dedication of all staff involved and the team will continue to build on this and improve

”

even further

Mrs Leanne Lea, Housing Manager.

“

Tamworth Borough Council are immensely proud to again receive this prestigious HQN rent accreditation. The accreditation demonstrates Tamworth Borough Council's ongoing commitment to delivering quality tenant focused services and honours the exceptional efforts of the Council's income team and its very valued `Tenants Consultative Group`, particularly during these unprecedented times. The accreditation also fully supports the Council with its plans for continuous improvement, which is more important than ever given

”

the steep rise in the cost of living and the ongoing impact of the pandemic.

Mrs Lee Birch, Head of Neighbourhood Management.

MyHousing

Tamworth Borough Council housing tenants can manage aspects of their tenancy online, in real-time, through the MyHousing website.

By registering with MyHousing, tenants create their own safe and secure personal account where they can access services 24/7

Functions of MyHousing include:

- Live access to rent account balances and transactions, including the ability to make online payments, set up direct debits and print statements
- Update personal details, including who's living in a property
- Check the status of any ongoing repairs, as well as planned works to an individual home or communal building
- View a repairs history
- Report incidents of anti-social behaviour
- Send direct messages to members of the housing team.

Registering for MyHousing is simple. You just need an email address.

Get started now by going to <https://myhousing.tamworth.gov.uk/>

Tenants can choose to play a quick demo to see how the website works upon registering.

If you need help to register, and do not have a friend or family member who can assist you, please call our Customer Services team on 01827 709709, webchat, or email enquiries@tamworth.gov.uk.



Universal Credit

Many of our tenants are now receiving regular monthly payments of universal credit and we can advise you on how to apply. We can help you by setting up an alternative payment arrangement where universal credit is paid direct to your rent account, to pay the standard weeks rent, plus an additional sum towards any arrears if this applies. Many customers have found this to be the easiest way to pay their rent and / or arrears.

Customers seeking help or advice about Universal Credit can contact the UC help line 0800 328 5644, which is a free call, Mon to Fri, 8.00am to 6pm. Alternatively queries regarding UC can be directed to the Citizens advice Mid Mercia helpline

Tel: 08082 787972, open Monday to Friday 10am to 4.00pm

Contents Insurance

Tamworth Borough Council has negotiated a home contents insurance scheme for its tenants and leaseholders. The prices are competitive and contents insurance is worth considering. It is important to protect your personal contents in your property against loss or damage caused by fire, flood and burglary. The council's insurance policy only covers the building not your personal contents. Further information is available at:

<http://www.tamworth.gov.uk/contents-insurance>

Tamworth Advice Centre (TAC) Help with Benefits and Debt advice

The Tamworth Advice Centre (TAC) will check you are getting all the benefits you are entitled to and help you apply for them. Assist you in setting up your own bank account, help you deal with debts and to learn to budget within your means. They can assist with employment issues and with specialist debt advice such as bankruptcy, debt relief orders, breathing space applications and if you are being taken to court.

There are various ways to contact the TAC:

- **Online:** Quick instant [Online Self Referral Form](#). We will then arrange for an advisor to call you.
- **Phone:** For advice and booking appointments - (Free phone) **0808 82787972** 10.00am to 4.00pm Monday to Friday (quoting you live in Tamworth)
- **Email:** tamworthadvice@citizensadvicemidmercia.org.uk
- **Website:** www.citizensadvice.org.uk/local/mid-mercia

Neighbourhood and community

In this section we talk about how we work with tenants and our partners to keep neighbourhoods and communal areas greener, cleaner and safer, preventing and tackling incidents of anti—social behaviour and supporting tenants who experience this where they live.

Estate Inspection Programme

Estate inspections are carried out to assess the standards of service we are delivering, identify areas for improvement and generally identify any action needed to be taken to address tenancy breaches. We are committed to inspecting our housing areas on a regular basis.

The estate inspection team will aim to identify issues such as;

- Vandalism
- Abandoned vehicles / illegally parked vehicles
- Graffiti
- Litter and fly-tipping
- Dog fouling
- Problems with highway maintenance and street lighting
- Health and safety issues
- Neglected homes and gardens, tenancy issues
- Hot spots for anti-social behaviour
- The condition of hard landscape (e.g. fences, walls and paving)
- The condition of soft landscape (e.g. trees, grass, shrubs in communal areas)

Estate Inspections will;

- Provide a high profile presence on our estates
- Ensure cleaner, more attractive and safer neighbourhoods
- Improve the physical condition of estates through quick responses to residents' concerns and by identifying potential improvements
- Clear communal areas of fly-tipping/graffiti and rubbish
- Identify overgrown gardens/shrubbery
- Identify defective street lighting and estate furniture
- Ensure agencies take responsibility for issues identified within their remit
- Identify potholes and surface perishing to hard surfaces and uneven and broken paving.

CCTV

Our CCTV service is operated through a partnership with West Midlands Combined Authority (WMCA)



Improvements and changes

The police airwave radio is now installed in our control room and is fully operational. All operators are now trained on the system and it is a great asset to the control room.

Tamworth Castle has now joined the other town centre cameras and have been upgraded. They are also being monitored at WMCA. The Castle has also been issued with a Town Link radio, this allows them to contact the control room directly if needed and has already been a successful investment. Shortly after the radios were issued, Tamworth Castle radio called WMCA and informed them of an assault taking place on the Castle grounds. WMCA then utilised the Police Airwave radio and contacted the police who attended site. A great example of partnership working!

Suitability review

The first annual CCTV Suitability Review has been carried out on Tamworth Borough Council (TBC) CCTV cameras in August 2021, across all 154 cameras in total. This review was carried out at the West Midlands Combined Authority (WMCA) control room. It was carried out by James Sadler (Shared Service Lead for TBC) and Michael Sayers (Safer Travel Officer WMCA).

A total of 154 cameras were reviewed and all passed the suitability test. The test includes assessing the need of a camera in a certain location. WMCA and TBC jointly identified a range of reasons for the need of each camera and assessed each camera against this criteria

Example of a recent positive outcome thanks to our CCTV service

Operators were on patrol and noticed an altercation between two males. One of the males assaulted the other and knocked him unconscious. The offender was monitored throughout the town while updating the police. He then went out of camera view and police were informed that we had lost sight. Later on in the evening one of the operators saw the same male and called the police via the radio and monitored him. He went onto assault another male at the petrol station. The operators monitored him until he was out of view but gave the police his last known location. Later the control room were informed that the male was found by the police and arrested. The victim of the first attack was hospitalised a few days later. The offender claimed self-defence which would not have been proven false if it wasn't for the keen eyes of the operators.

Plans for the future

Installing a camera in the Eringden block lift

There are plans to invest in a new lift at the Eringden flats. CCTV would be beneficial to capture any incidents as well as identifying any false emergency lift calls. Without CCTV emergency lift calls would have to be attended at all hours. With the support of a cameras in the lift the control room can confirm whether attendance is needed. This will benefit the council financially as needless call outs will be removed from the scenario. This will also allow us to identify the individuals that are causing the issues in the lift so that action can be taken.

Installing cameras at Ventura

We often receive communications from the Town Link radio users from Ventura requesting assistance with issues such as shop lifting. Unfortunately the number of our cameras at Ventura park are very low and it is not always possible to assist in these requests. Our aim is to install more cameras and build a working partnership with the Ventura Security Office so they are able to call on us for more support monitoring the area.

Anti-Social Behaviour

The team continued to work hard over the last 12 months, achieving a number of successful outcomes, all of which help towards making your neighbourhood safe.

	2019/20	2020/21	2021/22
Number of complaints received	252	162	182
Percentage of customers satisfied that they were kept informed throughout their ASB case	66%	64%	54%
Percentage of customers satisfied with the support given to them during their ASB case	60%	66%	63%
Percentage of customers satisfied with the outcome of their ASB complaint	47%	66%	59%
Successfully closed ASB cases (resolved)	99%	98%	97%
Percentage of customers who have already made a complaint of ASB, and who would be willing to report ASB in the future	79%	87%	80%

Number of ASB cases: **182**

Number of Civil Injunctions: **1**

Number of Notice Seeking Possession/Demotion: **2**

Number of possessions: **2**

Nature of incident	2019/20	2020/21	2021/22
Noise	87	76	86
Pets/animals	25	20	27
Harassment/threats	46	35	35
Garden nuisance	70	24*	33
Other	63	7	1
Total	252	162	182

*The garden figure has now been amended this year, as community wardens now monitor front gardens so the figure reflects housing rear gardens only.

Intervention remains a key factor in how we deal with ASB cases. The team intervene as early as possible where evidence is provided. This often prevents enforcement action from being taken. In 2020/21 early intervention was carried out with **201 cases** to successfully resolve them

182 incidents were recorded during 2021/2022 compared to 162 incidents in 2020/2021.

For more information about ASB see web link <http://www.tamworth.gov.uk/asb-zone>

Community Wardens

Our wardens deal with a wide range of issues including environmental anti-social behaviour, community anti-social behaviour, abandoned vehicles, littering and fly tipping, to name just a few, in addition to patrolling and community engagement. A typical day for a community warden could include reviewing caseloads, revisiting time sensitive jobs, investigating reports of abandoned vehicles, investigating misuse of communal bin areas, checking on anti-social behaviour hotspots, issuing warnings for littering, dealing with residents complaining of noise or rubbish being stored on the landing - the list is very varied and makes for an interesting days' work.

As part of the Neighbourhoods Team and in partnership with the Community Safety team, wardens work closely with the Tenancy Sustainment Officers, along with Police, Fire Service, Housing Associations and other internal departments within Tamworth Borough Council and many more in order to support the local community.

An example of our Wardens working in partnership with other services:

Operation Mischief started on 18 October 2021 and ran for 3 weeks. Community Wardens met up with Police Community Support Officers every evening to visit all the "hotspot" areas in Tamworth where anti-social behaviour is being reported. This joint working arrangement was extremely successful with officers and wardens sharing information, visiting areas of interest allowing them to deal with issues on the spot or produce an action plan for targeted interventions.

If you wish to report an issue or concern to a Community Warden you can approach them whilst they are on patrol, or you can report your concerns using the online Report-It Service at www.tamworth.gov.uk, call 01827 709709 or email communitywardens@tamworth.gov.uk

House Mark Accreditation



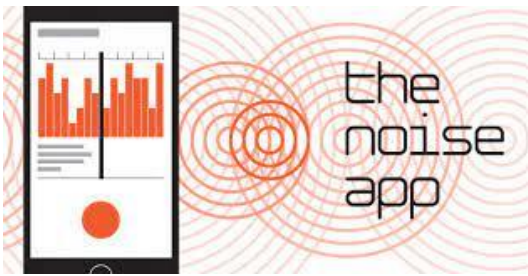
Neighbourhood Services has been awarded accreditation through Housemark for our Anti-Social Behaviour service for the 3rd time. Following a restructure of services, the Tenancy Sustainment

team is moving towards managing a corporate tenure neutral anti social behaviour service borough wide.

We are setting up an Anti-Social Behaviour Scrutiny Group and are looking for interest from members of the community of any tenure to attend up to 3 meetings each year (up to 2 hours each meeting) to help us understand wider community problems and help us to look at solutions.

If you have the time and commitment to spare, please contact the Tenant Participation team via email at tenantparticipation@tamworth.gov.uk or alternatively contact Tamworth Borough Council on 01827 709709 and ask to be put through to the team.

The Noise App



Our Neighbourhood's team are currently trialling "The Noise App" for noise nuisance complaints. The app is easily downloadable from the Play Store where you can register with Tamworth Borough Council. Once downloaded and approved, you will be able to take recordings of noise nuisance and submit them directly to us. This app uses noise cancelling and will record the date, time and location of the source of the nuisance.

This app has become very popular with Landlords and is a useful tool for assessing noise complaints. If you have any queries about this app, please call our Tenancy Sustainment team on 01827 709514.

Eringden Block

The installation of a Resident Support Officer (RSO) has continued to reduce ASB in the area and has developed a real sense of pride and community amongst the residents. There has been a noticeable improvement in ASB and vandalism within the block and residents have begun to take part in community activities together such as "treats not tricks" event at Halloween and "cleanest landing competition".



The RSO has introduced a monthly newsletter for residents to help build that sense of community and help share important and useful information with residents. A copy of the latest 'Eringden News' can also be found on Tamworth Council's website

Eringden external CCTV camera relocation.

Using local knowledge from the Community Wardens along with the CCTV Control Room we identified the 4 external camera focus only on the entrance and bin stores. In order to maximise the use of council resources the CCTV control room identified for us 1 camera that picked up little to no activity most of the time that we could successfully relocate to a more high traffic area around the outside of the building. By relocating an existing camera we will provide better security for our residents and reduce ASB with minimal cost to the council.

Value for money

In this section we explain how we make sure that our services provide value for money.

Tamworth Borough Council recognises the importance of demonstrating value for money, which doesn't only mean keeping costs to a minimum. Value for money is also achieved through the following:

- Comparing costs and performance with other similar housing providers. Assess value for money (VFM), by using an independent organisation called HouseMark. This organisation compares our services to other councils and registered social landlords. HouseMark also produces an annual report which identifies areas for improvement.
- Monitoring 'tenant satisfaction that rent is providing value for money'. We check this by carrying out regular tenant satisfaction surveys.
- Continue to remove old inefficient gas appliances and install new 'A' rated appliances, reducing heating and hot water energy costs for tenants across the borough.
- Purchasing existing properties has enabled an efficient and effective use of capital receipts funding, one element of the Housing Revenue Account capital business programme to increase its stock. This year we purchased 27 properties.
- Senior managers regularly review budgets and the highest areas of spending.
- Spent more than **£3,384,556** on improvements to homes ensuring that our core business of providing affordable homes to those in need continues to expand.

Did you know?







The following indicators have been agreed with tenants

	2019/20	2020/21	2021/22	Estimated top quartile*
Overall satisfaction with Neighbourhood services	78%	78%	78%*	85.5%
Average time between lettings	22.6 days	36.2 days	38 days	Not measured
Estate Inspections	6	Unable to complete	10	Not benchmarked
Tenant satisfaction with communal cleaning	76%	Unable to complete	76%	Not benchmarked
Number of tenants on the database of involvement	479	479	417	Not benchmarked
% of repairs appointments made and kept	89%	87.33	97%	97.06%
Gas servicing CP 12	98%	99.05%	98%	100%
% of repairs completed at first visit	88%	88.58%	95%	93.59%
Customer satisfaction with responsive repairs	95%	95%	97%	91.23%**
Arrears as a % of rent due	2.87%	2.66%	2.77%	1.55%
Number of Evictions	9 (0.21%)	0	2 (0.04%)	0.17%

*Aggregated data based on historic qualitative data, last STAR survey 2015

** Housemark Pulse data for satisfaction with repairs completed right first time. Tamworth's figures are for satisfaction with repairs

Top performance indicators as voted for by tenants as at 31 March 2022

Performance Indicator	Target	Current Value	Are we on target	Trend
Average number of calendar days to complete repairs	-	11.56		↓
Percentage of appointments made and kept	93%	97%		↑
Percentage of repairs completed at first visit	85%	95%		↑
Percentage of properties with a valid Gas Safety Certificate	100%	98%		↑
Average re-let times (in days)	16 days	38 days		↓
Percentage of closed resolved anti-social - behaviour cases	-	98%	-	-
Number of close unresolved anti-social behaviour cases	-	0	-	-
Current rent arrears as a percentage of annual debit	3%	2.77%		↓
Number of complaints since 1st April 2021	-	242	-	-
Number of complaints upheld since 1st April 2021	-	40	-	-
Number of compliments since 1st April 2019	-	33	-	-



Regulator of
Social Housing

Consumer Regulation Review 2021-22

July 2022

Contents

1.	Foreword	2
2.	Key lessons for providers	4
	Good governance and leadership are vitally important to good quality service	4
	Effective engagement with tenants will help landlords prepare for proactive consumer regulation	4
	Landlords must provide quality accommodation which is safe and well managed	5
	Landlords need reliable data and clear oversight of compliance	6
	Local authorities must also comply with the consumer standards	6
3.	The Home Standard	7
	Failure to meet legal health and safety requirements	7
	Maintaining accurate and clear records of health and safety testing	9
	Managing health and safety compliance when organisations merge	10
4.	Tenant Involvement & Empowerment Standard	11
5.	Neighbourhood & Community Standard	13
6.	Tenancy Standard	14
	Annex A – Summary of our role and how we regulate	15
	Annex B – Analysis of cases	16
	Referrals by stage	16
	Sources of referrals	16
	Referrals by standards	17

1. Foreword

- 1.1. Welcome to our Consumer Regulation Review for 2021-22 and the tenth review we have published. This year our preparation for the move to proactive consumer regulation has continued to take shape, and at the same time we have continued to fulfil our important reactive consumer role. Examples of tenants living in poor and unacceptable conditions have increasingly been in the spotlight. In some cases, these have been due to providers failing individual tenants. In others, they have reflected systemic, organisational failures at a provider. When consumer issues are referred to us it is our role to assess whether those issues indicate systemic failures or are individual matters which should be dealt with through providers' complaints procedures and the Housing Ombudsman. This year we received more than 650 referrals from tenants, registered providers of social housing and other sources. We found a breach of the consumer standards in eight cases, where providers had not met the standards and where tenants had been harmed or were at risk of harm.
- 1.2. In this review we set out the themes and learning from our casework so providers and their governing bodies can learn from the experiences of others. This year we have seen a number of providers who have not met their legal duties which provide for the health and safety of tenants in their homes. We have also seen providers failing to carry out repairs and as a result people have been living in homes which are unsafe and in a poor condition. The cases we have seen show the importance of having accurate data about the condition and safety of tenants' homes, and about the experiences of tenants in their homes. When providers do not have good quality, reliable data about their homes and the diverse needs of their tenants, it is likely that they do not have the assurance they need that tenants are safe in their homes.
- 1.3. We were disappointed that in one case where we found a breach of the consumer standards, the provider had not self-referred despite its leadership and governing body being aware of the issues. Openness with the regulator is at the heart of our co-regulatory approach and is a requirement of our Governance and Financial Viability Standard. It is unacceptable not to tell us when issues emerge which risk an organisation's compliance with any of the economic or consumer standards. Where providers do self-refer to us, that provides evidence that they understand their co-regulatory responsibilities. While we found a breach in seven cases self-referred to us, in more than 90% of self-referrals we received we did not find a breach of the consumer standards.

- 1.4. This year, consistent with previous years, we have found breaches of the consumer standards across a range of providers in terms of their type, size and location. It is tempting for well-run organisations to think that they won't breach the consumer standards, but our experience shows that breaches of the consumer standards can happen to any registered provider. That's why it is critical that boards, councillors and management teams are vigilant about their compliance, and continue to seek robust assurance they are meeting the consumer standards. Put it another way – if you are a leader or governing body – could this happen in your organisation? Are you confident in your assurance? Do you have an organisational culture that ensures critical issues aren't overlooked and are dealt with when they emerge?

- 1.5. This links to another fundamentally important theme – that of the need to avoid complacency. With progress on new legislation well underway, we are preparing our proactive approach to consumer regulation and talking to stakeholders, including tenants and registered providers as we do that. Our work on the new consumer standards and how we'll regulate them is taking shape and we are planning to collect data to support the Tenant Satisfaction Measures from April next year. Our new approach to proactive consumer regulation is coming, and we urge all registered providers to act now so you are ready to meet the new regulatory requirements. Now is the time to act so you are assured you are meeting the existing standards and are ready for the changes. Listening to your tenants, and hearing what they tell you will be critical to ensuring that tenants receive good housing services and live in safe, decent, good quality homes. The upcoming changes may require a cultural shift within registered providers, and this can take time to achieve. The work should be underway now.

Fiona MacGregor
Chief Executive

2. Key lessons for providers

- 2.1. We currently regulate the consumer standards on a reactive basis, considering information from a wide range of sources in assessing how providers meet our consumer standards¹. A summary of our current role and remit is set out in Annex A. Further details on our approach are set out in our publication *Regulating the Standards*². Government has recently introduced a Bill in Parliament to amend our role and introduce proactive consumer regulation in the next few years.
- 2.2. Through our consumer regulation work, we continue to identify themes and learning which we consider to be useful to all providers. We have summarised the key themes from our casework below³.

Good governance and leadership are vitally important to good quality service

- 2.3. The link between well governed providers with effective leadership and good quality service delivery has been a consistent theme over the last decade, but never more so than this year. All of the non-compliant decisions we made this year included a failure to have appropriate oversight and understanding of compliance and performance. It is the responsibility of governing bodies to ensure that their organisations are meeting the regulatory standards. Boards, councillors and management teams must have clear oversight of service delivery so they can be assured of the quality and safety of homes and services they provide for tenants.
- 2.4. In a number of cases, a change of leadership at the provider prompted a review of compliance and service delivery and resulted in a self-referral to us. We encourage all boards and councillors to look critically at their services with fresh eyes, and to really probe the assurance they are getting about how services are being delivered.

Effective engagement with tenants will help landlords prepare for proactive consumer regulation

- 2.5. This year we found a breach of our Tenant Involvement and Empowerment standard. In this case, the local authority had failed to treat its tenants with fairness and respect, and in other cases we reviewed, we saw failures to understand or respond to tenants' concerns.

¹ <https://www.gov.uk/guidance/regulatory-standards>

² <https://www.gov.uk/government/publications/regulating-the-standards>

³ A summary of our previous lessons learned is available on our website: *Consumer regulation review* - GOV.UK

- 2.6. With proactive consumer regulation coming soon, providers need to continue preparing to deliver the changes needed. Providers are expected to provide good quality homes and services to their tenants. The upcoming changes to regulation will emphasise the importance of tenants being listened to and being able to hold their landlord to account. They will also emphasise the importance of tenants having access to prompt and effective redress mechanisms for when things go wrong.
- 2.7. Providers must ensure that they are responsive to their tenants. The new legislation will extend our role from a reactive to a proactive one for consumer regulation. We will be able to seek assurance on how well providers, including local authorities, meet our consumer standards. We want providers to use the time before implementation well, so they have the culture, systems and processes that will allow them to deliver good outcomes for tenants. And we want the boards and leaders of providers to be thinking about what assurance they need to demonstrate they meet the new requirements.

Landlords must provide quality accommodation which is safe and well managed

- 2.8. Meeting statutory health and safety obligations is an essential part of ensuring tenants' homes are safe. In all of the regulatory notices published this year we concluded that providers had breached our Home Standard due to not meeting legal requirements on fire, electrical, water, asbestos or lift safety. In many cases, providers had also failed to carry out the necessary remedial works or to have accurate data about their stock and what it required to remain in a safe condition.
- 2.9. We also found a breach of the standards where there were systemic failings in the repairs and maintenance services provided to tenants. In this case, we saw tenants living in properties severely affected by damp or mould, and which in some cases were uninhabitable, with a detrimental impact on tenants' health and quality of life.
- 2.10. Providing good quality, safe homes for tenants continues to be the most fundamental objective of all registered providers. Providers must ensure they have effective processes to ensure homes are safe and maintained to a good standard. They must also ensure tenants know how to report issues with their home, are able to easily report issues in ways accessible to them, and that providers can respond promptly when issues arise. Tenants must be confident that their landlord will respond effectively and put things right.

Landlords need reliable data and clear oversight of compliance

- 2.11. This year several providers have self-referred to us because they could not be assured they had carried out all of the health and safety checks they needed to. This highlights the importance of having accurate, up-to-date, complete and reliable data. It is vital that providers and their governing bodies have access to data they can trust so they have oversight of their organisations and can be confident they are meeting all relevant legal health and safety requirements.
- 2.12. Mergers can present practical challenges. We saw cases this year where registered providers did not have clear oversight of legacy data management systems and paid insufficient attention to concerns raised at the due diligence stage of merger discussions. In these cases, the organisations did not have enough information on whether a significant proportion of their stock met statutory health and safety requirements. Governing bodies of merging organisations need reliable and accurate data, and to scrutinise that data, so they can be assured that they meet, and will continue to meet, all health and safety requirements after the merger.

Local authorities must also comply with the consumer standards

- 2.13. Our consumer standards apply equally to all types of registered providers, including local authorities. Of the eight breaches of our consumer standards in 2021-22, five of the providers were local authorities. Elected officials and senior leaders in local authorities have a responsibility to ensure their organisations are meeting the consumer standards. That applies regardless of whether the housing is managed directly by the local authority, or there are other management arrangements (for example an arms-length management organisation) in place.
- 2.14. We continue to engage with local authorities to emphasise the importance of being transparent with us when they identify issues. In 2021-22, unlike in previous years, in all five of the local authority cases where we found a breach of the consumer standard, the local authority referred the matters to us. This is important. It demonstrates that the local authorities understand their responsibilities and are willing to work with us in a co-regulatory way to resolve the issues.

3. The Home Standard

- 3.1. The Home Standard requires registered providers to have an effective repairs and maintenance service and for legal health and safety requirements to be met. Ensuring tenants live in good quality, safe homes is the most fundamental responsibility of all registered providers.

Failure to meet legal health and safety requirements

- 3.2. In all eight of the breaches of the consumer standards for 2021-22, we have found a breach of the Home Standard because providers have not met legal health and safety requirements.
- 3.3. The case summary below sets out the details of three cases where local authorities failed to ensure all required health and safety tests and actions were completed. We concluded that all three local authorities had breached the Home Standard and risked serious harm to tenants.

Case summary 1 – Compliance with legal health and safety requirements

Cornwall Council, Norwich City Council and Welwyn Hatfield Borough Council all notified us of issues they had identified in meeting their legal health and safety responsibilities. In all three cases we found a breach of the Home Standard as they were failing to meet legal requirements for fire, electrical, asbestos and water safety.

Cornwall Council had not completed fire risk assessments for around 90% of buildings that required them and there were hundreds of fire safety remedial actions not completed for a number of years. Electrical inspections were also overdue, and there were concerns about asbestos and water safety.

Welwyn Hatfield Borough Council had similar problems to Cornwall Council, with around 90% of fire risk assessments overdue, as well as concerns about overdue electrical and asbestos inspections, and a number of properties without water risk assessments.

Norwich City Council, also had overdue fire risk assessments for a number of properties and did not have information about outstanding fire safety remedial actions. It had a large number of overdue electrical inspections and water risk assessments and lacked reliable data about asbestos safety.

We published regulatory notices for these three councils in 2021. Each of the councils promptly took steps to put things right. These included taking immediate action to mitigate any risks to tenants, reconciling data, and strengthening their systems and processes. We are continuing to work intensively with these three councils as they resolve these issues. We will maintain that engagement until each council can provide assurance that they meet the consumer standards.

- 3.4. In the case summary below, a registered provider carried out fire risk assessments for its properties but then failed to complete the remedial actions identified in those assessments. The case summary is also important because it highlights the close link between failing to comply with the consumer standards and having poor governance arrangements.

Case summary 2 – Completion of remedial fire actions

We identified concerns with Empowering People Inspiring Communities' (EPIC's) compliance with legal fire safety requirements following a Quarterly Survey⁴ return from EPIC. The Quarterly Survey showed a potential covenant breach on a loan, because EPIC had included deferred fire safety remedial works in the current year of its business plan. However, EPIC had not proactively told us that it had not completed the remedial fire safety work and that it was therefore potentially non-compliant with the consumer standards.

We engaged with EPIC about the forecasted covenant breach and the outstanding fire safety work. Through that engagement, we identified that EPIC had not carried out significant fire safety remedial actions following risk assessments for a number of years. Fire risk assessments in 2013 and 2018 had identified that EPIC needed to install fire doors for a number of its blocks but this did not happen; and in 2019 the local fire service also alerted EPIC that it did not have appropriate fire doors. Fire risk assessments carried out between December 2020 and February 2021 again identified the need to install fire doors as well as other improvements needed to fire alarms and compartmentation. At the time we considered this case, EPIC had almost 500 high risk actions it had not completed.

EPIC had planned to complete the necessary works, but doing so meant that it forecast a loan covenant breach in that year. EPIC was later able to rework its business plan to avoid a covenant breach while still undertaking required fire safety works. But, it was already clear that the board did not fully understand the impact of including all additional fire safety expenditure in the budget for the year and lacked assurance over the accuracy of its health and safety compliance data. We found that EPIC had breached both the Home Standard, and the Governance and Financial Viability Standard. In August we published a regulatory notice for the breach of the Home Standard and a non-compliant regulatory judgement for the Governance and Financial Viability Standard. We downgraded EPIC's governance grading to G3 and viability grading to V2.

We are continuing to work closely with EPIC as it seeks to resolve the areas that led to its non-compliance.

⁴ Registered providers with more than 1,000 homes complete a quarterly return with information regarding their financial health.

Maintaining accurate and clear records of health and safety testing

- 3.5. During the year we found in a number of cases where failing to meet legal health and requirements were in part due to poor record keeping. Having effective data reporting and monitoring systems in place is key to ensuring that properties meet all legislative health and safety requirements that support protection of tenants and that risks are appropriately identified and managed.
- 3.6. In the case summary below, two providers (a private registered provider and a local authority) did not have reliable data to clearly show what health and safety testing was required or had been completed across the homes it managed. We concluded that both providers had breached the Home Standard and risked serious harm to tenants.

Case summary 3 – Lack of accurate data to demonstrate health and safety compliance

The London Borough of Barking and Dagenham (LB Barking and Dagenham) and Sovereign Housing Association (Sovereign) both made self-referrals to us after they identified issues with their health and safety compliance. Both organisations told us they could not be assured that they were meeting all of their legal health and safety requirements.

LB Barking and Dagenham told us that it did not have a clear record of whether fire risk assessments were required for a number of properties, and for thousands of properties, it could not confirm whether a current electrical inspection had been completed. Additionally, it did not have clear records for whether a number of properties should have been included on the asbestos survey programme; and thousands of properties needed data validation to establish whether they should be included on the gas safety programme. A number of lifts were also overdue for an inspection.

Similarly, Sovereign did not have clear records of whether it had completed fire risk assessments for a large number of blocks, and it also did not have a clear record of whether an electrical inspection was required or had been completed for a number of blocks. Several hundred communal areas had never had an asbestos survey and a similar number had not been included in a programme of re-inspections.

We published regulatory notices for both LB Barking and Dagenham and Sovereign in early 2022. Both providers have demonstrated that they understand the work needed to rectify the failures. They have taken steps to check the accuracy of the data held and have implemented a recovery programme to address the presenting issues and underlying causes. We are working closely with both providers as they implement their recovery programmes.

Managing health and safety compliance when organisations merge

- 3.7. This year we saw a small number of cases where registered providers who had gone through a merger process had identified they were not meeting their legal health and safety duties in some areas.
- 3.8. In the case summary below we found a breach of the Home Standard as the provider identified that legal health and safety requirements had not been completed. The case study shows the importance of ensuring that appropriate due diligence is carried out ahead of a planned merger and that controls are in place when different systems are integrated. As with the case of EPIC above (case summary 2) it also shows the clear links between governance and compliance with the consumer standards.

Case summary 4 – health and safety issues identified during a merger

In April 2021 GreenSquare Group Limited and Accord Housing Association merged to form GreenSquareAccord. Shortly after the merger GreenSquareAccord self-referred to us as it had identified it was not meeting its legal health and safety requirements for fire, electrical and asbestos safety.

The issues were in homes formerly owned and managed by Accord Housing Association. Hundreds of properties did not have current fire risk assessments and some properties had never had a fire risk assessment. More than 10,000 properties had never had an electrical inspection, and no asbestos surveys had been carried out in communal areas. We concluded that it was a breach of the Home Standard, and that there had been a risk of serious harm to tenants

We published a regulatory notice for GreenSquareAccord in October 2021. Around the same time, we published a regulatory judgement downgrading GreenSquareAccord's governance grading from G1 to G2. After it had identified the issues, GreenSquareAccord carried out work to check the data it held was accurate and carried out a recovery programme to complete the safety tests and remedial actions. We are working with GreenSquareAccord as it completes the changes necessary to address this issue, including the underlying causes of the failure and weaknesses in its governance arrangements.

4. Tenant Involvement and Empowerment Standard

- 4.1. The Tenant Involvement and Empowerment Standard requires registered providers to take account of the diverse needs of tenants, treat all tenants with fairness and respect, and to demonstrate they understand the different needs of their tenants.
- 4.2. The standard sets out how a registered provider should interact and engage with its tenants. The requirements of this standard speak to the culture of the organisation, and how its systems and processes operate in practice. This year we found a breach of the Tenant Involvement and Empowerment Standard. In the example below, the provider did not adequately respond to the concerns its tenants raised about the poor conditions they were living in and was unable to demonstrate that it was treating its tenants with fairness and respect.

Case summary 5 – Failing to treat tenants with fairness and respect

We received information from and about the London Borough of Croydon (LB Croydon) through simultaneous self-referral and national media reports about their repairs and maintenance service. At the time, this centred on concerns raised by tenants living in a LB Croydon tower block who had reported unsafe living conditions from leaks, damp and mould.

We engaged with LB Croydon to understand the extent of the concerns and the impact on tenants. In response, LB Croydon commissioned an independent report which found the issues experienced by tenants at the tower block were indicative of wider failings in its repairs and maintenance service. Underpinning these problems were staffing and cultural issues, weak performance management and issues in how LB Croydon responded to tenants' concerns and complaints. We found a breach of the Home Standard, but also a breach of the Tenant Involvement and Empowerment Standard, because the evidence showed fundamental failings in how LB Croydon were engaging with tenants. We found that LB Croydon had failed to treat its tenants with fairness and respect and had failed to provide an effective process for tenants to raise complaints.

During the investigation we recognised the urgent steps being taking by LB Croydon to address the issues, including steps to mitigate the risk to tenants. However, we concluded the widespread and longstanding nature of the failures had impacted on tenants lives and had put their safety at risk, and so we published a regulatory notice in May 2021.

We are working intensively with LB Croydon as it continues to address the failings. An improvement plan is in place and a programme is underway to address the underlying causes of the failings which led to the breach. We will continue to work closely with LB Croydon until these issues are addressed, and it is able to provide evidence that improvements are sustained.

4.3. The Tenant Involvement and Empowerment Standard requires registered providers to have an approach to complaints that is clear, simple and accessible and ensures that complaints are resolved promptly, politely and fairly. The case summary above also is an example of where tenants' concerns were not addressed and resolved because they did not have access to an effective complaints system. It is important that providers ensure that their tenants are aware of how to complain, are able to access a complaints system and are confident that their concerns will be listened to and put right where necessary

5. Neighbourhood and Community Standard

- 5.1. The Neighbourhood and Community standard includes three specific expectations in relation to neighbourhood management, local area co-operation and anti-social behaviour. We received comparatively few referrals about the Neighbourhood and Community Standard in 2021-22 and did not find any breaches of the standard.
- 5.2. Many of the referrals we received involved tenants reporting that they had been affected by anti-social behaviour. It is important that registered providers have effective policies and processes in place to try and tackle anti-social behaviour, because of the significant impact it can have on the lives of people living nearby. Our standard requires providers to work collaboratively with other agencies, such as the police, to seek to address such behaviour.
- 5.3. The case summary below is an example of how a registered provider worked effectively with other agencies to seek to resolve anti-social behaviour concerns and supported affected tenants during this process.

Case summary 6 – multi-agency approach to managing anti-social behaviour

We received a referral from a tenant about anti-social behaviour taking place near where they lived, and we engaged with the registered provider. In response to our request for information, the provider set out the numbers and types of incidents that had occurred. The provider sent us its anti-social behaviour policy and explained how incidents were logged and tracked. The provider explained that cases were only closed when the issues were resolved, and in consultation with the tenant. The provider also had a mobile app to make it easier for some tenants to report and record incidents.

The provider explained that it had worked collaboratively with the police, fire service, local authority and community impact teams. Residents were involved in community trigger meetings which had led to the installation of additional security equipment. The provider also set out how it carried out doorstep interviews to seek evidence from tenants and provided guidance and mediation for residents where possible.

The information provided to us showed that the provider had the relevant systems, processes and procedures to help manage and try to prevent anti-social behaviour incidents. The provider understood the importance of working with tenants and partner agencies in anti-social behaviour cases. In this case, the provider had taken reasonable steps to work with tenants and other agencies to try and resolve what was a complex case, and so we did not find a breach of the Neighbourhood and Community Standard.

6. Tenancy Standard

- 6.1. The Tenancy Standard requires registered providers to ensure that their homes are let in a fair, transparent and efficient way. Providers must demonstrate how their lettings make best use of available housing and there should be clear application, decision-making and appeals processes. The standard also requires providers to enable their tenants to access opportunities to exchange their tenancy with that of another tenant. When letting homes, the Tenancy Standard requires providers to take into account the housing needs and aspirations of tenants and potential tenants. This is particularly important where tenants have access needs due to disability.
- 6.2. We receive relatively few referrals about the Tenancy Standard, and we did not find any breaches of the standard in 2021-22. However, the example below is helpful in demonstrating the need for providers to ensure they have robust policies for the allocation and transfer of homes. It is also a good example of how registered providers should be proactive in looking at their own performance and taking early steps to address an emerging issue.

Case summary 7 – management of internal transfers, taking prompt corrective action

A whistleblower contacted us with concerns about how a provider was managing internal transfers for tenants between properties. As a result of the referral, we engaged with the registered provider who provided data setting out the number of transfers that had taken place over the previous five years. The provider told us that it had recognised the need to increase the number of internal transfers and how it had taken steps to improve the transparency of its processes to support an increase.

The provider explained that it had started to review its processes in 2020, but that this was delayed by the organisation's response to Covid-19. When the review was completed, it recommended increasing the financial resourcing to this area. An independent third-party organisation also completed a review of the allocations policy and the provider had engaged with the local authority about its allocations process to ensure it was working effectively with its local authority partners.

We recognised that there had been weaknesses in the provider's approach to internal transfers and it needed to increase the number of transfers as well as to be more transparent with residents about how it made transfer decisions. However, taking into account the steps the provider had taken to understand and address the issue at an early stage, we concluded that there was not a breach of the Tenancy Standard.

Annex A – Summary of our role and how we regulate

- 7.1. Our aim is to promote a well-governed, viable and efficient social housing sector that is able to deliver homes meeting a range of needs. As the regulator of social housing, parliament has given us both an economic and a consumer regulation objective. The consumer regulation objective is to:
- support the provision of well-managed and appropriate quality housing
 - ensure tenants are given an appropriate degree of choice and protection
 - ensure tenants have the opportunity to be involved in the management of their homes and to hold their landlords to account
 - encourage registered providers to contribute to the well-being of the areas in which their homes are situated.
- 7.2. To achieve this objective, we have set four consumer standards⁵ which each have required outcomes and expectations:
- Home
 - Neighbourhood and Community
 - Tenancy
 - Tenant Involvement and Empowerment.
- 7.3. We currently only have a mandate to regulate the four consumer standards reactively. This means that we do not proactively monitor the performance of providers or their compliance with the consumer standards. We consider information we receive from a range of sources, such as from tenants and self-referrals from providers, to determine whether there has been a breach of the consumer standards. In every case we consider if there are any equality and diversity issues.
- 7.4. We do not have a role in resolving individual disputes between tenants and their landlord, but for all the information we receive, we focus on whether there is evidence of a systemic failing by a registered provider and consider the impact (or potential impact) to tenants. Where we see a potential breach of the standards we also consider if it has caused, or has the potential to cause, serious harm to tenants. We call this the serious detriment test. Further details on our approach are set out in our publication *Regulating the Standards*⁶.

⁵ <https://www.gov.uk/guidance/regulatory-standards>

⁶ <https://www.gov.uk/government/publications/regulating-the-standards>

Annex B – Analysis of cases

Referrals by stage

- 8.1. Our consumer regulation process has three stages. Stage 1 is an initial review by the Referrals and Regulatory Enquiries team who review all incoming enquiries. Stage 2 is a more detailed review by the Consumer Regulation Panel to determine whether there is evidence of a breach of the standards; and Stage 3 is an investigation in cases where there could be a breach of the standards, or if there is a suggestion that tenants are at risk of serious harm. We have provided a diagram on our website setting out this process in more detail⁷.
- 8.2. The table below shows the total number of consumer regulation referrals handed by us in 2021-22 at each stage. The 2020-21 figures are also given for comparison purposes.

	2021-22	2020-21
Stage 1 – All referrals	653	591
Stage 2 – Considered by Consumer Regulation Panel	298	236
Stage 3 – Investigation undertaken	146	111
Published findings of breach and serious detriment	8	1

- 8.3. In 2021-22 we received 653 referrals which was an increase of 10% on the previous year. The proportion of referrals moved to Stage 2 increased from 40% in 2020-21 to 46% in 2021-22. The proportion of cases that required further investigation also increased from 19% in 2020-21 to 22% in 2021-22. In 2021-22 we found a breach and serious detriment in eight cases which was a significant increase from the previous year when we found one breach. We attribute this to a decrease in the number of breach cases in the previous year due to changes occurring within providers as they responded to the impact of Covid-19 and changes in how we engaged with providers at that time.

Sources of referrals

- 8.4. We receive referrals from a range of sources, most commonly from tenants and directly from registered providers. We also receive information from employees or contractors, and we identify referrals in the course of our planned regulatory engagement with providers. This year, we have also considered cases arising from referrals following media reporting.

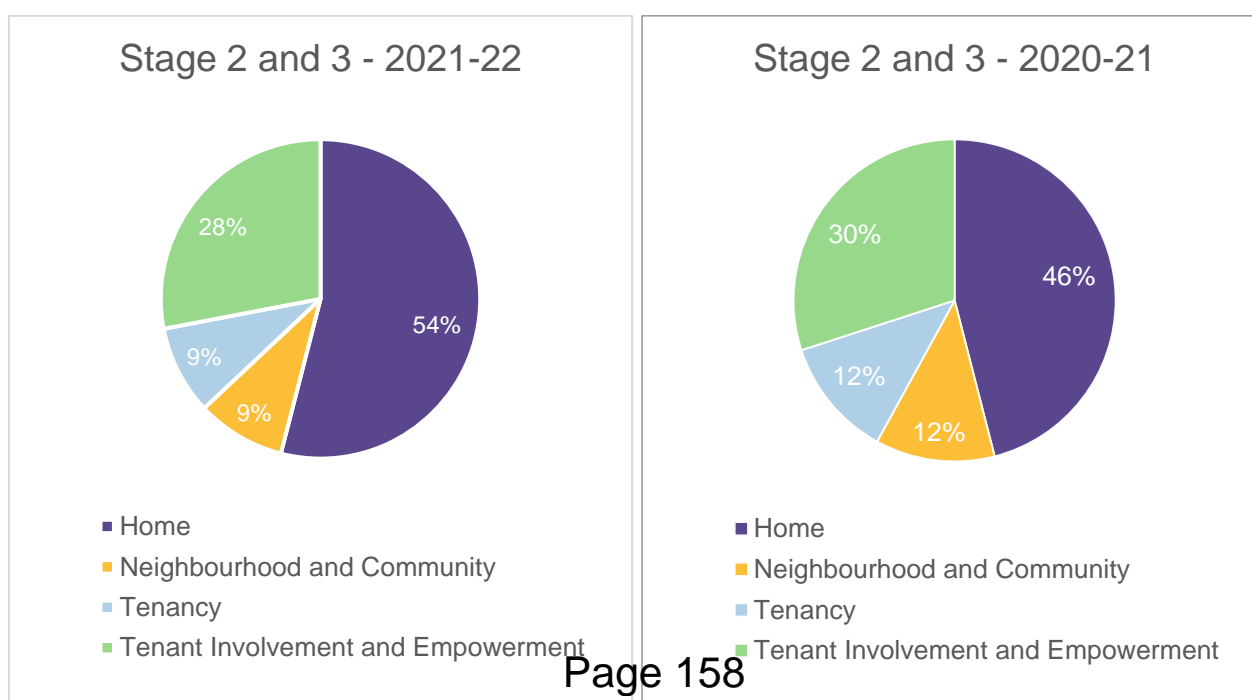
⁷ Consumer regulation process - GOV.UK (www.gov.uk)

8.5. The table below show that for all referrals received, the source of these referrals was consistent with the previous year. There was a small decrease in referrals from individual tenants, and an increase in the number of issues from referrals following media reporting or from other sources.

	2021-22	2020-21
Referrals from individuals	61%	70%
Referrals from elected representatives	5%	5%
Referrals from contractors/employees	3%	3%
Self-referrals from registered providers	15%	15%
Referrals identified through regulatory engagement	5%	4%
Referrals following issues reported in the media	4%	2%
Other reports	7%	1%

Referrals by standards

8.6. The proportion of referrals relating to each of the consumer standards has remained consistent each year. As in previous years, the Home Standard continues to be the consumer standard that is most often cited in referrals, representing more than half of all referrals considered at stages 2 and 3. The Tenant Involvement and Empowerment Standard is the next most frequently cited standard, accounting for 28% of cases in the year. Referrals which relate to the Neighbourhood and Community Standard and the Tenancy Standard continue to represent a smaller proportion of our work.





© RSH copyright 2022

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at: www.gov.uk/rsh

Any enquiries regarding this publication should be sent to us via enquiries@rsh.gov.uk or call 0300 124 5225.

or write to:

Regulator of Social Housing
Level 2
7-8 Wellington Place
Leeds
LS1 4AP

RSH regulates private registered providers of social housing to promote a viable, efficient and well-governed social housing sector able to deliver and maintain homes of appropriate quality that meet a range of needs.

This page is intentionally left blank

June 2022



Monthly Pulse Annual Summary – 2021/22

Tamworth BC

Introduction

Over the last two years, Housemark has collected data from social landlords on monthly basis for a small set of performance measures. Since April 2021, we have collected consistent data for 15 measures in Monthly Pulse. During the year up to March 2022, almost 250 landlords had submitted data for Monthly Pulse. Around 200 landlords like you have submitted consistent data through the year.

As a regular Pulse participant, we have produced this exclusive report for you. It presents your organisation's results compared with two peer groups – one based on all participants and one for similar organisations.

How it works

The report covers six KPIs from the full suite of 15 Monthly Pulse measures with all results entered through the 2021/22 financial year. These are presented as line charts showing your organisation, the UK-wide national peer group and your similar organisations peer group based on broad characteristics such as size or location.

As well as charts, we have presented quartiles for both peer groups in table form, with figures for all 15 KPIs alongside your 2021/22 year-end results.

If you have any questions about our Year-end summary or Monthly Pulse, please do get in touch at data@housemark.co.uk.

Reporting

We are currently working on an IT solution to present Monthly Pulse results to you through a user interface. We expect to have this completed by September 2022. In the meantime, we will continue to issue quarterly reports summarising Pulse data for your organisation and making peer group comparisons.

Performance Summary

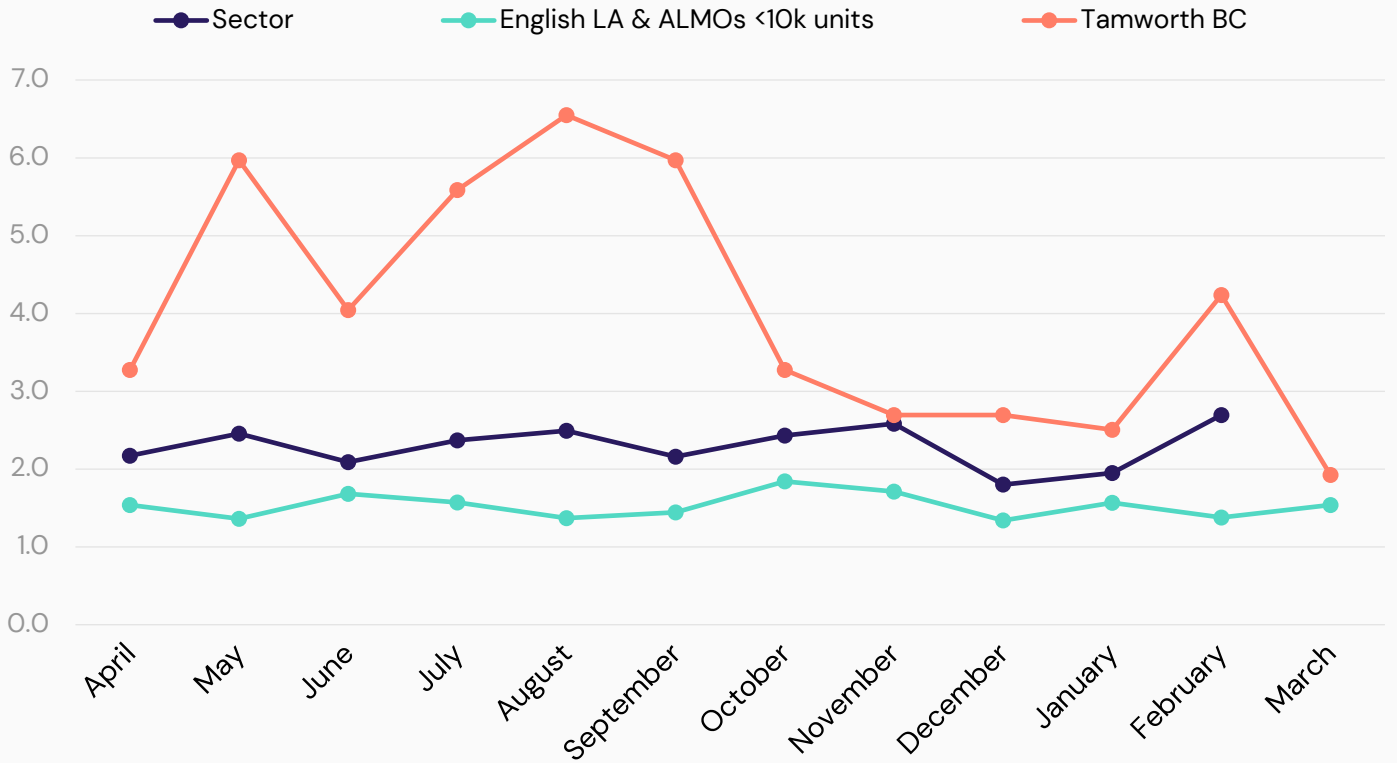
March 2022

Measure	Sector			English LA & ALMOs <10k units			Your result
	Quartile 1	Median	Quartile 3	Quartile 1	Median	Quartile 3	
1 Formal complaints received (per 1,000 units)	1.30	2.56	5.19	1.15	1.54	2.84	1.93
Percentage of complaints resolved within timescale	72.3%	91.4%	100.0%	71.3%	86.7%	100.0%	20.0%
2 Percentage of customer contact received via digital channels	20.2%	24.4%	36.9%	12.2%	21.9%	33.3%	21.0%
3 Satisfaction with the service their landlord provides (perception)	77.3%	80.0%	86.5%	82.2%	85.3%	90.6%	-
4 Proportion of homes with a valid gas safety certificate	99.84%	99.98%	100.00%	99.70%	99.91%	100.00%	99.00%
5 Proportion of properties with EICR certificates up to five years old	85.00%	98.00%	99.72%	74.02%	88.06%	97.62%	72.14%
6 Emergency repairs completed (per 1,000 units)	42.4	67.2	88.4	23.4	53.9	66.7	53.9
7 Non-emergency repairs completed (per 1,000 units)	171.1	220.5	266.9	155.1	195.3	224.5	201.8
8 Satisfaction with repairs completed right first time	82.8%	87.7%	93.1%	76.3%	93.0%	94.5%	98.0%
9 Satisfaction with repairs (transactional)	80.7%	88.6%	93.2%	91.2%	93.0%	96.9%	97.0%
10 True current tenant arrears	2.08%	2.89%	3.61%	1.77%	2.14%	2.80%	2.79%
11 Proportion of social homes let	0.44%	0.57%	0.73%	0.45%	0.52%	0.60%	0.48%
12 Proportion of dwellings vacant and available to let	0.32%	0.58%	1.04%	0.19%	0.45%	0.77%	0.19%
13 Working days lost due to sickness absence	3.22%	4.29%	5.37%	3.29%	4.34%	5.58%	5.71%
14 New ASB cases reported (per 1,000 units)	1.73	2.94	5.25	1.36	2.34	4.38	3.66

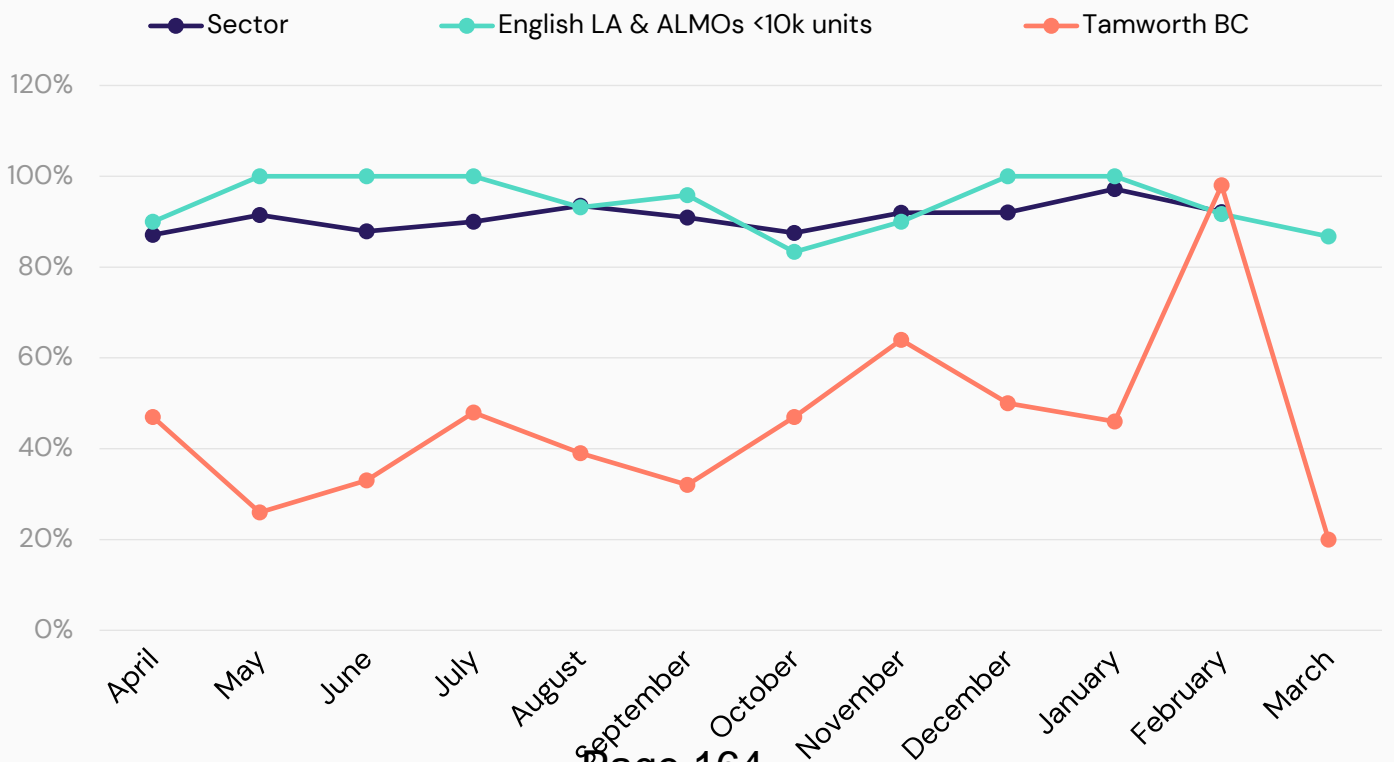
Detailed performance

Customer experience

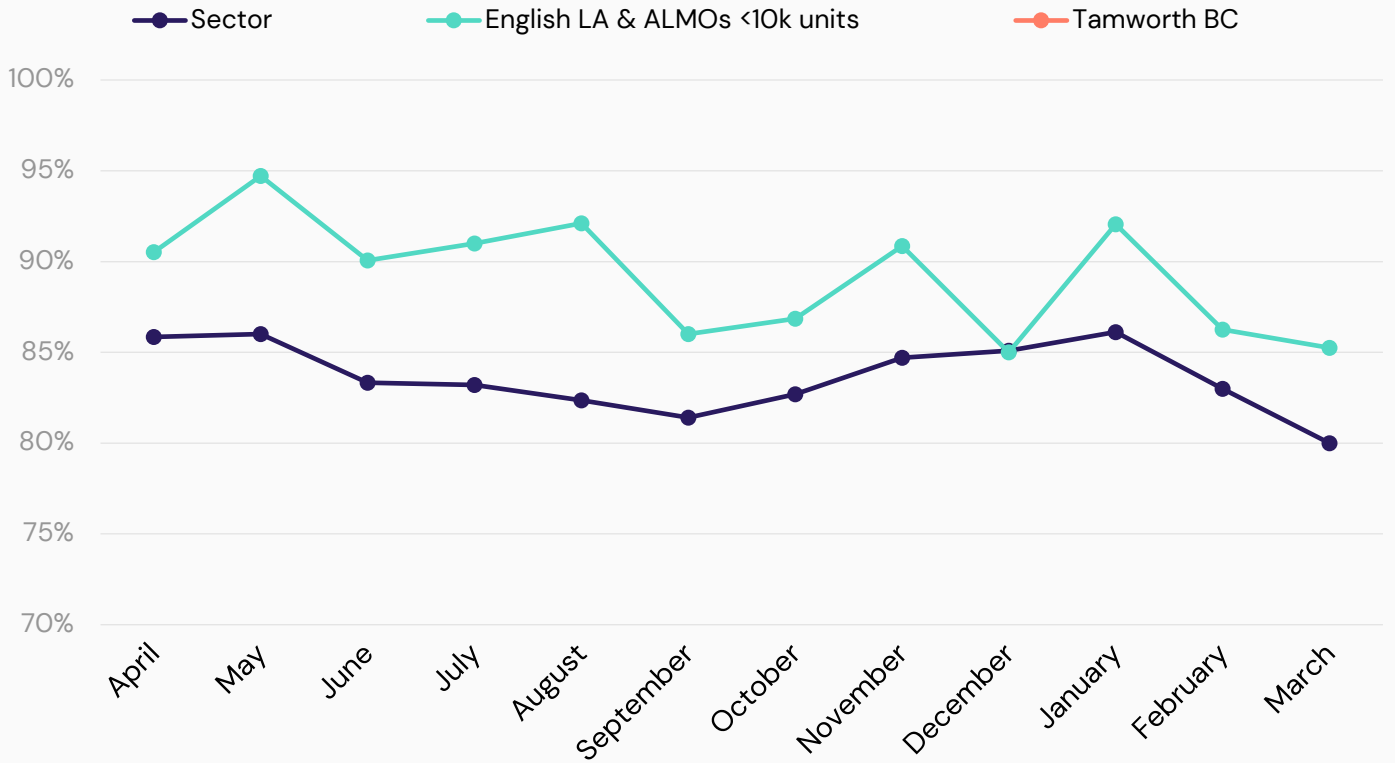
Formal complaints received in month per 1,000 units



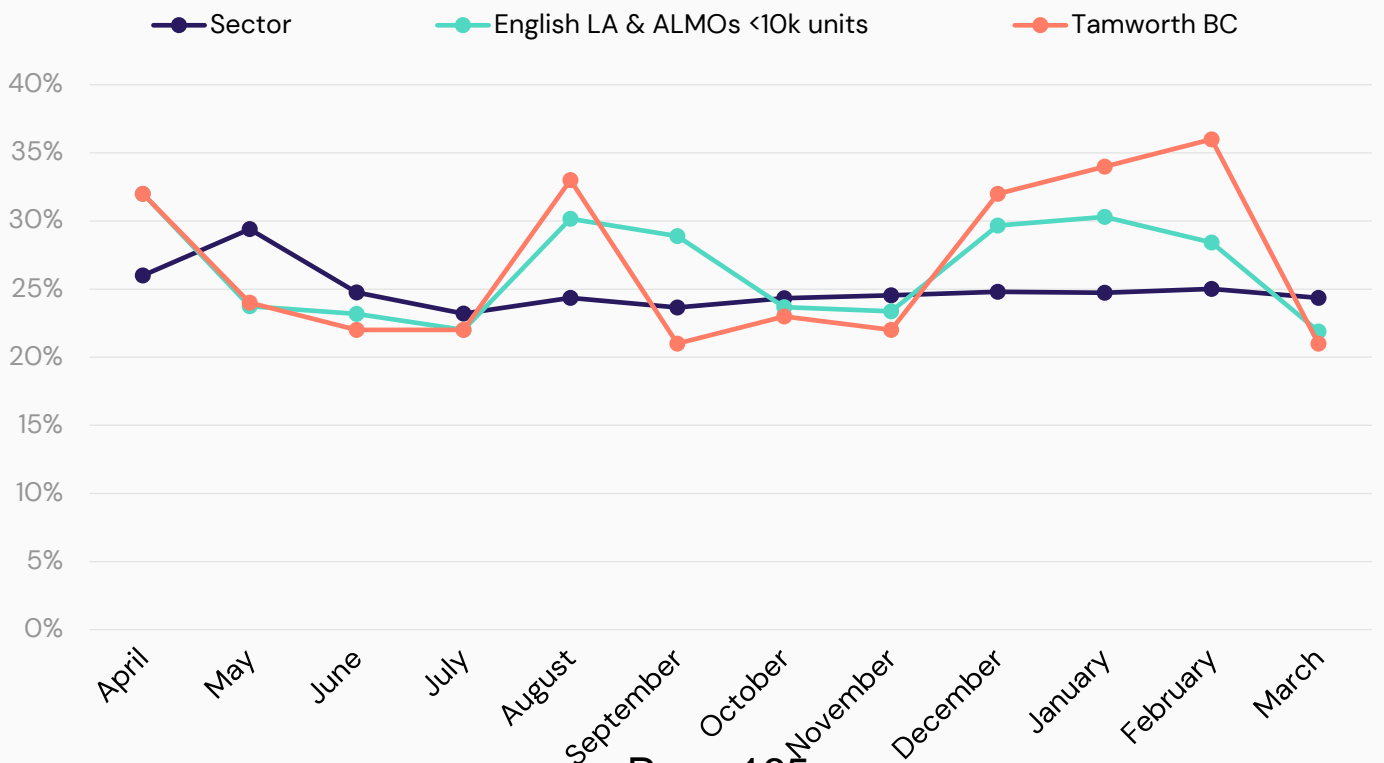
Percentage of complaints resolved within timescale



Satisfaction with the overall service the landlord provides

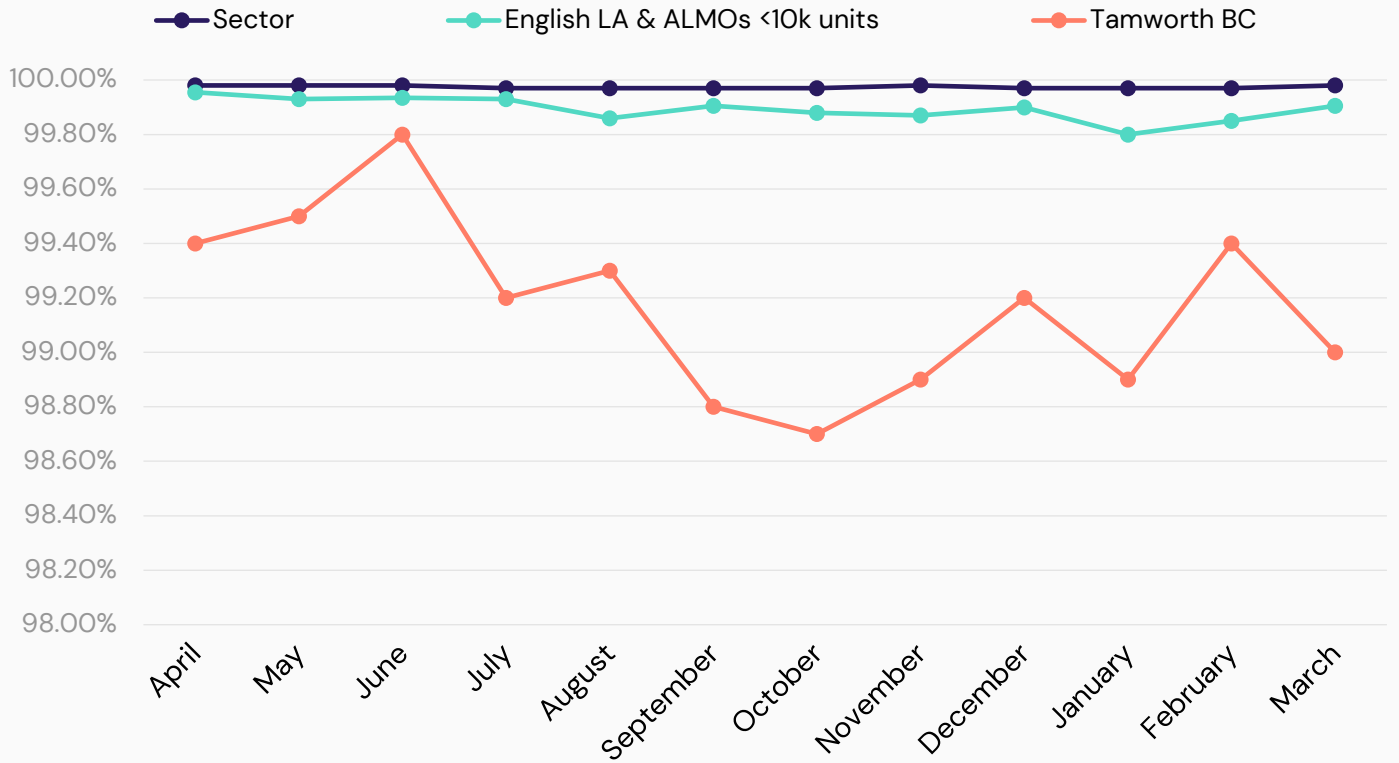


Percentage of customer contact received via digital channels

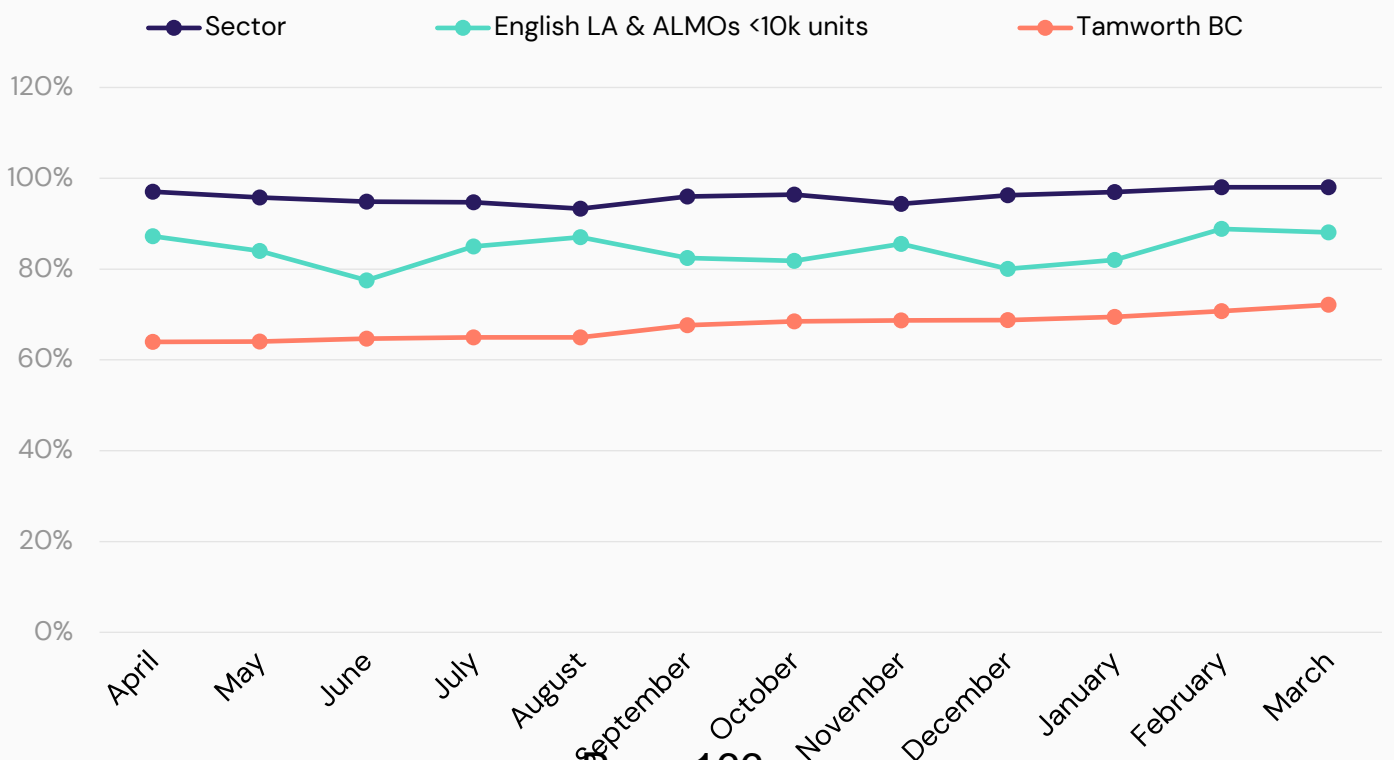


Asset management

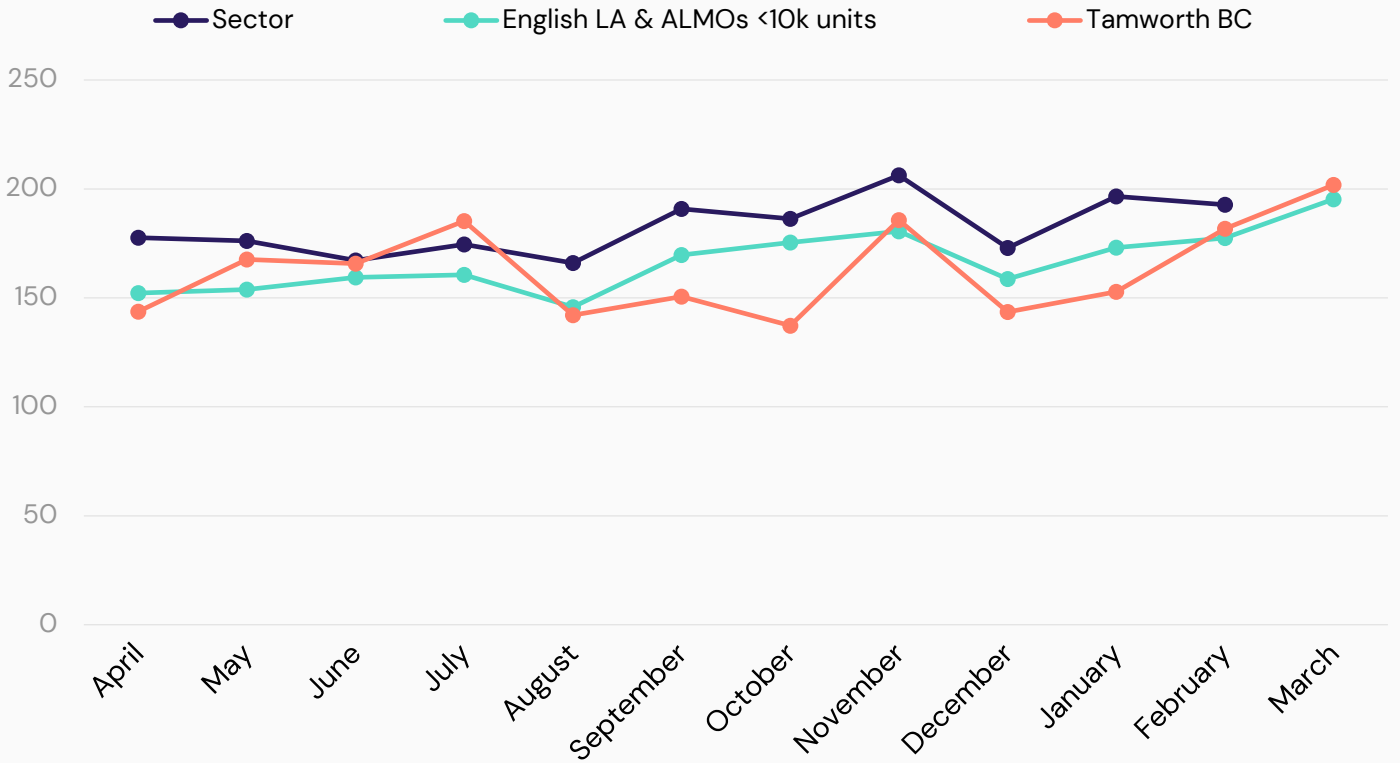
Proportion of homes with a valid gas safety certificate



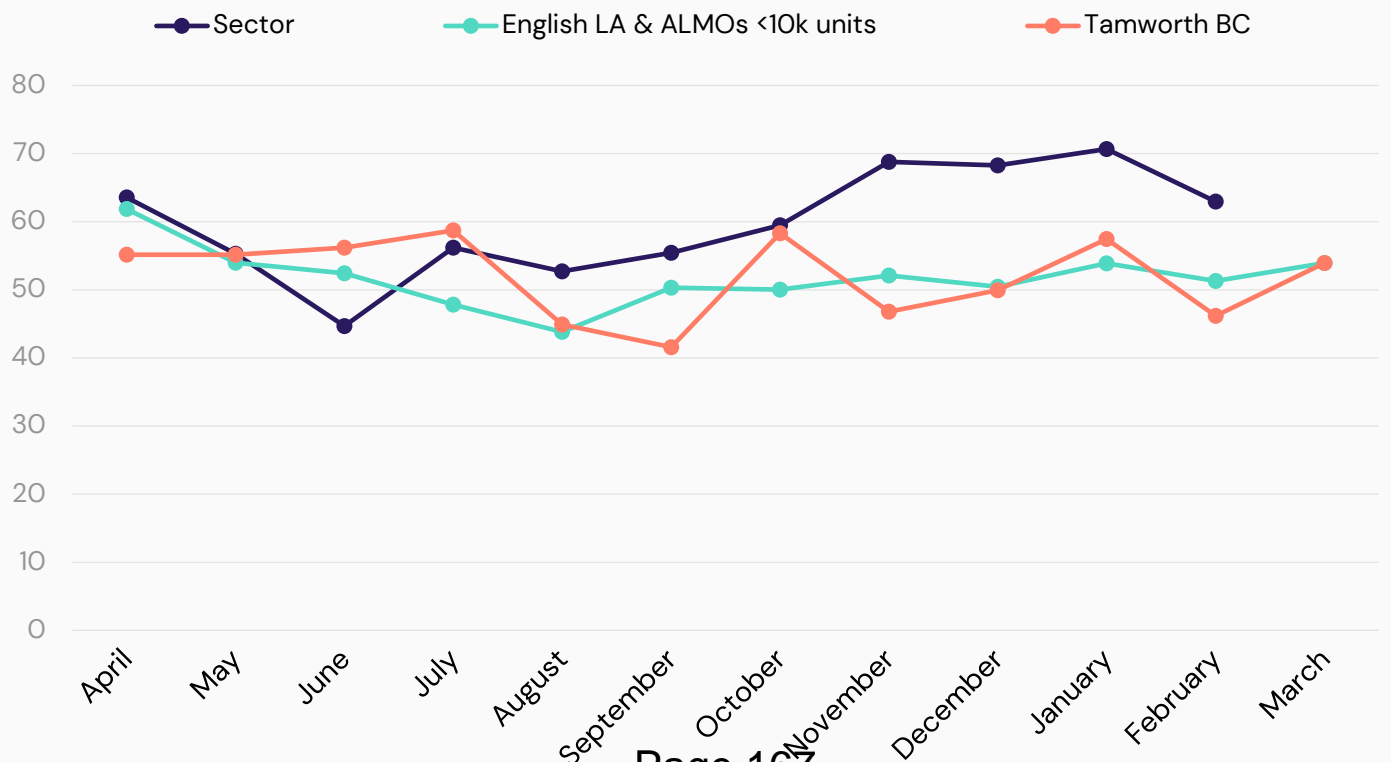
Proportion of properties with EICR certificates up to 5 years old



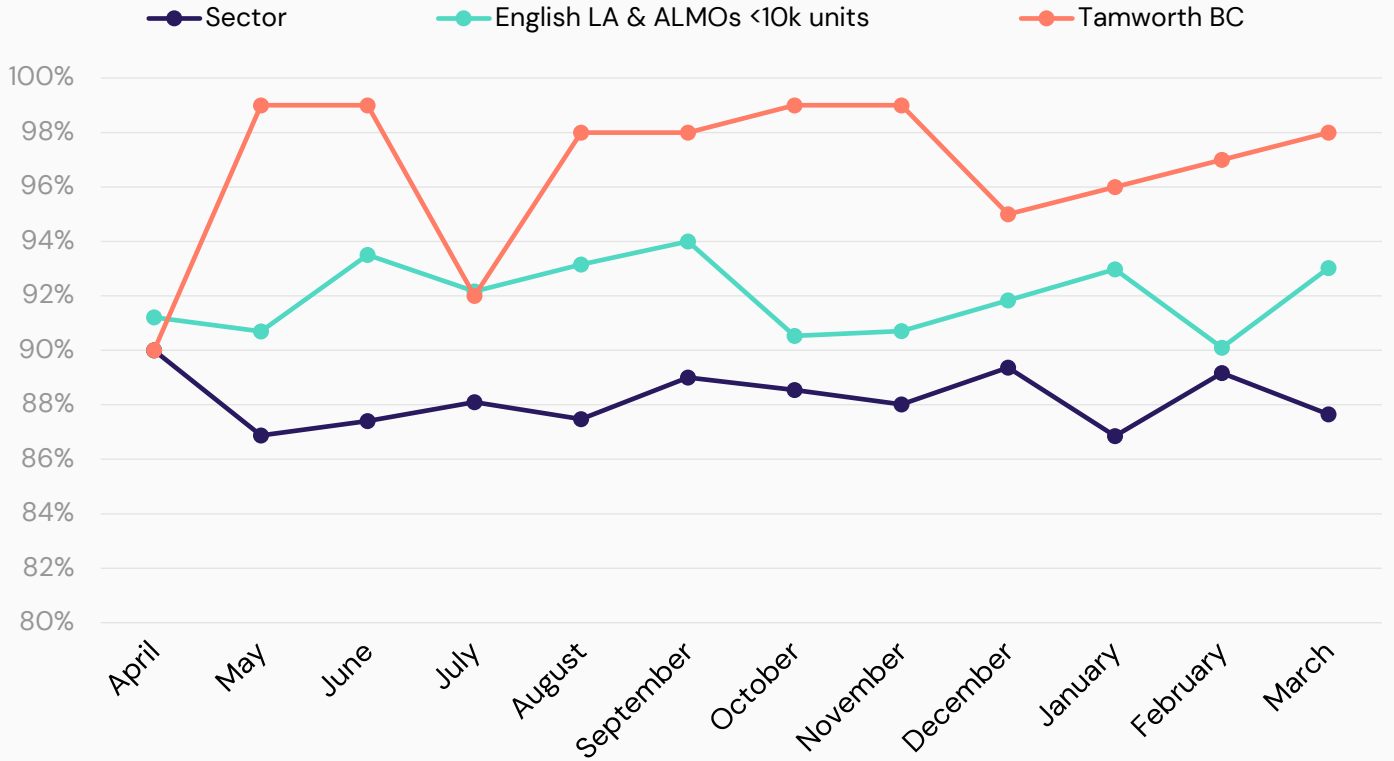
Non-emergency repairs completed in month per 1,000 units



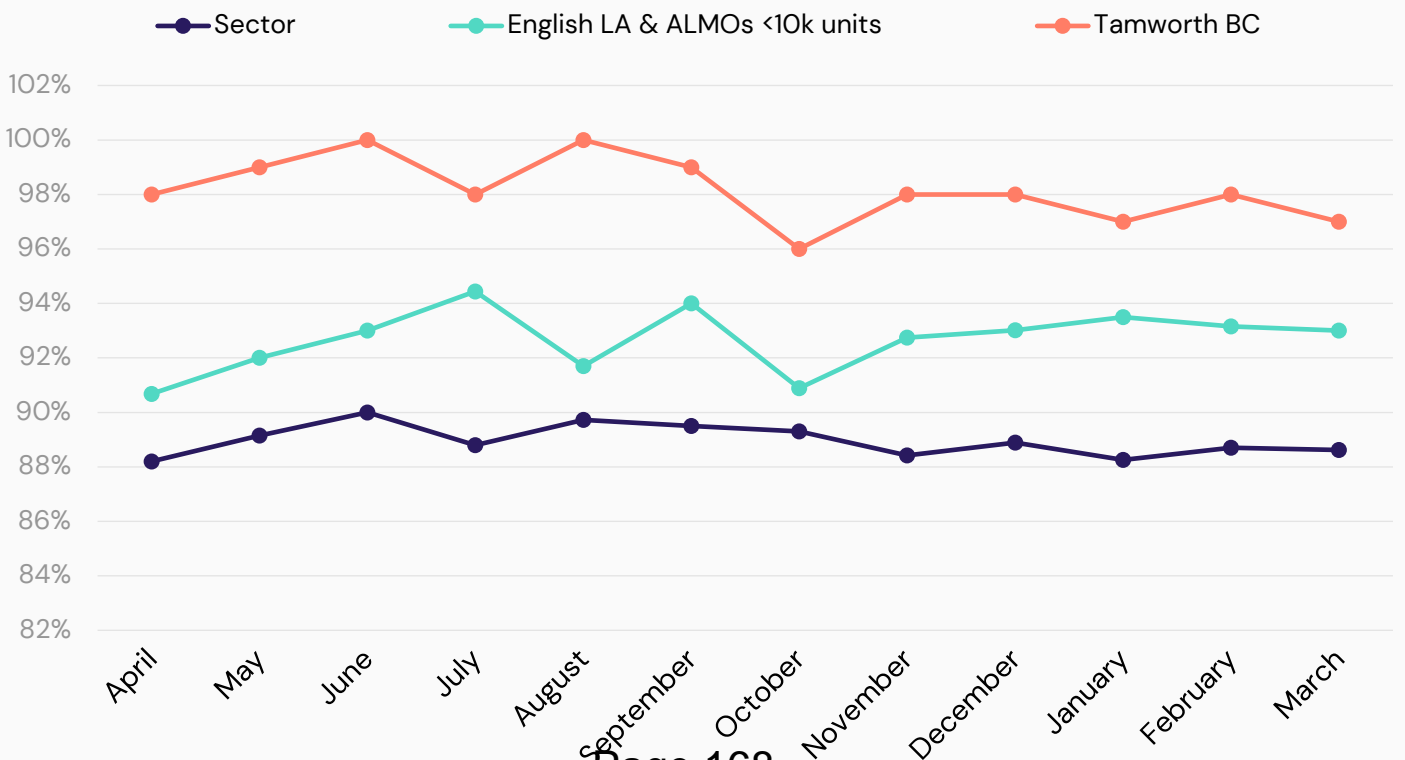
Emergency repairs completed in month per 1,000 units



Satisfaction with repairs completed right first time

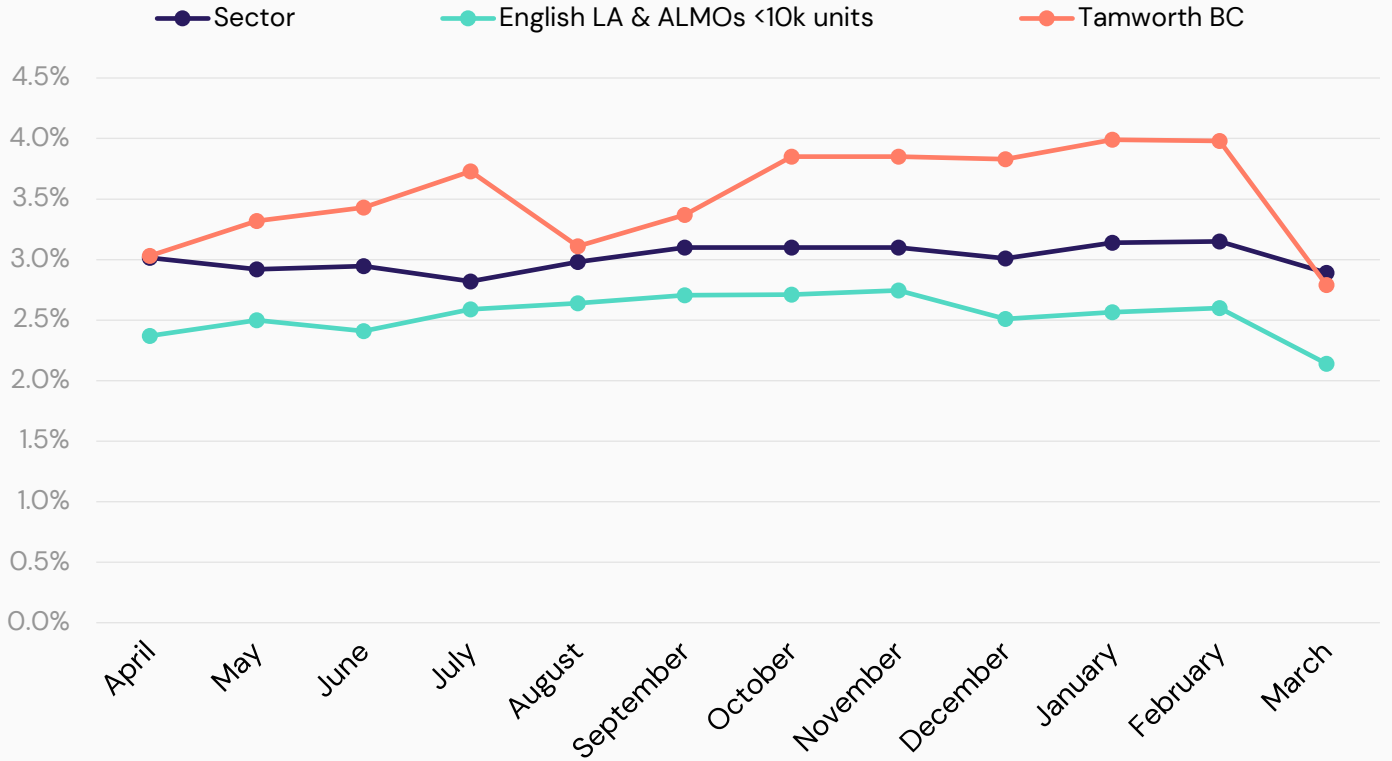


Satisfaction with repairs (transactional)

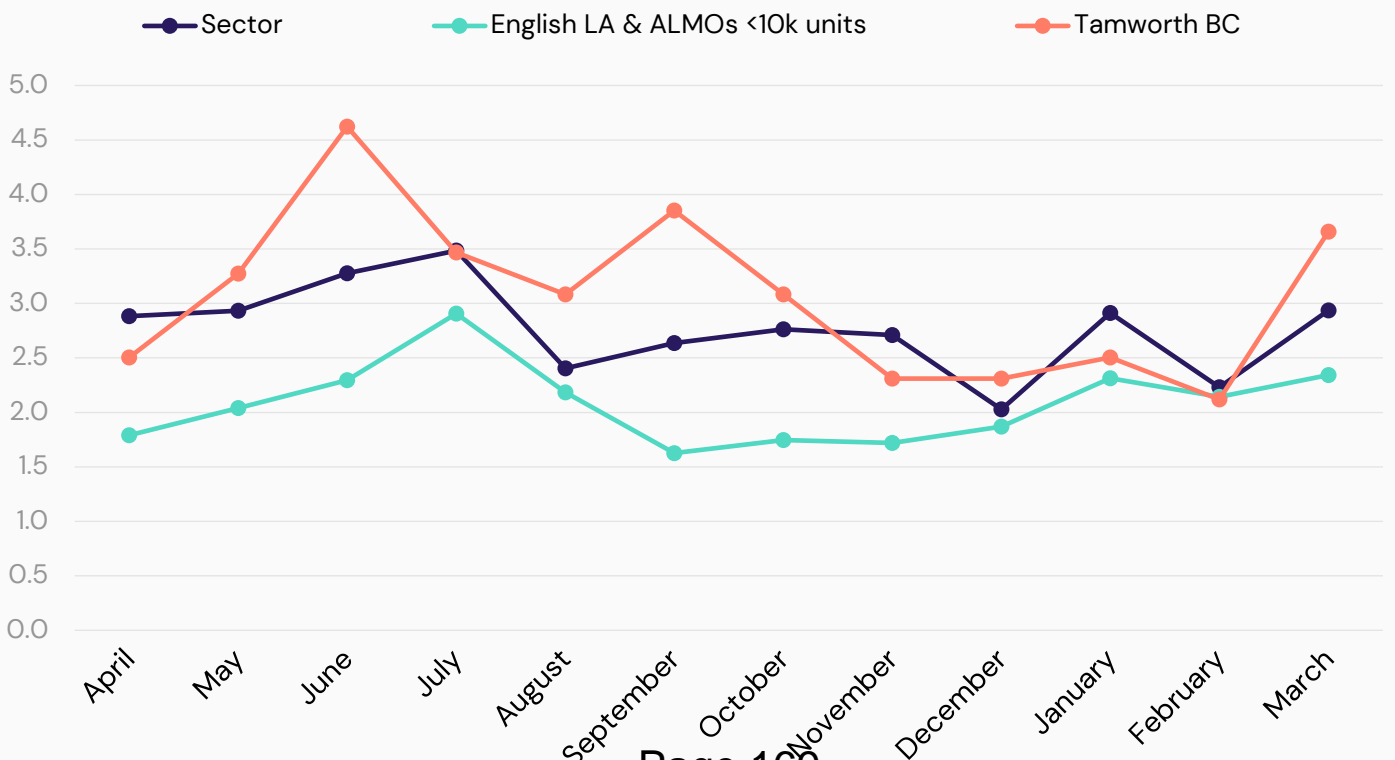


Housing management

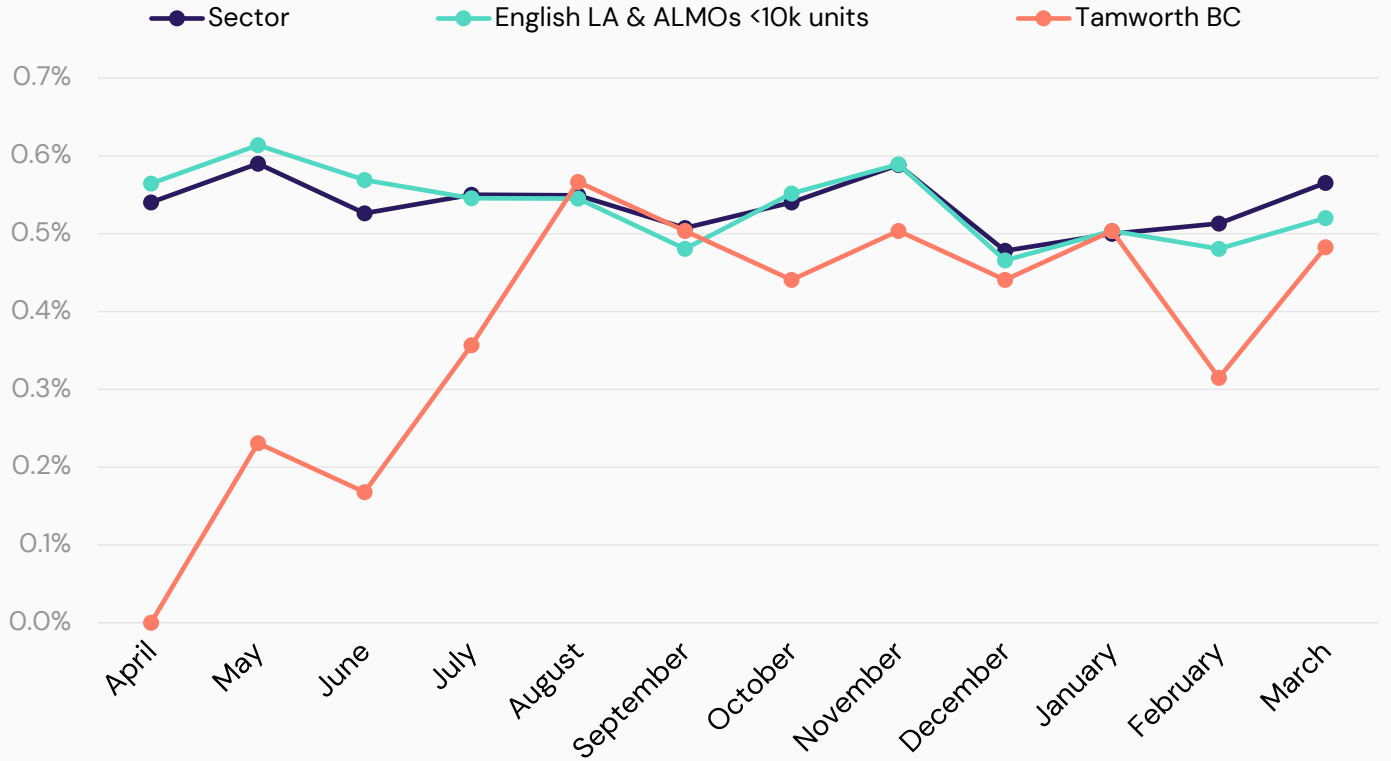
'True' current tenant arrears



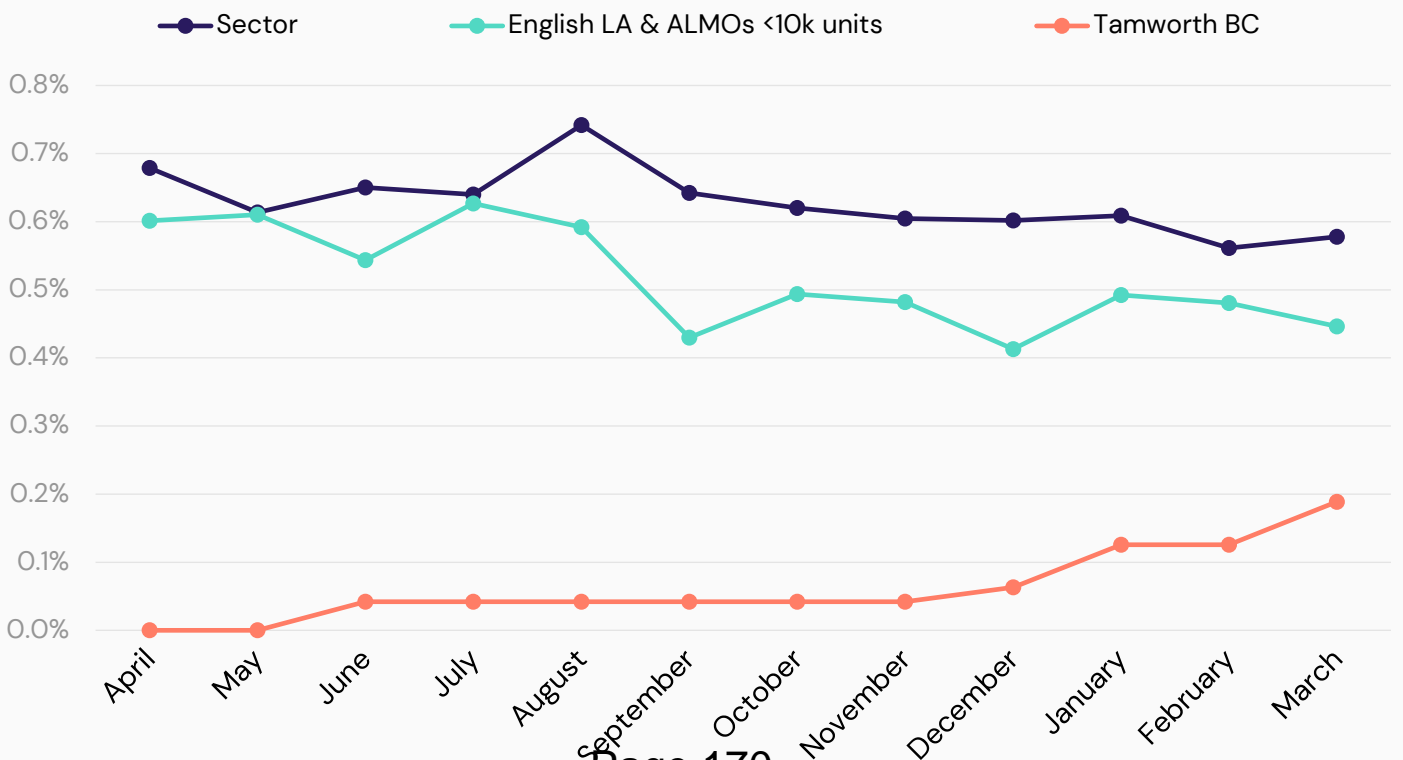
New ASB cases per 1,000 units



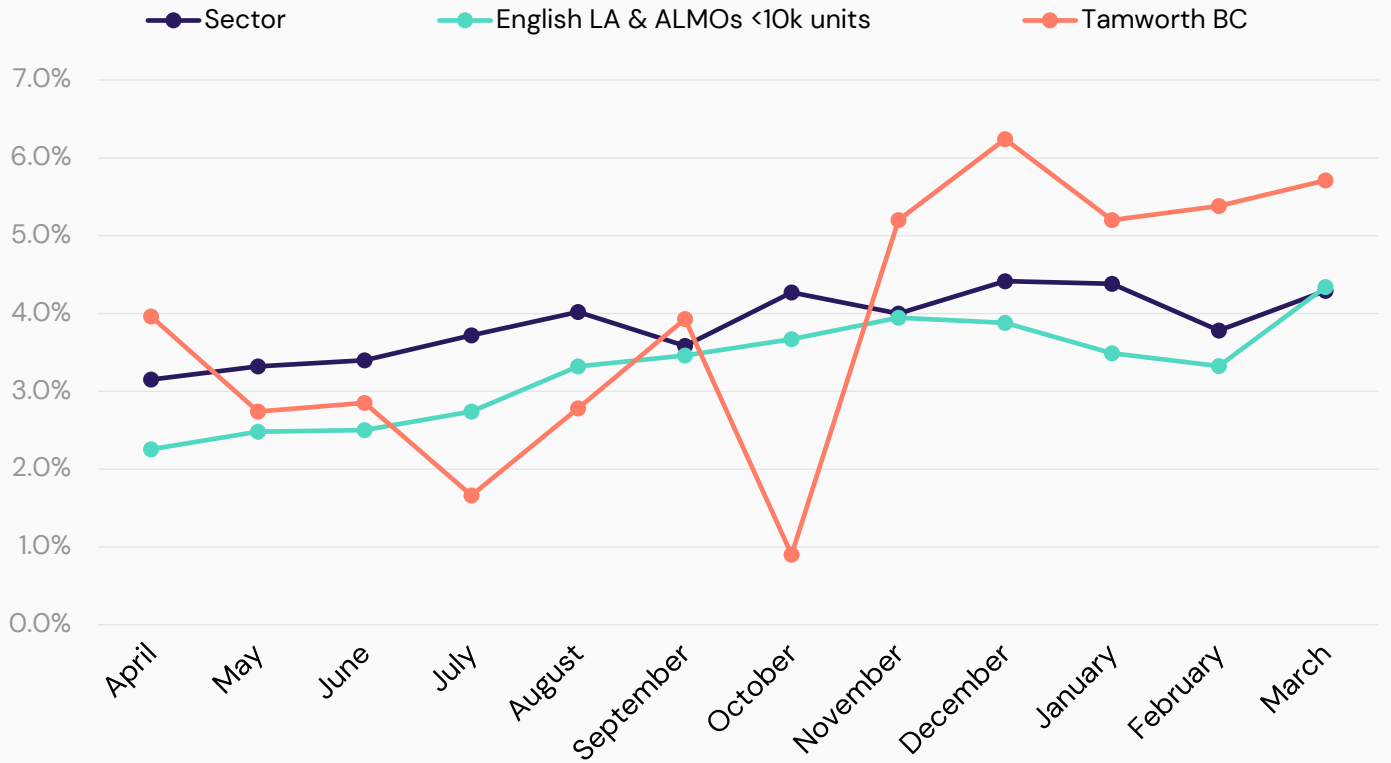
Proportion of social homes let



Proportion of dwellings vacant and available to let



Proportion of working days lost due to sickness absence



Technical note

The data presented in this report are based on results from almost 250 landlords across the UK submitting monthly performance results. The data period covers April 2021 to March 2022.

Peer groups

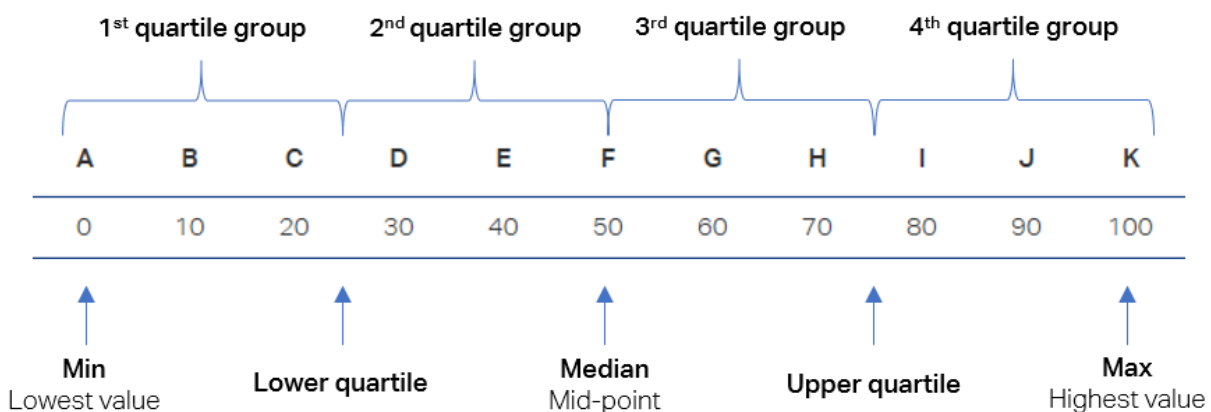
This summary compares your organisation against a broad peer group. The peer group was assigned to your organisation with two key criteria in mind that:

- 1 The profile and characteristics of the organisations in the group are similar and likely to show different results to other peers
- 2 The peer groups are small enough to be specific whilst ensuring there are enough peers to generate robust quartile results.

Quartiles

Quartile results for the sector and your broad peer group are presented in this report to indicate how your organisation compares to the other participants. This has been calculated using the numerical method. Results are only calculated if six or more organisations have submitted data for that particular measure.

With the data points arranged consistently in numerical order, the median is the middle value and the quartiles divide the dataset into four equal parts. The 4th quartile group, indicated by the number 4, represents the organisations with the highest values and the 1st quartile group, the lowest – regardless of whether having a high value is seen as positive or negative.



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank