



CABINET

13 February 2014

A meeting of the CABINET will be held on Thursday, 20th February, 2014, 6.00 pm
in Committee Room 1 Marmion House, Lichfield Street, Tamworth

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Minutes of the Previous Meeting (Pages 1 - 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

None

6 Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2014/15 (To Follow)

(Report of the Leader of the Council)

- 7 **Quarter Three 2013/14 Performance Report** (Pages 9 - 72)
(Report of the Leader of the Council)
- 8 **Cabinet Report for Write Offs 01/04/13 - 31/12/13** (Pages 73 - 78)
(Report of the Portfolio Holder for Operations and Assets)
- 9 **Golf Course Re-development Project** (Pages 79 - 88)
(Report of the Portfolio Holder for Economy and Education)
- 10 **Conservation Grant Applications** (Pages 89 - 92)
(Report of the Portfolio Holder for Economy and Education)
- 11 **Refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent** (Pages 93 - 158)
(Report of the Portfolio Holder for Environment and Waste Management)
- 12 **The Council's Approach to Green Deal and ECO** (Pages 159 - 224)
(Report of the Portfolio Holder for Public Housing and Vulnerable People)

Restricted

NOT FOR PUBLICATION because the report could involve the disclosure of exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended)

- 13 **Re-designation of Council Owned Properties - Landlord Services** (Pages 225 - 234)
(Report of the Portfolio Holder for Public Housing and Vulnerable People)
- 14 **Pay Policy 2014** (Pages 235 - 254)
(Report of the Leader of Council)

Yours faithfully



Chief Executive

People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail committees@tamworth.gov.uk preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.

To Councillors: D Cook, R Pritchard, S Claymore, S Doyle, M Greatorex and J Oates



MINUTES OF A MEETING OF THE CABINET HELD ON 23rd JANUARY 2014

PRESENT: Councillor D Cook (Chair), Councillors S Claymore, S Doyle and M Greatorex

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Executive Director Corporate Services), Jane Hackett (Solicitor to the Council and Monitoring Officer), Andrew Barratt (Director - Assets and Environment), Stefan Garner (Director of Finance), Robert Mitchell (Director - Communities, Planning and Partnerships), Matthew Bowers (Head of Planning and Regeneration), Michael Buckland (Head of Revenues), Tina Mustafa (Head of Landlord Services) and Joanne Sands (Neighbourhood Services Manager)

85 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors R Pritchard and J Oates.

The Chair changes the order of business to accommodate public present.

86 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 28 November 2013 were approved and signed as a correct record.

(Moved by Councillor M Greatorex and seconded by Councillor S Doyle)

87 DECLARATIONS OF INTEREST

Councillor M Greatorex Declared an Interest in Item 13 and Item 14 as he sits on the Stoke and Staffordshire Fire Authority. The interest did not prevent him taking part in the agenda items.

88 QUESTION TIME:

QUESTIONS FROM MEMBERS OF THE PUBLIC

NO.1

Under Schedule 4, 13, Mr P Hill, 55 Strode House, Lichfield Street, Tamworth asked the Portfolio Holder for Public Housing and Vulnerable People, Councillor M Greatorex, the following question:-

"Firstly could I thank you for solving the parking problems regarding staff on the car parks of Strode, Weymouth and Peel House.

However, I wish to question the Riverside contract permits which do not state the vehicle registration number. The reason why I question this is because I have noticed cars parked in the car parks of the flats with contractors permits displayed, however, no work is being carried out. For example, I recently saw a lady park her car and take her child shopping, whilst displaying a contractors permit on her windscreen."

The Portfolio Holder for Public Housing and Vulnerable People gave the following response:-

Thank you for your question; this is the first question to a Portfolio Holder at Cabinet.

The Council issues parking permits to essential repair, building and maintenance contractors for use at Riverside, generally by our Housing Team for the multitude of Contractor who deliver services on our behalf.

Because of the generic nature of the work some of these permits tend to be non vehicle specific, and as such do not have a registration number attached to them.

Contractor passes are also issued on occasion to short term office staff (generally based from Marmion House), who require the use of a car as part of their work. These do tend to be for a specific vehicle

Contractors may park in the permitted area for a length of time suitable for the work undertaken.

The Community Payback Team, who arrange valuable work in the community with offenders also have a Contractor pass to enable their work to continue.

It has been recognised that there may be some passes in circulation that may not have been returned and appear to Civil Enforcement Staff to be still valid. To reduce this all of our enforcement officers now have a full list of all cancelled permits to ease the concern.

Persons found to be using fraudulent badges will be issued with penalties and the permits where possible will be destroyed.

It is not possible to prevent employees or contractors with valid badges maybe dropping children off at nursery/going shopping on way to or from work, so long as the purpose for them parking is to carry out their work duties.

Work is ongoing with the teams who issue permits to ensure where practicable registration numbers are allocated to permits when they are issued.

All Residents are encouraged to supply pass details and vehicle registrations of any cars/vans they have concerns about for checking.

Supplementary question:

I'm not disputing Riverside Contractors permits. Permit offers no idea whether week or day permit. Surely if a day permit it should state this. Believe Contractor permit valid unless aware invalid.

The Portfolio Holder for Public Housing and Vulnerable People gave the following response:-

The situation is complicated and difficult to monitor. Civil enforcement staff will be made aware and will ensure issues are dealt with appropriately.

89 SHARED SERVICES - MEMORANDUM OF UNDERSTANDING

The Report of the Leader of the Council seeking endorsement of a Memorandum of Understanding (MoU) relating to potential shared services with Lichfield District Council was considered.

RESOLVED: That the Memorandum of Understanding thereby securing future shared service opportunities with Lichfield District Council be endorsed.

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

90 DRAFT BUDGET & MEDIUM TERM FINANCIAL STRATEGY 2014/15

The Report of the Leader of the Council seeking approval for the draft package of budget proposals, to consult with the Joint Scrutiny Committee (Budget) on 28 January 2014 and receive their feedback on General Services Revenue Budget and Council Tax for 2014/15, Housing Revenue Account (HRA) Budget for 2014/15, Capital Programme and Medium Term Financial Strategy (MTFS) was considered.

RESOLVED: That

- 1 The draft package of budget proposals including the proposed policy changes be approved, and;
- 2 The Chief Executive, in consultation with the Leader of the Council be authorised to lead on the delivery of the work streams approved by Cabinet on 22 August 2013 and for the Corporate Change Board to provide the necessary Programme Management support, and;
- 3 As required by the Constitution of the Council, the Joint Scrutiny Committee (Budget) on 28 January 2014 be asked to consider the budget proposals contained within the report.

(Moved by Councillor D Cook and seconded by Councillor M Greatorex)

91 GOLF COURSE FUTURE OPTIONS APPRAISAL - PREFERRED OPTION SELECTION

The Solicitor to the Council and Monitoring Officer advised the meeting of documents received at 12noon today which are to be treated as a petition.

The Chief Executive asked Cabinet to note the objection of the petition and for consideration to be given to the objection.

The Leader of the Council asked this meeting to consider the petition that had been received and note it. He advised that all meetings in relation to the Golf Course have been in public and will continue to be.

The Report of the Portfolio Holder for Economy and Education providing Members with a report detailing the options appraisal of the short listed future options for Tamworth Golf Course from which Members will select their preferred option for implementation was discussed.

Options B and G were ruled out as they are options of high risk and uncertainty. Option I is the lowest risk.

RESOLVED:

That:

- 1 The preferred option be Option I, that the Council ceases to operate the golf course in March 2015 (subject to reasonable customer demand in 2014) and that the Council progresses a disposal of the site and works with local residents to identify parkland as part of the redevelopment;
- 2 Authorise the Portfolio Holder Economy and Education and the Director Communities, Planning and Partnerships to progress the implementation of the preferred option, including the commissioning of relevant technical and legal services ahead of a specific report to Cabinet setting out a detailed implementation plan; and
- 3 Endorse the proposed principles for managing any potential capital receipt arising from Option I.
(Moved by Councillor S Claymore and seconded by Councillor D Cook)

92 APPOINTMENT OF CHAIR

Councillor S Claymore was appointed as Chair for the remainder of the meeting.

(Moved by Councillor D Cook and seconded by Councillor M Greatorex)

Councillor D Cook left the room.

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

The Chair of Healthier and Safer Scrutiny proposed the following recommendations to Cabinet following the meeting of 21 November 2013:

“The Healthier and Safer Scrutiny Committee discussed violence and domestic violence at its last meeting held on 21st November; following that discussion the committee would like to ask the Cabinet to liaise directly with the relevant County Council portfolio holder in order to understand what services are currently available to tackle alcohol misuse in Tamworth and what services are currently being commissioned. This will support and enhance the recent request made by Borough Council officers to the County Council following the committee meeting

The latest health data for Tamworth supports this request from the Healthier & Safer scrutiny committee in respect of

- alcohol specific hospital stays for under 18's is at 74.8% compared with the England average of 61.8%

and

- increasing and higher risk drinking is at 22.7% in Tamworth, which slightly higher than the England average of 22.3%

I would just like to add that the health data for Tamworth is not all negative towards this issue as hospital stays for alcohol related harm is at 1660 in Tamworth which is lower than the England average of 1895.”

RESOLVED: The Chief Executive will draft a letter on behalf of the Leader of the Council.

94 BUSINESS RATES INCOME FORECAST 2014/15

The Report of the Portfolio Holder for Operations and Assets seeking endorsement from Members on the Business Rates income forecast for 2014/15 was presented by the Executive Director (Corporate Services) for consideration.

RESOLVED: That:

- 1 The Business Rate income forecast for 2014/15 and subsequent NNDR1 (v.3) form for submission to DCLG by 31 January 2014 in line with legislative requirements be approved, and;
- 2 Should amendments be required to the forecast NNDR1 (updated 21 and 22 January 2014) following receipt of updated guidance, The Executive Director Corporate Services be authorised in consultation with the Leader of the Council, to make such required amendments as necessary.

(Moved by Councillor M Greatorex and seconded by Councillor S Doyle)

95 OFF STREET CASHLESS PARKING AND ANPR TRIAL

The Report of the Portfolio Holder for Operations and Assets seeking Members approval for the introduction of an 18 month no cost trial for a cashless parking and virtual permit system in all Council car parks, and a new Automatic Number Plate Recognition (ANPR) initiative parking trial was presented by the Director (Assets and Environment) for consideration.

- RESOLVED:** That:
- 1 The introduction of Cashless Parking for an 18 month trial period be approved, and;
 - 2 The revised fee structures and charges necessary to accommodate the implementation of the above off street parking cashless parking be approved, and;
 - 3 The updating to off-street car parking orders to accommodate cashless parking be approved, and;
 - 4 Receipt and expenditure of a grant allocation of £50k to support ANPR trial on allocated car parks as detailed be approved.

(Moved by Councillor M Greatorex and seconded by Councillor S Doyle)

96 SCHEME OF DELEGATION DECISIONS

The Report of the Portfolio Holder for Operations and Assets to comply with the Local Government Act 2000 and the Localism Act 2011 and any subordinate legislation which provides good governance for Local Authorities was presented by the Solicitor to the Council and Monitoring Officer for consideration.

- RESOLVED:** That the list of decisions taken in terms of the Scheme of Delegation for the period 1 April 2013 to December 2013 be endorsed.

(Moved by Councillor M Greatorex and seconded by Councillor S Doyle)

97 HIGH SPEED RAIL 2 (HS2) PHASE TWO: RESPONSE TO THE PHASE TWO ROUTE CONSULTATION

The Report of the Portfolio Holder for Economy and Education briefing the Cabinet on the Governments High Speed Rail 2 proposals and the potential impacts for Tamworth and seeking Cabinets views on the principle of the proposal, and to agree a response to the High Speed Rail 2 (HS2) Phase 2 route consultation was considered.

- RESOLVED:** That:
- 1 Cabinet agreed to the principle of HS2 as a positive

- opportunity for the borough;
- 2 Cabinet recommends that no response to the Hybrid Bill for Phase 1 will be made by the Borough council to the Government and that the Head of Planning and Regeneration is authorised to engage with the Greater Birmingham and Solihull Local Enterprise Partnership and Staffordshire County Council as they prepare their response to advise them of the Borough Council's position as set out in the report; and;
 - 3 Cabinet approves the proposed response to the HS2 Phase 2 consultation as outlined in report for submission to the Government.

(Moved by Councillor S Claymore and seconded by Councillor M Greateorex)

98 LANDLORD SERVICES HIGH RISE FIRE SAFETY

The Report of the Portfolio Holder for Public Housing and Vulnerable People setting out the Council's response to the Coroners recommendations issued in 2013 concerning the retro-fitting of sprinkler systems to high rise flats, namely the 6 high rise blocks in Tamworth's Town Centre and setting out the options available and estimated costs, noting that the subsequent expenditure will be built into the capital budget setting process as appropriate for 2014/15 was considered.

RESOLVED:

That:

- 1 Retrofit installation of automatic sprinkler system to individual flats and communal landings in the Town Centre 6-high rise blocks as shown at option 3 in the report be approved, and;
- 2 The decision on the final design and product specification to the Director of Housing & Health and the Director of Assets and Environment in conjunction with the Portfolio Holder of Public Housing & Vulnerable People be delegated, and;
- 3 A further report to Cabinet, should the total capital costs of the scheme differ significantly from current estimates and therefore not be met from the £1.1m funding included within the provisional 2014-2019 HRA Capital Programme, in the 2014 budget process, for fire upgrades to high rise flats.

(Moved by Councillor M Greateorex and seconded by Councillor S Claymore)

EXCLUSION OF 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 to Schedule 12A to the Local Government Act 1972 (as amended).

99 FIRE SAFETY PARTNER FOR COUNCIL OWNED STOCK - LANDLORD SERVICES

The Report of the Portfolio Holder for Public Housing and Vulnerable People setting out the procurement arrangements and requirements for obtaining a partner to deliver fire related services currently provided by Staffordshire Fire and Rescue Service (SFARS) was considered.

RESOLVED: That the recommendations as contained in the report be approved.

(Moved by Councillor M Greatorex and seconded by Councillor S Claymore)

Leader

THURSDAY, 20 FEBRUARY 2014

REPORT OF THE LEADER OF THE COUNCIL

QUARTER THREE 2013/14 PERFORMANCE REPORT

EXEMPT INFORMATION

Not applicable.

PURPOSE

This report aims to provide Cabinet with a performance health-check.

RECOMMENDATIONS

Following a review of the HRA capital programme, a number of virements have been identified, and members are requested to note the predicted outturn and approve the revised project budgets as detailed:-

Project	Budget	Predicted Spend	Variance	Virement
Bathroom Renewals 2012	618,190	735,000	116,810	116,810
Electrical Upgrades 2012	317,580	0	(317,580)	(317,580)
Kitchen Renewals 2012	583,520	784,290	200,770	200,770
TOTAL	1,519,290	1,519,290	0	0

EXECUTIVE SUMMARY

This report looks at

1. High level corporate plan projects/programmes,
2. Key Service Performance Indicators,
3. Impact of welfare benefit reform,
4. Performance management framework,
5. Corporate risks,
6. Financial health check.

RESOURCE IMPLICATIONS

There are none

LEGAL/RISK IMPLICATIONS BACKGROUND

There are none

SUSTAINABILITY IMPLICATIONS

There are none











BACKGROUND INFORMATION**REPORT AUTHOR**

John Day

LIST OF BACKGROUND PAPERS**APPENDICES**







1. High level corporate plan projects/programmes









Corporate Priority
1.To Aspire and Prosper in Tamworth







Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Ensure best use of all Council Assets, whether held for social, economic or environmental reasons	Undertake a stock condition survey of 60% of Council housing stock to inform future investment works	14-Jan-2014 Project completed. 60% of all stock surveyed and results used to inform capital programme/business plans for the next 5 years.		
	Work with public sector partners to maximise occupancy within Council premises	14-Jan-2014 Successful discussions with Staffordshire County Council regarding occupation of areas of the 5th floor of Marmion House, only steady progress made with the Police regarding co-location this quarter.		
	Use Council assets to contribute to wider regeneration aspirations	14-Jan-2014 Small wins include the use of the old TIC for the creative arts centre, isolated land identified as suitable for disposal, and on going discussions with public sector partners promoting co-location.		
Economic growth and town centre regeneration	Gungate and spinning school lane re-development opportunities	31-Jan-2014 A revised scheme has been costed and is being discussed by public and private sector partners		
	Anker valley and housing developments	31-Jan-2014 The transport findings have been discussed with developers and Local Authorities. The scale of development being		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		proposed for the revised Local Plan at Anker Valley is now much reduced and more inline with the numbers in the saved policies. This affects other allocations in the revised Local Plan and also affects planning applications to the north of Tamworth which are outside of the saved local plan policies.		
	Gateways improvements	31-Jan-2014 Work is ongoing on the feasibility of further works to improve access/egress from Ventura park. The County Council is working to reassure developers re the proposed use of the 106 funds to support the sustainable pedestrian links.		
	New Enterprise centre - link to Cultural Qtr	31-Jan-2014 The Created In Tamworth project has been launched. Capital and revenue costs for a business incubation centre have been assessed and are part of the wider plans for a cultural quarter.		
	Empty shop and employment units - supporting them back into use	31-Jan-2014 The large unit at Dunstall lane is fully occupied and work to identify vacant units and promote them is ongoing		
	Business advice and start up support	30-Oct-2013 The local service continues to provide excellent outcomes and support for businesses in Tamworth. The service has been extended to cover LDC and is being promoted to the LEPs for further development. The regional and national picture re bus support is		







Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		still unclear however there are a number of schemes which can be accessed by businesses at a regional and national level and work to raise awareness is ongoing.		
	Employability and skills support	31-Jan-2014 The FEI is still delivering good outcomes and there is a potential to sustain this service through incorporation into the Building resilience in Families. Employment figures are positive. Work by the Education and Skills Board has led to the development of a draft skills plan which is being promoted for EU funding.		
	Place marketing and promotion	30-Oct-2013 The Inward investment research work is completed and needs consideration and implementation. Current proposals from the GBSLEP also need consideration. Destination Tamworth continues to actively promote Tamworth and the visitor economy.		
	Transport and highways improvements	30-Oct-2013 The Council has worked with Staffordshire County Council to secure Pinch Point funding to deliver a highway scheme on the Gungate corridor to support additional houses to the north of Tamworth at Anker Valley.		
	Heritage product development and promotion	30-Oct-2013 Officers are examining the scope to allocate some existing resources to increase capacity to develop the plans for the top floor		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		of the Castle. This will also help to progress work linked to the Town Hall. The Mercian Trail ACE bid has been successful (a further bid is being considered) and the touring exhibition is doing well.		
Cultural Quarter Project	Specific project plans showing milestones	31-Jan-2014 The Assembly Rooms element has secured project management and architectural support – final capital costs are being identified. Concerns over the condition of the building are being identified as further work is done to investigate the costs of refurbishment. The other elements of the Cultural Quarter project have also been costed and a business case is being developed. Both LEPs have been approached and responded positively about the potential for the funding gap to be met by SLGF		
Revised Local Plan	The approval of a revised document by Full Council for submission to the Secretary of State	31-Jan-2014 A revised draft of the Local Plan is scheduled for pre submission consultation subject to Cabinet approval in March 2014. The evidence base has been refreshed and discussed with a cross party working group and allocations for land use and policy wording are being finalised.		
	A report from the Planning Inspector concluding the document to be 'sound'	12-Jul-2013 Please note this is not expected before 31st march 2014 which is the end date for the financial year not this action. A Local		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		Plan Members group has been revised to include x3 Conservative and X3 Labour Members. A revised timetable for the Local Plan has been developed and work is ongoing on 1) Housing allocations, 2) Employment allocations, 3) Town Centre/retail 4) Anker Valley. Consultation on the draft plan is being planned and legal and planning guidance followed.		
	The adoption by Full Council of the final Local Plan			<input type="text" value="0%"/>
Allocations Policy and Homelessness Strategy	Complete consultation regarding the proposed new allocations policy	16-Jan-2014 Completed		<input type="text" value="100%"/>
	Review social lettings pilot	17-Jan-2014 The review is now complete.		<input type="text" value="100%"/>
	Review of Homelessness Strategy Complete	17-Jan-2014 The timetable of this review is influenced by the current service review being undertaken. A report will go to Cabinet in the Spring of 2014 for implementation.		<input type="text" value="70%"/>
Tinkers Green and Kerria Area Regeneration	Complete assessment of delivery vehicles and explore potential for SPV model for Tamworth	16-Jan-2014 The assessment is complete and will be reported to Cabinet in March 2014.		<input type="text" value="90%"/>
	Appoint Development Consultants	16-Jan-2014 Contract is pending		<input type="text" value="90%"/>
	Agree decommissioning proposals	16-Jan-2014 A report is scheduled for Cabinet in March 2014.		<input type="text" value="70%"/>
Town Centre Strategy and	Proposals completed to make use of	25-Jul-2013 Phase 1 garage sites		<input type="text" value="100%"/>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Development of New Housing	retained RTB receipts and review of garage sites	redevelopment – Planning permission is in place. Cabinet report completed and stage 2 garage site programme agreed. The approval for extension of council house building pilot is underway which is a new project.		
	Agree strategic principals in line with emerging supplementary planning guidance for the delivery of a balanced housing market in the Town centre	17-Jan-2014 Planning guidance is in development so no further progress has been made on this.		<input type="text" value="50%"/>
	Development of delivery vehicle proposals	17-Jan-2014 A report is due to go to Cabinet in March 2014.		<input type="text" value="20%"/>
Review and Update the HRA Business Plan	Complete stock condition survey	06-Dec-2013 Cost tables supplied by Ridge and with Steve Partridge for production of HRA business plan.		<input type="text" value="100%"/>
	Update financial model	16-Jan-2014 A report is scheduled for Cabinet in March 2014.		<input type="text" value="80%"/>
	Develop proposals to support delivery of town centre housing strategy and increasing the number of affordable homes	25-Jul-2013 Progress linked to the update of the financial model		<input type="text" value="60%"/>
Tamworth Health and Wellbeing Board	Complete first focussed needs and assets evaluation- Older People	25-Jul-2013 Agreement on key priorities agreed. The key focus will be on hospital discharges, falls and suitable housing for older people.		<input type="text" value="100%"/>










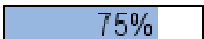



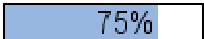


Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Second focussed needs and assets evaluation- Healthy Lifestyles	25-Jul-2013 To be included in Healthy Tamworth initiative.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">70%</div>
	Updated eJSNA published and commissioning plan communicated	16-Jan-2014 It is unclear what is being done with the county wide eJSNA so no progress has been made. However, work has been done on priorities and data.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">53%</div>
Healthy Tamworth	Complete registration with Healthy Cities network			<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">100%</div>
	Healthy Cities Action plan in place with multi agency commitment	25-Jul-2013 The Health and Well Being Board have endorsed the plan.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">100%</div>
	Commencement of targeted promotional activity	16-Jan-2014 A practitioner's workshop took place in October and a number of targeted activities have been planned for January 2014. These include a Tamworth COOP event and a Healthy Tamworth workshop.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">60%</div>
Individual Electoral Registration	Grant allocations made by Cabinet Office for first year of transitional activity.			<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">42%</div>
	Cabinet Office commenced monitoring of ERO progress with implementation preparation activities			
	Electoral Commission started formal consultation with EROs, electoral services managers & other interested local authority staff & key stakeholders on a			

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	<p>revised performance standards framework for the transition to IER Grant monies to be paid to EROs by Cabinet Office</p> <p>Electoral Commission issued guidance on planning for the transition. Will advise public of forthcoming changes and delayed canvass</p> <p>Roll-out and testing of EMS enhancements to support the confirmation dry-run</p> <p>A 'dry-run' of the data-matching process to test the IT systems and process within each local authority and to draw out learning points, supported by Cabinet Office</p>		<p></p> <p></p> <p></p>	
Elections				<input type="text" value="100%"/>
Constitution Annual Review	Revised Constitution presented to Council for approval	30-Aug-2013 The revised constitution was presented to Council in May. Further training was requested by members and two sessions have now taken place. The constitution will be approved at the next Council on 10th September 2013.		<input type="text" value="100%"/>
	Implementation review with stakeholders	14-Jan-2014 delay in implementing new		<input type="text" value="0%"/>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	input on operability	constitution has delayed implementation review until next municipal year		
Scheme of Delegation - Annual Review	Review Scheme of Delegation presented to Council for approval	30-Aug-2013 Approved by Council		<input data-bbox="1865 416 2067 456" type="text" value="100%"/>
	Implementation review with stakeholders on operation of document			<input data-bbox="1865 504 2067 544" type="text" value="0%"/>
	Further review if required			<input data-bbox="1865 592 2067 632" type="text" value="0%"/>

Corporate Priority





2. To be healthier and safer in Tamworth

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Improve the green environment including management and maintenance of local nature reserves, open spaces and parks	Broad Meadow endorsed by Cabinet as a Local Nature reserve by April 2013.	16-Jul-2013 Cabinet report April 2013.		
	The achievement of local nature reserve status designation for Town Wall	14-Jan-2014 no further update with land ownership		
	Achieve a further gold award in the "Heart of England in Bloom" competition	29-Oct-2013 Gold award received, joint category winner, and put forward for the national Britain in Bloom awards in 2014.		
	Recycling rates within waste management are maintained at their current level	14-Jan-2014 current rate of 54.77% is expected to remain reasonably stable throughout the year. It is to be noted there are slight seasonal variations in the recycling rate due to availability of organic waste		
Ensure all regulatory functions provided by the Council are delivered in a consistent and fair manner to promote public safety and to minimise the burden to businesses	All planned food and health and safety inspections completed	14-Jan-2014 the food safety programme continues to run to plan.		
	Air Quality Improved	14-Jan-2014 This is an annual indicator, however monthly air quality data is collected from the sites around Tamworth		
	All Licensing applications processed in a timely fashion	14-Jan-2014 all applications in the third quarter have been processed within statutory guidelines		
	A reduction in workplace accident investigations	14-Jan-2014 Again no incidents reported for investigation in quarter 3		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Statutory nuisance investigations/actions completed within acceptable timescales	14-Jan-2014 This is still an area of high demand, with several complicated cases putting a strain on the available resources, however residents still receive an appropriate response		
Building Resilience in Families and Communities	National Troubled Families agenda	31-Jan-2014 Tamworth is still performing well and plans to co-located have been costed and are looking positive		
Revised Local Plan	The approval of a revised document by Full Council for submission to the Secretary of State	31-Jan-2014 A revised draft of the Local Plan is scheduled for pre submission consultation subject to Cabinet approval in March 2014. The evidence base has been refreshed and discussed with a cross party working group and allocations for land use and policy wording are being finalised.		
	A report from the Planning Inspector concluding the document to be 'sound'	12-Jul-2013 Please note this is not expected before 31st march 2014 which is the end date for the financial year not this action. A Local Plan Members group has been revised to include x3 Conservative and X3 Labour Members. A revised timetable for the Local Plan has been developed and work is ongoing on 1) Housing allocations, 2) Employment allocations, 3) Town Centre/retail 4) Anker Valley. Consultation on the draft plan is being planned and legal and planning guidance followed.		


Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	The adoption by Full Council of the final Local Plan			<input type="text" value="0%"/>
Allocations Policy and Homelessness Strategy	Complete consultation regarding the proposed new allocations policy	16-Jan-2014 Completed		<input type="text" value="100%"/>
	Review social lettings pilot	17-Jan-2014 The review is now complete.		<input type="text" value="100%"/>
	Review of Homelessness Strategy Complete	17-Jan-2014 The timetable of this review is influenced by the current service review being undertaken. A report will go to Cabinet in the Spring of 2014 for implementation.		<input type="text" value="70%"/>
Tinkers Green and Kerria Area Regeneration	Complete assessment of delivery vehicles and explore potential for SPV model for Tamworth	16-Jan-2014 The assessment is complete and will be reported to Cabinet in March 2014.		<input type="text" value="90%"/>
	Appoint Development Consultants	16-Jan-2014 Contract is pending		<input type="text" value="90%"/>
	Agree decommissioning proposals	16-Jan-2014 A report is scheduled for Cabinet in March 2014.		<input type="text" value="70%"/>
Town Centre Strategy and Development of New Housing	Proposals completed to make use of retained RTB receipts and review of garage sites	25-Jul-2013 Phase 1 garage sites redevelopment – Planning permission is in place. Cabinet report completed and stage 2 garage site programme agreed. The approval for extension of council house building pilot is underway which is a new project.		<input type="text" value="100%"/>
	Agree strategic principals in line with emerging supplementary planning	17-Jan-2014 Planning guidance is in development so no further progress has been		<input type="text" value="50%"/>











Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	guidance for the delivery of a balanced housing market in the Town centre	made on this.		
	Development of delivery vehicle proposals	17-Jan-2014 A report is due to go to Cabinet in March 2014.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">20%</div>
Review and Update the HRA Business Plan	Complete stock condition survey	06-Dec-2013 Cost tables supplied by Ridge and with Steve Partridge for production of HRA business plan.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">100%</div>
	Update financial model	16-Jan-2014 A report is scheduled for Cabinet in March 2014.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">80%</div>
	Develop proposals to support delivery of town centre housing strategy and increasing the number of affordable homes	25-Jul-2013 Progress linked to the update of the financial model		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">60%</div>
Tamworth Health and Wellbeing Board	Complete first focussed needs and assets evaluation- Older People	25-Jul-2013 Agreement on key priorities agreed. The key focus will be on hospital discharges, falls and suitable housing for older people.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">100%</div>
	Second focussed needs and assets evaluation- Healthy Lifestyles	25-Jul-2013 To be included in Healthy Tamworth initiative.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">70%</div>
	Updated eJSNA published and commissioning plan communicated	16-Jan-2014 It is unclear what is being done with the county wide eJSNA so no progress has been made. However, work has been done on priorities and data.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">53%</div>
Healthy Tamworth	Complete registration with Healthy Cities network			<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; width: 100px; text-align: center;">100%</div>




Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Healthy Cities Action plan in place with multi agency commitment	25-Jul-2013 The Health and Well Being Board have endorsed the plan.		
	Commencement of targeted promotional activity	16-Jan-2014 A practitioner's workshop took place in October and a number of targeted activities have been planned for January 2014. These include a Tamworth COOP event and a Healthy Tamworth workshop.		





Corporate Priority

3. Approachable, Accountable and Visible

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Provision of financial advice, assistance and business support for Directorates & budget managers To monitor & report on whether spending is maintained within approved budget and without significant underspends (less than 5%)	<p><i>See Finance Service Key Performance Indicator Section for details</i></p> <p>Spending maintained within approved budget and without significant underspends</p> <p>Ledgers closed down within 5 working days of period end</p> <p>Bank Reconciliation completed within 15 days (General Account) of period end</p> <p>Bank Reconciliation completed within 10 days (Payments Account)</p>	16-Jan-2014 Third Quarter financial healthcheck underway – to be reported to CMT / Cabinet February 2014	<i>See Finance Service Key Performance Indicator Section for details</i>	<i>See Finance Service Key Performance Indicator Section for details</i>
To complete the Final Accounts process with an unqualified audit opinion	<p><i>See Finance Service Key Performance Indicator Section for details</i></p> <p>Achievement of an unqualified audit opinion on the financial statements</p>	05-Nov-2013 Audited accounts approved by Audit & Governance Committee on 26 September 2013. External Auditors also presented audit findings report and signed an unqualified opinion on 30 September 2013.		<i>See Finance Service Key Performance Indicator Section for details</i>






Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Number of material final account audit adjustments			
Budget / Council Tax Setting Key Budget milestones completed in line with the agreed timetable	Executive Board (additional) meetings timetabled Budget Consultation Process reviewed Budget Process approval Budget Consultation results to CMT / EB Circulation of Revised recharges to CMT/ADs/Managers for review/challenge Consideration of Initial Capital Programme proposals by CMT/EB Consideration of Initial Policy Changes by CMT/EB Approval of Council Taxbase Base Budget forecast to CMT/EB Council Members Budget Workshop (instead of 1 Joint Budget Scrutiny)		        	













Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Committee)			
Maximisation of income/collection Council Tax, Non-Domestic Rates, Debtors and Mortgages. Improved cash flow and local collection targets achieved.	<i>See Finance Service Key Performance Indicator Section for details</i> Percentage of Non-domestic Rates Collected % of Council Tax collected Debtors current year collection		<i>See Finance Service Key Performance Indicator Section for details</i>	<i>See Finance Service Key Performance Indicator Section for details</i>
Monitor the effects of changes to Benefits regulations & their impact on the collection & recovery of Council Tax (e.g. Local Council Tax Reduction, Universal Credits, Changes to Non-Dependant Allowances)	<i>See Finance Service Key Performance Indicator Section for details</i> % of Council Tax collected		<i>See Finance Service Key Performance Indicator Section for details</i>	<i>See Finance Service Key Performance Indicator Section for details</i>
Monitoring of arrangements for localisation of Non-domestic rates (including financial implications for the Council & potential NNDR Safety Net claim)	<i>See Finance Service Key Performance Indicator Section for details</i> Percentage of Non-domestic Rates Collected		<i>See Finance Service Key Performance Indicator Section for details</i>	<i>See Finance Service Key Performance Indicator Section for details</i>
Scrutiny Committees	Job descriptions for Scrutiny Chairman	30-Aug-2013 Contained in the new Constitution to be approved at Council on 10th September 2013.		


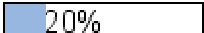









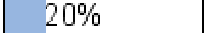





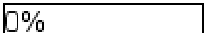


Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	More involvement/support from Cabinet	14-Jan-2014 combine this action with implementation review of constitution		<input type="text" value="50%"/>
	Training for Members	30-Aug-2013 Training has been given in the following areas; Planning, Licensing and the Constitution. In addition, there has been some general training provided.		<input type="text" value="100%"/>
	Regular monthly updates to Cabinet	03-Sep-2013 There are currently four items on the Healthier & Safer Scrutiny Committee work plan for 2013/14 that has the potential for recommendations / reports to cabinet. These are Council Tax and Rent Arrears, Out of hours service providers, Domestic Violence and Teenage Sexual Health.		<input type="text" value="65%"/>
	Regular cross committee working	03-Sep-2013 During 2012/13 there was a verbal agreement for both committees to hold a joint scrutiny session with the Tamworth Education Board to discuss the issues raised by both committees. It was agreed to hold an extra single item agenda meeting of both committees with the Board. However, when this was raised at the first meeting of the Aspire & Prosper Scrutiny committee in June of this year, the new committee voted by a majority not to follow up a joint meeting unless it was part of a scheduled Healthier & Safer scrutiny committee meeting.		<input type="text" value="50%"/>







Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
Review of Members Allowances	New Allowance Structure Introduced		✓	100%
	Review of Structure		▶	0%
	Further review based on outcomes of Allowance	30-Aug-2013 This will start in January 2014	▶	59%
Member Training & Development	New induction training for Members (web based)	14-Jan-2014 Still working on the delivery of this training with audit. Constant legislation change is adding to the delay.	▶	85%
	Job Descriptions for Members	30-Aug-2013 Contained in the new Constitution to be approved by Council on 10th September 2013.	✓	100%
	Additional training for Members - throughout municipal year	14-Jan-2014 continued training provided in licensing planning and audit and governance	▶	91%
	Feedback from peers/review	30-Aug-2013 Feedback has been sought on training requirements	▶	75%
Land Charges	Confirmed earlier submission to DCLG		✓	100%
	Meeting London to discuss next steps		✓	100%
	Land Registry operating pilot project in Liverpool and other authorities	14-Jan-2014 consultation commenced by government on land registry project January 2014	✓	100%
	Outcome of pilot project (roll out?)	14-Jan-2014 consultation now commencing on the pilot project and seminars being run by land registry	▶	0%
	DCLG approaching government for new burdens process/contribution to claim	14-Jan-2014 no update on progress from Bevan Brittan on this matter	▶	40%

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Collation of data relevant to searches and companies associated with it	14-Jan-2014 data submitted 30/12/13	✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
Legal services review	Meetings and discussions arranged to identify legal requirements of services		✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
	Spending on legal services identified		✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
	Savings/methods of instruction	27-Jan-2014 Reported to CMT November 2013	✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
	Options to consider on provision of legal services	27-Jan-2014 Options considered at CMT in November 2013. The recommendations are now being implemented.	✓	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
	Implementation of Legal services review	27-Jan-2014 Initial meetings have taken place to discuss shared service model.	▶	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%
Member Standards	Monitor Member complaints	27-Jan-2014 Continued monitoring takes place.	▶	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%
	Monitoring Officer engage with Members, initiate discussion, provide formal guidance and support		▶	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%
	Report formal action to Audit & Governance Committee		▶	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%
Civic Representation			▶	<div style="width: 64%;"><div style="width: 64%;"></div></div> 64%
Delivery of Organisational Development Strategy	Implementation of Agile Working option	27-Jan-2014 Staff commenced working from the newly equipped 7th floor of Marmion House in January 2014.	▶	<div style="width: 44%;"><div style="width: 44%;"></div></div> 44%
	Implementation of new systems including hr/payroll/EDRMS/WM Jobs	30-Oct-2013 No progress with EDRMS due to outstanding issues with corporate contract	⚠	<div style="width: 40%;"><div style="width: 40%;"></div></div> 40%

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Portal	which are now sorted. Contract should now provide significant saving so looking to commence rollout December. HR will be rescheduled to suit resource availability. Anticipate a 12 month roll out. CCB leading. New PM to be appointed. WM Jobs Portal currently having system issues – all LA's effected.		
Enhancement to customer service	Implementation of new systems including Telephony, CRM and EDRMS	30-Oct-2013 Telephony contract to be awarded shortly. Clarification meetings to be held 1st week in Nov. CRM – gone live with Street Scene services. Other processes inc safeguarding, domestic violence, hate incidents and other corporate processes currently being developed and tested.		<div style="border: 1px solid black; background-color: #ccccff; width: 60%; text-align: center;">60%</div>
	New performance framework for customer service delivery	30-Oct-2013 New strategy in draft. To be presented to CCB Nov 13		<div style="border: 1px solid black; background-color: #ccccff; width: 0%; text-align: center;">0%</div>
	Implementation of a new web site	27-Jan-2014 New website launched 16th December 2013		<div style="border: 1px solid black; background-color: #0070c0; width: 100%; text-align: center; color: white;">100%</div>
	Channel shift of customers from front line to web	30-Oct-2013 performance targets will be published with the new Customer Service Strategy. New Web site launch and purchase of new telephony system will assist with data collection		<div style="border: 1px solid black; background-color: #ccccff; width: 0%; text-align: center;">0%</div>
Business Improvement	Undertake LGA Corporate Peer Challenge	19-Dec-2013 Activity in the third quarter saw the LGA Peer Team on site for 3 days in early November. At the conclusion of this, initial		<div style="border: 1px solid black; background-color: #0070c0; width: 85%; text-align: center; color: white;">85%</div>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		feedback was given to CMT and Cabinet. After Christmas, a more detailed plan will be presented to the Council. Once agreed, it is the intention that the areas for potential improvement or further consideration will form the basis of an appropriately funded Improvement Plan. The report will be shared with politicians, partners and staff.		
Reputation Enhancement	Identification of key priorities with supporting key messages	30-Oct-2013 TL Process now complete. Report to be prepared to inform State of Tamworth debate		
Corporate Change Programme	Process Reviews within service to take service closer to customer	15-Jan-2014 Significant development on the CRM project now includes ASB, Housing Advice and Safeguarding.		
	Review, amend and commence replacement / upgrade of infrastructure, (including technology, telephony, mobile capacity, premises and service enabling systems (website, EDRMS, CRM))	15-Jan-2014 New technology has been installed and tested. New telephony is being installed. New Website launched. EDRMS will include two new services in May.		
Ensure a stable, up to date and robust technical infrastructure	Compilation of contract replacement schedule	15-Jan-2014 All contract information is now collated into a single repository.		
	Exploitation of GIS / Desktop Mapping	15-Jan-2014 The review has now been done and resulting actions will be undertaken in 2014/15		
	Microsoft Exchange Upgrade	16-Jan-2014 Action completed		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Replacement Print Fleet	15-Jan-2014 The scope of the project has been agreed by the change board and all external printing contracts and printed matter is being reviewed.		
	Replacement SUN Box	15-Jan-2014 Now completed		
	Review and update ICT Strategy	16-Jan-2014 Once the review, amendment and replacement of infrastructure is complete then the ICT strategy will be reviewed and updated.		
Comply with legal and best practise obligations	Compliance with Government Code of Connection	15-Jan-2014 Completed		
	Development of Publication Scheme	15-Jan-2014 Work has been undertaken to understand the data sets we hold.		
	Development of Records Management Policies and Guidance	15-Jan-2014 Work has been undertaken to understand the data sets we hold.		
	Network and Log Event Management Implementation	15-Jan-2014 Reviewed the tools that are available but there is currently no resource to procure these. This will be revisited next financial year.		
	Penetration Testing	15-Jan-2014 The tender for this has gone out and a provider chosen. Implementation will be the end of March 2014.		
	Process review and automation for FOIA Requests	15-Jan-2014 No funding has been made available for this yet.		
	Training and awareness in key areas for Data Protection and Freedom of	15-Jan-2014 Training material has been produced and tested at East Staffordshire		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Information	Council.		
	Transition to new version of ISO20000	16-Jan-2014 Action completed.		<div style="border: 1px solid black; background-color: #ccccff; width: 100%; text-align: center;">100%</div>
Ensure an appropriate, tested and robust response to Business Continuity and Civil Contingencies	Co-Ordination of service level Business Continuity Plans	15-Jan-2014 Business impact assessments have now been completed for most services		<div style="border: 1px solid black; background-color: #ccccff; width: 20%; text-align: center;">20%</div>
	Desktop exercises			<div style="border: 1px solid black; background-color: #ccccff; width: 0%; text-align: center;">0%</div>
	Review Corporate Business Continuity Plan with consideration to resources, premises and technology	15-Jan-2014 Initial feedback on the first draft has now been received		<div style="border: 1px solid black; background-color: #ccccff; width: 50%; text-align: center;">50%</div>
	Schedule of no notice tests			<div style="border: 1px solid black; background-color: #ccccff; width: 0%; text-align: center;">0%</div>
	Training within Civil Contingencies catalogue	15-Jan-2014 Training needs analysis now completed. This has gone to the Civil Contingencies Unit. About four training assessments have been requested and this will be done in 2014/15.		<div style="border: 1px solid black; background-color: #ccccff; width: 25%; text-align: center;">25%</div>







2. Key Service Performance Indicators

Assets and Environment Key Service Performance Indicators 2013/14

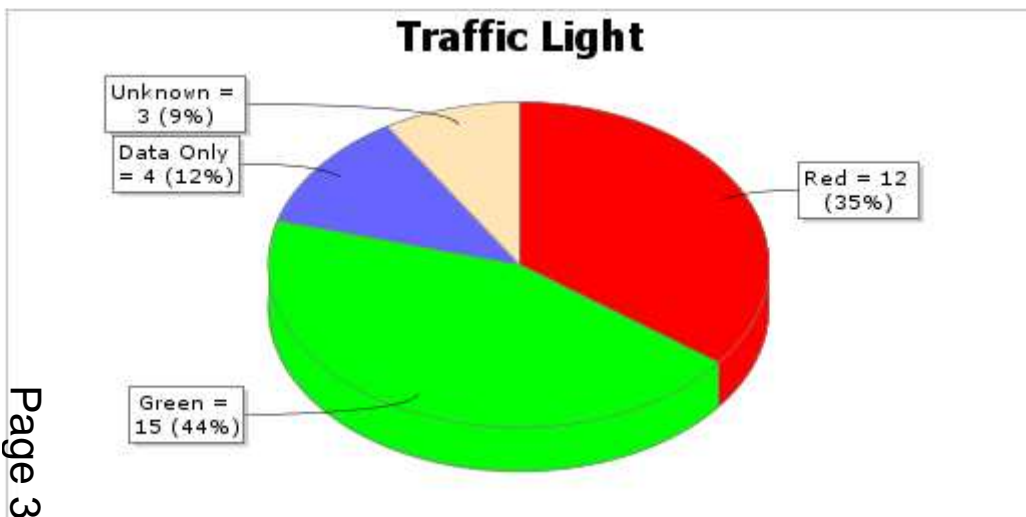


Assets & Environment

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_A&E_KPI001 Monitor the local air quality in Tamworth, taking any necessary action as dictated by the results		Yes	Q1 2013/14	Yes		24-Jul-2013 This is an annually reportable indicator but a monthly sampling regime is in place.

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_A&E_KPI002 Work with other public sector organisations to offer co-location in strategic council premises		Yes	Q1 2013/14	Yes		24-Jul-2013 Work is ongoing
LPI_A&E_KPI003 Deliver 100% of the Housing Capital Programme		25%	Q1 2013/14	25%		
LPI_A&E_KPI004 Continuation of the anti-dog fouling campaigns in hot spot locations		Yes	Q1 2013/14	Yes		24-Jul-2013 There have been two "mucky pup" campaigns in this quarter, one at Belgrave School and one at Abelia – all to raise awareness of the issues of irresponsible dog ownership/dog fouling.





Communities Planning and Partnerships Key Service Performance Indicators 2013/14



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Community Development

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CEPCDCD001am The number of partners delivering services in response to agreed issues - Amington		24	Q3 2013/14	22.5		21-Jan-2014 AARCH only - com cafe, changes, craft group, welfare rights, Dig-iT, police, wardens, housing, tenant participation, job club, Staffordshire college, heritage trust/Hodge lane, church, groundworks, Kerria community neighbourhood consultation group, staffs county, youth service. FARS, care first, heat, time to quit, stay and play, citizens advice, scouts
LPI_CEPCDCD001bg The number of partners delivering services in response to agreed issues - Belgrave		32	Q3 2013/14	22.5		17-Jan-2014 Christians Against Poverty, Tamworth BMX Club and Tamworth Boys Brigade have become involved through the Locality Forum initiative.

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CEPCDCD001gl The number of partners delivering services in response to agreed issues- Glascote		15	Q3 2013/14	15		
LPI_CEPCDCD001st The number of partners delivering services in response to agreed issues - stonydelph		30	Q2 2013/14	15		08-Oct-2013 FARS DIGIT Groundworks Cllr Clarke Boxing Club Tim Scouts Guides Stonydelph Dentist Starfish Food Bank Mc Millians Mothers Union Care Takers Pennymoor Fluxx Peacock Zumba Kombat Kids New Urban Era

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Community Leisure







PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CPP_GOLF_018 Customer Satisfaction (Tamworth Golf Course)		62%	Q2 2013/14			30-Oct-2013 This figure is from an overall survey done for 2013 which is attached in Covalent - the percentage is for overall impression of the golf centre - please see the full report for further ratings within the survey
LPI_CPP_GOLF_023 Total Pay and Play rounds - 9 hole (Tamworth Golf Course)		4,819	October 2013			
LPI_CPP_GOLF_024 Total Pay and Play rounds - 18 hole (Tamworth Golf Course)		5,170	October 2013			
LPI_CPP_GOLF_025 Total Membership (Tamworth Golf Course)		229	September 2013			
LPI_CSPCDCLAR003 Total Attendance Overall - Assembly Rooms		2,186	September 2013	4,300		
LPI_CSPCDCLAR015 Customer Satisfaction - Assembly Rooms		98%	September 2013	97.2%		
LPI_CSPCDCLOE001 Visitor Numbers (Outdoor Events)		30,300	Q2 2013/14			
LPI_CSPCDCLOE002 Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99%	Q2 2013/14			
LPI_CSPCDCLTC002 Total Number of visits/usages - Tamworth Castle		34,646	November 2013	32,000		
LPI_CSPCDCLTC020 Trip Advisor Rating - Tamworth Castle		4.5	2012/13	4.5		

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_PCPCL001 Total 16+ attending organised activity across the Borough		50,635	Q2 2013/14	66,600		
LPI_PCPCL002 Total under 16 attending organised activity across the Borough		21,889	Q2 2013/14	52,800		











Community Safety

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSPDCS001 Burglary Dwelling		131	December 2013	162		
LPI_CSPDCS008 Incidents of Anti-Social Behaviour		1,599	December 2013	1,702		
LPI_CSPDCS011 Serious Violence		39	December 2013	25		
LPI_CSPDCS011a Less Serious Violence		371	December 2013	411		
LPI_CSPDCS012 Serious Acquisitive Crime		353	December 2013	421		
LPI_CSPDCS018 Violence with injury		409	December 2013	436		
LPI_CSPDCS018a Non domestic violence with injury		168	August 2013	160		07-Nov-2013 The police no longer provide this data the last month being August 2013. If the 5% reduction target is removed then for this category of violence we would be on target with last year's performance which emphasises the increase in domestic abuse violence.







Development Control

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV109a NI 157a Processing of planning applications: Major applications (Tamworth)		50.00%	Q3 2013/14	60.00%		21-Jan-2014 During the third quarter 50% of major applications were determined within the statutory 13 weeks. The two applications that exceeded the 13 week time period were 0178/2013 (Application for a new planning permission to replace an extant planning permission in order to extend the time limit for implementation relating to the Redevelopment of Gungate Precinct and adjacent land and buildings to provide 20,660 square metres of A1 (retail) floorspace with provision for up to 732 car parking spaces) which took 27.28 weeks and 0081/2013 Erection of 29 no dwellings and associated works. (outline: access and layout) at Freasley Lane. In both instances the applications were reported to Planning Committee well within the time limits but there were considerable delays in signing a S106 agreement. These delays can be attributed to the applicant and the County Council
BV109b NI 157b Processing of planning applications: Minor applications (Tamworth)		71.42%	Q3 2013/14	65.00%		
BV109c NI 157c Processing of planning applications: Other applications (Tamworth)		91.89%	Q3 2013/14	80.00%		

Economic Development

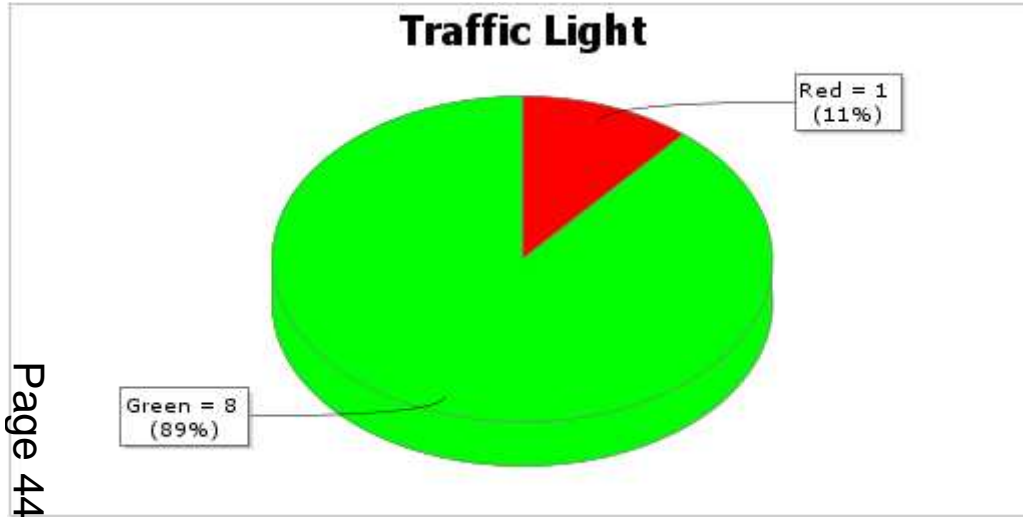
PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CPPSPDED005 Percentage of working age population claiming Job Seekers Allowance		1.7%	Q3 2013/14	2.8%		22-Jan-2014 850 people claiming JSA. 3.6% in West Midlands 2.9% in Great Britain
LPI_CPPSPDED006 Percentage of total rateable value of commercial floorspace that is unoccupied		8.3%	Q2 2013/14	9.6%		31-Oct-2013 investigation underway with business rates team to establish exact reasons behind increase as this runs counter to the overall direction of travel of the local economy, which is showing positive signs of recovery. Could be down to one off factors
LPI_CPPSPDED007 Percentage change in rateable value of commercial buildings		-0.8%	Q2 2013/14	0.5%		31-Oct-2013 Investigation underway with Business Rates team to establish exact reasons behind decrease as this runs counter to the overall direction of travel of the local economy, which is showing positive signs of recovery. Could be down to one off factors
LPI_CPPSPDED008 Number of Tamworth businesses assisted through the TSP Enterprise and Job Creation service		44	Q2 2013/14	60		31-Oct-2013 This is the total for the 6 months of 2013/14, broken down as follows: Management workshop attendees: 28, 1 to 1 sessions at company premises: 15, Strategic Reviews: 1. All broadly on target, except Strategic Reviews which have proved a 'hard sell' to clients. Telemarketing campaign to be undertaken to increase take up. Total outputs for entire programme thus far (18 months): Management Workshop attendees: 85, 1 to 1 sessions at company premises: 63, Strategic Reviews
LPI_CPPSPDED011 Number of Tamworth people assisted through the TSP Enterprise and Job Creation service about self-employment or to start a business.		75	Q4 2012/13			

Strategic Planning and Development

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_SP1_1d_003 The occupancy levels of Town Centre retail outlets		82%	Q2 2013/14	91%		31-Oct-2013 Of the 305 units within the boundary 56 units are vacant; this gives an occupancy rate of 82%. This is one more unit vacant than previous. The vacancy rate has levelled out and has shown to be around 82/83% for the past 3 quarters. Within the primary frontage areas in the town centre, there is an overall vacancy rate of 17%, with the Ankerside 18% vacant (10 units). Within the secondary frontage areas in the town centre, there is an overall vacancy rate of 19%, with Mitchell Court and Little Church Lane suffering from the highest vacancy rates; 60% and 38% respectively.
NI 154 Net additional homes provided (Tamworth)		7	Q2 2013/14	76		31-Oct-2013 Lowest start rate since 2011/12. These figures should be treated with caution as they only represent figures obtained from the Southern Staffordshire BC joint unit.
NI 155 Number of affordable homes delivered (Gross) (Tamworth)		0	Q2 2013/14	16		31-Oct-2013 No affordable homes built in this quarter.

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Finance Key Service Performance Indicators 2013/14









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Corporate Finance

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_AAV_002 Achievement of an unqualified audit opinion on the financial statements		Yes	2012/13	Yes		
LPI_RDCF001 Spending maintained within approved budget and without significant underspends		3.32%	November 2013	-5%		
LPI_RDCF002 Number of material final account audit adjustments		0	2012/13	0		

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDCF025 Ledgers closed down within 5 working days of period end		2	December 2013	5		
LPI_RDCF026a Bank Reconciliation completed within 10 days (Payments Account)		15	November 2013	10		03-Jan-2014 Delay due to staff being trained cover for service contingency
LPI_RDCF026b Bank Reconciliation completed within 15 days (General Account) of period end		13	November 2013	15		

Revenues Services

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV10 Percentage of Non-domestic Rates Collected		86.30%	December 2013	86.90%		02-Jan-2014 No bank payments on system between Christmas & New Year
BV9 % of Council Tax collected		86.50%	December 2013	87.10%		02-Jan-2014 No bank payments on system between Christmas & New Year
LPI_RDFOREV009 Debtors current year collection		93.46%	December 2013	87%		

Housing and Health Key Service Performance Indicators 2013/14



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Housing Empty Property Management

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI BV212 Average number of days taken to re-let local authority housing (Standard Empty Homes)		16	December 2013	16		08-Jan-2014 December 2013 - 18 empty properties with standard void works were relet on average of 16 days
LPI_CSHSEPM009 The percentage of customers satisfied with the "Finding a Home" Service		100%	December 2013	80%		08-Jan-2014 During December we received 16 completed surveys of which all rated the service as good or above

Housing Estate Management

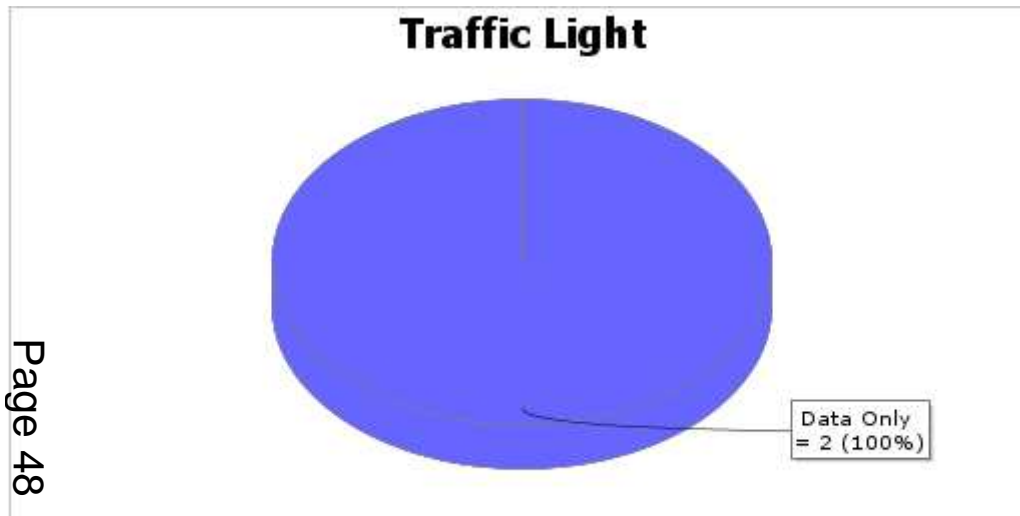
PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSHSCS001 Percentage of offensive graffiti removed within 48 hours		100%	December 2013	100%		03-Jan-2014 This month no cases of offensive graffiti were reported. Caretaking Services now have the use of a specialist graffiti removal machine which will offer a faster and environmentally friendly way to remove graffiti - requests for graffiti removal can now be requested on line through the Council website

Housing Maintenance

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_HMLSHMM001 Overall percentage of tenant satisfaction with the responsive repairs service provided by Mears		93.2%	December 2013	85%		
LPI_HMLSHMM003 Percentage of all responsive repairs completed within target		98.1%	December 2013	97%		

Legal and Democratic Key Service Performance Indicators 2013/14

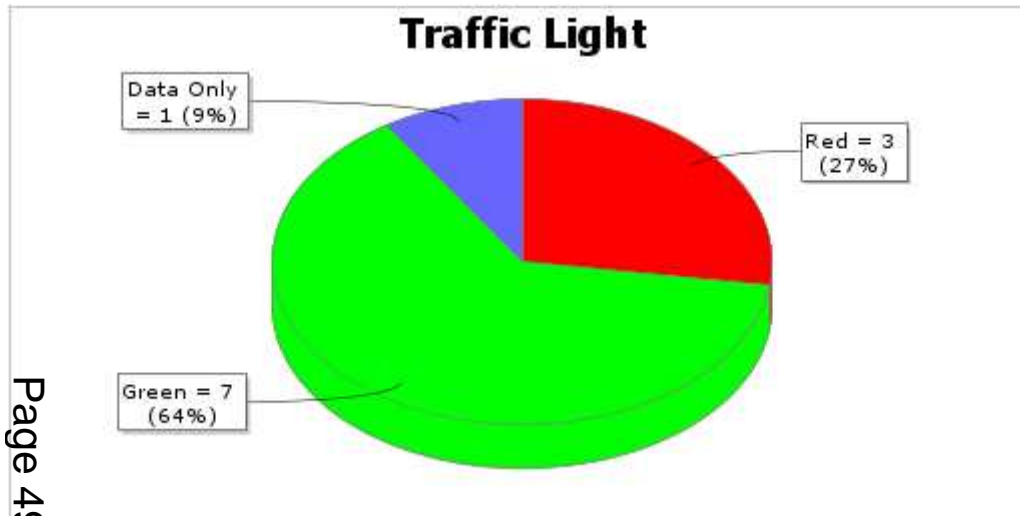
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Solicitor and Monitoring Officer

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_SMO001 Number of Standard Searches carried out		314	Q3 2013/14			20-Jan-2014 113 official 201 personal
LPI_SMO002 The number of exempt items presented to meetings		16	Q3 2013/14			


Technology and Corporate Programmes Key Service Performance Indicators 2013/14



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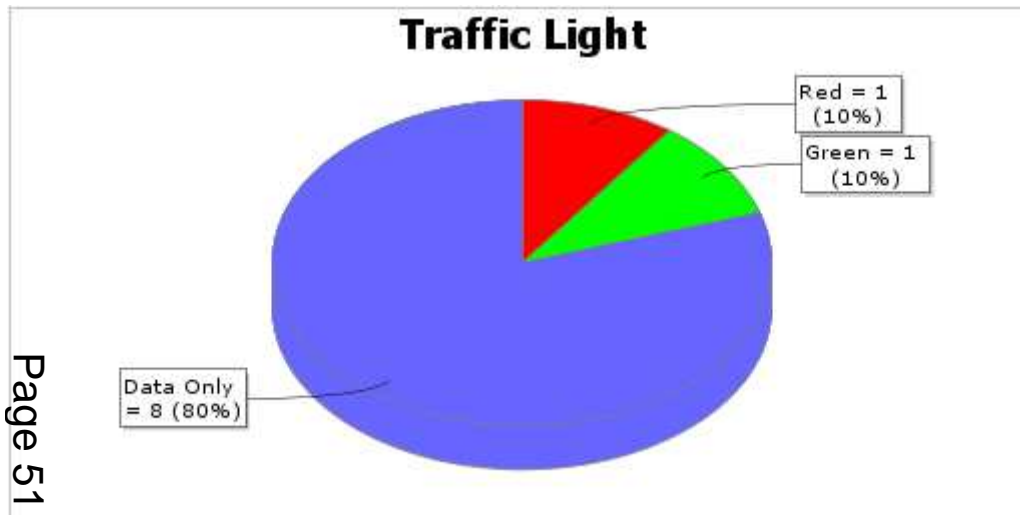
Technology & Corporate Programmes

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDICT001 Percentage of incidents fixed by ICT	🟢	95.93%	December 2013	70%	⬆️	
LPI_RDICT002 Incidents Responded within SLA	🟢	93%	December 2013	90%	⬇️	
LPI_RDICT003 Incidents Resolved within SLA	🟢	98.34%	December 2013	90%	⬆️	
LPI_RDICT004 ICT Backups	🔴	92.37%	December 2013	100%	⬆️	
LPI_RDICT005 Service Availability	🟢	99.98%	December 2013	99%	⬇️	

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDICT006 Maintain accreditation against ISO20000		Yes	2012/13	Yes		
LPI_RDICT007 Maintain accreditation against ISO27001		Yes	2012/13	Yes		
LPI_RDICT008 Freedom of Information Requests Responded To Within legislative timescales		90.7%	August 2013	100%		29-Oct-2013 Aug-13 43 39 4 General increase in requests received month on month from June 13 resulted in some request responses exceeding the 20 working day threshold to complete.
LPI_RDICT015 ICT Support Desk - Percentage of calls answered within 15 seconds		97.85%	December 2013	92%		
LPI_RDICT016 ICT Support Desk - Percentage of calls abandoned		3.39%	December 2013	2%		
LPI_RDICT017 ICT Service Desk - Outstanding Incidents		25	December 2013			

Transformation and Corporate Performance Key Service Performance Indicators 2013/14

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Human Resources

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV12 Working Days Lost Due to Sickness Absence		6.07	October 2013	4.96		






Organisational Development




PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_ACEODHS001 Number of accidents to employees reported		8	Q3 2013/14			
LPI_ACEODHS002 Number of accidents to non-employees reported		7	Q3 2013/14			
LPI_ACEODHS004 Number of HSE notifications/interactions		0	Q3 2013/14			
LPI_ACEODHS005 Number of violent/threatening incidents		1	Q3 2013/14			

Transformation and Corporate Performance

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_T&CP_001 The number of hits on the website		126,971	Q3 2013/14			
LPI_T&CP_002 Average time spent on the website		3.16	Q3 2013/14			
LPI_T&CP_003 SoCITM Website score		3	2012/13	4		
LPI_T&CP_004 Average number of days to recruit to vacant posts						
LPI_T&CP_005 The number of payroll errors		2	January 2014			

Key to symbols

PI Status	
	Off target
	Slightly off target
	At target
	Unknown
	Data Only PI (i.e. no target set)

Performance compared to last reporting period	
	Improving
	No Change
	Getting Worse

3. Impact of Welfare Benefit Reform

Following discussions at CMT on 8 April 2013 & 21 October 2013 (following presentation of the half year monitoring report) it was agreed that quarterly updates would be presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via customer services monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

Benefits

DHP claims are underspent by £26k to date (135 successful claims from 294 applications).

Live caseload figures are lower than they were in 2012 – currently 7061 (7302 Dec 2012) due to lower level of claimants (Local Council Tax Scheme impact - LCTS), However, 3.5 weeks backlog means those claims still to be processed will increase this figure.

National Non-Domestic Rates

Reminders etc. are at, or below, 2012 levels although bailiff referrals are higher due to proactive recovery action.

Current year collection is 0.6% behind target. This is primarily due to one large debt which, once collected, should bring collection in line with the target of 98.0% for the year.

Court costs are slightly behind target but should reach target by the end of the year.

Council Tax

Reminders etc are significantly above 2012 levels (due to LCTS impact – additional cases / council tax bill collections).

Current year collection is 0.6% behind target. Our estimated figures are for a 0.5% drop overall which has been factored in for January, February and March and so if maintained, we will pull back to target by the end of the financial year.

Court costs are ahead of target (projected to exceed budgeted income by £50k).

Collection Fund – Estimated surplus £13k

LCTS projected underspend of £22k (total £35k)

Customer Services (last updated October)

Visits to Marmion House - since the increased levels in April, the other months have been broadly in line with last year.

Remaining enquiries for council tax and benefits are slightly higher than 2012.

Housing

Total Rent arrears (excluding former tenants) are £569k compared to £406k at 31 March 2013, an increase of £163k

There was a reduction of £54,208 at the end of week 29/12/13 due to the free week and the Christmas rent campaign.

Total arrears (including garages etc.) were £1.18m - £180k higher at 31 March 2013 compared to 31 March 2012 - £1.0m.

Total arrears (including garages etc.) are £1.42m at Period 9, compared to £1.18m at 31 March, an increase of £239k (£260k higher at period 6 2012/13).

4. Performance Management Framework

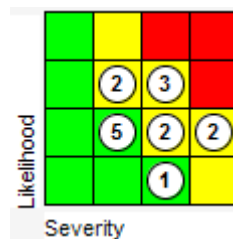
The Budget consultation report was presented to Cabinet in October. The first ever Tamworth Listens Question Time event was held in October and the State of the Borough Debate in November.

The Executive Management Team away day to confirm the corporate priorities for future years was held last month.

5. Corporate Risk register

The Corporate Risk register is reviewed and updated by the Corporate Management Team.

There are currently fifteen risks on the Corporate Risk Register, none of which are high risks and the "heat map" below indicates the current position of their risk status



6. Financial Healthcheck

FINANCIAL HEALTHCHECK REPORT – PERIOD 9 DECEMBER 2013

Executive Summary

This section to the report summarises the main issues identified at the end of December 2013. Details relating to the summary including Directorate commentaries can be obtained from Phil Thomas, Corporate Accountancy Extension 239.

Summary action sheets showing agreed action points to address issues raised are attached at **Appendix A**.

General Fund

Revenue

- The General Fund has a favourable variance against budget at Period 9 of £796k (£699k at Period 8).
- The projected full year position identifies a projected favourable variance against budget of £491k or 5.47% (£298k or 3.32% reported at Period 8).
- This projection has highlighted several budget areas for concern (detailed at **Appendix B** and within the report). We are over half of the way through the year and projections may change, ongoing investigations into these areas have been initiated to mitigate the levels of the deficits.
- A balance of £150k was held in the General Contingency Budget at the end of December 2013.

Capital

- Capital expenditure incurred was £898k compared to a profiled budget of £2.176m.
- It is predicted that £1.766m will be spent by the year-end (£1.815m reported at Period 8) compared to a full year budget of £2.579m (this includes re-profiled schemes from 2012/13 of £1.643m).
- A summary of Capital expenditure is shown at **Appendix C**.

Treasury Management

- At the end of December 2013 the Authority had £29.06m invested in the money markets (excluding the £1.264m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.58% though this may change through the year if market conditions ease. At this point it is anticipated that our investments will earn approximately £226k compared to the budgeted figure of £200k, a favourable variance of £26k.
- Borrowing by the Authority stood at £65.060m at the end of December 2013, all being long term loans from the Treasury Public Works Loans Board. The average

rate payable on these borrowings equates to 4.47%. At this point it is anticipated that our interest payments will be £2.911m which is no variance to budget.

- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings together with the situation with our Icelandic investments, can be found at **Appendix D**.

Balances

Balances on General Fund are projected to be in the region of £4.353m at the year-end from normal revenue operations (£4.093m reported at Period 7) compared to £3.465m projected within the 2013/14 budget report.

Housing Revenue Account (HRA)

Revenue

- The HRA has a favourable variance against budget at Period 9 of £479k (£273k at Period 8).
- The projected full year position identifies a favourable variance against budget of £631k (£298k reported at Period 8). Individual significant budget areas reflecting the variance are detailed at **APPENDIX B** and within the body of the report.

Capital

- Housing Capital expenditure of £6.072m has been incurred as at the end of Period 9 compared to a profiled budget of £7.712m.
- It is predicted that £8.517m will be spent by the year-end (£8.477m reported at Period 8) compared to the full year budget of £9.737m (including £2.845m re-profiled from 2012/13);
- A summary of Capital expenditure is shown at **Appendix C**.
- Members are asked to approve a number of budget virements as detailed within the Financial Implications of the report.

Balances

- Balances on the Housing Revenue Account are projected to be in the region of £5.299m at the year-end (£4.966m reported at Period 8) compared to £4.175m projected within the 2013/14 budget report.

FINANCIAL HEALTHCHECK REPORT – PERIOD 9 DECEMBER 2013

This section of the report highlights the main issues identified, CMT and Members are asked to note the contents of the report and agree action points to address the issues raised.

Issues Identified

The financial performance review has focussed on the following key areas, on which further work is being undertaken:

- Review of the actual activity to budget for the period;
- A projection of the actual activity to budget for the year;
- Identification of potential issues for action;
- This is the seventh monitoring report of the year and issues regarding budget profiles and previous year's accruals may distort the reported figures to some extent, though the majority of these issues will have been adjusted for manually.

General Fund – Revenue

- The position at the end of December 2013 shows a favourable situation of £796k under-spend.
- The projected full year position identifies a favourable variance against budget of £491k (£298k reported at Period 8).

Significant items currently identified relating to outturn overspends/under achievement of income are,

- Treasury Management - £53k (£52k reported at Period 8). Overspend of Interest Payable to HRA £52k and MRP £27k due to higher HRA balances, reduced by an over recovery of Interest £26k.
- ICT - £74k (£62k reported at Period 8). Expected under achievement of income following termination of the contract with Bromsgrove & Redditch for provision of help desk facility £50k, plus salaries overspend £24k.
- Public Spaces - £28k (£32k reported at Period 8). Overspend on salaries.
- Marmion House - £72k (£74k reported at Period 8). Electricity is overspent by £15k, due in part to additional servers hosted on behalf of Walsall, and the Franking Machine budget is overspent by £35k, due to additional usage by Staffs CC – confirmation of recovery of these costs is awaited. There is a further £21k under recovery on Customer & Client Receipts.
- Assembly Rooms - £41k (£46k reported at Period 8). Bar Sales, £23k and 3rd Party Ticket Sales, £19k under recovery.
- Golf Course (In House) - £24k (£24k reported at Period 8). Under recovery on income.

- Chief Executive - £15k (£14k reported at Period 8). Overspend on salaries due to shortfall in budget for vacancy allowance.
- Benefits Admin - £12k (£14k predicted at Period 8). £25k Overspend on salaries reduced by £11k underspend on various supplies & services.

Significant items mitigating the financial impact of the above and contributing to the Period position,

- Corporate Finance - £252k (£213k reported at Period 8). Procurement savings and quick wins, £173k, Discretionary Relief, £17k, budget not expected to be spent, New Homes Bonus Scheme Grant, £17k, additional amount not budgeted. Specific Contingency, £100k, budget not likely to be released and £50k remaining Localised Council Tax Scheme New Burdens Grant offered up. Vacancy Allowance, £50k budget offsetting overspends on service area salaries budgets. Offset by overspends of £87k Council Tax Freeze Grant and £22k Audit Fee.
- Benefits - £41k (£43k reported at Period 8). Estimated over recovery based on claimant activity recorded in the DWP claim as at end of December and including DHP grant received.
- Civil Parking Enforcement - £40k (£44k reported at Period 8). To be paid by SCC in respect of the anticipated deficit in year in line with CPE agreement.
- Outside Car Parks - £30k (£12k reported at Period 8). Reduction in the amount payable to Henry Boot for Spinning School Lane.
- Council Tax - £55k (£25k reported at Period 8). Over recovery of Court Costs Income.
- Environmental Health - £12k (£12k reported at Period 8). Under spend on Salaries due to vacant posts.
- Commercial Property Management - £39k (£40k reported at Period 8). Over recovery of rents (back dated rent of £35k for one property following rent review).
- General Fund Housing - £17k (£17k predicted at period 8). Under spend on Salaries due to vacant posts.
- Health Agenda - £18k (£18k predicted at period 8). Post now recruited to following restructure of service.
- Partnership Support & Development - £11k (£11k reported at Period 8). Under spend on Stoke & Staffs Partnership £10k as no longer exists.
- Homelessness Strategy - £16k (£16k reported at Period 8). Under spend to reflect that salary budgets should be met from grant.
- Homelessness - £10k (£10k reported at Period 8). Homes for Homeless scheme under review.

- Development Control - £91k (£59k reported at Period 8). Planning Applications income is up against profile and there are indications that the trend will continue.
- Castle & Museum - £11k (£19k reported at Period 8). Over recovery of income as there has been increased number of visitors.
- Member Services - £22k (£14k reported at Period 8). Under spend on Members Attendance Allowance.
- Conveyancing & Right to Buy - £31k (£25k reported at Period 8). Legal Fees over recovery due to increase in council house sales.
- Joint Waste Arrangement - £20k (Nil predicted at Period 8). Contract Payment to be repaid to TBC
- Taxi & Private Hire Vehicles - £10k (£5k predicted at Period 8). Underspend on Salaries as there has been a vacant post.

General Fund – Capital

- The position at the end of December shows an underspend to profiled budget of £1.278m, mainly due to slippage on spend compared to predicted expenditure profiles at this early stage of the year.
- The projected full year position identifies a projected underspend of £31k (£31k reported at Period 8). The Castle HLF scheme is £30k underspent - this is being negotiated with HLF to be spent on additional signage and other value adding items which may mean full spend if successful. There is a delay in completing the HLF claim form due to capacity issues however this is scheduled for completion in December 2013 and remains inside the HLF timetable. There is a projected requirement to re-profile £783k into 2014/15 (£605k reported at Period 8) re;
 1. Castle Mercian Trail, £330k, as the Castle HLF winds down, the work on the MT gallery will begin in earnest with spend on feasibility expected this year. The project is funded £100k from TBC funds with the remaining £250k funding still to be secured. This will not be spent unless the funding bid is successful.
 2. Broadmeadow Nature Reserve, £128k, Planning permission now granted, tendering end of February for works, likely to start on site May 2014.
 3. Gateways, £63k, there is likely to be a delay in the delivery of the scheme until 2014/15 due to the County timescales which will result in funding being reprofiled.
 4. Leisure Contingency, £150k, due to a variety of risks with both the golf course and other issues it is deemed prudent to retain this funding for the next 12 months.
 5. Streetscene Service Delivery Enhancements, £30k, Delays in the full implementation of the new CRM system now expected in 2014/15 means

development has been delayed - future agile service delivery dependant on delivery of scheme.

6. Assembly Rooms Development, £27k, Full cost scheme now under development. Next report to Councillors planned for March. Additional building issues have been raised which may mean a delay.
7. Gazetteer Development, £24k, this will link in to the Replacement Technology (CRM/agile working) project, however, it is now not expected that there will be any spend this financial year, therefore the budget is requested to be re-profiled into 2014/15.
8. Website, £22k, the new website has now gone live. There is no capital cost associated with the new software, and a total of £7.6k has been vired into EDRMS and Telephony schemes. Further development of the Castle website and the Infozone (intranet) is now planned and this budget may be required to enable this and to provide required links to other software. However, no spend is predicted before the end March therefore remaining funds are requested to be re-profiled.
9. HR / Payroll System, £8k, further development of the HR side has been put on hold whilst staff implement EDRMS, and so remaining budget is requested to be re-profiled to 2014-15.

Housing Revenue Account – Revenue

- The position at the end of December shows a favourable situation of £479k (£273k at Period 8).
- The projected full year position identifies a favourable variance against budget of £631k (£298k reported at Period 8).

Significant items currently identified relating to overspends/under achievement of income are,

- Supporting People Grant - £12k (£12k reported at Period 8). Funding for Supported Housing to end January 2014.

Significant items mitigating the financial impact of the above and contributing to the predicted outturn position,

- Contribution to Repairs Account - £300k (Nil predicted at Period 8). Multiple Contracts, of which the Responsive Repairs contract is £57k overspent, and the Gas contract is £54k overspent, but the Planned Maintenance contract and Miscellaneous budget are £192k and £126k underspent respectively, resulting in a combined estimated underspend of £300k at year end.
- Specific Contingency - £100k (£100k reported at Period 8). No issues currently identified to utilise this budget.

- General Operations - £54k (£57k reported at Period 8). Savings on Consultant fees, £18k and Software Maintenance Improvements, £40k, offset by an overspend on Salaries, £18k due to regraded post.
- Allocations - £19k (£27k reported at Period 8). Savings on Supplies & Services, £6k, Decoration Allowance, £8k, Tenants Removal Expenses, £3k and Financial Incentive to Move, £8k.
- Income Management - £58k (£35k reported at Period 8). £50k Budget earmarked for impact of Welfare Reform but gradual rollout means full budget won't be required in the current year. Under spend on Hardship fund, £15k, demand led.
- Tenant Participation - £28k (£23k reported at Period 8). Potential underspend on Tenant Consultation.
- Housing Advice - £17k (£22k reported at Period 8). No spend expected on Sanctuary Scheme this year.
- Interest on Balances - £32k (£32k reported at Period 8). Changes to interest calculation due to HRA reform and higher HRA balances from unspent capital funds.
- Caretakers - £24k (£24k reported at Period 8). Underspend on Electricity across multiple sites.
- Rents - £23k (Nil predicted at period 8). Rent income has exceeded budget due to void levels being lower than budgeted but this is being offset by an increase in right to buy sales.

Housing Revenue Account – Capital

- The position at the end of December shows an underspend to profiled budget of £1.640m, mainly due to slippage on spend compared to predicted expenditure profiles at this stage of the year.
- The projected full year position identifies a projected net underspend of £531k (£581k predicted at Period 8). This is;
 1. Fire Upgrades to Flats 2012, £400k. Report to go to Cabinet in relation to the installation of sprinklers to high-rise blocks. No work will be done in the current financial year and until a Cabinet Decision is made it is not known if this budget will be needed. As such it is to be offered as a saving in 2013/14 and will be reviewed as part of the 2014/15 budget process.
 2. High Rise Lift Renewals 2012, £130k. Start of works delayed due to consultation with residents and are now expected to be completed in April.
- There is a projected requirement to re-profile £690k into 2014/15 (£680k reported at Period 8) re;

1. Tinkers Green Project, £180k, scheme still in early stages - progress reports to be submitted to Cabinet.
2. Kerria Estate Project, £460k, scheme still in early stages - progress reports to be submitted to Cabinet.
3. Structural Works, £50k, works identified on an ad-hoc basis through the repairs team. Exact level of spend at year end difficult to predict. Re-profiled figure relates to works identified and priced during January that will not be completed before year-end.

REF	ACTIVITY	OPTIONS	AGREED ACTION	ACTION BY / WHEN	PROGRESS
1	FINANCIAL ISSUES				
1.1	Budget Monitoring & Control		Managers have been commissioned by CMT to review budgets to identify potential savings to mitigate projected overspends and assist in the achievement of a balanced MTFS.	Directors & Budget Holders	Ongoing
1.2	<u>Forward Look:</u> – Medium Term Financial Strategy (MTFS)		Investigation into significant variances, to identify reasons for the changes and implement 'lessons learned' to reduce the risk of future occurrences.	Findings incorporated within CMT's provisional consideration for the impact on 2014/15 (onwards) financial planning.	CMT will be given report on outturn situation for consideration and implications for the MTFS

APPENDIX B

	YTD Outturn	Projected Outturn	
	Period 09	Period 09	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
CHIEF EXECUTIVE'S OFFICE			
Chief Executive			
Salaries	11	15	Due mainly to budgetary funding shortfall 'vacancy allowance'
Director Transformation & Corporate Performance			
Director Transformation & Corporate Performance			
Policy and Review			
Salaries	(10)	0	Underspend due to staff secondment. No outturn underspend reported as yet due to potential requirement to transfer underspend to year end to support corporate change project management
Other minor non-significant variances	6	0	
CHIEF EXECUTIVE'S OFFICE	7	15	
EXECUTIVE DIRECTOR CORPORATE SERVICES			
Solicitor and Monitoring Officer			
Solicitor to the Council			
Legal Fees	10	0	Expenditure in excess of budget, but includes a number of invoice payments which need to be recoded to other departments
Member Services			
Members Attendance Allowance	(32)	(22)	Underspent due to some members not claiming full entitlement, and additional Cabinet post no longer filled, plus changes introduced this year following review - 10% allowance retained until end municipal year
Electoral Process			
Rents	(14)	(14)	Budget not required as no local elections this year
Postage	(15)	(14)	Underspent budget to be requested to transfer to reserve at year end to fund additional significant new canvass requirements from next year
Contribution to Reserve	0	40	Underspent Postage and Election Staff budgets to be transferred to reserve at year end (subject to approval)
Election Staff	(44)	(26)	Underspent budget to be requested to transfer to reserve at year end to fund significant new requirements associated with IER (eg new scanners/staffing requirements)
Conveyancing and Right to Buy			
Legal Fees - Sale of Council Houses	(35)	(31)	35 council houses sold as at end Dec - budget based on 11 sales for the year
Head of Benefits			
Benefits			
Election Staff	0	(41)	Based on DWP estimate claim as at end Dec, and including DHP grant
Benefits Administration			
Salaries	17	25	Due to shortfall in budgetary funding ('vacancy allowance')
Various supplies and services	(12)	(13)	Underspends across a number of codes
Government Grants	(26)	0	New Burdens Grant re Welfare Reform not budgeted - if not spent during year will be requested to retain in reserve at year end
Director of Technology & Corporate Programmes			
ICT and Transformation			
Salaries	16	24	Overspend due to shortfall in salaries budgetary funding - offset by 'vacancy allowance.'
Other Hardware Maintenance	12	0	Annual budget almost fully spent/committed - no outturn underspend predicted as will be offset by underspends in other supplies and services budgets
Internet Access & Security	(9)	0	Budget to date underspent - no outturn variance expected across ICT supplies and services
Software Maintenance	17	0	Annual budget almost fully spent/committed - no outturn underspend predicted as will be offset by underspends in other supplies and services budgets
Application Software	(10)	0	Budget to date underspent - no outturn variance expected across ICT supplies and services
External Service Provision	(1)	50	Income target will not be achieved following termination of contract with Bromsgrove & Redditch for provision of help desk facility

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Corporate Finance			
Specific Contingency	0	(100)	Budget not likely to be released
Vacancy Allowance	0	(50)	Budget offsetting overpends on service area salaries budgets
Audit Fee	1	22	Prepayment adjustment not required as agreed with Grant Thornton
Discretionary Reliefs	0	(17)	Budget not expected to be spent
Council Tax Freeze Grant	87	87	Grant not separately received in 2013-14 - included within base funding
Localised Council Tax Benefit Scheme Grant	(54)	(50)	New Burdens Grant - remaining underspend grant to be offered up to assist with MTFs
Community Right to Bid/Community Right to Challenge Grants	(16)	0	Grants not budgeted - to be transferred to reserve at year end (subject to approval)
New Homes Bonus Scheme Grant	(18)	(17)	Additional 'top slice' amount not budgeted
Efficiency Savings	(173)	(173)	Procurement savings and 'quick wins' offered up to assist MTFs
Savings - Service Review	0	50	Offsetting underspend on 35006
Treasury Management			
Interest Payable to HRA	39	52	Higher HRA Balances than budgeted
Minimum Revenue Provision	21	27	Icelandic capitalisation higher than budgeted
Misc Interest & Dividends	(19)	(26)	Now including escrow interest £28k
Head of Revenues			
Council Tax			
Court Costs Income	(71)	(50)	Court Costs income received to date in excess of profiled budget
Other minor non-significant variances	(3)	(15)	
EXECUTIVE DIRECTOR CORPORATE SERVICES	(332)	(282)	
ASSETS AND ENVIRONMENTAL SERVICES			
Commercial Property Management			
Rental Income	(42)	(40)	Based on current level of occupation and estimated income for remainder of the year - the situation is closely monitored throughout the year. Back dated rent of £35k for one property received following rent review
Marmion House			
Electricity	12	15	Budget reduced by £30k as part of CCB exercise. The current overspend is due to an increase in usage due to an IT agreement with Walsall. There is a risk that these costs will need to be met by all users of Marmion House should the debt be disputed.
Franking Machine	16	35	Budget reduced by £25k as part of "Quick Wins" exercise resulting in a current overspend year to date. Customer Services believe a large part of this should be recharged to SCC but we are still waiting the information. There is a risk that these costs will need to be met by all users of Marmion House should the debt be disputed.
Rents and Service Charges	14	21	Additional income from renting out remainder of 5th floor under Agile Working not likely to happen until 2014/15
Outside Car Parks			
Refundable Deposits - Henry Boot	(27)	(30)	Reduction in the estimated amount payable to Henry Boot for Spinning School Lane car park. The situation will be monitored closely throughout the year.
Fees and Charges	(13)	0	Based on current level of usage and estimated income for remainder of the year - the situation is closely monitored throughout the year. Additional significant income received 30 November for Xmas Lights switch on coupled with increase in general Xmas shoppers
Civil Parking Enforcement			
Miscellaneous Income	(30)	(40)	Amount to be paid by Staffs County in respect of the anticipated deficit in year in line with CPE agreement.
Joint Waste Arrangement			
Contract Payment	0	(20)	be repaid to TBC
Cemeteries			
Contribution to Reserves	30	25	Any underspend at year end is contributed to the Cemeteries retained fund
Various Minor Underspends	(12)	0	Various Minor Underspends
Fees & Charges	(18)	(25)	Based on current trends and estimated income for remainder of the year - the situation is closely monitored throughout the year.
Public Spaces			
Salaries	8	27	There have been several vacant posts but recruitment is now complete.

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Contribution to Reserves	97	97	Still waiting for updated spend figures from SCC - latest ones available being July however, any underspend at year end is contributed to the Balancing Ponds retained fund
Various Minor Underspends	(97)	(97)	Various Minor Underspends
Environmental Health			
Salaries/Overtime	(18)	(7)	There have been several vacant posts during the year but staff have now been recruited.
Taxi & Private Hire Vehicles			
Salaries	(13)	(10)	There has been a vacant post during the year but various options are still being considered
Other minor non-significant variances	(87)	(39)	
ASSETS AND ENVIRONMENTAL SERVICES	(180)	(88)	
HOUSING & HEALTH			
General Fund Housing			
Salaries	(11)	(15)	Savings from flexible retirement to offset actuarial strain costs paid in 2012/13. Additional savings from vacant post.
Homelessness			
Bed & Breakfast Cost	(17)	(20)	Prevention schemes have reduced use of Bed & Breakfast accommodation but there has been higher demand this year and a lack of suitable properties
Homes for Homeless	(8)	(10)	Scheme under review
Bed & Breakfast Income	22	20	Reduced income offset by reduced expenditure
Private Sector Leasing Scheme			
Structural Repairs	(10)	(10)	Demand led
Private Sector Leasing Scheme	(6)	(7)	Less properties currently in scheme than budgeted
Private Sector Leasing Income	11	10	Less properties currently in scheme than budgeted
Homelessness Strategy			
Homelessness Prevention	(87)	(118)	Projects to utilise the grant funding are currently being reviewed. Projected underspend to reflect that employee costs should be met from grant.
Cont to Reserves	0	102	Request to be made at year end to carry forward unspent grant
Health Agenda			
Health Promotions Joint Funding	(15)	(18)	Post now recruited to following restructure of service
Lets Work Together			
Other minor non-significant variances	(14)	3	
HOUSING & HEALTH	(135)	(63)	
COMMUNITIES, PLANNING & PARTNERSHIPS			
Development Control			
VR Backfill Costs	0	(11)	It is likely that this budget will not be needed this year. Members will be asked to authorise that the budget is added to the retained fund to cover any additional staffing requirements should there be any increased activity on planning applications.
Contribution to reserves	0	11	Income is up against profile and there are indications that the trend will continue. Discussions with developers indicate that this surplus could be greater but may slip into the next financial year
Fees & Charges Planning Apps	(64)	(80)	
AD Strategic planning & Dev			
Consultants Fees	(10)	(40)	This is unlikely to be spent in this financial year but a reserve will be requested in order to support various on going projects next year
Contribution to Reserve	10	40	
Community Development			
Salaries	0	(8)	Unexpected vacancy
Amington Heath Initiative/Public Participation	0	(14)	External Funds will need to be reserved
Contribution to Reserves	0	14	
Partnership Support & Development			
Stoke & Staffs Partnership	(5)	(10)	Partnership no longer exists
Locality Working- Glascote			
Education Campaigns	0	(22)	External Funds will need to be reserved
Contribution to reserve	0	22	

GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
Tamworth Golf Centre			
Legal Fees/Consultants Fees	(23)	(24)	As reported to cabinet consultants fees and legal fees are likely to be underspent. A reserve will be created to support the future options appraisals for the golf course
Reserve	23	24	
Contract	(6)	(6)	CVA dividend received from liquidator in respect of Jack Barker Golf.
Golf Course (In House)			
Contract Cleaning	0	(8)	Being delivered by alternative methods
Green Fees - 18 Hole	62	70	Income for the golf course across all codes is currently down against profile by £27k. Pay & Play income is a concern and is being monitored closely. Current indications suggest that income will be under target by £37k but savings have been identified to, in part offset this, with a bottom line overspend of £24k being forecast. This forecast will need to be re-assessed during the Winter period.
Green Fees - 9 Hole	(6)	(3)	
7 day season	(25)	(26)	
Golf Course (maint of Grounds)			
Catering Sales	(8)	(8)	
Assembly Rooms Bar			
Bar Sales	14	20	Income from bar sales is forecast to be under recovered. Sales from catering and ice cream are above expected levels and this along with savings elsewhere the bottom line overspend on the bar is forecast to be £9k
Assembly Rooms 3rd Party Tickets			
Service Contracts	10	0	Unbudgeted costs.
Performers Fees	55	0	Costs for performers are going up as acts are now insisting on guarantee payments, and although income levels are up against profile, the forecasts indicate that income levels will not keep up with costs. The cost centre should see income under recovered by around £19k
Split Profit Event Ticket	(22)	0	
Ticket Sales/Admission Fees	(17)	0	
Split Profit Event Income	7	19	
Pleasure Grounds			
Salaries	13	16	Officers are delivering cardiac courses/referrals. Costs offset by income from PCT
Gymnasium	(6)	(14)	Income from PCT to deliver cardiac referrals
Castle & Museum			
Admission Fees	(36)	(25)	Income is up against profile as there has been increased numbers of visitors.
Staffordshire Hoard			
Salaries	0	8	Unbudgeted costs of additional staffing requirement for Hoard Exhibition
Community Leisure			
Grants	(5)	(4)	Take up has been slow but there are some new applications yet to be presented to committee for consideration
Other minor non-significant variances	(118)	(14)	
COMMUNITIES, PLANNING & PARTNERSHIPS	(157)	(73)	
GENERAL FUND	(797)	(491)	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Comments
HOUSING & HEALTH			
General - Operations			
Salaries	14	18	Regraded post
Consultants Fees	(15)	(18)	Work in progress on HRA Business Plan and review of Allocations Policy. Proposals being considered around the Asset Management Strategy
Software Maintenance & Imp	(19)	(40)	Delivery of some projects put back until new financial year
Income Management			
Other Supplies & Services	(38)	(50)	Budget earmarked for impact of Welfare Reform but gradual rollout means full budget won't be required in the current year
Hardship Fund	(15)	(15)	Demand led
Caretakers			
Electricity	(24)	(20)	Multiple sites
Tenant Participation			
Support - Tenant Consultation	(19)	(25)	Potential underspend but may need to do further consultation around the regeneration project
Housing Advice			
Sanctuary Scheme	(15)	(20)	Scheme being reviewed, no spend expected for this year
HRA Summary			
Contribution to the Repairs Account	(240)	(300)	Multiple Contracts, of which the Responsive Repairs contract is £57K overspent, the Gas contract is £54K overspent. The Planned Maintenance contract and Misc budget are £192K and £126K underspent respectively resulting in a combined estimated underspend of £300K at year end.
Provision for Bad Debts	0	0	Provision based on current level of arrears which are expected to rise due to the impact of the welfare reforms.
Specific Contingency	0	(100)	No issues currently identified to utilise this budget
Supporting People Grant	0	12	SP funding for Supported Housing to end January 2014
Rents	(42)	(23)	Rent income has exceeded budget due to void levels being lower than budgeted but this is being offset by an increase in right to buy sales
Garage Rents	(8)	(8)	Occupation rate currently higher than budgeted. Work is underway to refurbish some garage sites and demolish sites with no demand. There are a number of other sites being developed for social housing.
Interest on Balances (Item 8 CR)	(24)	(32)	Changes to interest calculation due to HRA reform and unspent capital funds
Other minor non-significant variances	(34)	(0)	
HOUSING REVENUE ACCOUNT	(479)	(637)	

CAPITAL PROGRAMME 2013-14 SUMMARY

Period 9 - Ledger Info @ 08/01/14

<u>Directorate</u>	<u>Budget b/f from 12/13</u>	<u>13/14 Predicted Spend</u>	<u>13/14 Project Budget (Incl b/f from 12/13)</u>	<u>Predicted Re-profile to 14/15</u>	<u>13/14 Resultant Variance</u>	<u>YTD Actuals</u>	<u>YTD Accruals</u>	<u>YTD Actuals + Accruals</u>	<u>YTD Budget</u>	<u>YTD Variance</u>	<u>Commitments</u>
	£	£	£	£	£			£	£	£	£
CORPORATE SERVICES	229,120	324,435	379,120	54,685	0	165,570	71	165,641	304,340	(138,699)	140,213
COMMUNITY SERVICES	1,413,850	1,441,301	2,200,190	728,220	(30,669)	712,238	20,162	732,401	1,871,573	(1,139,172)	435,096
GENERAL FUND TOTALS	1,642,970	1,765,736	2,579,310	782,905	(30,669)	877,808	20,233	898,042	2,175,913	(1,277,871)	575,309
HOUSING REVENUE ACCOUNT	2,844,910	8,516,904	9,737,460	690,000	(530,556)	5,252,152	819,772	6,071,925	7,711,527	(1,639,602)	1,433,232
TOTAL APPROVED CAPITAL	4,487,880	10,282,640	12,316,770	1,472,905	(561,225)	6,129,961	840,006	6,969,966	9,887,440	(2,917,473)	2,008,541
Specific Project Contingencies	130,000	0	130,000	0	(130,000)	0	0	0	97,500	(97,500)	0
TOTAL (incl spec' contingencies)	4,617,880	10,282,640	12,446,770	1,472,905	(691,225)	6,129,961	840,006	6,969,966	9,984,940	(3,014,973)	2,008,541
GF General Contingency	0	0	50,000	0	(50,000)	0	0	0	37,500	(37,500)	0
HRA General Contingency	0	0	100,000	0	(100,000)	0	0	0	75,000	(75,000)	0
Invest To Save Contingency	160,000	0	160,000	0	(160,000)	0	0	0	120,000	(120,000)	0
ALL CAPITAL	4,777,880	10,282,640	12,756,770	1,472,905	(1,001,225)	6,129,961	840,006	6,969,966	10,217,440	(3,247,473)	2,008,541

APPENDIX D

Treasury Management Update – Period 9 - 2013/2014

Investments held as at 31st December 2013:

Borrower	Deposit £m	Rate %	From	To	Notice
Lloyds TSB	2.00	0.98	01/11/2013	31/10/2014	-
Lloyds TSB	1.00	0.98	11/11/2013	10/11/2014	-
Lloyds TSB	1.00	0.98	02/10/2013	01/10/2014	-
Barclays Bank	2.00	0.46	05/11/2013	05/02/2014	
Barclays Bank	1.00	0.40	17/12/2013	17/01/2014	
Barclays Bank	1.00	0.448	15/11/2013	13/02/2014	
Bank of Scotland	2.00	1.10	13/02/2013	12/02/2014	
Nationwide	1.00	0.45	07/11/2013	07/02/2014	
Nationwide	2.00	0.45	08/10/2013	08/01/2014	
Nationwide	1.00	0.45	15/10/2013	15/01/2014	
Standard Chartered Bank	2.00	0.54	02/10/2013	02/04/2014	
The Royal Bank of Scotland	2.00	0.60			95 days
Nat West	2.00	0.60	-	-	95 days
Nat West	2.00	0.45	-	-	30 days
Santander	4.00	0.40			On call
MMF – Ignis	3.06	0.39*	-	-	On call
Total	29.06	0.58 (avg)			

* Interest rate fluctuates daily dependant on the funds investment portfolio, rate quoted is approximate 7 day average.

External Borrowing as at 31st December 2013:

<u>Borrowing from PWLB</u>				
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
468372	11.625%	1,000,000	29/03/1990	18/08/2015

468478	11.750%	2,000,000	23/04/1990	18/02/2017
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058
481641	4.500%	1,400,000	09/10/1998	09/10/2058
483694	4.875%	92,194	21/12/1999	18/10/2059
484204	5.125%	2,000,000	20/04/2000	18/10/2015
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
500759	3.520%	5,000,000	28/03/2012	28/03/2053
500758	3.510%	5,000,000	28/03/2012	28/03/2054
500757	3.510%	5,000,000	28/03/2012	28/03/2055
500761	3.510%	5,000,000	28/03/2012	28/03/2056
500755	3.500%	5,000,000	28/03/2012	28/03/2057
500756	3.500%	3,000,000	28/03/2012	28/03/2058
500753	3.500%	1,000,000	28/03/2012	28/03/2059
500760	3.490%	5,000,000	28/03/2012	28/03/2060
500762	3.490%	5,000,000	28/03/2012	28/03/2061
500754	3.480%	5,668,000	28/03/2012	28/03/2062
Total		65,060,194		

ICELANDIC BANKING SITUATION (31/12/2013)					
	Deposit with;	Ref Number	Date Invested	Amount	%
1	GLITNIR	1696	10/10/2007	1,000,000	
	GLITNIR	1715	31/08/2007	1,000,000	
	GLITNIR	1754	14/12/2007	1,000,000	
	Total Principal			3,000,000	
	Estimated of Contractual or Interest due to point of administration (subject to currency exchange rate fluctuations)			140,911	
	Total of Claim			3,140,911	
	Repayments Received to date			(2,554,432) *	81.33
	Outstanding at 31/12/2013			586,479 **	
*Partial repayment received on the 15th March 2012 in GBP/EUR/USD/NOK. The balance is currently being held in Icelandic Krone (ISK). Release of these funds is dependent on a change in Icelandic Law which currently does not allow the distribution of ISK ou					
- Best case recovery 100%					
2	Heritable Bank	1802	12/09/2008	500,000	
	Heritable Bank	1803	15/09/2008	1,000,000	
	Total Principal			1,500,000	
	Interest due at point of administration 07/10/2008			5,127	
	Total of Claim			1,505,127	
	Repayments Received to date			(1,415,080)	94.02
	Outstanding at 31/12/2013			90,047	
- Potential final recovery received of 94.02% (declared 23/08/13, though Administrators are retaining a contingency for disputed claims that could be distributed at a later date).					
3	Singer & Friedlander	1716	31/08/2007	1,000,000	
	Singer & Friedlander	1740	31/10/2007	1,000,000	
	Singer & Friedlander	1746	14/01/2008	1,000,000	
	Total Principal			3,000,000	
	Interest due at point of administration 08/10/2008			175,256	
	Total of Claim			3,175,256	
	Repayments Received to date			(2,587,833)	81.50
	Outstanding at 31/12/2013			587,423	
- Current indications project an 85.25% recovery of our investments					
Summary					
	Total Principal			7,500,000	
	Interest			321,294	
	Total of Claim			7,821,294	
	Repayments Received to date			(6,557,346)	83.84
	Outstanding at 31/12/2013			1,263,949	
1	Registered Bank in Iceland - In Administration under Icelandic Law				
2	Registered Bank in UK - In Administration in UK by Ernst & Young Under English Law				
3	Registered Bank in UK - In Administration in UK by Ernst & Young Under English Law				

20 February 2014

REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS**WRITE OFFS 01/04/13 - 31/12/13****EXEMPT INFORMATION**

None

PURPOSE

To provide members with details of write offs from 01 April 2013 to 31 December 2013.

RECOMMENDATIONS

That Members endorse the amount of debt written off.

EXECUTIVE SUMMARY

The Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy. This report shows the position for the current financial year. Further updates will continue to be produced on a quarterly basis.

Type	01/04/13-31/12/13
Council Tax	£18,657.08
Business Rates	£161,878.77
Sundry Income	£60,029.01
Housing Benefit Overpayments	£34,807.85

A revised approach to the calculation of Business Rates bad debt has been developed which involves a review of all of the outstanding debts to ascertain whether they are likely to be collectable. This has then been used to determine the balance to apply the usual aged debtor percentage.

Business Rates	
Bad Debt provision	£778,833.35
Less amount written off to date under delegated powers	£161,878.77
Amount remaining	£616,954.58

RESOURCE IMPLICATIONS

There are no new financial implications arising from this report. As the write offs detailed have already been approved in line with the Corporate Credit Policy/Financial regulations and have been reported to members where appropriate.

LEGAL/RISK IMPLICATIONS BACKGROUND

Not applicable

SUSTAINABILITY IMPLICATIONS

Not applicable

BACKGROUND INFORMATION

This forms part of the Council's Corporate Credit Policy and effective management of debt. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off in accordance with the schemes of delegation prescribed in the Corporate Credit Policy.

The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with any factors that it feels are relevant to the individual case.

Authorisations are needed to write off debt:

Authority Account Value	
Chief Officer (or authorised delegated officer)	up to £5,000
Executive Director Corporate Services	£5,001 - £10,000
Cabinet	over £10,000

These limits apply to each transaction.

Bad Debt Provision

The level of the provision must be reviewed jointly by the unit and Accountancy on at least a quarterly basis as part of the management performance review, and the table below gives the mandatory calculation.

Where the debt is less than 6 months old it will be written back to the service unit.

Debt Outstanding Provision (net of VAT)	
Between 6 and 12 months old	50%
Between 12 and 24 months old	75%
Over 24 months old	100%

The financial effects of providing for Bad Debts will be reflected in the Council's accounts at Service Unit level.

REPORT AUTHOR

Michael Buckland, Head of Revenues, Tel 709523
e-mail michael-buckland@tamworth.gov.uk

LIST OF BACKGROUND PAPERS

Corporate Credit Policy - effective management of debt

APPENDICES

Appendices A to D give details of write offs completed for Revenues and Benefits Services.

Appendix A- Council Tax

Summary of Council Tax Write Offs 01/04/2013-31/12/2013												
Date of Write Off	Director of Finance (to 30/11/13) Head of Revenues (from 01/12/13)			Director of Finance	Executive Director Corporate Services		Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)									
29/11/2013									(£0.36)	(£0.36)	1	Payment received
02/12/2013	£175.34									£175.34	135	Small balances
24/12/2013			£16,721.14							£16,721.14	18	Deceased/ absconded
Q3 Totals	£175.34	£0.00	£16,721.14	£0.00	£0.00	£0.00	£0.00	£0.00	(£0.36)	£16,896.12	154	
Q1 Totals (B/F)	£695.47	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£695.47	349	
Q2 Totals (B/F)	£1,065.49	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,065.49	74	
Overall Total	£1,936.30	£0.00	£16,721.14	£0.00	£0.00	£0.00	£0.00	£0.00	(£0.36)	£18,657.08	577	

Appendix B- Business Rates

Summary of NNDR Write Offs 01/04/2013-31/12/2013											
Date of Write Off	Director of Finance (to 30/11/13) Head of Revenues (from 01/12/13)			Director of Finance	Executive Director Corporate Services	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£5,000)	(£5,000.01-£10,000.00)						
18/10/2013								(£36.74)	(£36.74)	1	Reversal- dividend paid
17/12/2013								(£348.72)	(£348.72)	1	Reversal- dividend paid
24/12/2013								(£574.87)	(£574.87)	2	Reversal- dividend paid
Q3 Totals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£960.33)	(£960.33)	4
Q1 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£159,395.00	£0.00	£0.00	(£605.26)	£158,789.74	8
Q2 Totals (B/F)	£0.00	£0.00	£980.39	£3,068.97	£0.00	£0.00	£0.00	£0.00	£0.00	£4,049.36	3
Overall Total	£0.00	£0.00	£980.39	£3,068.97	£0.00	£159,395.00	£0.00	£0.00	(£1,565.59)	£161,878.77	15

Appendix C- Miscellaneous Income

Summary of Sundry Income Write Offs 01/04/2013-31/12/2013

Date of Write Off	Director of Assets & Environment		Director of Finance (up to £5,000.00)	Director Communities, Planning & Partnerships (up to £5,000.00)	Director Housing & Health (up to £5,000.00)	Executive Director Corporate Services (£5,000.01-£10,000.00)	Cabinet (£10,000.01 +)	Total	No. of Accounts	Reason(s)
	(£0.00-£999.99)	(£1,000.00-£5,000.00)								
04/12/2013	£375.00							£375.00	2	Uneconomic to collect
		£2,499.96						£2,499.96	1	Liquidation
05/12/2013					£2,256.53			£2,256.53	9	Uneconomic to collect
Q3 Totals	£375.00	£2,499.96	£0.00	£0.00	£2,256.53	£0.00	£0.00	£5,131.49	12	
No write offs have been put forward for Sundry Income over the last quarter										
Q1 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£54,038.97	£54,038.97	1	
Q2 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£858.55	£0.00	£0.00	£858.55	7	
Overall Total	£375.00	£2,499.96	£0.00	£0.00	£3,115.08	£0.00	£54,038.97	£60,029.01	20	

Appendix D- Housing Benefit Overpayments

Summary of Benefit Overpayment Write Offs 01/04/2013-31/12/2013

Date of Write Off	Head of Benefits				Executive Director Corporate Services (£2,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Total	No. of Accounts	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£2,000)					
31.10.2013	£88.49	£289.27				£377.76	4	Not financially viable to continue collection	
"	£39.92					£39.92	3	Under £40 outstanding	
"	£8.16					£8.16	4	Uneconomical to pursue	
"	£72.43	£107.46				£179.89	5	Department (LA) error	
"		£274.20				£274.20	1	Deceased	
"		£148.86				£148.86	1	Less than 2 wks o/s due to death	
"				£1,676.82		£1,676.82	1	bankruptcy	
30/11/2013	£24.88					£24.88	13	uneconomical to pursue	
"		£241.12		£1,291.66		£1,532.78	2	Department (LA) error	
31.12.2013	£205.15	£509.50				£714.65	8	Less than 2 wks o/s due to death	
"	£214.84	£204.24				£419.08	10	Not financially viable	
"	£62.64					£62.64	3	Under £40 outstanding	
"	£30.50					£30.50	13	Uneconomical to pursue	
"	£46.34	£422.06				£468.40	3	Department (LA) error	
Q3 Totals	£793.35	£2,196.71	£0.00	£2,968.48	£0.00	£5,958.54	71		

Q1 Totals (B/F)	£1,329.97	£4,904.80	£4,213.75	£2,251.81	£3,578.21	£0.00	£16,278.54	157
Q2 Totals (B/F)	£1,505.10	£4,449.99	£1,063.69	£1,169.87	£4,382.12	£0.00	£12,570.77	113
Overall Total	£3,628.42	£11,551.50	£5,277.44	£6,390.16	£7,960.33	£0.00	£34,807.85	341

THURSDAY, 20 FEBRUARY 2014

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION**GOLF COURSE RE-DEVELOPMENT PROJECT****EXEMPT INFORMATION**

N/A

PURPOSE

To update members on matters relating to the implementation of the preferred future option for Tamworth Golf Course (minute 91; 23rd January 2014) and to seek approval of recommendations relating to the implementation of the preferred option.

RECOMMENDATIONS

That Cabinet;

1. endorse the proposed engagement strategy (appendix A)
2. approve the recommended approach for disposal of the site through an unconditional sale following outline planning consent being secured (appendix B)
3. Approve, as part of the budget process, the creation of a new Transformation Reserve (revenue) of £300k, financed from the current earmarked capital reserve, to fund the survey costs outlined within this report.
4. approve the procurement of the relevant technical and legal support, including authorising the Director of Planning, Partnerships, and Communities and the Director of Assets & Environment to enter into contract with the most advantageous providers of these services.
5. approve a waiver of financial regulations to allow for the commissioning of the NHBC Land Quality Endorsement Service

EXECUTIVE SUMMARY

This report sets out the Council's approach to implementing its preferred option for the future of Tamworth golf course. On 23rd January 2014 Cabinet selected their preferred option as Option I. Option I recommended that the Council ceases to operate the golf course in March 2015 (subject to reasonable customer demand in 2014) and that the Council progresses a disposal of the site and works with local residents to identify parkland as part of the redevelopment. Alongside this recommendation Cabinet also approved the commissioning of relevant technical studies and the principles for managing a future capital receipt relating to the sale of the land for development.

Engagement

Following Cabinet on 23rd January 2014 the Leader of the Council met with residents and agreed to engage with them through a consultative group. An initial meeting with residents is planned for the 13th February 2014 to discuss how the Council and residents could work together. A proposed engagement strategy is attached at appendix A. In initial discussions, local residents were concerned about the impact on them from any future development. They were keen to see the provision of open space and areas for biodiversity. This could be addressed through the masterplanning process. Each of the disposal options have different levels of control for the Council to exert on this process. It is important the Council progress with the local residents taking into account their views and needs of the area.

Project Governance

An officer project group will be established to progress the project and will report via the Director for Communities Planning and Partnerships to the Portfolio Holder Economic Development and Education and Cabinet. The project group will be responsible for overseeing the project plan.

Project outcomes

The project is seeking to deliver the following outcomes;

- To engage positively with local residents especially those adjacent to the site
- The sale of Council land for sustainable development contributing to our housing needs
- The allocation of part of the site for parkland/open space
- To maximise the Council's capital receipt and revenue income generation to support the essential services to Tamworth residents.
- To generate wider opportunities for economic growth
- To release capital for investment into leisure and regeneration projects on an invest to save basis.

Disposal options

The Council has a number of options as to how it progresses the disposal of the site for re-development.

A high level options appraisal has been undertaken and is shown in appendix B. The recommendation to Cabinet is to progress with application to secure outline planning consent for redevelopment and then proceed to an unconditional sale as this gives the best opportunities for influencing the development while generating a good commercial return.

Project Actions/timetable

The Council will need to secure external support for a range of services that will help inform the project and achieve the best return for the land. At this stage it is estimated that the Council will need to secure and fund the following;

- Engineering and Environmental reports
- Legal advice
- NHBC Land Quality Endorsement Service
- A selling agent -% of sale
- Masterplanning advice
- Outline planning consent - planning application fees and planning advice

These services will be used in conjunction with the information gathered during the Golf Course Future Options Appraisal to inform the development of the project.

Initially the project will be focused on establishing a baseline of the site and understanding the opportunities and constraints on the site and using them to inform the master planning process ahead of the Council applying for outline planning consent. During this process the Council can take into account resident's views. The Council will also promote the site for inclusion in the new Local Plan, which will also give residents an opportunity to make their views known. Once outline planning consent is in place the Council will market the land for sale. Some of these activities will run in parallel.

An initial project timetable is attached in appendix C. It should be noted that this is an indicative high level timetable based on the best case scenario and will be subject to change

as the project unfolds. The intention will be to maintain progress against the timetable but it could be subject to unavoidable delays.

RESOURCE IMPLICATIONS

The project will involve a very significant amount of officer time from across the Council. In addition specialist technical services will need to be procured. The projects budget is estimated at £300k. This estimate is based on experience, however actual costs will only be certain after the services have been tendered.

A minimum General Fund capital balance of £500k is a requirement – this has been financed in the past by revenue contributions (held in a revenue reserve). As part of the budget process, due to the need to fund Transformation changes, it is recommended that the anticipated capital receipts of c.£300k from the approved sale of land parcels (Cabinet minutes 108/2011 & 84/2013 refer) be utilised (as part of the minimum approved level of capital balances) to allow the current earmarked capital reserve (revenue funded) to be released for the creation of a new Transformation Reserve (revenue) to fund any costs arising from the workstream reviews.

Initially, this Transformation Reserve will be used to fund the survey costs outlined within this report – on a temporary basis pending receipt of the proceeds from the sale of the land. Once the sale has progressed, the revenue expenditure will be capitalised (i.e. costs directly attributable to the disposal of an asset) to release the funds back to the reserve.

A waiver of financial regulations is sought to secure the Land Quality Endorsement Service from NHBC who are the only provider of this service. A Land Quality Endorsement Certificate defines the costs of obtaining the NHBC Homebuyers Warranty on brownfield land and allows potential site purchasers to accurately determine the value of a site. An LQE Certificate is vital in maximising development value on brownfield sites. The cost for this service is £21,000.

LEGAL/RISK IMPLICATIONS BACKGROUND

A project risk assessment will be completed as part of the project documentation but high level project risks include

- Securing appropriate technical support
- Project costs
- Environmental constraints
- Infrastructure constraints
- Securing outline planning permission
- Housing market changes
- Securing a sale
- Political mandate

SUSTAINABILITY IMPLICATIONS

There are a range of sustainability issues to consider and the project will develop information to help address sustainability questions as part of the proposed planning application and subsequent sale of the land.

BACKGROUND INFORMATION

See appendices

REPORT AUTHOR (S)

Robert Mitchell Director Communities Planning and Partnerships

LIST OF BACKGROUND PAPERS

Cabinet Report 24/1/14

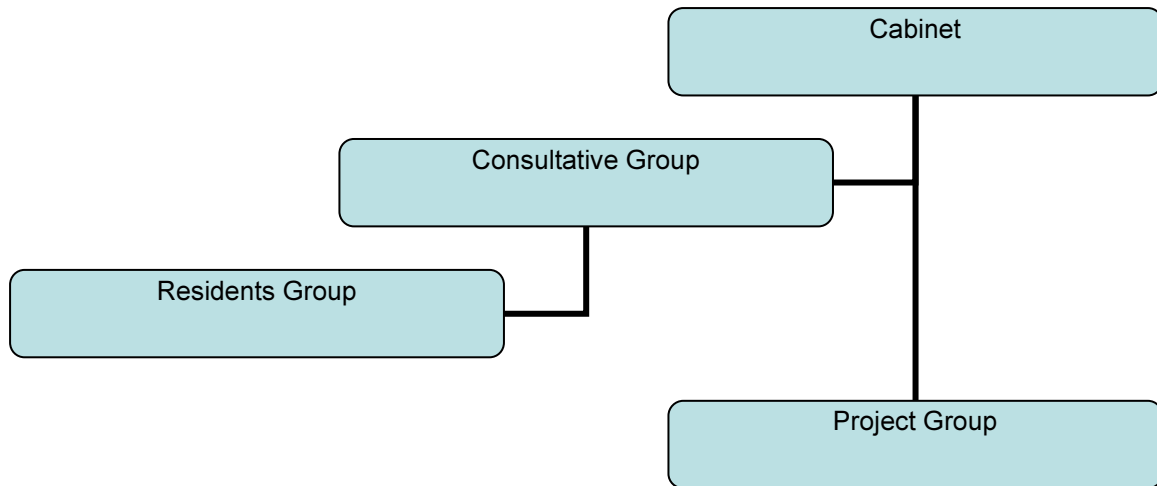
Cabinet Report ??

Appendix A

Golf Course Re-development Project - Engagement Strategy

The Council recognises that local residents and businesses particularly those adjacent to the site are concerned about the closure of the Golf Course in March 2015 and the disposal of the site for re-development. The Council is therefore supportive of local residents adjacent to the site setting up a residents group with whom the Council can engage and consult.

The Council will establish with residents a joint consultative group which will comprise of residents, Councillors, and Council Officers. This will enable the Council to consult with residents regularly as the project develops.



An electronic newsletter will also be created and posted on the Council's website this can be emailed to residents wishing to sign up for the newsletter and copies can also be downloaded from the Council's website and will also be made available via the Council's blog and social media outlets. This will be produced as necessary to provide general updates and also at key milestones in the project.

A strategic communications plan will also be produced to support the project.

The Council will also undertake to ensure that regular updates are taken to Cabinet and that where possible that these are public reports. Confidential reports might be required where they contain personnel or commercially sensitive information.

Appendix B

Disposal Options Appraisal

There are a number of options for the disposal of the asset and these are described below.

Joint Venture: This is where the public and private sector come together through a legal agreement to deliver a project or service. A Joint Venture involves both partners committing (at different levels depending on the contract) to provide capital money, an asset and technical expertise. In this scenario the Council would tender for a partner who would take forward the survey work required, submit a planning application and if successful would be responsible for marketing and selling the site. The value of the site is determined through professional valuations and negotiation.

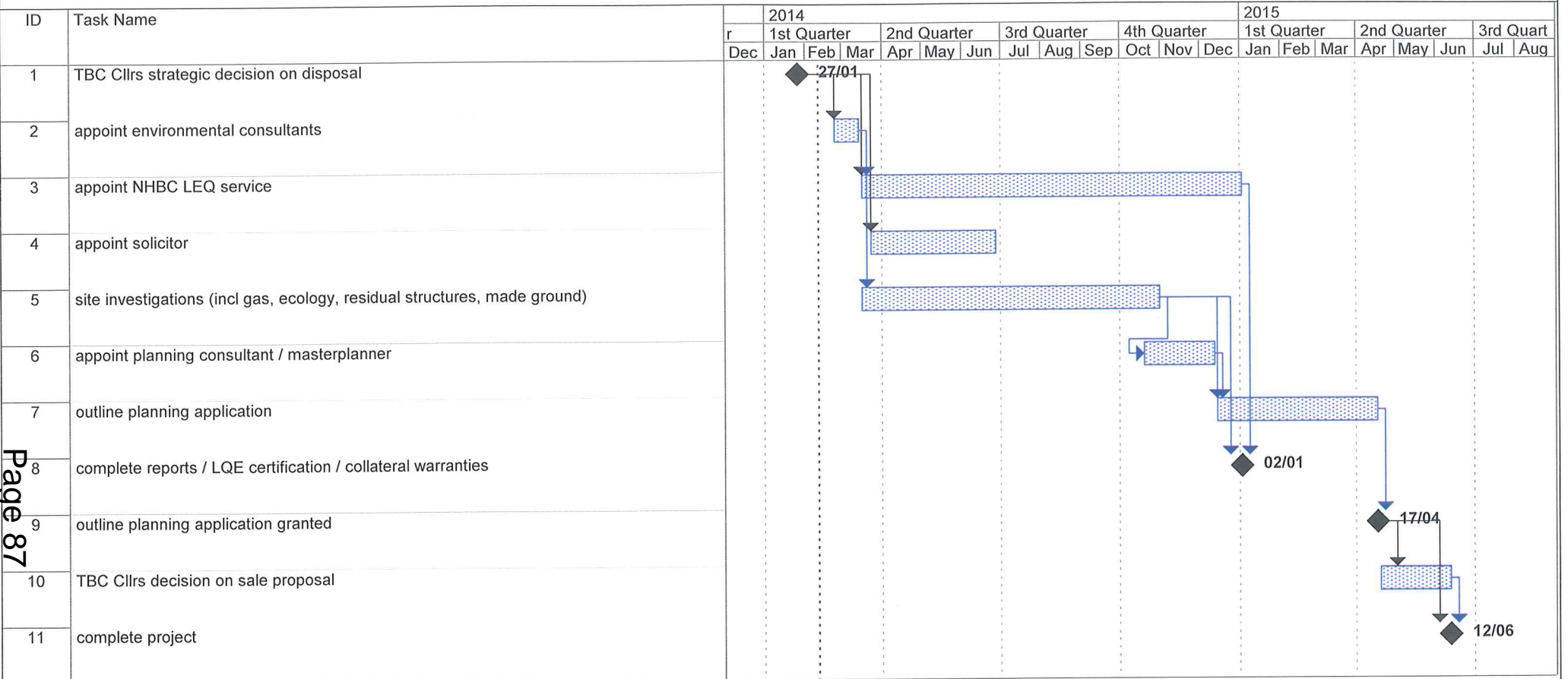
Unconditional sale following planning consent: In this scenario the Council would undertake the work required to make a planning application and if successful would then appoint a selling agent to dispose of the site for a capital receipt. There would be no conditions attached to the sale so the price tendered would be the receipt received. The Council can decide which land is to be sold. The value of the site is determined through a competitive tender.

A conditional sale: in this scenario the council could offer the site for sale now. Conditional sales can be complicated and typically purchasers would offer a price subject to a range of conditions being met, including obtaining planning permission. This could include the purchaser paying an annual fee to the Council for the option of purchasing the site until planning consent was achieved. The value of the site is determined through professional valuations and negotiation.

Unconditional sale: in this scenario the council could offer the site for sale now and take the best price. That would be the end of the Council's involvement in the land. The value of the site is determined through a competitive tender

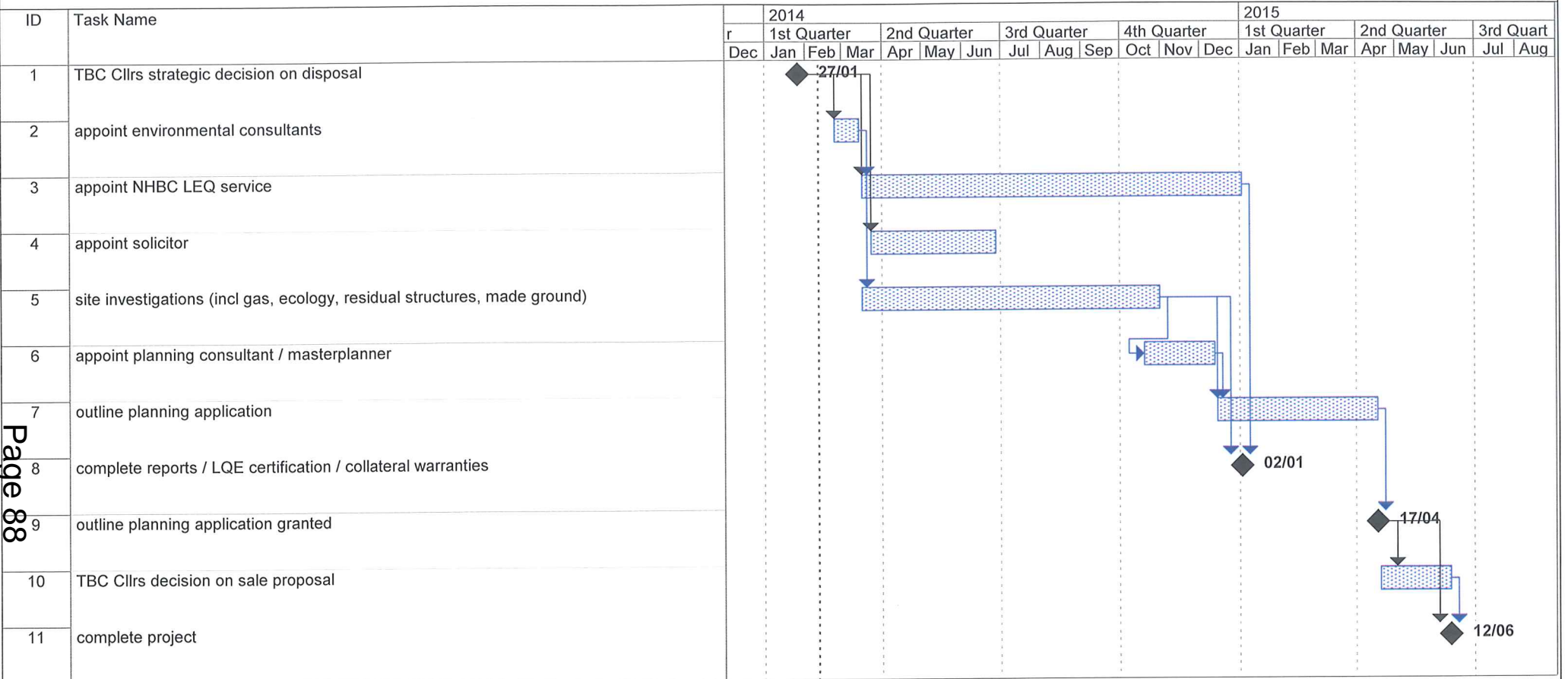
A RAG (Red, Amber, Green) status has been applied to each of the options. A green status is where the option would allow the Council to meet the project outcomes. A red status is where the option meets a low number of the project outcomes, if any.

Disposal Method	Delivery of development	Financial Implications	Control	Summary
Joint Venture	<p>This option would enable the Council to influence and drive the progress of the project up until the point of sale, but responsibility would usually remain with the development partner.</p> <p>Restrictive Covenants in the Conveyance would allow the Council some control of what happens to the site after the sale. Once the land is sold the Council has no influence on when the development may start.</p>	<p>This option would carry a medium financial cost to the council to procure a development partner. Specialist legal and property expertise would need to be procured.</p> <p>This scenario would see the private sector partner funding the planning application and sale process.</p> <p>The final sale figure is likely to be maximised but the development partner in the joint venture would take a substantial cut of this. If the development partner was also the developer and would build the development then there would likely to be further negotiations on the final price.</p> <p>This option could take a long time to achieve a receipt as it is would take an estimated 6 – 9 months to appoint a partner to a JV. This is before any site investigation or masterplanning could take place. A Sale may not be achieved until the end of 2016.</p>	<p>The Council retains overall control of the project. The partner acts as a check and balance to ensure the disposal of the site maximises return. The council can specify in the tender documentation what is required from the partner in terms of consultation, studies, masterplanning and Council sign off. The more restrictions placed on the partner, the higher the risk for them and therefore the higher their potential % of the sale.</p>	<p>The cost to the Council in progressing a planning application and sale will be shared or borne by the development partner. However, the final return would be shared with the development partner. This option is less risky but the Council has less control and may not maximise the capital receipt.</p> <p>AMBER</p>
Unconditional sale following planning consent	<p>This option would allow the Council to retain control over the program up until the point of sale.</p> <p>Restrictive Covenants in the Conveyance would allow the Council some control of what happens to the site after the sale. Once the land is sold the Council has no influence on when the development may start.</p>	<p>Know what the receipt will be upon sale. and the risk of an extended period of negotiation over price or conditions of sale is removed.</p> <p>This option is likely to maximise the return to the Council and also be the quickest.</p> <p>This option is likely to be the highest cost to the Council initially to prepare all the necessary investigation reports to support a planning application.</p>	<p>The council retains control of the project until sale. It can through the masterplanning process involve the public. However, it must be mindful of what potential purchasers require in order to maximise return. It can also through the masterplanning process determine if there are any parts of the site which would be retained. Once the site is sold, there is nothing to stop the purchaser seeking an alternative consent.</p>	<p>Although this is the highest cost to the council initially, the increase in potential return is much greater. It also provides the Council with a high degree of control over the process and the final outcome.</p> <p>GREEN</p>
Conditional Sale	<p>This option would likely to see the preferred purchaser seek planning permission before completing the sale. This could be a protracted process as negotiation takes place on the final sale price.</p> <p>Restrictive Covenants in the Conveyance would allow the Council some control of what happens to the site after the sale. Once the land is sold the Council has no influence on when the development may start.</p>	<p>This could take a long time to achieve a financial return, with the earliest timeframe for a receipt being early 2016.</p> <p>The costs associated with this scenario are judged to be medium as legal expertise would be required over the course of the sale which could be protracted</p> <p>This could be a low financial return. Typically, developers ensure that the original price tendered is knocked down through the process.</p>	<p>Council retains some control until the land is sold.</p>	<p>This option is likely to lead to the lowest financial return and less control over the final design and programme.</p> <p>RED</p>
Unconditional Sale	<p>Restrictive Covenants in the Conveyance would allow the Council some control of what happens to the site after the sale. Once the land is sold the Council has no influence on when the development may start.</p>	<p>A financial receipt could be obtained quickly A low cost to the council to dispose. The financial receipt is likely to be the lowest.</p>	<p>The Council has no control once the site is sold.</p>	<p>The financial return is likely to be low but could be achieved fairly quickly. The Council would have no control on the final design and programme.</p> <p>RED</p>



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TBC Golf Course Project High Level F Date: Tue 11/02/14 David Hunter	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	



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TBC Golf Course Project High Level F Date: Tue 11/02/14 David Hunter	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

THURSDAY, 20 FEBRUARY 2014

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION**CONSERVATION GRANT APPLICATIONS****PURPOSE**

For Members to consider and approve two grant applications.

RECOMMENDATIONS

It is recommended that the following grant offers be made from the conservation budget 2013-2014 subject to the normal grant conditions:

1. A grant of £7,649 is made in respect of 110 Lichfield Street, Tamworth
2. A grant of £7,777 is made in respect of 14 Aldergate, Tamworth subject to the additional condition that it dependent upon the grant of the appropriate planning consents.

EXECUTIVE SUMMARY

The Council has operated a conservation grant since 1994 with the purpose of assisting the repair and restoration of historic buildings. In terms of eligibility, the grant is available to all statutorily and locally listed buildings and all non-listed historic buildings within the Borough's seven conservation areas. The grant can be used for works that would improve the condition and appearance of those buildings.

The two applications are referred to Cabinet because the total cost of each would result in a Council grant of more than £5,000.

The first application relates to 110 Lichfield Street, Tamworth, a statutory Grade II listed mid-terrace building. It is located on the northern side of Lichfield Street, a major gateway into the town centre. It lies within the Town Centre Conservation Area and forms a pair with number 111. The building dates from the late 16th century/early 17th century when it was built as a house, the shop front was added at a later date. It is of timber frame construction, which is apparent inside and on the rear elevation, where portions of the timber framing are visible. The building has been vacant for some 30 years and has fallen into disrepair. The applicant started a programme of substantial repair and refurbishment in 2011, the first phase of which involved new front and rear windows and structural works to the rear elevation.

The current grant application relates to repairs to the roof and second floor structure. The roof is in a particularly poor condition. It will be dismantled, repaired, the structural timbers treated for rot and the tiles reinstated, using reclaimed tiles to match the existing where necessary. The chimney stack is unstable and requires rebuilding. The existing dormer window to the rear roof slope will be replaced with two dormers, although only one replacement dormer is grant eligible. Internal structural works at the second floor level involve dismantling and rebuilding the wall between 110 and 111, which is in poor condition and partly dismantled. The front and rear walls need tying back in and the applicant proposes to construct a timber framed floor which will tie into the wall plates and provide stability. It will also perform the function of protecting the original ash floor which is in a fragile condition.

Number 110 is not a large building but it is listed, vacant and in a poor condition. The works are urgently needed and would help to bring it back into positive use, as well as enhancing the conservation area and the Lichfield Street gateway. The total cost of the grant eligible works is £20,634. The structural works qualify for 40% and the dormer window 50%, resulting in a total grant of £7649.

The second application refers to 14 Aldergate, which is located on the west side of Aldergate, within the Town Centre Conservation Area. The building is Grade II listed and dates from the early 1800's, it was originally built as a house and is now a guest house with restaurant operating as The Peel. The main building fronting onto Aldergate is three storeys, whilst the outbuildings to the rear are two storey. When it was built it had a central doorway and bow windows to both sides but these were removed and a modern shop front, which extends the full width of the frontage, inserted in the 1960's or 1970's. The shop front was subsequently changed at some point to the current arrangement, which is highly intrusive and has a negative impact on the character of the listed building.

A hot food takeaway outlet occupied the front portion of the ground floor until recently and the intention is to refurbish this area for use as a restaurant, kitchen and reception area in connection with the guest accommodation. As part of the refurbishment, the owners propose to replace the unsympathetic shop front with a scheme that is more in keeping with the character and appearance of the listed building. The scheme involves installing a painted timber shop front with detailing and signage that is more typical of a building of this age, taken references from surviving historic shop fronts in Tamworth town centre.

It is considered that the proposal should be supported. It will result in a substantial improvement on the existing arrangement. The style of the proposed shop front is in keeping with the age of the building and will enhance its character and appearance. It will also enhance the conservation area and the Aldergate gateway into the town centre.

The total cost of the new shop front is £18,472, to which a grant rate of 50% is applied, resulting in a grant of £9236. However, there is only £7777 remaining. It is therefore recommended that this amount is offered. The grant application will run in tandem with applications for planning permission and listed building consent for the wider refurbishment scheme and the grant should be made subject to these consents being obtained first.

The emerging Tamworth Draft Local Plan recognises that the strength and potential of Tamworth's tourism offer owes much to its history, and that future success depends on regenerating the town centre in order to improve the perception and image of the town as a destination for retail and leisure. Town centre regeneration incorporating improvements to the retail, leisure and service offer and expansion of its tourism and cultural role will need to be complemented by improvements to the physical environment. Grant assistance to the two listed buildings will contribute towards physical improvements and safeguard their future.

The following two photographs show the appearance of the buildings before the grant works.



Photograph 1 showing 110 (left) and 111 Lichfield Street



Photograph 2 showing unsympathetic shop front of previous takeaway use

RESOURCE IMPLICATIONS

There is adequate provision in the Borough Council's Conservation Grant budget as follows:

Conservation grant revenue budget 2013-2014	£34,130
Reserve under-spend 2012-2013	£22,127
Under-spend from 2012-2013 carried forward	<u>£12,460</u>
Total available funds 2013-2014	£68,717

Spent to date	£18,651
Committed to date	£24,640
Amount offered up for other projects	£10,000
Grant proposed at 110 Lichfield Street	£7,649
Grant proposed at 14 Aldergate	<u>£7,777</u>
Balance remaining if grant is approved	£0

LEGAL/RISK IMPLICATIONS BACKGROUND

Not applicable.

SUSTAINABILITY IMPLICATIONS

Listed buildings are a finite resource and it is important that they are conserved and enhanced. The grant scheme assists owners of listed buildings to undertake repair and restoration works to maintain their structure and integrity.

BACKGROUND INFORMATION

The approved policies and procedures for the grant scheme set out the types of buildings and works that are eligible and also the applicable grant rates. All statutory and locally listed buildings plus unlisted historic buildings in conservation areas are eligible. The types of works include maintenance works to the roof and walls, brick and render repairs and are grant aided between 30% and 40%. Repair and restoration of original features such as windows, rainwater goods and architectural features are grant aided at a higher rate of between 40% and 50%. In both cases, the higher rate applies to statutory and locally listed buildings. Grants are limited to £10,000 per building in any financial year and all potential grants of £5000 and more are referred to Cabinet for a decision.

REPORT AUTHOR

Jane Parry extension 278

LIST OF BACKGROUND PAPERS

Report to Cabinet 14 June 2006, minute number 67.

APPENDICES

Not applicable.

20TH FEBRUARY 2014**REPORT OF THE PORTFOLIO HOLDER FOR ENVIRONMENT AND WASTE
MANAGEMENT****REFRESH OF THE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY FOR
STAFFORDSHIRE AND STOKE ON TRENT****EXEMPT INFORMATION****PURPOSE**

To seek Cabinet endorsement of the refreshed Staffordshire and Stoke on Trent municipal waste strategy

RECOMMENDATIONS

It is recommended that Cabinet adopt the refreshed Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent

EXECUTIVE SUMMARY

1.1 The Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent (JMWMS) was last updated in 2007. The Strategy which was subsequently approved through all partner authorities decision making process set out how the partnership would move towards achieving the challenging aim of 'zero waste to landfill by 2020'.

1.2 The partnership is now well on its way to achieving this aim. In particular the partner authorities are achieving recycling and composting rates in excess of 50% and project W2R which was recently commissioned now diverts the vast majority of the residual waste stream away from landfill to energy production through incineration.

1.3 Whilst the direction of travel has been extremely positive the waste industry has changed beyond recognition over the last few years and is continuing to evolve. The way in which waste is viewed has changed with the emphasis turning to its use as a valuable resource and the role the industry plays in the national energy security agenda has advanced very quickly. The partner authorities are also faced with growing financial pressures which will undoubtedly have an impact on the way services are provided. This changing environment prompted the Joint Municipal Waste Board to sanction a refresh of the Strategy which has taken place over the last fifteen months using the partnerships own resources.

1.4 The refreshed strategy builds on the current achievements by focusing on the higher levels of the Waste Hierarchy with Waste prevention at the heart of its approach. Each partner authority is required to develop an action plan which will detail how the core objectives and key principles of the Strategy will be delivered in their area. The Plan will be prepared during the first half of 2014/15 for consideration by both Cabinet and key stakeholders including our partner Lichfield District Council through the Joint Waste Board.

1.5 A draft version of the strategy underwent an eight week public consultation which ended in December 2013. Overall the consultation results were very positive which meant that only minor amendments had to be made to the final document.

1.6 As part of the partnership we are now being asked to endorse and support the adoption

of this strategy. The implications and effects on us as Waste Collection Authority are outlined below. Officers have been involved in its drafting and the Joint Waste Board has discussed the emerging strategy on a number of occasions and fed back their views.

A copy of the refreshed Strategy is attached as Appendix A to the report.

RESOURCE IMPLICATIONS

There are no direct financial implications resulting from the adoption of the refreshed Strategy. Future financial implications will be considered when the Individual Partner Authority Action Plan is prepared in 2014/15.

LEGAL/RISK IMPLICATIONS BACKGROUND

SUSTAINABILITY IMPLICATIONS

The services that we provide are important as they enhance the environment for future generations. They also provide value for money

BACKGROUND INFORMATION

The Strategy addresses the management of municipal solid waste within Staffordshire and Stoke-on-Trent to the year 2020. It has been prepared in partnership by Staffordshire County Council, Stoke-on-Trent City Council, and the eight Staffordshire District and Borough Councils. This refreshed Strategy provides a clear focus of the key targets and objectives as outlined in the Government's Guidance on Municipal Waste Management Strategies and is underpinned by a delivery plan.

As a waste collection authority we have a very important role to play in the management of municipal waste including the measures which need to be taken to minimise the impact of waste on the environment and reduce carbon emissions. In particular the type of service that we provide has a huge impact on the amount of waste which is recycled and it can also influence the amount of waste produced in the first instance. Whilst the Strategy does commit the Authority to maintaining high recycling rates it is the waste prevention agenda which the Strategy strives to develop. A lot of work has already been done on highlighting key areas of prevention such as home composting and nappies through education and awareness schemes. However operationally, reuse schemes for furniture and other items which are regularly discarded by residents remain a key factor to be improved upon to offer a better service for increased participation. The Strategy does require the Authority to consider increasing its waste minimisation efforts including the provision of reuse schemes. The Strategy will however allow the Authority to take into consideration the practicalities and cost implications of expanding the services which it provides.

This new Strategy 2013 is needed to provide the context for preparing the new long term municipal waste management contracts that are due to come into operation over the next few years. These contracts are important because they provide the infrastructure which we use for disposing of the waste that we collect from our residents and businesses. The latest contract was for the incinerator at Four Ashes and the transfer station at Lower House Farm in Tamworth which are both used as tipping off locations for our residual waste. It is important that the Authority has the opportunity to shape these contracts as the location of the tipping facilities will have a significant impact on our operational costs.

The refreshed Waste Strategy is based on a partnership approach and will involve a wide range of strategic partners all offering a diverse breadth of expertise. These partners will include the Waste Collection Authorities, Waste Disposal Authorities, producers and managers of non municipal waste, other public and private sector bodies, the voluntary sector and many groups and organisations. Collectively these partners will drive the Waste Strategy forward.

The refreshed Strategy is structured so that each partner authority will decide and develop the best collection systems which suit their area and deliver the core objectives and key principles of this Strategy in consultation with their local communities. This will enable local needs and demands, and financial pressures or service drivers to be taken into account. Each partner will therefore be able to control the way in which local services are structured and delivered but under the overarching ambitions and targets set out in the JMWMS.

Each partner will produce individual Partner Authority Action Plans which allows them flexibility in meeting local need. This work will be undertaken in the first half of 2014/15 and will draw on best practice and also take into consideration the emerging financial and environmental challenges. The Plan will need to be considered by the joint waste management committee, Cabinet and other key stakeholders.

The current JMWMS does not effectively incorporate strategies and policies adopted by individual authorities within the JWMB so the refreshed document redresses the balance more effectively. The proposal therefore is for individual authorities waste and minimisation strategies to be refreshed at the same time therefore allowing this JMWMS to be a simple overarching document which sits above the individual documents.

The Strategy seeks to build on the success the partnership has achieved in diverting waste away from simply being disposed of at landfill. There is recognition that the current economic climate is having an impact on our buying habits, which helps explain the reduction in overall waste production per head over the last few years. (However the total amount of waste produced will still increase in line with a growing population). The challenge for the Partnership is to ensure that as the economy improves and consumer confidence returns that there isn't a return to unsustainable levels of disposal. It is for this reason that this refreshed JMWMS places a greater emphasis on the Waste Hierarchy, with Waste Prevention sitting at the core of the thinking and delivery plan.

To facilitate this, the refreshed JMWMS has developed six Key Principles which form the

Key Principle	Aim
Key Principle 1 - Waste Prevention	To reduce the amount of waste produced by residents and businesses in Staffordshire.
Key Principle 2 - Efficiency Savings	To reduce the cost of both waste collection and disposal.
Key Principle 3 - Resource Recovery	To maximise the resource value of collected materials, as a commodity or as energy production.
Key Principle - 4 Carbon Reduction	To reduce carbon emissions for waste collection, processing and disposal activities by 2% a year.
Key Principle 5 - Infrastructure & Contracts	To provide and support appropriate infrastructure with suitable contracts that ensure value for money.
Key Principle 6 - Municipal Waste	To provide efficient and cost effective waste services to local residents and businesses.

basis for the delivery plan. And they are detailed in the table below;

A summary of areas that have been refreshed within the existing strategy are outlined in Appendix B annexed to this report

REPORT AUTHOR

Andrew Barratt, Director (Assets & Environment), Nigel Harris, General Manager Lichfield and Tamworth Joint Waste Service

LIST OF BACKGROUND PAPERS**APPENDICES**

Staffordshire Waste Partnership 2013 Refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent (2007 – 2020)



Staffordshire Waste Partnership

2013 Refresh of the
Joint Municipal Waste Management Strategy
for Staffordshire & Stoke-on-Trent
(2007 - 2020)

From **zero waste**
to landfill...

...towards a
resourceful economy



Staffordshire Waste Partnership Agreement - 2013

The below councils agree to work collaboratively, as part of Staffordshire Waste Partnership, to deliver the 2013 refresh of the Joint Municipal Waste Management Strategy [2013 - 2020].

Signatories on behalf of each council, in agreement with the above statement:

Cannock Chase District Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

East Staffordshire Borough Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

Lichfield District Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

Stafford Borough Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

Staffordshire County Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

Staffordshire Moorlands District Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

Stoke-on-Trent City Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

South Staffordshire District Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

Newcastle-under-Lyme Borough Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

Tamworth Borough Council

Chief Executive Signed: _____ Print name: _____

Councillor Signed: _____ Print name: _____

Date: _____

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Foreword

We all create waste in one form or another, whether at home, in the workplace, or through leisure pursuits. Staffordshire's waste collection and disposal services are for many residents their primary interaction with their Local Council. Our residents have adapted well over recent years, as collection services have developed to divert waste from being thrown away to being reused or recycled, including composting. Surveys confirm high satisfaction levels of the provided services, resulting in a positive public response with Staffordshire recycling and composting over 50% of the household waste collected. This compares with the national average of 41%.

The 10 local authorities in Staffordshire aim to work together on waste management issues within the Staffordshire Waste Partnership [SWP]. In 2007, SWP published a Joint Municipal Waste Management Strategy and set an ambitious target of Zero Waste to Landfill by 2020. We achieved a household waste recycling rate of 50% recycling performance by 2012, ahead of the 2015 target, and I am pleased to announce that, with the opening of our state of the art Energy from Waste plant in 2014, it is predicated that we will achieve the 55% recycling performance target in 2014, ahead of the 2020 deadline.

Much has changed since 2007, not least the constraints on public sector finance and the need to ensure we provide efficient and affordable services our residents and businesses require, including a Governmental Waste Policy review in 2011. In meeting the targets set in 2007, and to address the changing landscape of waste management, it was decided that an update to the strategy was required. This refreshed strategy document provides a plan to determine new actions needed to take us to 2020, when the original strategy ceases. The delivery plan will be monitored every 3 months and formally reviewed annually to make necessary adjustments to take account of new opportunities and developments in technology.

This refreshed strategy focuses on waste prevention at the heart of our thinking, whilst maintaining the "zero waste" target. Collected waste is now considered as a valuable resource, as a commodity material for the production of items, or as a means of energy production through a wide range of new technologies. There is no easy solution, but with an effective partnership and close co-operation with our residents, stakeholders and businesses, there are a number of opportunities to allow us to continue to deliver efficient and effective services which are flexible and sustainable.



Councillor Ann Beech – Newcastle-under-Lyme Borough Council

Chair of the Joint Waste Management Board for Staffordshire Waste Partnership

Executive Summary

The 2013 refresh of the Joint Municipal Waste Management Strategy is an update to the 2007 full strategic plan, addressing the management of municipal solid waste within Staffordshire and Stoke-on-Trent to the year 2020. It has been prepared in partnership by Staffordshire Waste Partnership (SWP), which comprises Staffordshire County Council, Stoke-on-Trent City Council, and eight Staffordshire District/Borough Councils.

As the targets set in the 2007 strategy are set to be achieved in line with their 2015 and 2020 deadline, and changes in legislation and policy since 2007 resulted in alterations to the primary focus of waste management, a refreshed version of the 2007 strategy has been undertaken to reflect these changes and set new targets. Based on the key principles set out in the original strategy, the following updated principals [in no particular order] form the core objectives for the delivery plan in this refreshed strategy;

- Waste Prevention,
- Efficiency Savings,
- Resource Recovery,
- Carbon Reduction,
- Infrastructure & Contracts,
- Municipal Waste.

The following table summarises the key projects of the delivery plan;

Time frame	Project
Short term; immediate works	<ul style="list-style-type: none"> • Creation of a SWP Waste Prevention Plan. • Review of clinical waste services in South Staffordshire, aiming to implement alterations already underway in North Staffordshire. • Baseline research / data collation of all services, technologies and contracts, to assess current status, and identify gaps. • Agree a partnership procurement framework. • Create a Transport Managers Group to move forward on operational changes for efficiency savings.
Medium term; in place by the end of 2013	<ul style="list-style-type: none"> • Assess contracts according to end dates, undertaking review and alterations - focus on service contracts and local infrastructure. • Commercial waste service review and rebrand, including scoping of a single pricing structure and options for collaboration. • Bulky waste collection review, with proposition of contracted services using the third sector. • Improved WEEE facilities, including potential for reuse.
Long term; background projects	<ul style="list-style-type: none"> • Guidance document on available collection, process and disposal technologies, to aid future decisions. • Ongoing work to align the variety of policies of individual partnership authorities.

1. Introduction

The 2013 refresh of the Joint Municipal Waste Management Strategy (for here on in referred to as the refreshed strategy) is an update to the 2007 full strategic plan, addressing the management of municipal solid waste within Staffordshire and Stoke-on-Trent to the year 2020. It has been prepared in partnership by Staffordshire Waste Partnership (SWP), which comprises Staffordshire County Council, Stoke-on-Trent City Council, and the eight Staffordshire District and Borough Councils.

This is an update to the 2007 waste strategy, which stated waste management targets to be met by 2020. However, as the result of structured delivery and public willingness to adopt changes in waste management, the original targets have now been met. Furthermore, changes in legislation and policy since 2007 resulted in alterations to the primary focus of waste management. A refreshed version of the 2007 strategy has been undertaken to reflect these changes and set new targets.

This refreshed strategy provides key objectives as outlined in the Government's Guidance on Municipal Waste Management Strategies, and is underpinned by a delivery plan (discussed in section 4 of this document). This document should be read in conjunction with the 2007 full strategy and associated Strategic Environmental Assessment, upon which this document is fundamentally based.

1.1 Staffordshire Waste Partnership

Staffordshire Waste Partnership (SWP) is made up of all ten councils operating in Staffordshire; 8 Borough or District Councils, Staffordshire County Council, and Stoke-on-Trent City Council. SWP comprises;

- Cannock Chase District Council
- East Staffordshire Borough Council
- Lichfield District Council
- Newcastle-under-Lyme Borough Council
- South Staffordshire District Council
- Stafford Borough Council
- Staffordshire Moorlands District Council
- Stoke-on-Trent City Council
- Tamworth Borough Council
- Staffordshire County Council.

Figure 1 shows the areas covered by the partnership's district, borough or city councils. Figure 2 highlights the structure of Staffordshire Waste Partnership.



Engaging local schools in waste issues

Figure 1. Map of local authority areas within the Staffordshire Waste Partnership

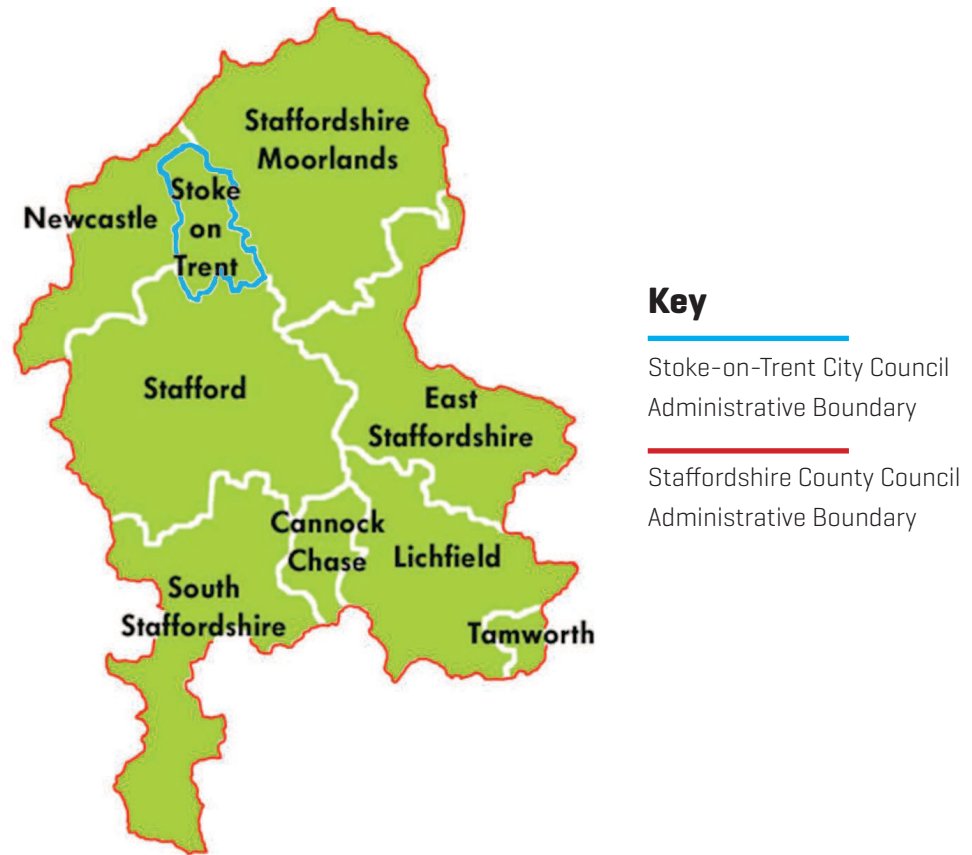
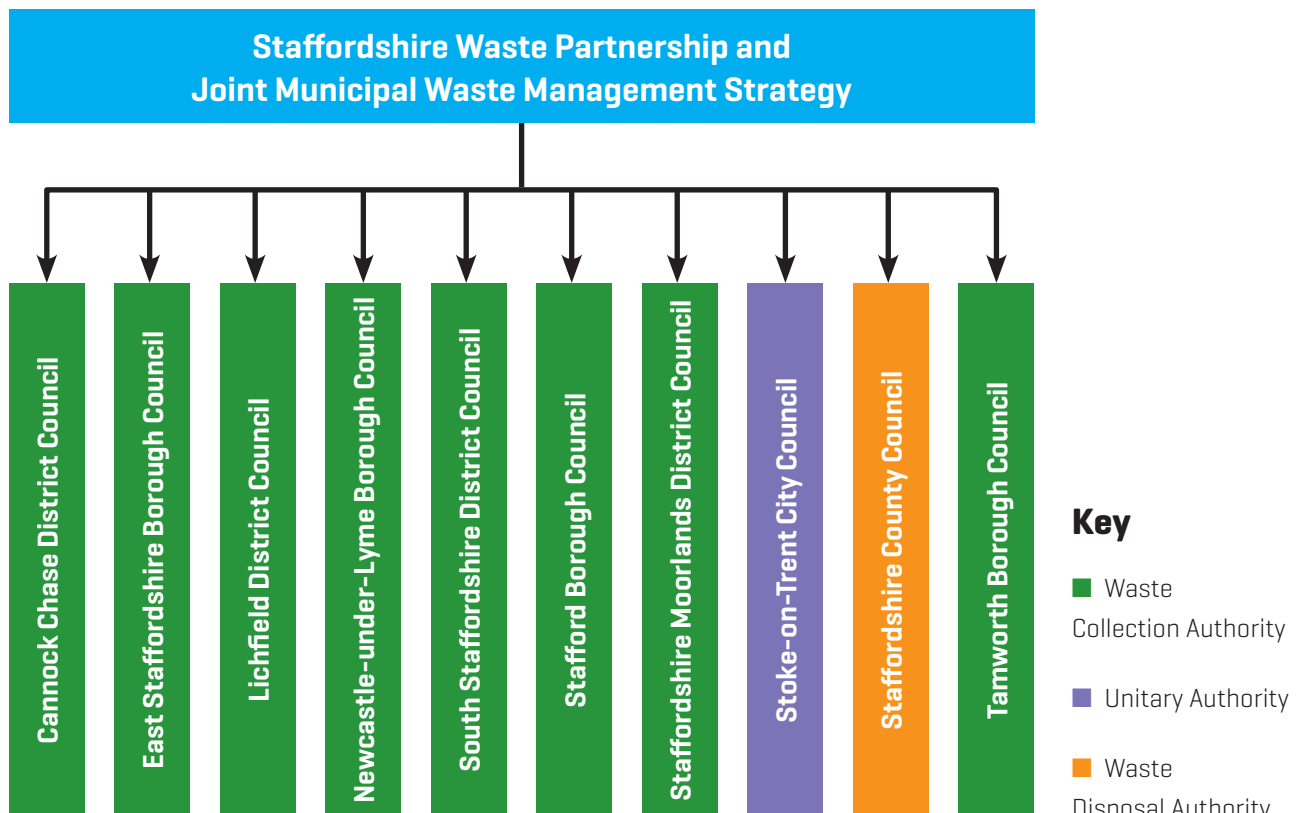


Figure 2. Staffordshire Waste Partnership structure



Staffordshire (excluding the city of Stoke-on-Trent) is a two tier administrative area comprising 8 district or borough councils and Staffordshire County Council. The district and borough councils are Waste Collection Authorities (WCAs), meaning they are each responsible for the collection of Municipal Solid Waste (MSW) in their area. Staffordshire County Council is a two tier authority which acts as the Waste Disposal Authority (WDA) for the entire county, meaning it is responsible for the management and disposal of the waste collected by the WCAs. Stoke-on-Trent is a Unitary Authority (UA), meaning it is both a WCA and WDA.

SWP was established in 2001 to provide a platform for collaborative working between the WCAs and WDA, to provide a consistent framework for waste management in the county through the production of a strategy, offer knowledge sharing opportunities, and to present efficiency savings with consortium agreements.

SWP is operated through collaborative working between Waste Managers from each authority. In addition to this, between 2009 and 2012, two Waste Minimisation Officers were employed by SWP, whose main role was to work with local Waste and Recycling Officers in each authority to highlight awareness of waste issues within the communities of the county. In 2013, SWP decided that these fixed term posts would be replaced with a single post that focused on the strategic development of SWP, through the management of key projects and facilitation of the required changes to meet the core objectives of this refreshed strategy.

1.2 Vision

The aim of Staffordshire Waste Partnership is to work together to reduce waste, and maximise reuse, recovery, and recycling. SWP aims to reduce the environmental impact of disposal by recovering energy from any residual waste. SWP is striving towards a zero waste economy, where all materials have a purpose and avoid disposal of any kind.

1.3 Review of the original strategy (2007 document)

The 'Integrated Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent' was originally produced in November 2003 and updated 2007. This strategy focused upon the following principles;

- Increased household recycling: Delivering on a combined household recycling and composting target of 55% (equivalent to 50% of all MSW) by 2015,
- Recovering benefit from all remaining MSW: Sending approximately 50% of all MSW for recovery by 2020,
- Zero waste to Landfill: Minimising all forms of waste to landfill through increased recycling followed by maximum recovery of all remaining residual waste, thus placing landfill as the last and final option.

The document's wider remit had the intention of;

- Achieving sustainable management of all waste arising in Staffordshire and Stoke-on-Trent through emphasis on the reduction, re-use, recycling and recovery of waste,
- Managing waste as a potential resource and as close as possible to its point of origin,
- Developing effective co-operation and joint working between local authorities, businesses and residents on the benefits of waste minimisation and increased recycling and recovery.

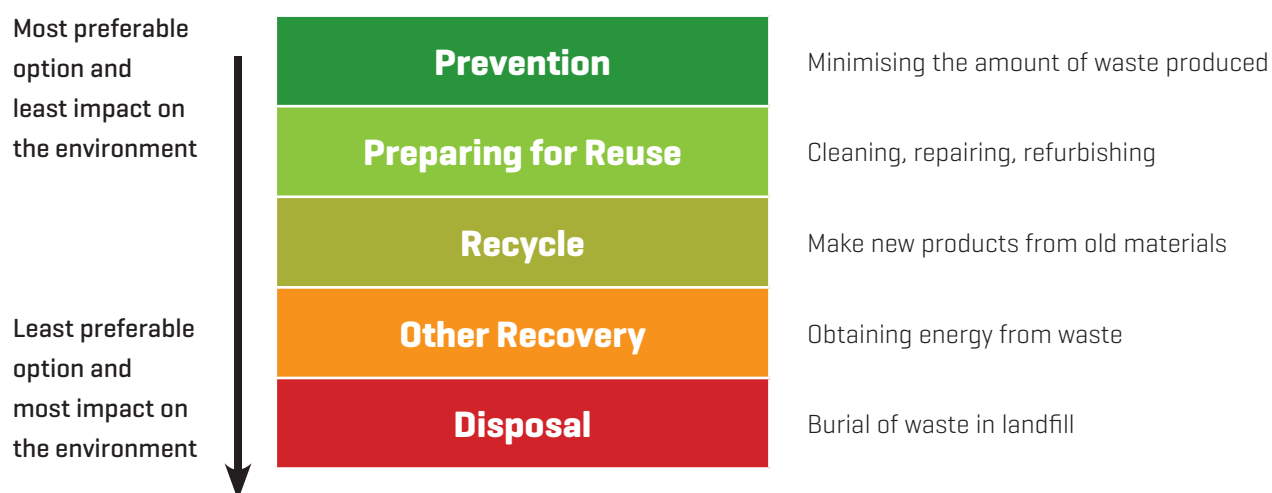
In 2012, we achieved a household waste recycling rate of 50% (explained in more detail in section 2 – current waste management position). It is expected that we will achieve 55% household recycling rate by 2015. In meeting these targets and adopting the other key aspects of the strategy ahead on schedule, new targets were required to take the partnership up to 2020. In addition, the 2007 strategy no longer effectively incorporates the strategies and policies adopted by individual authorities within SWP, requiring the balance to be addressed more effectively. As a result, there was a clear need to refresh the strategy.

1.4 Key legislation and economic drivers

The principle driver for the targets and objectives outlined in the 2007 strategy was derived from the European Landfill Directive which places a duty on member states to decrease the quantities of organic municipal waste sent to landfill. Since 2007, there have been changes to the legislative landscape and extensive policy review for waste management, which have become key drivers for a refreshed strategy.

The primary principal to address waste management remains to be the waste hierarchy (figure 3) as a starting point to focus priority issues. Recent policy and legislation has further strengthened the need for growth in the preferred options for waste, with increasing focus upon waste minimisation and reuse schemes.

Figure 3. Waste Hierarchy



There is a wide range of existing and forthcoming European, national and local policies and legislation that determine the way waste is collected and managed throughout Staffordshire, as discussed in the 2007 strategy document. Such policy / legislation extends to include climate change and reduction of carbon emissions, resource efficiency, sustainable consumption and production, and increasing the role of waste prevention. The Government Review of Waste Policy in England 2011 was a key driver that highlighted the need to refresh the 2007 strategy. Table 1 provides an overview of key policies and legislation since 2007 which drive the need for this refreshed strategy.

Table 1. Key waste management policies and legislation since 2007

Policy / Legislation	Salient information
Waste Strategy for England 2007	<ul style="list-style-type: none"> • Decouple waste growth from economic growth. • More emphasis on waste prevention and reuse. • Meet and exceed the Landfill Directive diversion targets for organic municipal waste in 2010/2013/2020. • Increase diversion from landfill of non-municipal waste and secure better integration of treatment for municipal and non-municipal waste. • Invest in infrastructure needed to divert waste from landfill and for hazardous waste management.
Revised EU Waste Framework Directive 2008	<ul style="list-style-type: none"> • Emphasises resource efficiency and waste prevention. • Waste hierarchy is a priority but Member States may depart from it if doing so results in a better environmental outcome. • Member States must put in place waste prevention programmes by the end of 2013. The Commission must report on progress in waste prevention by 2011 and by the end of 2014, it has to set waste prevention and decoupling objectives for 2020. • Member States must achieve a target of re-using or recycling 50 per cent of household waste (including paper, metal, plastic and glass) by 2020; and achieve a target of re- using, recycling or recovering 70 per cent of construction and demolition waste by 2020. • Member States must set up separate collection for at least paper, metal, plastic and glass by 2015.
Waste Policy Review 2011	<ul style="list-style-type: none"> • Adoption of a revised waste hierarchy which has a greater emphasis on prevention and re-use. • No new recycling targets imposed on local authorities. • Withdrawal of the Landfill Allowance Trading Scheme after the 2012/13 scheme year. • Maintain landfill tax increases towards a floor of £80/tonne in 2014/15. • A revised recycling and waste commitment for both household and business waste. • Changes to Section 46 of the EPA – powers of Local Authorities to deal with certain waste offences. • Abolishing proposals to introduce new bin taxes for householders based on the amount of waste produced.

Waste Regulations 2011	<ul style="list-style-type: none"> • Requirements for waste collection, transport, recovery and disposal. • Requires businesses to confirm that waste hierarchy is applied when transferring waste and include a declaration on the waste transfer /consignment note. • Introduces two-tier system for waste carrier and broker registration, including the new concept of waste dealer.
Wealth from waste, Local Government Association's local waste review, 2013	<p>Recommends the following Government changes;</p> <ul style="list-style-type: none"> • Reinvestment of landfill tax receipts, • Improvement to the quality of recyclable waste, • Regulation changes to stop waste exportation, • Improvements to capacity for high value recyclables, • Encouragement reuse and reconditioning, • Ensuring producers pay their share via PRN system, • Introduction of financial reward schemes for residents.

In recent years, the Government has introduced a number of significant fiscal changes to local authorities, including significant reduction in public sector funding. This key economic driver has resulted in a challenge to ensure value for money, affordability and sustainability in our waste management. Landfill tax has risen in recent years, resulting in more costly disposal, meaning it has never been more financially important to source other waste management options.

A clear gap has been identified in the waste collection services provided across the county – trade waste is a large proportion of total waste arisings, however not all WCAs in Staffordshire offer a commercial collection service. Moreover, of those WCAs that do offer the service, it is greatly limited to residual collections only. This sector is a key waste producer that requires suitable collection services, which can generate an income through service charging. These important factors have therefore shaped the structure of this refreshed strategy.

Based upon these developments since 2007, the key legislative and economic drivers for current waste management practices have altered sufficiently enough to require a refreshed strategy document, reflecting the present situation.



Bales of processed recycling at the Material Recovery Facility

1.5 Purpose of the refreshed strategy

This document provides a framework for strategic decisions to be taken on the management of municipal solid waste (MSW) in Staffordshire and Stoke-on-Trent to the year 2020. It adopts a flexible yet focussed approach, recognising the need to respond to rapid developments of new ideas and opportunities. This refreshed strategy is needed to provide the context for preparing the new long term municipal waste management contracts that are due to come into operation over the next few years, in particular to develop options for contracts involving the Material Recycling Facility (MRF) at Aldridge, which end in 2015, and the North Staffordshire waste disposal contract, which ends in 2020.

The refreshed strategy has been prepared by officers within the Staffordshire Waste Partnership, and supersedes the 'Integrated Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent' (produced in 2003 and updated in 2007). The core principles set out in the original strategy remain unaltered but are now updated in this strategy for 2013 in order to reflect the changes faced since the original document, such as legislative pressure, economic drivers, service alterations and implementing new targets, having achieved those originally set out.

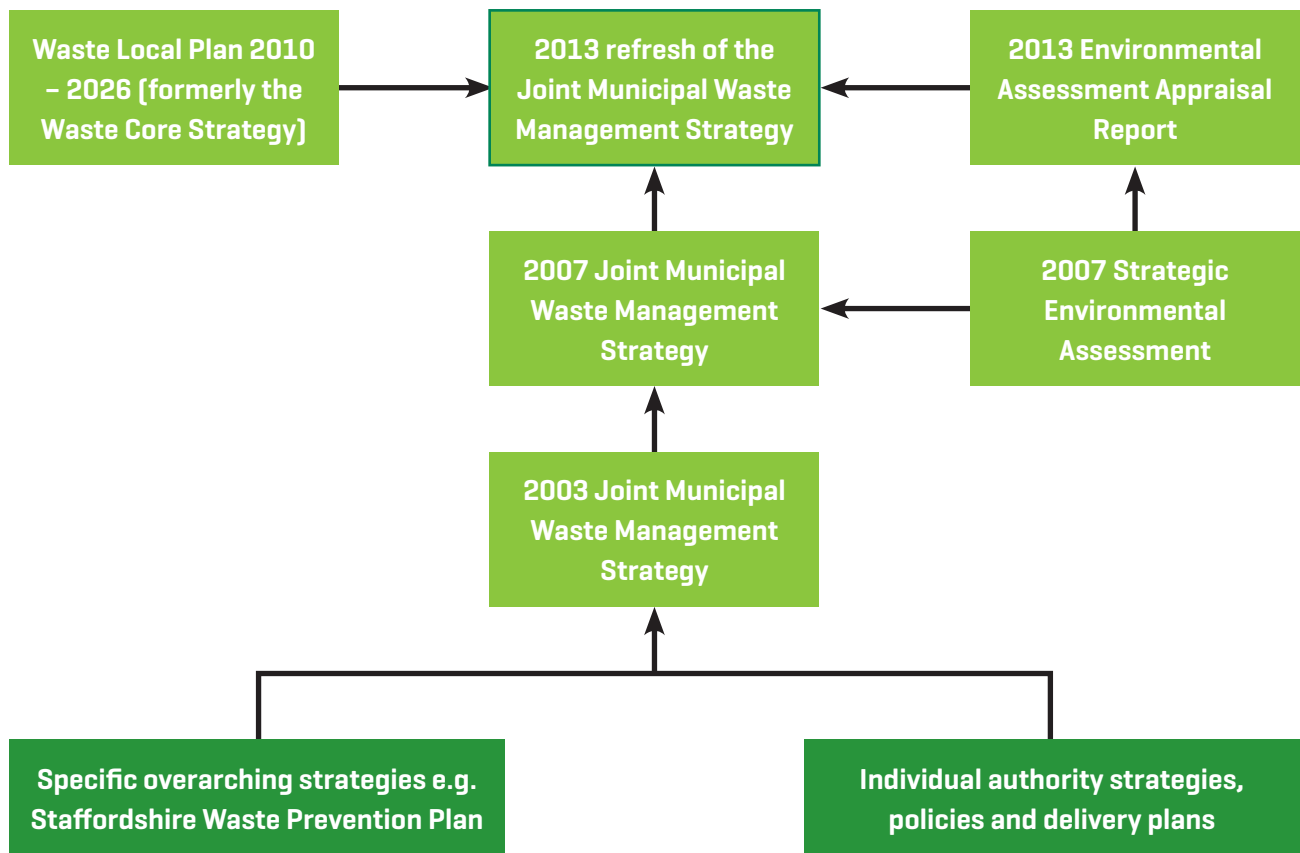
1.6 Structure of the refreshed strategy

The various strategic documents are all based on a partnership approach and will involve a wide range of strategic partners, all offering a diverse breadth of expertise. These partners will include the Waste Collection Authorities, Waste Disposal Authorities, producers and managers of non municipal waste, other public and private sector bodies, the voluntary sector and many other groups /organisations as needed. Collectively these partners will drive the waste strategy forward.

The refreshed strategy is structured so that each partner WCA will decide and develop the best collection systems which suit their area and deliver the core objectives (discussed in section 3 of this document) of the strategy in consultation with their local communities. Each partner will produce an individual Partner Authority Action Plan which will allow them flexibility in meeting local need, when delivering the plans set out by this refreshed strategy.

Whilst this refreshed strategy document supersedes the Joint Municipal Waste Management Strategies published in 2003 and 2007, both provide a context for how the strategic management of municipal waste management has evolved. Furthermore, this document should also be considered alongside the Waste Local Plan 2010, which sets out both the waste needs of the county and the areas which may be considered for waste development. Figure 4 shows how SWP related documents fit together to result in this refreshed strategy 2013.

Figure 4. SWP related waste management documents relevant to this refreshed strategy



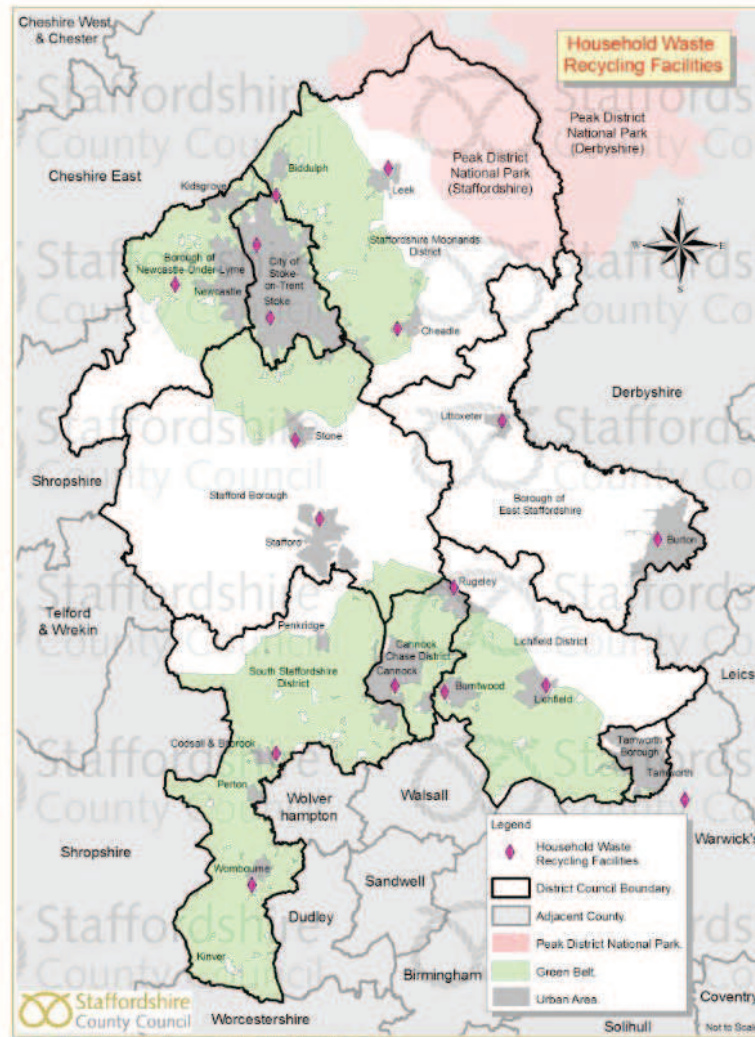
Recycling facilities at Household Waste Recycling Centres

2. Current Waste Management Position

In Staffordshire, the following waste management services are currently in operation;

- All eight WCA's and Stoke-on-Trent UA operate household waste and recycling collections, including free garden waste collections for at least one bin per household, and bulky waste collections. Services are delivered through a mixture of 'in-house' and contracted out services, which includes the third sector for bulky waste in some locations.
- 16 Household Waste Recycling Centres [HWRCs] are operated by Staffordshire County Council and Stoke on Trent City Council [Figure 5]. An additional facility [Lower House Farm] operated by Warwickshire County Council is also available to Staffordshire residents.
- Over 300 bring banks, offering recycling facilities.

Figure 5. Map of Household Waste Recycling Centres (HWRCs) used by Staffordshire authorities [Waste Local Plan, 2010].



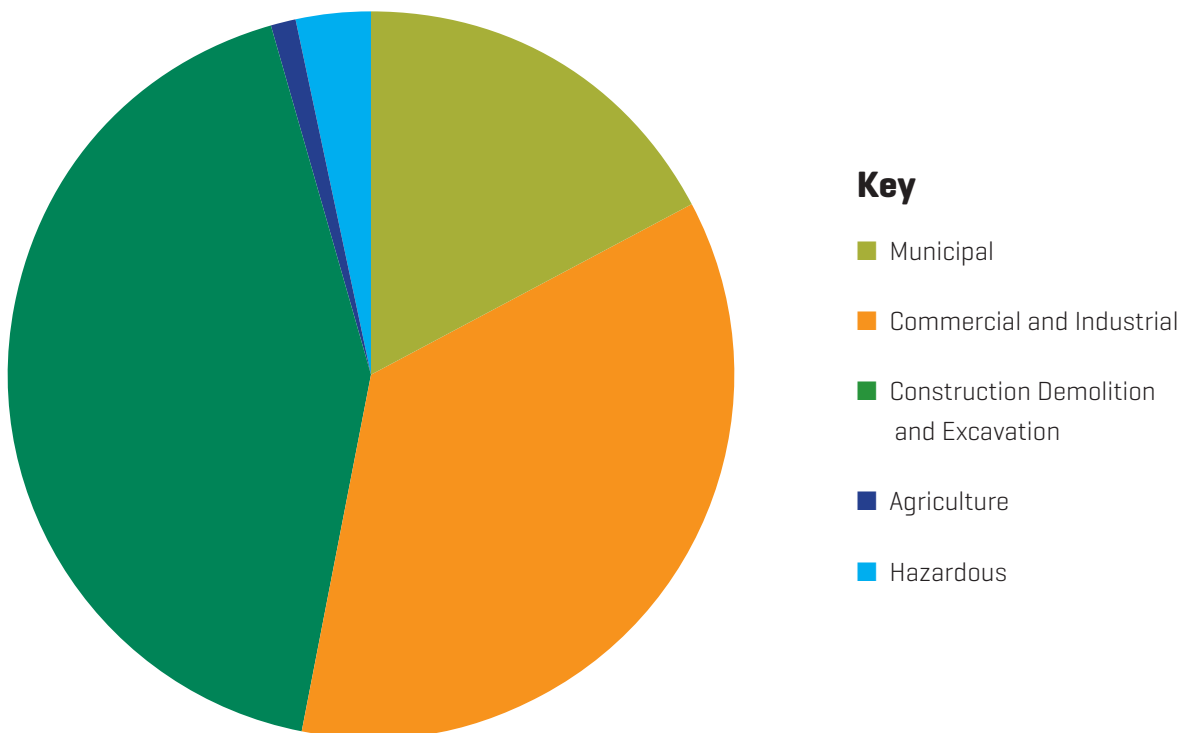
For more information the specific waste management services in each council administrative area, please contact your local council – contact details are available in the ‘Useful Contacts’ section of this document [section 5.1].

Staffordshire has made significant progress in managing waste sustainably, since producing the original strategy document in 2003. There has been investment in new collection schemes and facilities to improve recycling performance, including organic waste. This has allowed SWP to gain valuable experience in the use of a wide range of technologies, collection processes, and introduction of new waste streams. The advances made in each key area of waste management are discussed in the rest of this section.

2.1 Waste composition

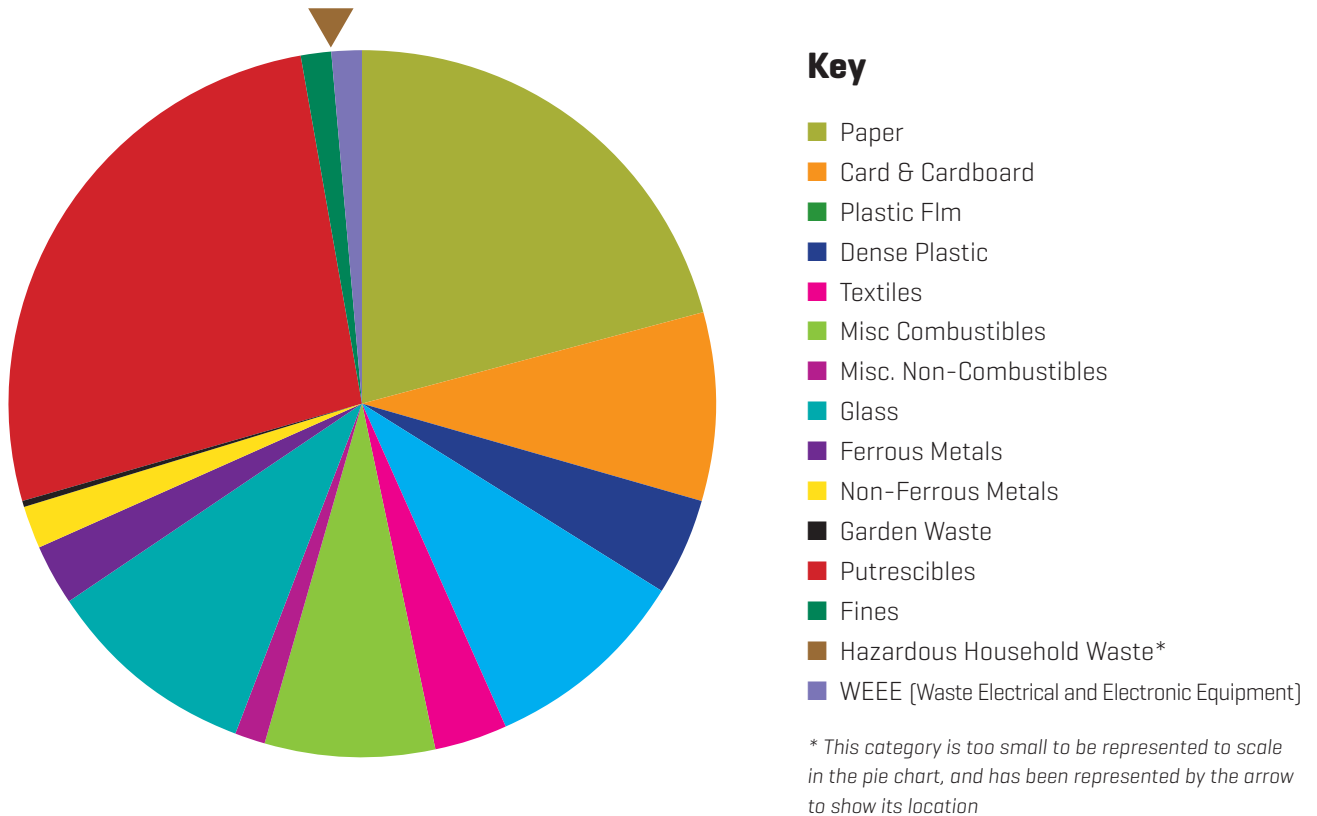
Municipal solid waste (MSW), mainly from households, currently makes up 14.7% of the total waste amount for Staffordshire and Stoke-on-Trent, with the majority of waste arisings produced by construction, demolition, commercial and industrial activities [Graph 1]. In 2006/07, Staffordshire generated approximately 614,000 tonnes of municipal waste. During the same time period, the county recycled 33% of its total waste arising. Compared with other counties, Staffordshire is performing well against a national average of county recycling rate at 41%.

Graph1. Pie chart showing the estimated controlled waste arisings in Staffordshire [Waste Local Plan, 2010].



Furthermore, recent compositional analysis has been used to estimate the composition of municipal waste across all Staffordshire areas in 2012 (Graph 2).

Graph 2. Pie chart showing the composition of municipal waste in Staffordshire in 2012



2.2 Waste reduction and reuse

Recent partnership work has resulted in engagement with approximately 6000 residents on the subject of waste prevention /minimisation. These campaigns included (but were not limited to):

- Delivering a £122,000 'Love Food Hate Waste' (LFHW) campaign (2009 – 2011),
- Assisting with the delivery of a regional LFHW campaign across the West Midlands,
- Developing and delivering a £20,000 'Unwanted Mail' campaign, which recently made the final for 'Best waste prevention project' at the LARAC awards,
- Developing new initiatives and methods to promote re-usable nappies in an attempt to engage a new audience,
- Assisting some local authorities with the roll out of new services.

Work in collaboration with WRAP (2012) has calculated that if the campaigns resulted in the 6,000 residents reducing the amount of waste they produced by 20% (based upon WRAP guidance for average public engagement in council campaigns) between 2009 and 2012, then they will have prevented circa 2,400 tonnes of waste being created across Staffordshire. However, it should be noted that it is very difficult to attribute to waste reduction to these campaigns directly, as recent economic pressures may have had more affect than the campaigns.

Reuse schemes are currently in their infancy across the county. Initial works include furniture reuse schemes where local authorities are working with a variety of third sector organisations, including Furniture Mine, YMCA, Home Comforts and the British Heart Foundation.

2.3 Types of waste

All WCAs in Staffordshire source segregate waste to separate out recyclable materials, however each council does this to a different degree, according to local need and service suitability. All WCAs offer kerbside recycling collections, a service to collect organic waste, and more specific services for less common items, such as bulky items and trade waste. Progress in these areas is discussed below.

2.3.1 Recycling

Since the original strategy was created in 2003, each of the eight WCAs has achieved above 50% recycling performance (total recycling, including composting). At the same time, all partner authorities have seen a reduction in the volume of waste produced. Table 2 shows the recent dry recycling performance for each WCA and UA. Table 4 shows the total recycling rate (dry recycling and organic waste) per WCA for the same time period (2011/12).

Table 2. Dry recycling collected in 2012/13

	Total household waste [tonnes]	Total recycling [tonnes]	Recycling rate [%]
Cannock Chase District Council	38,087.33	10,785.18	28.3
East Staffordshire Borough Council	45,044.28	10,939.45	24.3
Lichfield District Council	41,783.47	11,583.07	27.7
Newcastle-under-Lyme Borough Council	47,700.11	8,979.80	18.8
South Staffordshire District Council	44,372.52	9,554.08	21.5
Stafford Borough Council	51,952.69	12,634.51	24.3
Staffordshire Moorlands District Council	39,675.67	8,365.58	21.1
Stoke-on-Trent City Council	100,453.77	23,459.20	21.7
Tamworth Borough Council	29,503.98	8,437.50	28.6
Total	438,573.82	102,738.37	23.5

2.3.2 Organic waste

Organic waste includes food waste and garden waste. The following services are available to collect and recycle organic waste;

- Separate food waste and garden waste collections by Newcastle-under-Lyme Borough Council only,
- Joint food and garden waste collection in the same bin, by East Staffordshire, Cannock Chase, Staffordshire Moorlands, Stoke-on-Trent, Lichfield and Tamworth councils,
- Separate garden waste collections by Stafford Borough Council and South Staffordshire District Council (where food is collected as residual waste in the general waste bin),
- Garden waste recycling at all HWRCs.

In Staffordshire, food waste accounts for approximately 15% of total waste arisings, and garden waste accounts for approximately 20%. Separate collections for organic waste have allowed more waste to be recycled, via composting and anaerobic digestion processes. Table 3 shows the percentage of the total waste collected from households that is collected separately, as a type of organic waste. Table 4 shows the total recycling rate [dry recycling and organic waste] per WCA for the same time period [2011/12].

Table 3. Organic waste for composting or treatment in 2012/13

	Total household waste (tonnes)	Total organic waste (tonnes)	Total rate [%] composted or treated
Cannock Chase District Council	38,087.33	9,605.75	25.2
East Staffordshire Borough Council	45,044.28	12,994.56	28.8
Lichfield District Council	41,783.47	12,699.2	30.4
Newcastle-under-Lyme Borough Council	47,700.11	15,622.51	32.6
South Staffordshire District Council	44,372.52	12,386.00	27.9
Stafford Borough Council	51,952.69	14,853.06	28.1
Staffordshire Moorlands District Council	39,675.67	13,320.24	33.6
Stoke-on-Trent City Council	100,453.77	13,328	13.3
Tamworth Borough Council	29,503.98	6,523.54	22.1
Total	438,573.82	111,332.86	25.4

Table 4. Total recycling rate, per Local Authority, for 2012/13

	Total household waste (tonnes)	Total recycling (tonnes)	Total recycling rate [%]
Cannock Chase District Council	38,087.33	20,390.92	53.5
East Staffordshire Borough Council	45,044.28	23,934.01	53.1
Lichfield District Council	41,783.47	24,282.27	58.1
Newcastle-under-Lyme Borough Council	47,700.11	24,602.31	51.5
South Staffordshire District Council	44,372.52	21,940.08	49.4
Stafford Borough Council	51,952.69	27,487.56	52.9
Staffordshire Moorlands District Council	39,675.67	22,685.82	57.2
Staffordshire County Council (Household Waste Recycling Centre tonnage only)	74,301.84	40,327.51	54.3
Stoke-on-Trent City Council	100,453.77	36,787.2	36.6
Tamworth Borough Council	29,503.98	14,961.04	50.7
Total	512,880.66	257,398.72	50.2

2.3.3 Other waste types

There are a number of specialist waste streams that WCAs now deal with;

- Clinical waste – Not all WCAs offer specialist collection services for clinical waste, as it poses certain health and safety risks. Those WCAs in North Staffordshire have offered suitable revised services since 2012, with plans to extend this to those WCAs in South Staffordshire in 2013 [see delivery plan in section 4.1].
- Bulky waste – Large items of waste, such as broken furniture, can be collected by specialist services on order from most WCAs. As furniture accounts for 42% of all bulky waste collections in Staffordshire, furniture reuse schemes are now in place in many areas.
- Electrical items [WEEE; Waste Electrical and Electronic Equipment] – By law, electrical items require suitable disposal and collection with residual waste is not appropriate for this, so most WCAs offer separate options for WEEE.
- Trade waste – Local Authority run commercial waste collection services are available for an extra cost in most areas of the county, however most authorities offer a residual waste collection service only.



Bulky waste collection services and reuse schemes are available for items like broken or unwanted furniture

2.4 Waste disposal and treatment arrangements

Through a mixture of joint arrangements and individual contracts, SWP utilises the following technologies as waste recovery options other than landfill;

- three in-vessel composting plants [for garden waste],
- one Anaerobic Digestion [AD] plant [for organic waste involving food],
- three dry recycling Material Recovery Facilities [MRFs],
- three waste transfer stations,
- two Energy from Waste Plants [for residual waste],
- suitable reprocessing of street sweepings.

An Energy from Waste [EfW] plant, located in South Staffordshire, is currently under construction and is expected to be fully operational in 2014. It is expected that participation in this recovery method will divert waste from landfill disposal. The aim is to reduce the volume of waste to landfill disposal to less than 5% of total waste arisings.

2.5 Predicted waste growth

The implementation plan and core targets specified within this document are based upon predictions of waste growth in Staffordshire and Stoke on Trent over the next 15 years, as set out in the Waste Arisings Projections report [Valpak, 2012]. This allows the quantification and justification of new targets for this refreshed strategy [section 4]. Graph 3 summarises the progressive growth in waste arisings over the next 15 years.

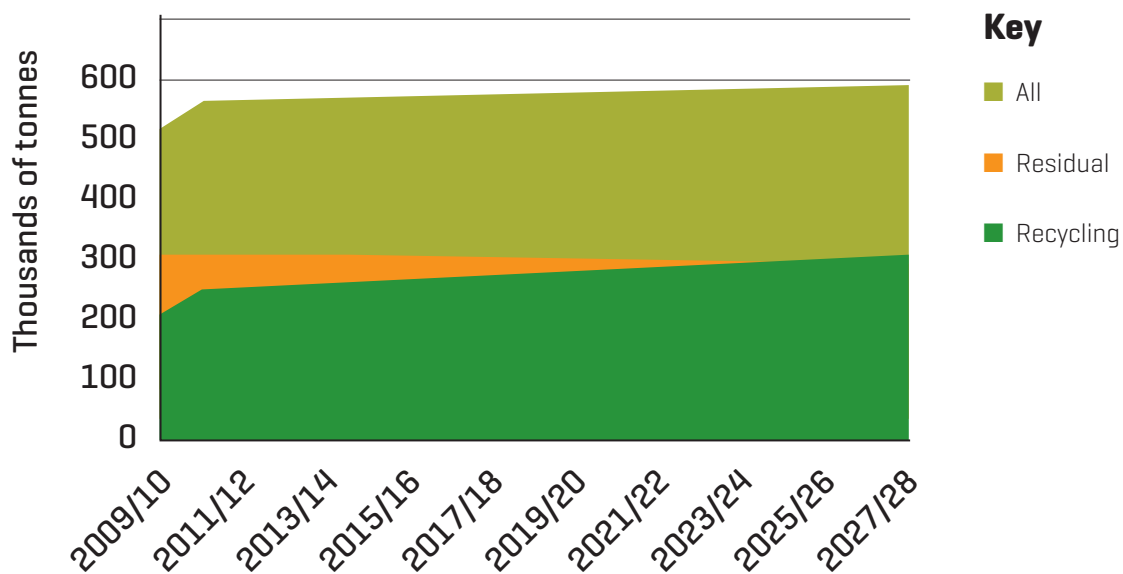
The projections below cannot be compared with the projections highlighted in the Waste Local Plan 2010, as the figures provided in the Waste Local Plan are predicated on Municipal Waste growth in Staffordshire and Stoke-on-Trent, specifically designed to inform decisions on provision of infrastructure. However, the predictions provided by Valpak for the purpose of this report relate only to household waste collected by the local authorities.

In addition, since the projections have been released in the Waste Local Plan 2010, waste arisings have been dropping, thus changing the baseline from which predictions were made and altering the methodology used for predicting future waste arisings.

The general trend suggests that by 2027, not including expected population growth and associated increased housing numbers, on a like for like basis;

- overall waste arisings will increase by approximately 4%,
- collected residual waste will decrease by circa 25,000 tonnes,
- collected recycling will increase by approximately 50,000 tonnes.

Graph 3. A summary of predicted growth of waste arisings in Staffordshire and Stoke-on-Trent over the next 15 years [Valpak, 2012]



The indication that there will be a reduction in amounts of residual waste collected, and an increase in levels of recyclate collected, has the potential to positively alter the recycling rate across Staffordshire, but it is important to note that work on prevention and reuse will also have an effect on waste arisings.

3.0 Strategic Plans

Taking into account the current economic climate, associated drivers and legislative requirements, this refreshed strategy aims to provide a clear framework of collaborative working within SWP. This framework will assist in the development of consistent approaches to waste management across the county.

Reduction in total waste production over recent years can be attributed to, in part, the current economic climate, as austerity impacts buying habits. Going forward, the main challenge is to ensure that, as the economy improves and consumer confidence returns, unsustainable levels of waste production and therefore disposal do not also return.

Tackling the main issues as a partnership also requires the individual authorities' waste and minimisation strategies to be updated, allowing this refreshed strategy to be a simple overarching document which sits above the individual documents. As a result, there is a greater emphasis on the waste hierarchy, with waste prevention as the core of the strategic development of future waste management.

To facilitate this, this refreshed strategy has developed six key principles, which form the core objectives for the delivery plan;

- Waste prevention, including reuse,
- Efficiency Savings,
- Resource Recovery,
- Carbon Reduction,
- Infrastructure & Contracts,
- Municipal Waste.

The principals are in no particular order and have not been prioritised to form the above list.



Recycling collection vehicle

3.1 Core objectives

The core objectives are detailed below; however more information with regard to specific projects to deliver these objectives is included in the delivery plan (section 4.1).

3.1.1 Waste Prevention

To maintain zero waste to landfill and reduce the amount of local authority collected municipal and commercial residual produced in Staffordshire, benchmarked against the top 10% of residents, thus reducing the overall volume of waste that is treated, recovered, disposed, or recycled.

The Waste Regulations 2011 (England and Wales) require greater emphasis on the higher levels of the waste hierarchy (figure 5 in section 2.6), which highlights primary focus on waste prevention / minimisation and reuse. Local authorities have responsibility under the Waste Minimisation Act 1998 to promote waste reduction.

Waste prevention reduces the amount of waste entering the collection, processing and disposal system, which provides financial savings and reduces environmental impacts, such as lowering associated carbon emissions, avoiding harmful landfill disposal, and increasing material / item reuse, which reduces the consumption of valuable resources and raw materials. However waste prevention also poses challenges;

- decoupling waste prevention from economic trends,
- current popular cultural trends influencing the consumer driven economy has resulted in a throwaway society, which therefore requires effective communication for behavioural change,
- lower waste quantities and the changing nature of packaging and production materials may result in lower quality of collected materials, leading to increased cost for processing.

Waste minimisation and reuse was focused on in the 2007 strategy document, highlighting key areas of prevention as home composting and nappies via educational and awareness campaigns, working alongside reuse schemes. Operationally, reuse schemes remain a key factor to be improved upon to offer a better service for increased participation, as they have not yet been fully implemented to provide a high level service. As extensive works were undertaken to deliver the waste minimisation campaigns, this strategy will focus upon operational changes that can benefit local residents. However awareness and education campaigns will remain a strong point in conjunction with these works, as featured in proposals for SWP's Waste Prevention Plan. In addition, new contracts with Veolia (Four Ashes Energy from Waste plant) and FCC (HWRCs) also include the provision of waste education officers for community engagement on waste management issues.

Working in collaboration with WRAP (a Government funded recycling organisation), SWP has identified areas of significant potential to prevent waste entering collection and disposal services, recognising the social, economic and environmental impacts. This highlighted food, furniture and electrical items (WEEE) as waste streams to concentrate minimisation projects on. Reuse schemes for furniture and WEEE would also provide extensive social benefits to the local communities and environmental benefits. Waste prevention schemes such as this are run by both the local councils and independent organisations, therefore non council run scheme data is not captured in this information, making a total savings difficult to quantify.

Table 5. Potential preventable tonnage of waste through waste prevention techniques (WRAP, 2012)

Percentage of waste identified as preventable tonnage captured by local authorities	Preventable tonnage per annum			Total preventable tonnage minus WEEE per annum
	Food	Furniture	WEEE	
100%	9,000	4,400	2,000	13,400
75%	6,750	3,300	1,500	10,050
50%	4,500	2,200	1,000	6,700
25%	2,250	1,100	500	3,350

3.1.2 Efficiency Savings

To achieve efficiency savings across SWP, thus reducing the total budget for waste management below the rate of inflation.

Despite the current public spending restrictions, local authorities will continue to provide waste services which meet the high expectations of customers. In 2012, the cost of providing waste management services for Staffordshire, including collection, treatment, processing and disposal cost, was in excess of £45million. Of these costs, in excess of £42million can be attributed to transport, processing and disposal costs. As a result, the delivery plan will focus on these three key areas, ensuring SWP has the correct infrastructure in the right areas to reduce transport mileage (and therefore direct carbon emissions), provide comprehensive yet low cost processing services and disposal options.

To facilitate such reduction of costs requires further improvements in performance and service delivery achieved by collaborative working and sharing of best practice. It is important to consider the true cost of waste management in a two tier authority and identify financial savings for efficiencies in joint service and procurement opportunities. This will be conducted thanks to the shared commitment of SWP authorities to the vision of sustainable waste management for Staffordshire, which could expand to include other organisations, should joint working outside SWP present saving opportunities.

Reflecting local needs and differences in operating systems, contracts and infrastructure and measuring true success if efficiency gains from joint working, will prove to be challenging in achieving financial savings through improved efficiency.

3.1.3 Resource Recovery

To ensure the maximisation of resource value from collected materials, as a commodity or as energy provision.

In the last strategy [2007], a partnership wide household recycling rate (including food waste) of 50% of total waste arisings was set as a formal target. This is set to be achieved on time however it is important to also recognise that, whilst collecting the source segregated materials can result in maximum financial value for the materials as a commodity or as energy provision, there are increased associated operational costs.

Scarcity of raw materials, particularly some rare earth metals, has a significant impact in global markets, results in the increased value of such materials recovered from waste. This could impact the product chain as scarcity of raw materials forces consideration of alternatives, which in turn impacts the range and volume of materials currently collected under waste services. This necessitates adaptable collection and treatment processes to meet market demands, that could lead to more variety in waste streams to include recovery of other viable materials depending on their value, which would affect kerbside collection routes. Strategic development therefore requires a flexible approach for future collection schemes and associated infrastructure requirements.

3.1.4 Carbon Reduction

To reduce the total carbon emissions for waste collection, processing and disposal activities by 2% year on year, by ensuring consideration in future contracts, infrastructure and procurement decisions.

In keeping with the targets that have been set in the UK Climate Change Act 2008, individual authorities have published adaptation plans which include actions to reduce the impact of their waste services on the environment and develop the management of these services to enable them to respond efficiently. Such adaptation plans deal with local environmental issues such as the operational implications of changing weather conditions.

The commitment to reducing carbon emissions has already been highlighted in achieving zero waste to landfill. SWP has therefore reduced the amount of landfill gas produced via degradation of waste under landfill condition. Landfill gas is primarily composed of methane which is a greenhouse gas that has an impact on the environment that is 23 times greater than the impact of carbon dioxide. However, there are further opportunities to reduce the carbon emissions, through waste prevention, item reuse, and recycling of materials to preserve raw materials / resources. In addition, waste processing methodology, and associated infrastructure can use and generate renewable energy and fuels which support national energy policies. This is a key driver for Stoke-on-Trent City Council, who recognise that increased use of renewable energy provides security of energy supply at an affordable price. New Staffordshire County Council disposal contracts now have a rolling 5% reduction in carbon emissions as a standard Key Performance Indicator [KPI].

3.1.5 Infrastructure and Contracts

To provide and support appropriate infrastructure with suitable contracts that ensure value for money, by developing procurement policies to maximise efficiency & sustainability.

Strongly linking with other core objectives, appropriate infrastructure supported by effective contracts could maximise the resource value of collected waste, provide efficiency savings with regard to practical aspects and collaborative procurement, and assist in the reduction of carbon emissions from waste services. Contracts need to be flexible to markets changes and material value fluctuations, in order to ensure efficient collection and high quality processing. From the extensive contracts register, key contracts will an impending end date, including service contracts for several authorities in coming year, will be prioritised higher.

Key contracts to focus on include treatment contracts for each waste stream (and associated infrastructure requirements) and scoping of joint service contracts and other operational contracts. This aims to provide economies of scale, and further improve performance and sustainability of waste management; however it is important to reflect local needs. Contracts will be evaluated for potential savings and improvements when the contract is close to the end date, which necessitates a phased approach to this objective.

It is expected that, through the implementation of key contracts over the coming years, there is the potential to incorporate key infrastructure, where appropriate. This may also present further opportunities for efficiency savings.

3.1.6 Municipal Waste

To provide efficient and cost effective waste services to local residents and businesses.

SWP focus is shifting from household waste to all municipal waste collections including commercial waste, due to changes to government thinking as outlined in their review of waste policy in 2011. Our experience in shaping household waste collection services over the last decade has provided SWP with significant experience in treating waste differently. As a result, there is the opportunity to implement a comprehensive, county wide trade waste scheme, which could help local businesses to reduce their waste and therefore costs.

Development of commercial waste services has been identified as a key area of work to provide enhanced services to local businesses. This will build on work already undertaken in the north of the county which has identified this as significant opportunity to provide more cost effective and efficient services, offering a wide range of collections, including recycling and the potential for separate food waste.

Domestic collections remain at the core of our waste management. We aim to use our experience to offer effective and efficient services to our residents that compliment the wider requirements of source segregation, to meet government policy and to accommodate with advances in technology. Throughout any changes to these drivers, waste collection services will continue to provide residents with simple, easy to use services that meet their needs.

3.2 Strategic Environmental Assessment

A Strategic Environmental Assessment (SEA) was conducted for the 2007 strategy. According to the SEA Directive, an SEA is not required to be undertaken for this 2013 refreshed strategy, given that the 2013 refreshed strategy is fundamentally based upon the ethos of the 2007 strategy and provides 'minor modifications' to the focus of the strategy. To confirm this, an Environmental Assessment Appraisal Report conducted a short assessment of the 2013 refreshed strategies objectives, which identified no significant differences to the environmental impacts noted in the 2007 SEA. The conclusion that an SEA is not required for this strategy was agreed by the 3 statutory bodies regulating SEAs; Environment Agency, Natural England and English Heritage.

The 2007 Strategic Environmental Assessment can be accessed at; www.staffordshire.gov.uk/environment/rubbishwasteandrecycling/wastestrategy/JointMunicipalWasteManagementStrategy

The Environmental Assessment Appraisal Report forms appendix 2.

4. Strategy Implementation

4.1 Delivery Plan

This delivery of this refreshed strategy must be flexible to advances in technology, changes in policy / legislation, and alterations of community opinions. Based on the core objectives set out in the last section, a live delivery plan has been developed to implement this refreshed strategy. This plan is a working document that will be updated accordingly throughout the delivery process.

Table 6 summarises the projects of the delivery plan and prioritises them for future action. Appendix 1 details the full delivery plan of this 2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent.

Table 6. Summary of key future projects

Time frame	Project
Short term; immediate works	<ul style="list-style-type: none"> • Creation of a SWP Waste Prevention Plan. • Review of clinical waste services in South Staffordshire, aiming to implement alterations already underway in North Staffordshire. • Baseline research / data collation of all services, technologies and contracts, to assess current status, and identify gaps. • Agree a partnership procurement framework. • Create a Transport Managers Group to move forward on operational changes for efficiency savings.
Medium term	<ul style="list-style-type: none"> • Assess contracts according to end dates, undertaking review and alterations - focus on service contracts and local infrastructure. • Commercial waste service review and rebrand, including scoping of a single pricing structure and options for collaboration. • Bulky waste collection review, with potential for contracted services using the third sector. • Improved WEEE facilities, including potential for reuse.
Long term; background projects	<ul style="list-style-type: none"> • Guidance document on available collection, process and disposal technologies, to aid future decisions. • Ongoing work to align the variety of policies of individual partnership authorities.

In addition to this delivery plan, this refreshed strategy is supported by individual action plans for each partner authority. The action plan will set out local activities that support the core objectives of this refreshed strategy, but allow the authority flexibility in delivery to support local need.

4.2 Monitoring Progress

The Joint Waste Management Board for Staffordshire and Stoke-on-Trent will be responsible monitoring progress and performance in delivering this refreshed strategy via the delivery plan. The delivery plan is intended to be a live document and practical management tool. SWP is committed to the on going monitoring, review and updating of the delivery plan, as required in accordance with SWP internal alterations or external changes in pressures.

Performance monitoring will be undertaken against a standard template to ensure county wide compliance, which will be reported for discussion to the Joint Waste Management Board. This monitoring will take place to a formal level yearly, with the production of an SWP annual report.

Additional monitoring will be undertaken in the meantime – informal performance monitoring of key criteria will be reported at Joint Waste Management Steering Group meetings, every six weeks. This is part of a mandatory requirement to provide regular updates on delivery plan progress, to ensure the ongoing employment of the SWP Officer, given that the role is funded by the financial savings achieved in the project work of the delivery plan.

4.3 Review

During the aforementioned monitoring process of this refreshed strategy, this document will continually be assessed in the annual reports as to it remains applicable. Should it no longer be applicable to the current waste management practices, a formal review will take place, resulting in either another refreshed strategy to update current plans, or an entirely new strategy, depending on the circumstances noted in the review.

If this refreshed strategy document is deemed to be applicable until the end of the reporting period in 2020, a formal review will take place at the end of the strategy coverage period. The overall strategy and associated strategic documents will then be formally reviewed in 2020 by the Staffordshire Waste Officer's Group, to determine progress against the core objectives and targets set in this document. Should another update be required to the strategy, following discussion with SWP's Joint Waste Management Board, a refresh of the strategy will be commissioned to reflect the changes at that point in time.

5. Helpful information

5.1 Useful contacts

For information on waste services in your local area, please contact your local authority;

Local Authority	Contact details / website
Cannock Chase District Council	01543 462621 customerservices@cannockchasedc.gov.uk www.cannockchasedc.gov.uk/waste
East Staffordshire Borough Council	0800 269098 environment@eaststaffsbc.gov.uk www.eaststaffsbc.gov.uk/services/wasteandrecycling
Lichfield District Council	0845 002 0022 waste.strategy@lichfielddc.gov.uk www.lichfielddc.gov.uk/recycling
Newcastle-under-Lyme Borough Council	01782 717717 wastemanagement@newcastle-staffs.gov.uk www.newcastle-staffs.gov.uk/environment
South Staffordshire District Council	01902 696203 waste@sstaffs.gov.uk www.sstaffs.gov.uk/your_services/environmental_services/waste_and_recycling.aspx
Stafford Borough Council	01785 619402 info@staffordbc.gov.uk www.staffordbc.gov.uk/binday
Staffordshire Moorlands District Council	0345 605 3014 Email via online form www.staffsmoorlands.gov.uk/sm/council-services/environment-and-waste/bins-and-recycling
Stoke-on-Trent City Council	01782 234000 WasteManagement@stoke.gov.uk www.stoke.gov.uk/ccm/navigation/environment/waste-and-recycling
Tamworth Borough Council	0845 002 0022 enquiries@tamworth.gov.uk www.recyclefortamworth.co.uk
Staffordshire County Council	0300 111 8000 or 01785 277452 recycling@staffordshire.gov.uk www.staffordshire.gov.uk/environment/rubbishwasteandrecycling

For more information on waste management in Staffordshire, please visit the Staffordshire Waste Partnership's website; www.recycleforstaffordshire.org

For information on what can be recycled, please visit www.recycled.products.org.uk

For information on recycling and waste at home, in schools and at work, please visit www.recyclenow.com

To remove your name from junk mailing lists, please contact the Mail Preference Service on www.mpsonline.org.uk or 0845 703 4599.

5.2 Glossary of terms and acronyms

AD – Anaerobic Digestion; a collection of processes by which microorganisms break down organic material in the absence of oxygen, producing biogas and fertilizer.

Organic Waste – Materials such as paper, food and garden waste which decompose through the action of bacteria or other microbes. Generally, organic waste that is sent to landfill is squashed under all the other waste and does not have access to air. Decomposition without air (anaerobic) causes methane. Methane is a powerful greenhouse gas which is believed to contribute to global warming.

Bring bank – Recycling site open to the public.

Bulky waste – Large items of household waste such as furniture or fridges together with some garden and DIY waste.

Commercial waste – Waste from premises used mainly for the purposes of trade or business, or for the purposes of sport and entertainment.

Composting – Decomposition of organic matter in the presence of oxygen (aerobic) to produce compost for use as a fertiliser or a soil conditioner.

County Council – Is the waste disposal authority in the administrative area of Staffordshire.

District Council – Is the waste collection authority in the administrative area of Staffordshire.

Energy from Waste – Conversion of waste into a usable form of energy, either by incineration, thermal treatment or the production of gas.

Household waste – Covers waste from household collections, street sweepings, bulky waste collections, hazardous household waste collections, litter collections, household clinical waste collections, separate garden waste collections, waste from Household Waste Recycling Centres and waste collected separately for recycling/composting schemes.

HWRC – Household Waste Recycling Centre.

Kerbside collection – Collection of recyclables typically from the curtilage of premises.

Landfill – The process of depositing waste in/ on the ground.

Industrial waste – Waste from any factory and from any site occupied by an industry.

In-vessel composting – aerobic decomposition of organic / organic materials, confined within a building, container, or vessel, to create better air circulation than open composting.

JMWMS – Joint Municipal Waste Management Strategy

MSW – Municipal Solid Waste; This includes all waste collected by a Waste Collection Authorities, or its agents, such as waste from households, parks and gardens, fly-tipping and any waste they collect from commercial or industrial premises.

MRF – Material Recovery Facility; a specialized plant that receives, separates and prepares recyclable materials for marketing to end-user manufacturers.

Recovery – Recovery of materials or energy from waste by methods such as recycling, energy generation and composting.

Recycling – Collection or recovery of reusable materials from waste, and their subsequent reprocessing to form useable products.

Reuse – The use of waste items such as bottles, packaging or electronic components for their original or for another purpose without reprocessing.

Staffordshire Declaration on Climate Change – A public acknowledgement of climate change, and a commitment to action / community leadership to reduce emissions, adapt to changes which are now inevitable, and help the people of Staffordshire to do the same.

SWP – Staffordshire Waste Partnership; a collaboration of the ten councils in Staffordshire, tackling waste management issues together.

Trade waste – Commercial waste collected by the Waste Collection Authorities.

Waste arisings – The quantity of waste generated within a specified area.

WCA – Waste Collection Authority; In Staffordshire, arrangements for the collection of municipal waste are the responsibility of the district councils [except for Stoke-on-Trent City Council, which is a Unitary Authority].

WDA – Waste Disposal Authority; In Staffordshire, arrangements for the final disposal of household waste is the responsibility of Staffordshire County Council [except for Stoke-on-Trent City Council, which is a Unitary Authority].

WEEE – Waste Electrical and Electronic Equipment.

Unitary Authority – a self sufficient council, who collects and disposes of its own waste, without relying on other councils [e.g. Stoke-on-Trent City Council].

5.3 References

Environment Agency's Waste & Resources Assessment Tool;

<http://www.environment-agency.gov.uk/research/commercial/102922.aspx>

Joint Municipal Waste Management Strategy for Staffordshire County Council and Stoke-on-Trent City Council; Headline strategy, Implementation plan and Strategic Environmental Assessment [ref. 402.1395.00001], SLR, 2007.

<http://www.staffordshire.gov.uk/environment/rubbishwasteandrecycling/wastestrategy/>

[JointMunicipalWasteManagementStrategy.aspx](http://www.staffordshire.gov.uk/environment/rubbishwasteandrecycling/wastestrategy/JointMunicipalWasteManagementStrategy.aspx)

Staffordshire and Stoke-on-Trent Joint Waste Local Plan 2010 – 2026 [Adopted March 2013];

<http://www.staffordshire.gov.uk/environment/planning/policy/wastecorestrategy/Version-for-adoption-March-2013.pdf>

Waste Projection Report, Valpak, 2012.

WRAP, 2012. Composition of kerbside and HWRC bulky waste [MPD006-002].

Appendix 1 – Strategy Delivery Plan *[live document]*

Core objective	Project
Waste Prevention	Agree a partnership wide approach to waste prevention
	Viability of alterations to bin size
	Establish how LFHW success can be measured in terms of tonnage
	Research how we can increase bulky re-use across Staffordshire
	Introduce more comprehensive WEEE collection services [to avoid WEEE as residual waste]
	Improve clinical waste services
Efficiency Savings	Baseline report on currently used technologies / schemes [and their efficiency]
	Review of new technologies
Resource Recovery	Complete waste compositional analysis all waste streams using waste data flow information for tonnages and split of recycling materials
Carbon Reduction	Ensure consideration to carbon reduction throughout all SWP activities
	Complete research into whether local authorities are using alternative technologies and how successful they have been in reducing carbon impact
	Map waste service facility locations in Staffordshire and nearby authorities
Contracts / Infrastructure	Fully assess current infrastructure for gaps
	Agree procurement process / framework for SWP
Municipal Waste	Improve commercial waste services offered by authorities through development of a single vision

Actions	
	Produce a Waste Prevention Plan
	Identify required resources to deliver action plan / agree funding mechanism
	Gather baseline information from partnership authorities
	Propose a series of aligned guidelines on bin size for SWP agreement, to be included in individual local authority policies
	Undertake cost benefit analysis
	Undertake scoping exercise, create business plan, consider 3rd sector involvement, implement new service
	Improve facilities on HWRC
	Offer wider coverage on bring sites
	Scope the potential for introducing reuse kerbside collections
	Implement cost saving measures trialling in North Staffordshire, to other areas
	Establish Transport Officers Working Group, to review transport / workshop arrangements, plus recommend partnership arrangements where efficiency and carbon savings can be delivered
	Produce cost benefit analysis and feasibility study to assess efficiency and carbon savings of adopting new technologies
	Stoke-on-Trent City Council to procure composition analysis
	Staffordshire County Council to use Valpak to research waste composition of recycling and organic materials
	Include carbon reduction in all future decisions - written into local policies
	Conduct research using WRAP, LARAC, CIWM, networks
	Mapping exercise
	Produce contract register of all current contracts and associated infrastructure
	Scope out contracts alterations where efficiency and carbon savings apply
	Investigate potential to develop existing facilities, and provision of new facilities
	Determine potential for SWP wide procurement, to achieve economies of scale for financial savings
	Agree SWP wide pricing structure and options for service development
	Develop singular marketing strategy

Appendix 2 – Environmental Assessment Appraisal Report, 2013



Staffordshire
Waste Partnership

Environmental Assessment Appraisal Report

**2013 Refresh of the Joint Municipal Waste
Management Strategy for Staffordshire &
Stoke-on-Trent (2007 - 2020)**

From **zero waste** to landfill...
...towards a **resourceful economy**



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Executive Summary

The 2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke-On-Trent (2007-2020) will not be subject to a Strategic Environmental Assessment because;

- As the refreshed strategy follows the same principles / values as the original strategy (2007) it can be considered to be a minor modification of the 2007 strategy, and unlikely to have any significant environmental effects. As such, under Article 3.3 of Directive 2001/42/EC, an SEA is not required.
- A screening process has concluded that the 2013 refreshed strategy has no significant or likely environmental impacts.
- Further assessments will be carried out in the future where larger projects are judged to have the potential to produce environmental effects.

1. Introduction

Written in 2007, the 'Integrated Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent' provided a framework for the management of waste to 2020. A full Strategic Environmental Assessment (SEA) was conducted to assess the environmental impacts of the 2007 strategy. Following the achievement of the key targets ahead of the 2020 deadline, a refreshed strategy has been produced to provide a revised framework based upon the same principles, to lead Staffordshire Waste Partnership to 2020.

The following report details the process undertaken in order to determine the requirement to conduct a full SEA for the 2013 refreshed strategy, given the nature of the document and legal requirements under European Directive 2001/42/EC [Strategic Environmental Assessment].

It is recommended that this report is read in conjunction with the 2007 strategy [and associated full SEA report] and 2013 refreshed strategy.

1.1 Background

1.1.1 2007 Joint Municipal Waste Management Strategy

The 'Integrated Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent' was originally produced in November 2003 and updated 2007. This strategy focused upon the following principles;

- Increased household recycling: Delivering on a combined household recycling and composting target of 55% [equivalent to 50% of all MSW] by 2015,
- Recovering benefit from all remaining MSW: Sending approximately 50% of all MSW for recovery by 2020,
- Zero waste to Landfill: Minimising all forms of waste to landfill through increased recycling followed by maximum recovery of all remaining residual waste, thus placing landfill as the last and final option.

The document's wider remit had the intention of;

- Achieving sustainable management of all waste arisings through emphasis on waste reduction, re-use, recycling and recovery,
- Managing waste as a resource, as close as possible to its point of origin,
- Developing effective co-operation and joint working between local authorities, businesses and residents on the benefits of waste minimisation and increased recycling and recovery.

1.1.2 2013 refreshed strategy

The 2013 refresh of the Joint Municipal Waste Management Strategy is an update to the 2007 full strategic plan, addressing the management of municipal solid waste within Staffordshire and Stoke-on-Trent to the year 2020. It has been prepared by Staffordshire Waste Partnership (SWP), which comprises Staffordshire County Council, Stoke-on-Trent City Council, and the eight Staffordshire District/Borough Councils.

In 2012, all councils achieved 50% recycling performance. It is expected that the partnership will achieve 55% recycling performance, as a result of the opening of a new Energy from Waste plant in 2014 increasing our landfill diversion figures. In meeting these targets and adopting the other key aspects of the strategy ahead of the 2020 deadline, new targets were required. In addition, the 2007 strategy no longer effectively incorporates the strategies and policies adopted by individual authorities within SWP, requiring the balance to be addressed more effectively. Driven by these advancements and the changing landscape of key legislative and economic drivers, there was a clear need to refresh the strategy.

The 2013 refreshed strategy has developed six key principles based upon the targets set out in the 2007 strategy. These principles form the core objectives for the strategic implementation via the projects in the delivery plan. The principles and corresponding objectives are listed below in no particular order and have not been prioritised;

- **Waste prevention**, including reuse; To maintain zero waste to landfill and reduce the amount of local authority collected municipal and commercial residual produced in Staffordshire, benchmarked against the top 10% of residents, thus reducing the overall volume of waste that is treated, recovered, disposed, or recycled.
- **Efficiency Savings**; To achieve efficiency savings across SWP, thus reducing the total budget for waste management below the rate of inflation.
- **Resource Recovery**; To ensure the maximisation of resource value from collected materials, as a commodity or as energy provision.
- **Carbon Reduction**; To reduce the total carbon emissions for waste collection, processing and disposal activities 2% year on year, by ensuring consideration in future contract, infrastructure and procurement decisions.
- **Infrastructure & Contracts**; To provide and support appropriate infrastructure with suitable contracts that ensure value for money, by developing procurement policies to maximise efficiency & sustainability.
- **Municipal Waste**; To provide efficient and cost effective waste services to local residents and businesses.

It should be noted that at this stage, there are no plans to undertake any building of waste management infrastructure, and therefore there is no options appraisal to assess for environmental impacts.

1.2 Current Waste Management Position

In recent years, each of the eight WCAs has achieved above 50% recycling performance (total recycling including composting), coupled with a reduction in the volume of waste produced. In Staffordshire, the following waste management services are currently in operation;

- All eight WCA's and Stoke on Trent UA operate household waste and recycling collections, including bulky waste collections and free garden waste collections. Services are delivered through a mixture of 'in-house' and contracted out services.
- 16 Household Waste Recycling Centres (HWRCs) are operated by Staffordshire County Council and Stoke on Trent UA.
- Over 300 bring banks, offering recycling facilities.

Through a mixture of joint arrangements and individual contracts, SWP utilises the following technologies as waste treatment, reprocessing or disposal options other than landfill;

- three in-vessel composting plants (for garden waste),
- one Anaerobic Digestion (AD) plant (for organic waste involving food),
- three dry recycling Material Recovery Facilities (MRFs),
- three waste transfer stations,
- two Energy from Waste Plants (for residual waste),
- street sweepings reprocessing facility.

Predicated waste growth suggests that, by 2027, not including expected population growth and associated increased housing numbers, on a like for like basis;

- overall waste arisings will increase by approximately 4%,
- collected residual waste will decrease by circa 25,000 tonnes,
- collected recycling will increase by approximately 50,000 tonnes.

A full review of the current waste management position can be found in the refreshed strategy.

2. Review of the 2007 Strategic Environmental Assessment

A full Strategic Environmental Assessment (SEA) was carried out in 2007 to assess the impacts of the strategy on the environment. It is recommended that the full SEA and associated documents are read in conjunction to this report.

The Environmental Report of the SEA assessed the effects on the environment of the two key aspects of the 2007 strategy; the objectives and policy requirements of the 2007 strategy, and implementing the waste strategy options. This was achieved through assessment against the SEA appraisal criteria, which included the following key environmental issues;

- Population and human health,
- Biodiversity and flora / fauna,
- Material assets,
- Soil, water, and air,
- Climatic factors,
- Cultural heritage and landscape.

The SEA process involves checking that the strategy objectives are concurrent with the chosen relevant Sustainable Development Objectives (chosen in the SEA's Scoping Report, based on a variety of national and local policy and planning documents). When compared and scored for any impacts, the overall conclusion was very positive. Given the strategic level of the objectives, it was decided that a more specific or quantitative assessment is difficult to conduct.

The options appraisal of the 2007 strategy provided several long term management options for the County's municipal solid waste, based upon a three step process of minimisation, recycling / composting and residual treatment. The SEA concluded that the improvement of waste minimisation and recycling are an improvement to the baseline of doing nothing and therefore consistent with the relevant Sustainable Development Objectives. The proposed recycling and composting targets were assessed and indicated mainly positive impacts. The only negative impacts were deemed negligible, and were vastly offset by major positive impacts associated with increased recycling and overall reduction of waste to landfill. The options considered for residual treatment were each assessed against the 21 sustainability indicators, based upon quantitative life cycle assessment. The 5 technologies considered all had an overall positive impact when compared to the baseline of sending waste to landfill. Of the 5 technologies considered, a new EfW plant was chosen as the most suitable option. The plant, known as Four Ashes and located in South Staffordshire, is currently under construction and is expected to be fully operational in 2014. It is expected that participation in this recovery method will divert waste from landfill disposal. The aim is to reduce the volume of waste to landfill disposal to less than 5% of total waste arisings.

3. Review of 2007 SEA against the 2013 refreshed strategy

The principles of the 2013 refresh of the Joint Municipal Waste Management Strategy are based upon the main principles of the 2007 strategy. The 2013 refreshed strategy focuses primarily upon waste minimisation (including reuse) and recycling / composting, which are two of the main steps in the 2007 strategy. The only major difference between the two strategies is the loss of residual treatment options for consideration in the 2013 refresh, meaning no full options appraisal is required with a full assessment of such works. Although the specifics of the project work to be undertaken to deliver the specific objectives under the six key principles differ, in order to move forward with necessary tasks to progress waste management issues, the values of reducing waste and increasing recycling remain the same. The key principles and core objectives go into more detail on these issues, however all have the same aim to ensure a sustainable approach to waste management.

According to the guidance on the SEA directive, an SEA is not required to be undertaken on any document which is a 'minor modification' on an already established document with a full SEA. The 2013 refreshed strategy is an update of the original strategy written in 2007, which had a full SEA undertaken during strategic planning of the document. The 2013 refreshed strategy is a response to the need for an updated strategic plan as the targets set in the 2007 strategy have been met ahead of the 2020 schedule. The 2013 refreshed strategy provides a strategic plan to take the Partnership up to 2020, based upon the same principles and values as the original strategy. In order to avoid the same situation of meeting targets ahead of schedule, the 2013 refreshed strategy provides core objectives to provide guidelines for future working, instead of specific targets.

Given the strong alignment between the principles and values of the 2007 strategy and the 2013 refreshed strategy, it seems reasonable to consider that the 2013 refreshed strategy represents a minor modification of a plan or programme that would normally require an SEA. Article 3.3 of the "SEA Directive", therefore only requires a full SEA if the revised plan is considered likely to have significant environmental effects.

To ensure that the environmental impacts of the refreshed strategy are fully considered, section 4 undertakes a short environmental assessment of the key principles / core objectives of the refreshed strategy against the Strategic Development Objectives.

4. Environmental Assessment of the 2013 refreshed strategy

A short environmental assessment of the core objectives of the refreshed strategy against the Strategic Development Objectives has been undertaken to consider the environmental impacts. Considering that both strategies share the same principles, it is assumed that the same assessment methodology remains applicable [against a baseline of 'doing nothing'].

However, to fully broach the uncertainty when trying to assess objectives at such a high level in a strategy document, the methodology has been modified to include a scoring mechanism for 'uncertain impacts'. The environmental assessment table [appendix 1] shows the use of question marks to highlights areas of uncertainty; however it should be noted that this uncertainty falls only at this stage of the strategic implementation. In a strategy, wording is necessarily loose and individual themes can be assessed out of context, with details of delivery being impossible to know at the strategy stage. The question marks in the table are used to draw attention to areas where the detail of implementation can indicate potential opportunities for uncertain impacts to be turned into positives. Such uncertainty is mainly confined to carbon reduction, as there are a range of different technologies to reach the goals of our objective, therefore the impacts depend on the delivery of the project, which have not yet been determined. It is therefore a requirement that further investigation is undertaken during the project deliverables of the strategic objectives – an SEA will be undertaken on specific projects.

Although there are further uncertainties in the table, these are limited to uncertainty between the impacts being positive and neutral. It can be safely determined that the impact will not be negative, as regulatory systems and legislation ensure that negative outcomes will not arise. Therefore, whilst unsure of the impact at this stage due to project delivery uncertainty, it can be concluded the no negative impacts will occur when legally compliant.

The assessment has been conducted based upon the following observations, in the absence of quantitative assessment scores;

- Building upon the zero waste to landfill and increased recycling rates targets of the 2007 strategy, any reduction in waste sent to landfill (via waste minimisation, improved recycling / composting services / processing, or use of alternative technologies such as Energy from Waste) reduces the adverse impacts of public amenity on nature, such as soil, air and water by reducing associated pollution (as also stated previously in the original SEA).
- Proposed efforts to decrease the volume of waste produced, increase recycling and optimise resource recovery will serve to minimise the consumption of finite resources, with potential to trade items as commodities or recover energy.
- Any efficiency savings and improved infrastructure offer potential carbon reduction opportunities if managed correctly. Efforts to reduce carbon emissions in the management of waste is likely to have an overall positive effect on an otherwise industrial process (depending on the technologies and the location of the facilities), and shows ongoing consideration to environmental impacts of all aspects of waste management.
- There is an element of uncertainty when considering the refreshed strategy objectives, given that the exact nature of the projects to deliver the objectives will develop over the next 7 years that the strategy covers. Therefore, where appropriate, assessments will be carried out to explore the potential impacts of different approaches to key projects in the delivery plan, using a process similar to the SEA. The scale and detail of the assessments will depend on the size and significance of the project, as well as the potential environmental effects.

This assessment concludes that the overall impacts of the 2013 refreshed strategy are very positive, with no incompatibilities emerging from the strategy compared with the key criteria. The key principles and associated core objectives of the 2013 refreshed strategy are in line with the SEA objectives.

5. Considering the Effects on the Environment

Our determination regarding the likely significance of effects on the environment of the 2013 refreshed Joint Municipal Waste Management Strategy (2007 – 2020) are set out in the below table.

Overall impacts of the strategy	
Criteria	Assessment
The degree to which the strategy sets a framework for projects and other activities, with regard to either the location / nature / size / operating conditions or by allocating resources.	<p>The strategy has a delivery plan which details board projects to be implemented where appropriate via external contracts which may involve possible infrastructure developments, depending on the contractor’s existing facilities / services.</p> <p>The strategy is supplementary to the Waste Local Plan (2010-2026), and Waste Prevention Strategy.</p>
The degree to which the strategy influences others plans and programmes.	<p>The strategy sets a framework for waste management contracts within the context of the Waste Local Plan (2010).</p> <p>The scope of the strategy will also provide additional direction to individual council policies.</p>
The relevance of the strategy for the integration of environmental considerations, in particular with a view to promoting sustainable development.	The strategy considers the environment in the core objectives, by aiming to improve local waste management to focus higher up the waste hierarchy, which have the least environmental impact. The delivery plan will put the strategy’s framework into affect.
Environmental problems relevant to the strategy.	<p>No environmental problems are expected, given that the strategy aims to reduce any potential environmental impacts of waste management (such as carbon emissions).</p> <p>The Waste Local Plan (2010) has already identified suitable areas for potential development that create no / limited environmental impact.</p>
The relevance of the strategy for the implementation of European Community legislation on the environment.	The strategy is written in accordance will all current legislation.
Probability, duration, frequency and reversibility of the effects	The strategy does not pose significant risk to the environment. However individual assessment of specific projects can address any potential risks.
Cumulative nature of the effects	Likely cumulative nature of the effects is considered to be minimal. Such any development go ahead, such effects will be checked accordingly in the detailed planning control process.

Characteristics of the refreshed strategy's effects and the area likely to be affected	
Criteria	Assessment
Trans-boundary nature of the effects	There are no trans-boundary effects due to the scope of the strategy and its geographical coverage. However the strategy recognises that waste travels outside the county but such activity is planned for and the effects considered in detailed assessments.
Risks to human health / the environment	There is considered to be limited significant or likely risks to human health and the environment. The nature of the strategy includes the potential for industry based activities, however these risks are considered to have been properly assessed, managed and mitigated against.
Magnitude and spatial extent of the effects	The strategy is specific to the county area and its population. However waste travels outside the county but such activity is planned for and the effects considered in detailed assessments.
Value and vulnerability of the area likely to be affected, due to; <ul style="list-style-type: none"> • Special natural characteristics or cultural heritage, • Exceeded environmental quality standards or limited values. 	Although the strategy reaches all residents in Staffordshire, only key areas within the county will be affected by any potential specific works, such as infrastructure building (which will include specific environmental assessment at that time, for consideration to be taken accordingly). Any effects will be considered in the planning control process.
Effects on areas / landscapes which have a recognised national, community or international protection status.	

6. Conclusions

In conclusion, the 2013 refreshed strategy closely mirrors the strategy produced in 2007. Given that the refreshed strategy follows the same principles / values and there is no options assessment as there are no immediate plans for large infrastructure, it can be considered to be a minor modification of the 2007 strategy, and unlikely to have any significant environmental effects. As such, under Article 3.3 of Directive 2001/42/EC, a SEA is not required.

A screening process has been carried out and the justification for this conclusion is set out in detail. Further assessments will be carried out in the future where larger projects are judged to have the potential to produce environmental effects.

The Environment Agency, Natural England and English Heritage have [the statutory consultees for SEAs] have been invited to comment on the screening process and its conclusions. Their responses will be attached in Appendix 2 once received in response to this report.

Therefore, no full SEA will be conducted for the 2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent. Monitoring to measure the ongoing environmental impacts of the strategy will remain as set out in the 2007 SEA.

Appendix 1 – Environmental assessment of the 2013 refreshed strategy’s key principles / core objectives

Sustainable Development Objective
Population and human health
To prevent the management of municipal waste having an adverse impact on the amenity of the residents
To ensure that the management of municipal waste does not adversely affect the health of the population
Biodiversity and flora / fauna
To prevent the management of municipal waste having an unacceptable impact on designated nature conservation site and species, and where possible, seek positive improvement
Material assets
To move the treatment of municipal waste up the waste hierarchy
Soil
To encourage the use of previously developed land by municipal waste management facilities
To prevent contamination or the permanent loss of the best and most versatile agricultural land
Water
To prevent the management of municipal waste having an unacceptable impact on main rivers, flood plains, and groundwater source protection areas and areas of high ground water vulnerability
Air
To prevent emissions from municipal waste facilities from having an unacceptable impact on the environment
Climatic factors
To reduce CO2 emissions
To increase the contribution of energy recovered from waste to renewable energy targets
Cultural heritage and landscape
To prevent the management of municipal waste having an unacceptable impact on national parks, special landscapes, the historic environment, best /most versatile agricultural land and the greenbelt

Key

+	Positive impact		Major impact
≠	Neutral impact		Minor impact
-	Negative impact		Negligible impact
?	Uncertain impact [at this stage, due to uncertainty of specific objective deliverables - requires further investigation with a project SEA]		

2013 refreshed strategy; key principles / core objectives					
Waste Prevention	Efficiency Savings	Resource Recovery	Carbon Reduction	Infrastructure & Contracts	Municipal Waste
+	+ / ≠	?	+ / ≠	+	+
+	+ / ≠	+ / ≠	+ / ≠	+	+ / ≠
+	+ / ≠	+ / ≠	+ / ≠	+	+ / ≠
+	+ / ≠	+	+	+	+
≠	≠	≠	≠	+	?
≠	≠	+ / ≠	≠	≠	+ / ≠
+	+ / ≠	+ / ≠	+ / ≠	+	+ / ≠
+	+ / ≠	+ / ≠	+	+	+ / ≠
?	?	?	+	+	?
≠	≠	+	?	+	?
≠	≠	+	+ / ≠	≠	+ / ≠

Appendix 2 – Responses from Statutory Consultees

Date: 21 October 2013
Our ref: 100620
Your ref: None



SWP Officer
Kay Cocks
East Staffordshire Borough Council
Trent House
Millers Lane
Burton-upon-Trent
DE14 2NS
kay.cocks@eaststaffsbc.gov.uk

Customer Services
Hornbeam House
Crewe Business Park
Electra Way
Crewe
Cheshire
CW1 6GJ

T 0300 060 3900

BY EMAIL ONLY

Dear Ms Cocks,

Environmental Assessment Appraisal Report for the 2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent

Thank you for your consultation on the above dated 20 September 2013 which was received by Natural England on 24 September 2013. I note that your consultation was sent by post to our Telford office. Natural England has a centralised consultation hub. Please send all future consultations to the hub, ideally by emailing consultations@naturalengland.org.uk or alternatively by writing to the address provided at the top of this letter.

Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.

According to guidance on the SEA Directive, an SEA is not required to be undertaken on any document which is a minor modification on an already established document with a full SEA. We understand that this 2013 refreshed strategy is an update of the original strategy which was written in 2007 and which was subject to a full SEA. Under article 3.3 of the SEA Directive a full SEA is only required if the revised plan is considered likely to have significant environmental effects.

The matrix provided in *Appendix 1 – Environmental assessment of the 2013 refreshed strategy's key principles / core objectives* raises a high number of 'uncertainties'. We recommend that the LPA takes steps to minimise the number of uncertainties in this matrix, in order to provide a stronger conclusion that there are no significant environmental effects. This may necessitate undertaking further research or simply providing further explanation.

We are particularly concerned by the 'uncertain' relationship between the Plan and 'biodiversity and flora/fauna', where there are 'uncertain impacts' in relation to 4 of the 6 core objectives ('efficiency savings', 'resource recovery', 'carbon reduction' and 'municipal waste'). The yellow fill applied indicates that any potential effects are considered to be 'negligible'. However, the report does not provide any explanation of either the uncertainties or the assessment that any impacts will be negligible. We also note the uncertainties with respect to the plan's impact on soils, water, air and cultural heritage and landscape.

We would advise providing further justification and if necessary undertaking further research to address the uncertainties. If there is in fact a neutral relationship between the sustainability objective and the plan's core objectives then the matrix should be amended to show this. If there is no relationship between the sustainable development objective and the plan objectives then we

would suggest indicating this using a different symbol.

Provided that the information gaps outlined above can be addressed and that major impacts do not emerge, it is likely that Natural England would be satisfied that further Strategic Environmental Assessment of the Joint Municipal Waste Management Strategy is not required.

has identified are addressed, in order to better underpin the conclusion that there are no significant environmental effects.

We would be happy to comment further should the need arise but if in the meantime you have any queries please do not hesitate to contact us.

For any queries relating to the specific advice in this letter only please contact Hayley Fleming on 0300 060 1594 or email hayley.fleming@naturalengland.org.uk. For any new consultations, or to provide further information on this consultation please send your correspondences to consultations@naturalengland.org.uk.

We really value your feedback to help us improve the service we offer. We have attached a feedback form to this letter and welcome any comments you might have about our service.

Yours sincerely

Hayley Fleming
Land Use Operations (Worcester)

Date: 18 November 2013
Our ref: 102913
Your ref: None



SWP Officer
Kay Cocks
East Staffordshire Borough Council
Trent House
Millers Lane
Burton-upon-Trent
DE14 2NS
kay.cocks@eaststaffsbc.gov.uk

Customer Services
Hornbeam House
Crewe Business Park
Electra Way
Crewe
Cheshire
CW1 6GJ

T 0300 060 3900

BY EMAIL ONLY

Dear Ms Cocks

Amendments to the Environmental Assessment Appraisal Report for the 2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent

Thank you for your consultation on the above dated 30 October 2013 and received by Natural England on the same date.

Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.

Thank you for your prompt action to amend the Environmental Assessment Appraisal Report in response to our previous recommendations (our response reference 100620). The amendments clarify the assessment of impacts and remove many of the 'uncertainties' which had been indicated in the previous iteration of the report. No negative impacts have been identified. Natural England is therefore satisfied that further assessment under the SEA Directive is not required.

We would be happy to comment further should the need arise but if in the meantime you have any queries please do not hesitate to contact us.

For any queries relating to the specific advice in this letter only please contact Hayley Fleming on 0300 060 1594 or by email to hayley.fleming@naturalengland.org.uk. For any new consultations, or to provide further information on this consultation please send your correspondences to consultations@naturalengland.org.uk.

We really value your feedback to help us improve the service we offer. We have attached a feedback form to this letter and welcome any comments you might have about our service.

Yours sincerely

Hayley Fleming
Land Use Operations (Development Plans Network)

Kay Cocks
Staffordshire Waste Partnership
Partnership Officer
East Staffordshire Borough Council
Millers Lane Depot
Burton-upon-Trent
DE14 2NS.

Our ref: UT/2007/101197/SE-
01/SC1-L01
Your ref:
Date: 11 November 2013

Dear Ms Cocks

**REFRESH OF THE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY FOR
STAFFORDSHIRE AND STOKE ON TRENT**

ENVIRONMENTAL ASSESSEMENT APPRAISAL REPORT

I write in response to your email of 05 November to our Customer Services team and apologise for the delay in responding.

The Environment Agency notes and supports your decision not to undertake a new SEA for your refreshed Joint Municipal Waste Management Strategy.

Yours faithfully

Mr Paul Gethins
Sustainable Places Team Leader

Please ask for: Jane Field

Direct Dial: 01543 404878
Direct Fax: 01543 444161
Direct email: jane.field@environment-agency.gov.uk

From: Torkildsen, Rohan [Rohan.Torkildsen@english-heritage.org.uk]
Sent: 25 October 2013 18:13
To: Kay Cocks
Subject: Staffordshire Waste Management Strategy - SEA Screening

Kay, my sincere apologies for the delay in this response to your letter dated 20 September.

I have no reason to question your conclusion that the refresh will be a minor modification unlikely to have significant environmental effects.

Noting the previous plan was prepared in 2007 you should be mindful of the NPPF (2012) and may also wish to consider the SEA/SA Guidance produced by EH in June 2013.

http://www.helm.org.uk/guidance-library/strategic-enviro-assessment-sustainability-appraisal-historic-environment/SA_SEA_final.pdf

Regards

Rohan Torkildsen | Historic Environment Planning Adviser | South West and West Midlands
English Heritage | 29 Queen Square | Bristol | BS1 4ND
Direct line: 0117 975 0679 X 2279
English Heritage | The Axis | 10 Holliday Street | Birmingham | B1 1TG
Direct line: 0121 625 6829

Mobile phone: 07745 299 211
www.english-heritage.org.uk

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Notes



Staffordshire
Waste Partnership

Appendix B

Summary of the Main Differences between the Existing Joint Municipal Waste Strategy and the Refreshed Strategy

Key Principle	Existing JMWMS	Refreshed JMWMS
Waste Prevention	Highlighted keys areas of waste minimisation such as home composting and the use of real nappies through education and awareness	Requires authorities to consider the introduction of reuse schemes for furniture and other waste materials either by direct service provision or by working in partnership with the 3 rd sector.
Efficiency Savings	Identified that better value can sometimes be achieved through collaborative working.	Strengthens the position that costs could be reduced through further improvements in performance and service delivery by collaborative working and sharing of best practice.
Resource Recovery	Confirmed the principle of “Zero waste to landfill by 2020”. Set a target of 55% for recycling. Set a target of recovering benefit from 50% Of the remaining waste.	Builds on the principle of “Zero waste to landfill by 2020” by moving towards a resourceful economy. Commits the authority to maintaining high recycling rates but doesn’t set a specific target.
Carbon Reduction	No specific target for carbon reduction	Sets a target for reducing carbon emissions for waste collection, processing and disposal activities by 2% year on year.
Infrastructure & Contracts	Paved the way for the commissioning of the W2R project at Four Ashes.	Commits the partnership to investigate the potential to develop existing facilities and also provide new facilities in order to maximise efficiency and sustainability.
Municipal Waste	No specific provisions.	Requires the consideration of a County wide trade waste scheme.

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THURSDAY, 20 FEBRUARY 2014

REPORT OF THE PORTFOLIO HOLDER FOR PUBLIC HOUSING AND VULNERABLE PEOPLE**THE COUNCIL'S APPROACH TO GREEN DEAL AND ECO****EXEMPT INFORMATION**

None

PURPOSE

To agree the Councils approach to the delivery of Green Deal and the Energy Company Obligation.

RECOMMENDATIONS

That Cabinet adopts a local agency model approach to deliver energy efficiency schemes for residents in Tamworth.

That authority to procure an appropriately qualified organisation to undertake the local agency role on behalf of the Council is delegated to the Portfolio Holder for Public Housing and Vulnerable People and the Director of Housing and Health.

EXECUTIVE SUMMARY

In line with the Councils ambitions contained within its Healthier Housing Strategy, initiatives introduced to improve the energy efficiency of homes in the Borough have consistently delivered positive outcomes in relation to a range of indicators relating to Fuel Poverty and Energy Efficiency. The excellent progress made in this area of work needs to be maintained in order to both further improve the housing stock and the health and wellbeing of residents living in the Borough.

This report considers the approach the Council could take towards Green Deal and the Energy Company Obligation (ECO) in the Borough. As outlined to Members at a seminar delivered in November 2013, these initiatives are the Governments flagship energy schemes, providing finance and funding to allow householders to improve their homes and reduce their energy bills. The report considers a series of options concerning the potential role the Council could play in relation to delivery of Green Deal and ECO as set out by Government in its Energy Bill 2011. These options are considered in more detail within the body of this report. Using the terminology provided by Government these options are:

- Adopt a “passive” approach whereby the Council relies exclusively on the market to deliver Green Deal and ECO
- Assume a “promoter” role to promote and market Green Deal and ECO without recourse to working directly with any defined organisations or delivery model
- Develop a Local Agency Model as a ‘producer’ approach by utilising existing

resources to further develop the Council's approach to energy efficiency via its own Home energy Advice Tamworth (HEAT) brand and the procurement of an appropriately qualified organisation to act as a partner agency

- Work within a "partner" arrangement whereby a consortium of local authorities procure a single partner for the delivery of Green deal and ECO activity
- The Council establishes itself as a Green Deal "provider" with the ability to directly provide finance to residents to fund appropriate works on their properties under the Green Deal programme

Following consideration of these options this report recommends that the Council adopts an approach that establishes a Local Agency Model as a 'producer'.

RESOURCE IMPLICATIONS

The costs of setting up a local agency model in Tamworth would be met from existing budgets. Currently, an annual budget of £13,660 is utilised to fund the delivery of the Council's HEAT initiative. This arrangement will come to an end in March 2014 as the service Level Agreement with the current provider of HEAT services expires at that point.

Setting up a local agency model would involve a procurement process via the Council's Intend procurement tool. This would ensure an appropriately qualified partner could be identified that would further develop the Council's approach.

Additionally, referrals for work being made to ECO providers will generate fees that could be paid to the local agency that over time could see the service becoming self sustaining and with no recourse to Council funding.

LEGAL/RISK IMPLICATIONS BACKGROUND

Risks	Controls
The Council takes a do nothing approach and misses the opportunity to access available funding to improve all housing across the Borough	The Council chooses to adopt a producer role and procures a local agency to maximise its opportunities
Under the local Agency "Producer" model take up is low and referral fees are not paid	Use of the HEAT brand, a trusted and recognised brand in Tamworth and ongoing promotion of this should maximise take up Work by officers to identify areas or schemes where funding could be taken advantage of will assist with this Targeted marketing campaigns and ongoing promotion of the schemes
Government alters its policies in relation to Green Deal and ECO	By utilising the Local Agency Model this gives the Council the flexibility to work with a number of providers to get the best outcomes for local residents

SUSTAINABILITY IMPLICATIONS

For Tamworth the people:

- Warmer homes and better health: Improving the energy efficiency of homes in Tamworth should lead to improved health and wellbeing of Tamworth Residents
- More energy efficient homes should lead to lower utility bills resulting in people having more disposable income to spend in Tamworth
- The maintenance of Tamworth as a place that performs well against fuel poverty and energy efficiency indicators

For Tamworth the place:

- Investment in homes in the Borough at no cost to the Council improving the stock
- Where possible local companies will be procured to undertake works and this creates local jobs

Aspire & Prosper:

- Lower energy bills results in people having more disposable income to spend in the town

Healthier & Safer:

- Warmer homes should lead to improved health and wellbeing of residents of the Borough

BACKGROUND INFORMATION

Tamworth Borough Councils Healthier Housing Strategy sets out the Councils commitment to improving the energy efficiency of properties across all housing stock in Tamworth. The Council recognises the benefits of this in reducing carbon emissions, enabling affordable warmth, alleviating fuel poverty and improving the condition of the housing stock as well as improving the health and wellbeing of the residents of the town.

There has been sustained action over the last 5 years with the Councils Home Energy Advice Tamworth (HEAT) service set up which offers a dedicated advice line for all residents across the Borough to access advice and energy information related to improving the energy efficiency of homes.

Until December 2012 the Council worked with partners to fully utilise the remaining Carbon Emissions Reduction Target (CERT) funding by running a project through HEAT which resulted in over 3000 Cavity Wall and Loft Insulation Measures being installed in the Borough, across all tenures, which resulted in a significant increase in the number of homes insulated in Tamworth.

The Council has additionally invested in its own stock achieving Decent Homes Standard.

Tamworth also performs well on a range of indicators relating to fuel poverty and energy efficiency with the lowest level of excess winter deaths in Staffordshire the lowest percentage of households in fuel poverty in the County and the lowest energy

bills per head of population in Staffordshire. Despite all of this the Council recognises that it still faces challenges around fuel poverty and energy efficiency in the Borough, and these are set out in the Council's Home Energy Conservation Act (HECA) plan (available on the Council's website) with clear priorities for action identified. This report looks at the opportunities provided by Green Deal and the Energy Company Obligation (ECO) and how the Council might take advantage of the opportunities provided by the government's energy policy to address the priorities set out in the Healthier Housing Strategy and meet the targets set out in the HECA plan.

The Green Deal is a financial mechanism to enable householders and organisations to undertake energy efficiency and sustainable energy measures through a loan. The loan is repaid through subsequent energy savings from installing these energy saving measures. Any loan must meet the Golden Rule which means that the cost of the loan must not exceed the savings that will be made over the lifetime of the measure. This approach aims to remove the need for upfront financing of installation of measures by householders, a key barrier to action. Importantly, the Green Deal Loan is attached to the energy supply of the property and not a householder, allowing householders to undertake measures even without the certainty of remaining in that property. The process starts with a Green Deal Assessment analysing the energy performance of the home. Where appropriate, the assessment will recommend the installation of various energy efficiency measures and offer suggestions in behavioural change that will bring about a reduction in energy bills. For those households who have had an assessment and want to move forward, some will be in a position to pay for all the recommended measures themselves, while for others Green Deal finance will require little or no upfront payment, with repayment over time as they make savings in their energy bills. Green Deal is aimed at both businesses and homes. This report is focused on the home element.

The Green Deal is accompanied by ECO, a funding scheme which helps to subsidise energy efficiency improvements for vulnerable people, those in vulnerable communities and toward vulnerable or hard to treat properties. Energy companies will be obliged to set aside funds to pay for efficiency improvements. This will replace all the existing subsidies and grants for home energy conservation measures. ECO is being delivered in three strands:

1) *Affordable Warmth ECO*: This pays for any qualifying measure that will reduce heating costs. Targeted only at vulnerable households with low incomes or on benefits;

2) *Carbon Saving ECO*: This is a subsidy towards the cost of expensive measures such as solid wall insulation. Any householder is eligible, and the measures could be installed as part of a Green Deal package. The subsidy allows these costly measures to meet the golden rule. The Carbon saving element of ECO is the most relevant for the Green Deal, as it will be used to top up the cost of some Green Deal measures;

3) *Carbon Saving Communities*: A sub-set of "carbon saving ECO" will be targeted at low income communities (the 15% most deprived Lower Super Output Areas) so measures can be installed on an area basis. There are 5 such super output areas in Tamworth which will qualify for this funding. These are located in the Amington, Belgrave and Castle wards with a further 2 areas located within the Glascote ward. Further detail on the identified areas are provided within the paper attached to this report.

To take full advantage of Green Deal and ECO when they were launched the

Government set out a number of potential roles for Councils to take in the delivery of the policy. An assessment of these roles was undertaken by cross directorate team formed of Directors, Heads of Service and Officers from housing, procurement and property services to identify how the Council could effectively maximise the opportunities arising from Green Deal and ECO for the Borough. The roles were scrutinised in turn as follows:

Passive: Within this role the Council would take an essentially “do nothing” strictly market led approach with Councils playing little or no role in the Green Deal leaving it to the market. This was considered to not to be an option for the Council given the important implications successful delivery of Green Deal and ECO has for Tamworth residents. It is considered the Council needs to adopt an appropriate role (rather than do nothing) to ensure the energy efficiency of the housing stock continues to be improved.

Promoter: In this role the Council would act purely in the role of promoter, without any relationship with any green deal associated organisations or connection to any delivery model. Resources under this model would be geared towards a general marketing campaign. As with the above option, the Council should be engaged at the appropriate level to influence the delivery of Green Deal and ECO and ensure positive, cost effective outcomes for local people.

Producer (Local Agency Model): This model looks to utilise the Councils knowledge and trusted brand, offering an opportunity for local authorities to play an important role in delivering Green Deal and ECO via promotion and identification of opportunities within the local community. This can be delivered in a number of ways either with the local authority working as the producer, utilising an existing entity such as the Energy Trust Advice Line or via the procurement of a partner agency to work alongside, a local agency model. This model was preferred as it provides a flexible, low cost approach that builds on the Council’s previous experience and delivery in this area of work whilst maintaining a positive, partner approach that ensures access to independent expertise to guide activity.

Partner: With this approach a Council or consortium of local authorities undertake a procurement exercise to select an exclusive Green Deal delivery partner allowing local authorities to take full advantage of the Green Deal and ECO and is characterised by a commitment from the Local Authority to procure and work with an exclusive partner over a specific period of time. Tamworth Borough Council has signed up to this approach with Birmingham Energy Savers but to date, evidence suggests this initiative has not been successful in delivering Green Deal and ECO. This approach also binds the Council to a single partner whereas better “deals” for local people may become available on the market which could be accessed under the more flexible local agency model.

Provider: This approach sets up the Local Authority as a Green Deal provider with the Local Authority providing finance via the creation of a finance vehicle, through a combination of prudential borrowing, reserves and treasury management. This would potentially be difficult to set up and would require the Council to dedicate significant resources to the delivery of uncertain outcomes.

Working closely with external support and having explored all of the above roles and undertaken a full options appraisal, it was considered (as highlighted above) that the most appropriate role for the Council to adopt would be that of the producer (i.e. the local agency model approach).

As highlighted above, this more flexible approach would utilise the HEAT brand and in partnership with a carefully procured local agency partner would deliver Green Deal and ECO opportunities in the Borough. Within the local agency model the set up would replicate the current HEAT service with the Local Agent managing a contact centre, providing advice and information to local residents and would develop relationships with ECO installers and providers, procuring where necessary to allow for works to be undertaken. Chosen installers then pay referral fees, resulting in income generation for the Council thus over time reducing the contribution the Council pays for the agency to deliver the service. This arrangement would replicate previous arrangements under now defunct financial regimes that provided funding for the installation of energy efficiency measures. For example, over 2013/14, the Council received around £3,000 in referral fees as a direct result of the free cavity wall and loft insulation offer that was available in Tamworth.

The Council's current Service Level Agreement with the service providers of the HEAT line is due to expire in March 2014, so the Council would be looking to tender again for the new service and it is proposed that the Council will tender for the service in line with the Council's procurement processes.

The benefits of this model to the council are:

- Costs to procure and set the model up will be incurred but in time referral fees should help offset some of this cost
- Once the procurement exercise is undertaken, setting this model up would be achieved within the first 3 months of the contract with the chosen provider being agreed. This would be possible as the current arrangements under HEAT will provide an effective base position from which to implement the local agency model and further develop the Council's approach.
- Within this model there is flexibility to choose between ECO providers and no long term commitment on the part of the Council

The Council retains control of the agent and can steer the direction it takes.

REPORT AUTHOR

Steve Pointon

LIST OF BACKGROUND PAPERS

Everything you need to know about the Green Deal and ECO

APPENDICES

Everything you need to know about.... The Green Deal and ECO

Work Package 1 – Green Deal & Energy Company Obligation: an Introduction.

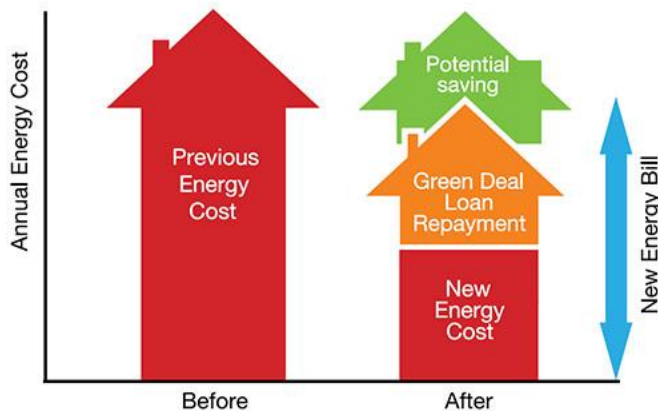
Background

The Green Deal and Energy Company Obligation are the flagship energy efficiency policies of the current coalition government. The Green Deal is a financial mechanism to enable householders and organisations to undertake energy efficiency and sustainable energy measures through a loan. The loan is repaid through subsequent energy savings from installing energy saving measures. In doing so it aims to remove the need for upfront financing of installation of measures by householders, a key barrier to action. Importantly, the Green Deal Loan is attached to the energy supply of the property and not a householder, allowing householders to undertake measures even without the certainty of remaining in that property. The Green Deal is accompanied by the Energy Company Obligation (commonly abbreviated to ECO), a funding scheme which helps to subsidise energy efficiency improvements for vulnerable people, those in vulnerable communities and toward vulnerable or hard to treat properties.

How does the Green Deal Work?

The Green Deal is a 'pay-as-you-save' finance mechanism, created to address one of the main barriers to householders making energy efficiency improvements to their homes, the high upfront costs associated with undertaking work. Under the Green Deal, work is paid for through a loan which is then repaid through an electricity bill. Repayments should not exceed the savings you are making as a result of the work. (See figure 1)

FIGURE 1 - GREEN DEAL REPAYMENTS



Source: Gibbsanddandy.com

Green Deal Basics

**Pay as you save
loan**

**'Golden Rule' –
repayments should
not exceed savings**

**Repayments through
electricity bills**

**Loan attached to
property not
householder**

45 eligible measures

The Green Deal Process

The Green Deal is backed by a thorough regulatory framework and follows a set process, as outlined below;

The first step is to have a Green Deal Assessment undertaken at a property. This must be done by an accredited Green Deal Assessor, using the approved Green Deal software. The assessor will evaluate the current energy performance of the property and the energy usage of the inhabitants whilst considering any other important factors, such as whether the property is in a conservation area etc. The assessor will then produce a Green Deal Advice Report, which will detail the results of the assessment and recommend measures that could make the property more energy efficient or their energy supply more sustainable, ultimately saving energy and costs.

Householders are then free to take their Green Deal Advice Report to the market, more specifically to seek a Green Deal Provider who will quote for the installation of the recommended measures. Green Deal Providers are the only organisations who can build a Green Deal Plan and arrange for repayments to be made through energy bills. Householders are encouraged to gain quotations from a number of Green Deal Providers to gain a competitive price. If the total cost of works exceeds £10,000, three quotes MUST be obtained unless the Householder signs a declaration that they do not wish to undertake three quotations.

The Green Deal Provider will arrange for the work to be carried out using an accredited Green Deal Installer. The finance package will be agreed between the householder and the Provider and the appropriate energy supplier will be notified by the Provider that repayments will be collected through their energy bills.



Green Deal Finance

Finance under the Green Deal scheme is provided by the Green Deal Finance Company, a not-for-profit entity that sets up, finances and administers finance for Green Deal Plans on behalf of Green Deal Providers.

<http://www.thegreendealfinancecompany.com/>

Green Deal Regulation

The Green Deal is regulated by the Green Deal Oversight and Registration Body (GD-ORB), which manages the authorisation of the scheme and maintains registers of Green Deal Providers, Assessors, Certification Bodies and Installers, whilst also ensuring the Green Deal Code of Practice is adhered to at all times. GD ORB can gather evidence of non-compliance and has the power to impose sanctions. <http://gdorb.decc.gov.uk/>

The Golden Rule Explained

At the heart of the Green Deal is the 'golden rule', which states repayments that are made resulting from a Green Deal Plan (the loan) must not exceed the savings that are now being made as a result of undertaking the work (see Figure 1). During the assessment of a property's needs the cost of works and savings will be calculated to assess whether the 'golden rule' can be met. Essentially the golden rule underpins how big the Green Deal finance package can be. However, the 'golden rule' is not a guarantee, rather a principle that seeks to be adhered to. In many cases repayments will be near to equal the savings, resulting in no real change in energy bills until the Green Deal Loan is repaid. Actual savings will depend heavily on how the householder uses energy within their home, post improvements.

Golden Rule Worked Example: Semi-detached bungalow, using Green Deal Finance to upgrade Boiler (rating G-A), heating controls and install cavity wall insulation.

Table 1 - Golden Rule Example

<i>Total Estimated Savings per year from Improvements</i>	£778
<i>Max repayment in year 1 (following golden rule')</i>	£778
<i>Cost of work</i>	£5,000
<i>Annual repayment added to energy bill</i>	£660
<i>Customer actual savings per year</i>	£118
<i>Year one benefits (including Cashback)</i>	£638

SOURCE – DECC

Green Deal Assessments

A Green Deal Assessment is the first step on the Green Deal journey and must be undertaken by an accredited assessor. During the visit, the assessor will look at a households' bills, the fabric of the property, appliances and investigate the energy use behaviour by talking to householders. They will take pictures and site notes throughout. An Energy Performance Certificate (EPC) will also be produced. The assessor will then use specialist software to produce a Green Deal Advice Report. This detailed document will set out the energy performance of the property and what measures are recommended to improve the energy efficiency. The savings that such improvements will make are detailed and the repayments (in-line with the golden-rule -see above) are shown. This Green Deal Advice Report is then registered with Green Deal ORB and the householder is free to take it to the market and identify Green Deal Providers whom they wish to quote for the work. These Providers will offer a quote and detail the sort of finance plan that could be constructed to access the Green Deal finance. If acceptable to the

householder the Provider will arrange for the works to be undertaken and notify the relevant energy supplier to collect the agreed repayments through the property's electricity bill.

Green Deal Assessors

Green Deal Assessors need to undertake a thorough training course in order to become accredited to undertake assessments, including mock site visits and reports. All Green Deal Assessors will require a Criminal Records Bureau (CRB) check. According to DECC there are currently 2,517 accredited Green Deal Assessors (correct up till the end of September 2013). In the current market a Green Deal Assessment should cost between £100 and a £150, although some Providers are offering assessments free of charge or reimbursing the assessment fee should a Green Deal Plan be taken out. Assessors must undertake the initial elements of a Green Deal Assessment in an independent capacity. However, some Assessors may be aligned with a certain Green Deal Provider or Providers, and they are permitted to declare such an arrangement before discussing said Green Deal Provider and their offer beforehand and in a clear manner. To this end, a number of larger Green Deal Providers may be offering Green Deal Assessments free of charge. The sustainability of this approach has been questioned in light of the current poor conversion figures from reports to plans (as Providers need to deliver plans to cover the cost of free or subsidised assessments).

Green Deal Advice Organisations (GDAO's)

In order to undertake Green Deal Assessments, Assessors must to be registered with a Green Deal Advice Organisation, referred to as a GDAO. A GDAO must be certified by an accreditation body. This setup is in place to ensure that the Green Deal framework is adhered to. A GDAO's key responsibilities are to:

- Ensure associated Green Deal Assessors (GDA's) are suitably qualified
- Ensure all GDA's have appropriate insurance
- Facilitate further Continuing Professional Development (CPD) for their GDA's.
- Auditing of Assessors work to maintain standards.

GDAO's will require robust and well documented management systems. They will need to undertake audits on their associated Assessors and deal with customer complaints. In some situations the GDAO will assist in allocating and managing assessments to Assessors, and may liaise with customers.

Green Deal Measures

The Green Deal currently supports 45 measures, although not all of these will be fully funded from Green Deal Finance (such as the more expensive measures). Some of the major measures are listed below;

Air-source heat pumps
Biomass boilers
Biomass heating

Cavity wall insulation
Cavity wall insulation (hard-to-treat)
Cylinder thermostats

Draught proofing
External wall insulation
Fan-assisted replacement storage heaters
Flue gas heat recovery devices
Gas-fired condensing boilers
Ground source heat pumps
Heating controls
Heating ventilation and air-conditioning controls (including zoning controls)
High performance external doors
Hot water controls (including timers and temperature control)
Hot water cylinder insulation
Internal wall insulation
Lighting systems, fittings and controls

Loft, loft hatch and loft rafter insulation
Mechanical ventilation with heat recovery
Micro combined heat and power
Micro wind generation
Oil-fired condensing boilers
Replacement glazing
Roof insulation
Room in roof insulation
Secondary glazing
Solar photo-voltaics
Solar water heating
Under-floor heating
Under-floor insulation
Water source heat pumps

It is expected that new measures will be added to the above list as the Green Deal market develops and new technologies become available.

Green Deal Cashback

A cashback scheme is currently in place as an incentive to householders to sign-up to the Green Deal, with a pot of £125m available for the scheme.

The first-come first-served offer means householders can claim money back from the government for installing measures under the Green Deal. There are varying rates for different measures, with cavity wall insulation offering £250 cashback, solid wall insulation £650 and boiler replacements £270. More details can be found at <https://gdcashback.decc.gov.uk/>. Cashback can also be received through self-financed works providing a Green Deal Report has been undertaken. By the end of September 2013, 9,087 cashback vouchers had been issued.

Green Deal: Progress so far...

The Green Deal launched officially on the 28th January 2013 alongside the Energy Company Obligation. Both schemes experienced a soft launch. A significant proportion of early Green Deal activity was conducted as part of go early and pilot projects (DECC helped prime the market with significant funding pots to drive Green Deal demand). There have been 85,117 Green Deal Assessments lodged up until the end of September. Only 954 of these assessments

The Green Deal in Numbers

85,117 Assessments, 954 Green Deal plans, 107 Green Deal Providers, 2,517 Green Deal Assessors, 286 Green Deal Assessor Organisations (to end of September)

Source - DECC: Green Deal and ECO Monthly Report – October 2013

have proceeded to Green Deal Plans with 505 of these pending and only 57 were 'live' Green Deal Plans (where measures had been installed). There is no doubt that these conversion figures from assessments to plans are disappointing although the Government is taking comfort in the increasing number of plans being delivered. Despite the lack of live plans, 9,087 cashback vouchers have been issued, virtually all for boiler replacements (a large number of these were offered through 'ordinary' boiler replacements and not necessarily under ECO), 4,256 which have been paid totalling £1,162,386. More details on outstanding challenges and issues with the Green Deal are included in work package 11.

Green Deal and other Energy Efficiency Schemes

Feed-in-Tariffs: Green Deal finance can work in tandem with the Feed-in-tariff scheme (FIT's). A Green Deal Assessment will identify whether a solar photovoltaic system is suitable and practical for a property and Green Deal finance could be used to help meet the costs of installing solar PV. The amount of finance that can be attracted through the Green Deal is dependent on the level of savings that can be generated. This is unlikely to pay for the full cost of installation, but should offer small but significant amounts of part funding. Green Deal Providers will be able to discuss Green Deal Finance and its relationship with FIT's. Importantly, FIT's payments won't be included in a Green Deal Finance package and so a contribution to meet the full cost will be needed in almost all cases. The Green Deal only funds the energy saving part of the Solar PV installation i.e. how much will be saved due to energy being displaced by the newly generated energy. Follow the link for more information and a worked example <http://bit.ly/185vZzM>.

Renewable Heat: The Renewable Heat Incentive (RHI) is a government scheme akin to the Feed-in-Tariff scheme, with the aim of encouraging householders to install renewable heat installations such as biomass boilers and solar thermal hot water systems. Payments start in spring. Householders who install renewable heat technologies will be eligible for payments for the renewable heat they produce. The RHI is eligible for anyone who installed such a technology since July 2009. Tariffs are paid at a set rate per unit of renewable heat produced (kWh) for a period of seven years. The tariffs are as follows;

	Air Source Heat pump	Biomass	Ground Source Heat pump	Solar Thermal
Tariff (pence per kWh produced)	7.3	12.2	18.8	19.2

Source: DECC

DECC intend to introduce a system of digression to control the costs of the scheme. This is where tariffs are reduced over time for new applications to the scheme. Those who have already secured their tariff will not have their tariff reduced due to cost control. More information can be found at <http://bit.ly/1ag6sa9>. As with the feed-in-tariff scheme, installations must be MCS (micro-generation certification scheme) certified and householders

will need a Green Deal Assessment to be completed before applying. Their property must also have minimum loft (250mm) and cavity wall insulation where this is practically possible or they must be able to demonstrate that they have installed all 'practical' measures or recommendations.

The Energy Company Obligation; How does it work?

ECO is funded by Energy Suppliers (also referred to as Obligated Parties). Only energy suppliers with a domestic customer base numbering more than 250,000 and providing over 400 gigawatt hours of electricity, or over 2,000 gigawatt hours of gas, to domestic customers are obligated. There are 7 such obligated energy suppliers; British Gas, EDF, EON, First Utility, npower, Scottish Power & Scottish and Southern. A small levy is added to household gas and electricity bills throughout the country, this money is then used to deliver fully or part funded measures to vulnerable people, vulnerable properties or disadvantaged communities. It is known as an obligation because the Energy Suppliers are obliged to install specific measures to save either carbon emissions or money (through bill savings). ECO is administered by Ofgem, who will regulate the ECO marketplace and ensure that energy suppliers discharge ECO funding in appropriate ways to achieve carbon and cost savings. There are substantial fines for non-achievement of targets.

What are the different strands of ECO?

ECO will last until March 2015, has three strands and only available for domestic properties.

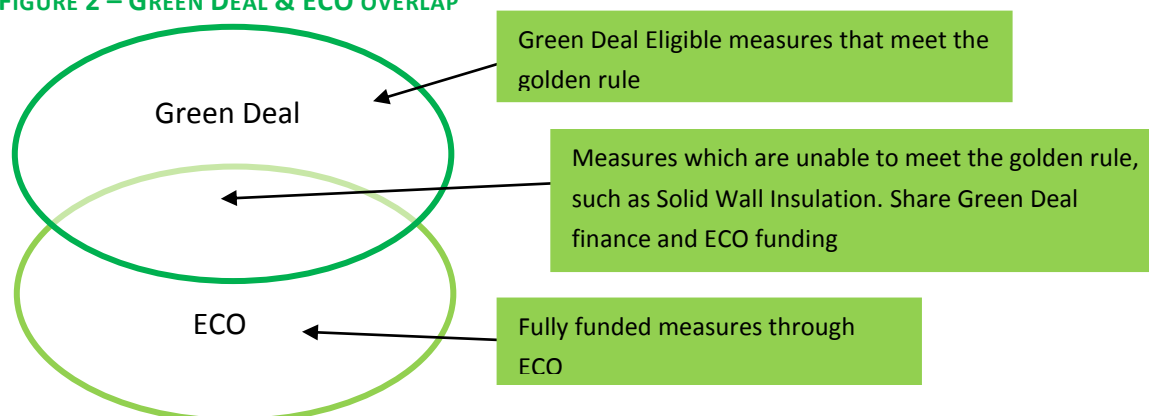
ECO Strand	Obligation Type	DECC Estimate - Value per annum	Eligibility / Focus
Carbon Saving Communities Obligation (CSCO)	Carbon saving	£195 million	Insulation measures, any household (regardless of income status) across all tenures who reside in a 'low income area' as defined using the indices of multiple deprivation. 15% of obligation to be delivered to households in rural locations (settlements fewer than 10,000 people) are eligible assuming they meet certain qualifying criteria (affordable warmth criteria)
Carbon Emissions Reduction Obligation (CERO)	Carbon saving	£780 million	Any household across all tenures who live in a hard-to-treat property. Solid Wall Insulation and Hard-to-treat (narrow or three story's or more) Cavity Wall insulation on such properties. Will range from full to part funding dependent on other criterion.

Home Heating Cost Reduction Obligation (HHCRO)	Heating Cost saving	£325 million	Private tenure only. A range of insulation and heating measures for low income/ vulnerable people. Must meet the Affordable Warmth criteria (certain qualifying welfare benefits).
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The Green Deal and Energy Company Obligation together

Despite differences, the Green Deal and the Energy Company Obligation can complement each other in certain circumstances. The golden rule is the basic principle behind a ‘pay as you save’ scheme, however certain energy efficiency measures will not fully meet the golden rule, especially for measures with significant costs (e.g. solid wall insulation), where a measure’s cost compared to its savings is high and the official lifetime of the measure is too short to fully recoup the outlay. In these cases the Green Deal can work alongside ECO, with ECO acting to subsidise some of the installation costs in order for a Green Deal Plan to be constructed whereby the golden rule can be adhered to (see figure 2). The overlap between the two schemes is only likely to be relevant under the Carbon Emissions Reduction Obligation,

FIGURE 2 – GREEN DEAL & ECO OVERLAP



Focused on funding insulation of old and inefficient solid wall properties with solid wall insulation (a complex and costly procedure). There will likely be opportunities for shortfalls in ECO funding to be filled using funding streams other than the Green Deal e.g. a contribution from a householder.

The ECO Market to date

ECO launched officially on the 28th January 2013 alongside the Green Deal. A significant proportion of early Green Deal and ECO activity was conducted as part of go early and pilot projects, with DECC helping to prime the market with significant funding pots to drive Green Deal demand. Provisional figures, which are subject to further checks by Ofgem, show there were 244,882 measures installed under ECO up to the end of September. The majority of all measures installed under ECO were for loft insulation (36%) and cavity wall insulation (33%).

Boiler upgrades made up 24% with solid wall insulation accounting for just 4% of CO measures installed to date. Despite sharing characteristics with preceding energy efficiency funding schemes, the key (and different) element of the ECO market is that the funding (both on an individual or group/ collective basis) will be based upon a cost per tonne of carbon saved or a cost per £ saved in home heating costs. Calculations will be made for each installed measure as to how much carbon / or heating costs that particular measure or group of measures will save over it or their lifetime. Two of the three strands of ECO are carbon saving obligations (CSCO & CERO); therefore measures must deliver desirable carbon savings over their lifetimes. This cost per tonne of carbon is not fixed and current estimates (as of September 2013) suggest a range in the marketplace of around £120 - £140 per tonne for solid wall insulation. ECO brokerage is showing lower prices for hard-to-treat cavity wall insulation, although actual values offered are often kept confidential between partners.

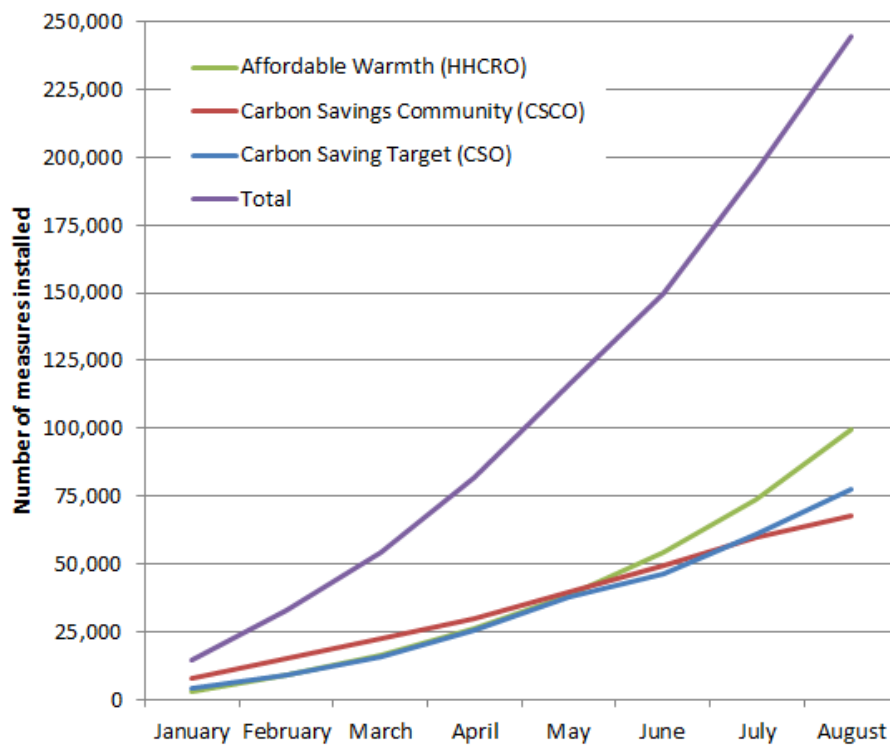


TABLE 2 - PROVISIONAL CUMULATIVE TOTAL OF ECO MEASURES INSTALLED, BY OBLIGATION, BY MONTH

Source – DECC Domestic Green Deal and Energy Company Obligation, Monthly Report – October 2013

The exception to the use of the price per tonne of carbon is the Home Heating Cost Reduction Obligation where measures will be evaluated in relation to the total heating and hot water savings (in £'s) that those

measures will achieve within their lifetime. It is therefore an affordable warmth or heating cost saving obligation. It is expected that through the lifetime of ECO the price per tonne of carbon and the price per £ of heating cost saved will fluctuate. Through brokerage, the current price is 19p per £ saved.

ECO was expected to mark a shift in focus from previous schemes where the focus was almost entirely on loft and cavity wall insulation, so called 'low cost' measures and toward solid wall insulation. Statistics are yet to highlight a shift, suggesting the majority of delivery has been concentrated on loft insulation (36%) and cavity wall insulation (33%), although this may be due to Ofgem recently allowing Obligated Parties to carry forward additional CERT measures to count toward their ECO targets.

The nature of the market offers significant opportunities for registered social landlords or Local Authorities who have influence over large portfolios of properties. The aggregated scale of properties can have an impact on the available rate as economies of scale allow the cost of delivery of measures to fall. Tamworth Borough Council (TBC) is a stock holding Authority and opportunities of scale will therefore lie with the Council and Registered providers present in the Borough. Co-operation between TBC Council and registered Providers will be necessary to develop cross-tenure delivery.

Energy suppliers are obligated to deliver their target and face severe financial penalties for not meeting these (10% of global turnover). They are seeking to discharge their ECO obligation within time and guidelines and as cost-effectively as possible, to keep bills low and remain competitive in the marketplace. The desire for cost-effectiveness places significant emphasis on scale within the ECO marketplace. Large projects and organisations with relatively simple decision making processes can be cost-effective (through bundling of measures) and often geographically contained portfolios. This can be detrimental to the private sector, which is not initially well placed to take advantage of scale due to the need for individual householder decisions against one decision which can be taken by a landlord of multiple properties. A cross tenure approach may help to diminish this issue and many registered social landlords are seeking to work with private sector households and Local Authority Private Sector housing teams to bundle work together regardless of tenure. This will be particularly important in rural locations where population density is sparser than in urban areas and where deliverers will have to take a more pro-active role in order to deliver scale.

Who can access ECO?

Anyone. ECO can be accessed in a range of different ways. Involvement with ECO can be initiated by an individual homeowner, a tenant, a landlord or a Local Authority. Funding for large-scale landlords could be accessed directly through negotiation with one of the 7 Obligated Parties, through an intermediary organisation that is working on behalf of an obligated party or simply within the ECO marketplace. Likewise Local Authorities can procure Green Deal and ECO partners to work in their area, this can be an obligated party, a local agency or a managing agent who will help leverage multiple funding streams, often negotiating with several obligated parties. Green Deal installers can have relationships with an ECO Provider or directly with an Energy Supplier. An individual householder can initiate action themselves by contacting their Local Authority, a Green Deal Assessor, and Green Deal Providers or through a helpline such as the Energy Saving Advice Service (<http://bit.ly/XcRdaD> - 0300 123 1234)

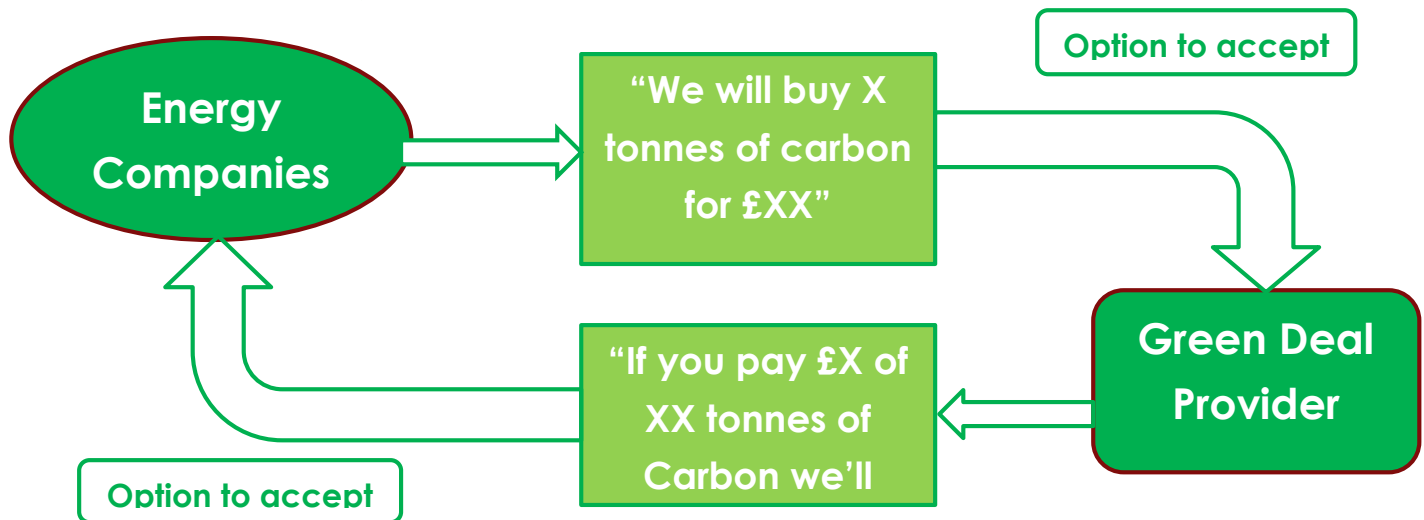
What assessments are needed to access ECO?

Carbon Saving Communities Obligation – Requires a Green Deal Assessment to be completed.
Carbon Emissions Reduction Obligation – Requires a Green Deal Assessment to be completed.
Home Heating Cost Reduction Obligation – requires an Energy performance Certificate to be completed only and not a Green Deal Assessment.

ECO Brokerage

An ECO brokerage platform is also operating, an anonymous auction where ECO Providers sell lots of all three strands of ECO to obligated parties. Auctions take place every fortnight and have been introduced by DECC to ensure the ECO market is open and competitive. DECC is currently consulting on whether to extend the brokerage system to enable Local Authorities and Registered Social Landlords to use the platform. Brokerage is currently exclusive to ECO (Green Deal) Providers. At the end of September £235 million of contracts had been let through the ECO brokerage system.

How ECO Brokerage will work



Are there implications for new-build?

The Green Deal and ECO are retrofit programmes and do not include provision for new-build. However there are a number of on-going schemes such as the Renewable Heat Incentive and Feed-in-Tariff that would be suitable for new build developments.

What are the Policy Rumours?

At the present time the Government seem committed to the Green Deal and resolved to improve the number of householders undertaking measures through the mechanism. There have been calls from some in the industry for the Government to make changes, whether they heed to these calls is unknown. There is a high likelihood of an Energy Company Obligation 2 or an extension of the current scheme post March 2015, although this has not been confirmed. Throughout the launch and the many Green Deal ECO pilots that have been undertaken, the Department for Energy and Climate Change has seemed extremely keen to gather feedback from all partners on the current system and what the major challenges are and to many this is a welcome step and a sign that the commitment remains there to make the Green Deal and ECO as transformational as previously hoped.

Work Package 2 – What are Tamworth’s Neighbours Doing?

A short research exercise revealed how some of Tamworth’s Neighbouring Local Authorities are currently engaging with the Green Deal and Energy Company Obligation

Stoke on Trent City Council

- Working in partnership with Newcastle-under-Lyme and Cheshire West and Chester Council to put in place a ‘Scheme Manager’ to manage the ECO and Green Deal investment programmes of the council’s.
- Close to beginning a procurement exercise for a service which will develop partnerships with ECO suppliers, endorse Green Deal providers, develop and contract ECO programmes, manage supply chain and provide advice.
- Have identified areas with low average SAP ratings and high deprivation and which have not benefitted from previous energy efficiency investment programmes as key target areas.
- Have entered into first ECO contract worth £8 million, delivering investment to around 2,500 homes, including external wall insulation programmes to high-rise properties. There remain a number of communities that require large scale investment
- See ECO suppliers and the local supplier chain as critical partners.
- Priority is to develop blended schemes, offering all three strands of ECO and a mix of heating fuels and property types to maximise investment.

South Staffordshire Borough Council

- Are currently investigating a combined ‘promoter/partner’ role in Green Deal (GD)/Energy Company Obligation (ECO) scheme. Whilst appraising the initiative they continue to develop and implement pilot projects to unlock a defined & definite pathway to access ECO. ECO is the key focus. Reports will be prepared after implementing pilot projects which will be submitted for decision in the Council’s role in the GD/ECO.
- Priority is to reduce carbon emissions in the domestic housing sector by 5% from the 2012 plan baseline, by 2017. HECA Report states that ‘SSDC will concentrate on maximising the benefits for our residents through the emerging ECO opportunities’. Aiming to identify ambitions and priorities for targeting energy efficiency work for the vulnerable in the private sector who fit into the ECO Affordable Warmth Group to access insulation and heating improvements and those residents in homes with hard to treat walls in both private and social housing to potentially access ECO (CERO) funding on an area based basis.

- Are presently developing and implementing pilot projects to unlock a defined & definite pathway to access ECO for hard to treat walls which is not means tested and available for both private and social housing and ECO Affordable Warmth, for those residents in private housing/tenure in the Super Priority Group (SPG) to obtain the benefits of early ECO funding (proving difficult to engage and locate such tenants). Includes development of a decision tree for;

a) Park Home residents to improve energy efficiency of their accommodation.

b) For area based projects initially with large private estate owners in the Borough who have a high number of hard to treat solid wall properties and vulnerable occupiers.

Are currently part of a GD pilot project bid with Marches Energy Agency through the recent DECC Green Deal Communities: Local Authority Funding.

- South Staffordshire (SS) has no Lower Super Output Areas which fall into England's 20% most deprived which are eligible for the ECO Carbon Savings Community Obligation (CSCO).
- However SS residents in private rented or owner occupied homes should be able to access energy efficiency measures funded through ECO Affordable Warmth where they qualify in the Super Priority Group (vulnerable) for insulation and heating improvements. Also all SS residents should be able to access ECO (CERO – Carbon Emission Reduction Obligation) for hard to treat walls which is not means tested and available for both private and social housing.
- SSDC will investigate with local partners the potential for area based energy schemes including any soft boundary access to neighboring authorities CSCO schemes as GD and ECO emerge. Hope to work with Staffordshire County Council, Marches Energy Agency and other local energy agencies, Staffordshire Community Council, local community groups, local landlords, social housing partners, Metropolitan Home Improvement Agency, other local authorities and partner organisations to deliver the above.

East Staffordshire Borough Council

- East Staffordshire Borough Council has decided not to partner with any organisation, but are planning to promote the Green Deal and ECO extensively through a Corporate Plan target relating to the implementation of a Green Deal Communications Strategy.
- The main focus is on fuel poverty across the Borough.
- Have not been involved in any pilot projects, but are included in a Staffordshire wide bid to the DECC Green Deal Communities Fund which is currently being evaluated.

- Although the Green Deal Communications Strategy will be aimed at everybody, there will be targeted communication with some of the lower super output areas in the Borough and those in fuel poverty (Affordable Warmth).

Stafford Borough Council

- Have recently procured a Local Energy Agent, to manage an affordable warmth advice service and deliver ECO, Green Deal and associated sustainable energy measures through selected providers and installers.
- The Local Energy Agent is embarking on a tender exercise to establish relationships with ECO and Green Deal providers, to deliver measures on a flexible basis across the borough.
- Brand and communications strategy is being developed and contact centre being ready for a mid-November launch.
- Are also currently a partner in the Staffordshire wide pilot bid for the Green Deal Communities fund, and would look to deliver their element of the pilot through the new energy agent.

Work Package 3 – What are the most interesting things that other Local Authorities are doing?

At the outset of the development of the Green Deal and ECO, the Department for Energy and Climate Change suggested Local Authorities could take one of three options;

Provider – Local Authority becomes a Green Deal Provider, offering the Green Deal directly to its residents, co-ordinating finance and delivery.

Partner – Local Authority works in partnership with a commercial Green Deal Provider and community partners to drive demand and deliver.

Promoter – The Local Authority acts as a promoter for Green Deal locally, with no formal partnerships with Green Deal Providers.

However, the following months were characterised by the emergence of a range of alternative models, including adaptations of the original three proposed models alongside the development of new models altogether.

One particular approach that emerged was that of **Producer**, whereby a Local Authority seeks to produce ‘hot leads’ which can then be passed to one or more Green Deal Providers. This capitalises on the Local Authority trusted brand and relationships within the community and with the Community and Voluntary sector. Variations on the Producer model include the formation of a Community Interest Company or the contracting of a Local Agent to act with the Council in this role.

There is also a 'do nothing' approach. Although this is unlikely to be adopted by local Authorities owing to the opportunities that Green Deal and ECO represent.

More detail on Local Authority approaches can be found in work package 7.

Some of the most interesting and well developed approaches being taken by Local Authorities are outlined below.

Exclusive Partnership with a Green Deal Provider – Birmingham Energy Savers (Birmingham City Council)

Birmingham City Council (BCC) were one of the pioneering Local Authorities in regard to their approach to the Green Deal and ECO, beginning an OJEU procurement process as long as two years ago. The outcome of the procurement process was a long-term partnership with Carillion Energy Services (CES). The Council will work with CES to generate interest and Green Deal and ECO activity, utilising their trusted brand. The endorsement is exclusive. Throughout the partnership, CES will leverage ECO funding on behalf of BCC. As part of the OJEU process, a number of other West Midlands Councils were listed as Contracting Authorities (including Tamworth BC), allowing these Authorities to piggy-back on to the OJEU process and form a similar relationship to the BCC/ CES model without the need for a re-run of the procurement process.

Investment in a Community Interest Company Provider – Consortia of Local Authorities

Green Deal Together (<http://www.greendealtogether.org.uk/>) is a Community Interest Company (CIC) co-owned as a joint venture by a number of Local Authorities, which will act as a socially enterprising Green Deal Provider. Each Local Authority invests in the CIC and receives a position on the board and thus a say in the operation of the CIC, offering Local Authorities governance and a chance to produce a return on their investments. The CIC will work to form local installer networks to maximise local economic opportunities and excess revenue will be collected and distributed amongst member authorities to fund further energy efficiency and fuel poverty programmes. Green Deal Together is facilitated by the National Energy Foundation (based in Milton Keynes) and is backed by Aylesbury Vale DC, Buckinghamshire County Council, Cherwell DC, Chiltern DC, Cotswold DC, Ealing Council, Milton Keynes Council, South Buckinghamshire DC, South Oxfordshire DC, Three Rivers DC, Vale of White Horse DC, Watford Borough Council, West Berkshire Council, West Oxfordshire DC and Wycombe DC.

The Provider Role – Wrexham and Flintshire Council's

Welsh Local Authorities, in partnership with the Energy Saving Trust, have been working together to appraise different Green Deal and ECO approaches. Wrexham and Flintshire Councils have undertaken a business case for the Provider role. The aim is for a North Wales Provider role, working at a multi-authority level with one anchor authority. The key, is that the Authorities will act as a Provider and offer finance, likely from reserves or prudential borrowing and will procure a private sector partner to deliver measures.

The Producer Role (using a Local Agent) – Stafford Borough Council

Stafford Borough Council (SBC) is tendering for a Local Specialist Energy Agent, with a mandate to focus on the Green Deal and ECO. Working with the Council and its partners and the wider Community and Voluntary Sector the local agent will drive demand in the borough (producing leads) before referring these to a single or selection of Green Deal Providers in return for a finders / referral fee. The Agent will help SBC procure these providers.

The Producer Role (developing a current entity) – Cardiff City Council

Cardiff City is seeking to play a leadership role amongst South Wales Councils, in developing a producer model for the Green Deal and ECO, with the hope of extending to the wider region based on Cardiff City's experiences. They hope to use Cardiff Connect as a producer agency, developing the service for this new function. Cardiff Connect is a Council run contact centre, providing a link between residents and their local services. Utilising the existing hub reduces setup costs and builds on what is already an established and well known service. An OJEU procurement process will be undertaken to identify a private sector Green Deal Provider from which Cardiff connect can refer in to.

The greatest activity in regard to Local Authorities undertaking appraisal work and formalising relationships has been amongst the Core Cities where experience of previous schemes, scale of the challenge and resources have played an important part. Leeds and Newcastle upon Tyne are two such regions that are taking a consortia led approach (of Local Authorities) and are following the Green Deal Partner model in a similar manner to Birmingham.

These are just some examples of current approaches to engaging with the Green Deal and ECO. There are many more Local Authorities that are still unsure as to what route to take and in that sense those listed above are pioneering new and relatively untested approaches. As the Green Deal develops, and learning from pilot projects gets disseminated, it is likely that new models will emerge and Local Authorities and partners will continue to develop their ideas. By this time, it will also be possible to gauge the relative success (or lack of) of some of the approaches set out above.

Work Package 4 – What are the most interesting things that Registered Providers are doing?

There are a range of views held by Registered Providers as to an appropriate response to the Green Deal, accompanied by greater clarity and action regarding their plans toward the Energy Company Obligation. Registered Providers are extremely wary about promoting and signing tenants up to a Green Deal finance package, especially if endorsing one provider over another. Many believe the Green Deal is contrary to their desire to support their tenants. The fact that registered providers will become liable for a Green Deal loan during void periods is also of big concern.

Registered Providers are however very interested in (and key players) within the Energy Company Obligation. There are a number of reasons behind what makes it attractive for Registered Providers and for the Obligated Parties who must discharge their funding before the March 2015 deadline to form relationships;

- The ability for RSL's to offer scale, pooling together properties to offer significant portfolios of work.
- Presence of extensive stock data.
- Reduced decision making constraints, one landlord decision for multiple properties.
- Asset management teams have experience of CERT and CESP and within the energy efficiency market.
- Tenant engagements teams can help engage and inform tenants.
- RSL's offer significant capital budgets for maintenance & improvement, and this can be put toward work where 100% ECO funding is not always available and a shortfall can exist.

There are also negatives associated with Eco amongst Registered Providers mainly that the Social Housing Sector has undergone significant investment in energy efficiency and often outperforms the owner and private rented sector. Many Registered Providers have undertaken what needed to be done and this has reduced the need for the measures that are available under ECO (e.g. solid wall insulation).

The reasons outlined above give weight to the idea of RSL's working as catalysts within ECO, using their projects of defined work as a basis for engaging private sector landlords and the owner occupiers within the private sector. The approach has often been successful in the past, in areas with large proportions of Social Housing but pepper-potted properties that are privately owned (right to buys) that have been able to benefit from the works that their social housing neighbours have benefitted from. This is especially true of previous External Wall Insulation projects, where aesthetic improvements within a community have acted as a strong pull factor along with the prospect of lower energy bills and a warmer more comfortable home.

Any approach to the Green Deal and ECO should look to combine properties across tenure, possibly seeking to utilise the RSL as a catalyst as outlined above and should try and blend a mix of measures wherever possible. Blending can increase ECO funding available as the more cost-effective measures that deliver carbon savings can subsidise those measures which are more expensive (e.g. carbon intensive heating fuels subsidising less carbon intensive heating fuels – see work package 5). Any project development by partners must consider the presence of Registered Providers and their stock condition in any area in which they hope to undertake ECO schemes, and proceed to co-operate with said Registered Providers to gain maximum scale and uptake. An approach that utilises relationship with Registered Providers will be most advantageous under the Carbon Emissions Reduction Obligation (focussing on hard to treat cavity wall insulation and solid wall insulation. A cross tenure approach will be less necessary and beneficial under Community Saving Communities Obligation, owing to the focus on cavity

and loft insulation, both of which have been thoroughly installed over the past few years under the Decent Homes Standard programme. Similarly the Home Heating Cost Reduction Obligation is only open to private sector tenants. See work package 1 for more information on the three ECO strands.

Some of the most interesting and well developed approaches being taken by Registered Providers are outlined below.

Exclusive Partnership with a Green Deal Provider – Solihull Community Housing

Solihull Community Housing (an arms-length management organisation) has agreed one of the largest Energy Company Obligation deals so far. The £27 million deal is with British Gas to retrofit 35 high-rise buildings across the Borough. British Gas struck a similar deal with Plymouth Community Homes just a few months ago, with that deal totalling £26 million. Many housing Associations look to be pooling together their eligible stock and inviting bidders to tender for the works, with emphasis on the greatest contribution of ECO available.

Open Framework Agreement – Walsall Housing Group

It could be argued that Walsall Housing Group (WHG) have adopted a more thorough approach than other housing associations who have floated portfolios on the ECO Market place. WHG have entered into an open framework agreement with British Gas. The framework provides a range of heating and energy efficiency works all fully-priced and net of the most appropriate ECO subsidy. The framework is available for any Registered Provider and offers an opportunity to access delivery of a range of energy efficiency improvements at subsidised prices. Quotes can be presented based on framework prices and subsidies for specific programmes or Registered Providers can be advised as to what programmes would generate the greatest savings and carbon reduction and thus ECO subsidy.

The OJEU compliant framework is designed to deliver area based programmes and includes provisions for engaging and delivering to owner occupiers and the private sector in the area with subsidy and options for top up funding at no cost or risk to the housing provider. This fits well with the idea of Registered Providers as leaders and catalysts as outlined above.

These are just two examples above of Registered Providers engaging pro-actively with the Energy Company Obligation. It is becoming apparent that the Obligated Parties are seeking large, often urban (especially core cities) schemes such as that struck between British Gas and Solihull Community Housing as an extremely cost-effective way of discharging large amounts of their obligation. This is due to the ability for core cities to offer scale of need and well defined packages of work. Core Cities are also typically home to larger Registered Providers. However, the framework agreement announced by Walsall Housing Group sounds attractive for a number of reasons and interest is sure to be high. With the ECO market developing rapidly it is expected that many more enterprising and entrepreneurial arrangements will be made in the coming months and early into 2014.

Work Package 5 – Tamworth Borough Council – Scoping the Size of the ECO Prize.

In the following section we will analyse the opportunity presented by the three strands of ECO across Tamworth Borough.

Analysis has been formed through study of;

- Tamworth Private Sector House Condition Survey 2010
- Department for Work and Pensions Data
- 2011 Census Data
- ECO guidance for suppliers

The analysis will help shape a view of specific opportunities that the Carbon Saving Communities Obligation, Carbon Emissions Reduction Obligation and Home Heating Cost Reduction Obligation offer across the borough.

Work package 6 will explore the priorities for each strand in Tamworth Borough using the analysis below.

See work package 1 for an overview of the Energy Company Obligation's different strands.

Carbon Savings Community Obligation

- All tenures
- Specific locations, based on 'low income' defined by indices of deprivation
- Loft and cavity wall insulation (100% funded)
- Not welfare status dependent

Carbon Saving Community Obligation (CSCO) in Tamworth

The aim of the Carbon Saving Community Obligation is to reduce carbon in some of our most disadvantaged communities, in turn reducing energy spend and improving comfort among households. CSCO will fully fund loft insulation and cavity wall insulation for any householder in a defined 'low income' area, defined as within the bottom 15% using the Indices of Multiple Deprivation. (More info on IMD here <http://bit.ly/XH2keJ>).

Are there any CSCO 'Low Income' Areas in

Tamworth?

Yes. There are 5 areas defined as 'low income' using the method described above, and therefore eligible for this strand of ECO. In theory, any household in one of these areas is eligible for 100% insulation measures, regardless of tenure or income/ welfare status.

Where are Tamworth's CSCO Areas?

There are 5 CSCO areas (as shown in Map 1 below). 2 are located in Glascote, 1 in Amington, 1 in Belgrave and 1 in Castle.

What is an LSOA?

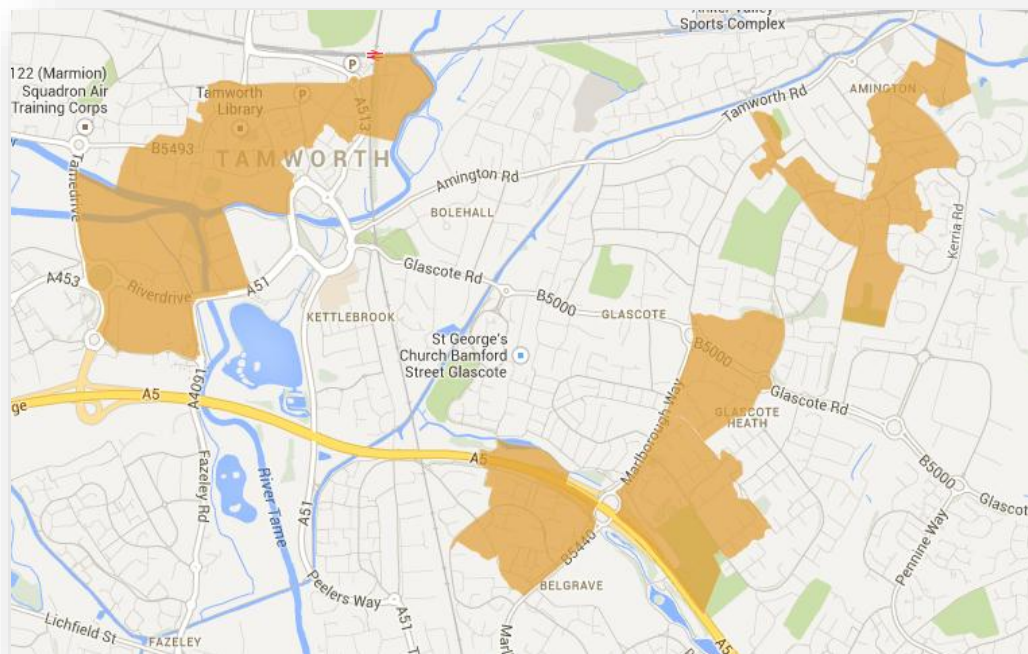
Lower Super Output Areas (LSOA's) are Geographical

boundaries used in

Census and Deprivation analysis, roughly each LSOA encompasses a

population of around 1500, and there are 32,844 LSOA's within England and Wales. They are

named using a code e.g. Tamworth 009A. Each LSOA has a range of Households (min – 400, max – 1200) and Population (min – 1000, max – 3000).



MAP 1 - TAMWORTH'S CSCO AREAS

Analysis of Tamworth's CSCO Areas

The focus of CSCO on loft and cavity wall insulation (and loft insulation top-up) diminishes the opportunity that it presents in certain areas, largely because it is typical that areas that fall into a CSCO low income bracket (using the IMD) are characterized by a large presence of Social Housing. Social Housing providers have been driving towards the Decent Homes Standard (<http://bit.ly/Rn08Zs>) through extensive investment in their stock to improve the energy efficiency of properties. Loft and Cavity wall insulation are extremely cost-effective energy efficiency improvements and were heavily targeted across the social housing sector. It could be safely assumed that the majority of remaining unfilled lofts or cavity walls will be found in the private sector. That said, this will in turn depend on local responses to the Carbon Emissions Reductions Target (CERT), in which private householders received grants for fully funded loft and cavity wall insulation. Tamworth performed well in regard to CERT, performing consistently above the national average within the last three years of the programme (as shown in figure 1).

Tamworth's CSCO fair share is;

£239,922

Enough to install

479 Cavity Wall Insulations per year*

ECO isn't distributed based on fair share, but it provides a good benchmark to aim for initially. Calculated using £195m nationally for CSCO. Tamworth has 0.12% of the UK's Population. £195m multiplied by 0.12% = £239,922

(* based on cost of £500 per install)

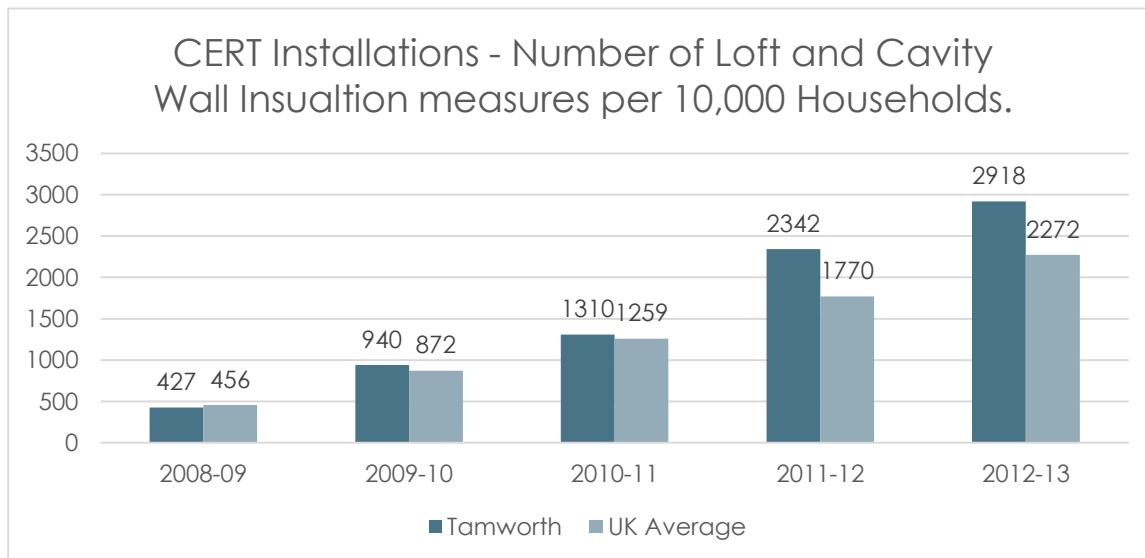


FIGURE 3 - CERT INSTALLATIONS IN TAMWORTH 2008-2013

Tamworth's above average performance under CERT is likely to mean addressable need for loft and cavity wall insulation will be lower than in regions where engagement with CERT was not as positive. Figure 1 (below) shows the tenure breakdown across Tamworth's 5 CSCO areas. The

issues above represent the key challenge for CSCO, identifying remaining addressable need (as in how many lofts and cavities are still uninsulated) in geographically contained areas.

As the figure 4 shows, social housing dominates all but one of the CSCO areas. There may be some remaining need in the private rented sector, especially in Castle, where 240 properties are privately rented. The private rented sector is well known as the worst performing in regard to energy efficiency, so this could prove an advantageous route for identifying CSCO eligible properties, although private landlords were also eligible for measures under CERT.

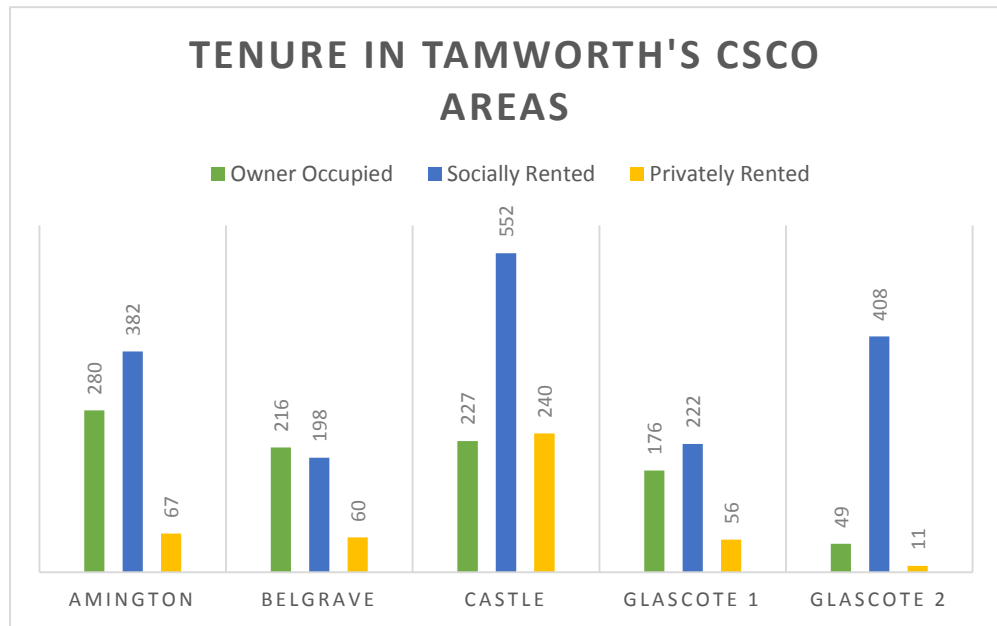
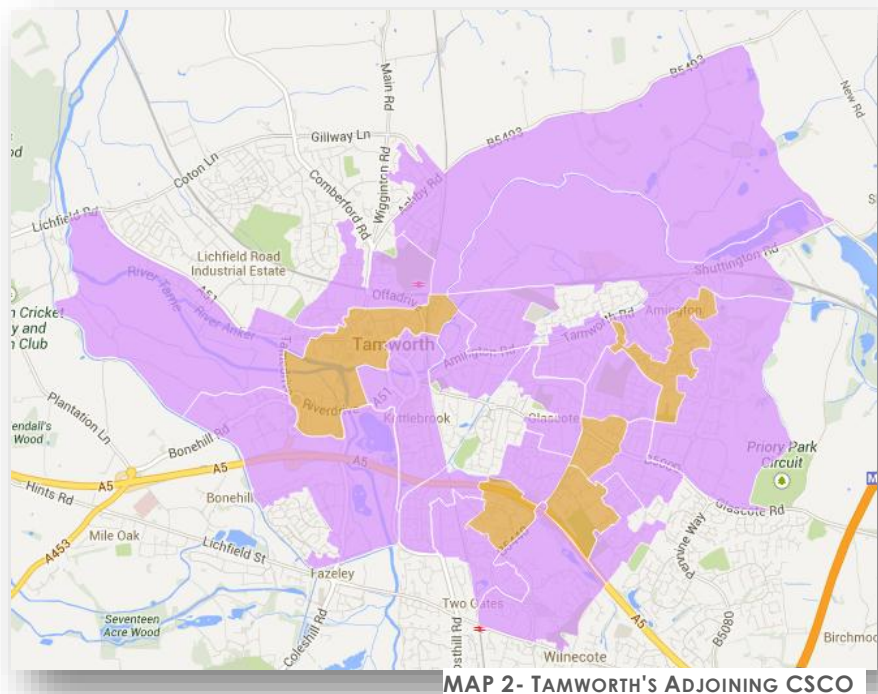


FIGURE 4 - TENURE ACROSS TAMWORTH'S CSCO AREAS

CSCO Adjoining Areas

CSCO includes a soft boundary rule, in order to overcome problems experienced in previous energy efficiency schemes through the use of LSOA boundaries. Situations arose where households were deemed ineligible because they fell out of the low income LSOA boundaries, despite the fact that their property was located on a street with identical house types and needs. In



simpler terms, half a street or estate could be eligible where the other half was not. This became a problem due to the fact that LSOA's are not physical geographical boundaries but rather statistical boundaries with little true resemblance to the physical geography of an area(s).

Soft boundaries are to be used to ensure that adjoining areas can also benefit. Up to 20% of the measures within a defined project can be delivered in adjoining areas. Adjoining areas are those LSOA's that border any low income LSOA. However, the works that are undertaken in an LSOA must not exceed more than 25% of the total Carbon Savings from the project. The soft boundary rule could be significant for compact Tamworth Borough Council, bringing a number of areas (and therefore properties) into eligibility for support. Map 2 displays areas (in purple) bordering Tamworth's CSCO areas (orange).

Rural CSCO

Energy Company Obligation Legislation from DECC attempts to ensure that Rural locations benefit from ECO funding alongside Urban areas. There is a safeguard to ensure 15% of CSCO funds are discharged in rural areas, however Tamworth Borough is excluded from CSCO rural due to its urban nature.

Carbon Emissions Reduction Obligation

- All tenures
- Hard-to-treat properties
- Solid wall insulation (part to 100% funding, relative to carbon intensity of heating fuel)
- hard-to-treat cavity insulation, 100% funding
- Largest obligation

Carbon Emissions Reduction Obligation (CERO) in Tamworth

The aim of the Carbon Emissions Reduction Obligation is to reduce carbon in the UK's most energy inefficient houses. CERO will target 'hard-to-treat' properties, those requiring costly and complex energy efficiency measures such as solid wall insulation or the insulation of unconventional cavities.

As a carbon saving obligation, CERO funding for solid wall insulation is explicitly linked to how much carbon the measure will save, and is therefore dependent upon a particular properties' characteristics. In certain circumstances, 100% funding will be available in others a proportion of

the work will be funded. Hard-to treat cavity walls are those that are less than 50mm in width, contaminated (with debris in) or in structures of 3 storeys or more. 100% funding is currently available for such measures.

What are the funding arrangements under CERO?

Hard-to-treat cavity wall insulation should be fully funded. A significant proportion of CERO is likely to be targeted toward solid wall insulation, one of the most costly energy efficiency measures to install, and one in which the initial cost and savings thereafter (although significant) do not meet the Green Deal's golden rule.

Funding will be allocated based on lifetime carbon savings of the measures installed. The most carbon intensive heating fuels (electricity and solid fuel) will therefore attract the most CERO funding (see figure 2).

It is widely expected that electrically heated and solid fuel heated properties will receive 100% funding for CERO solid wall insulation, owing to the significant carbon savings that will result over the lifetime of the measure.

Properties using oil heating systems should attract between 60-80% funding, with gas (LPG and mains gas) between 20-40%. These are all expectations and benchmarks. All properties hoping to receive CERO funding will have to undertake a Green Deal Assessment and EPC to establish savings and the funding linked to these.

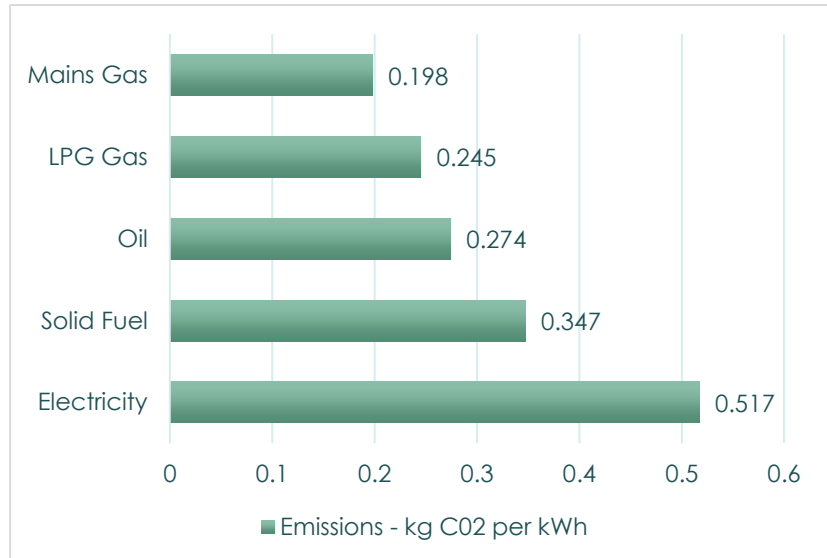
Combining Funding

With CERO likely to offer part funding in a lot of situations, the ability to combine ECO funding with alternative funding streams is key, especially in a predominantly on-gas area such as Tamworth. A Green Deal Plan can be combined with ECO (which is acting as a subsidy to bring the total savings required down to meet the golden rule). Alternatively, householders can make a financial contribution or seek finance from another source. In the case of rented properties (private or social), a landlord may be in a position to put capital forward alongside the ECO funding.

Importance of Blending

Blending of CERO funding is possible to help increase the contribution of funding on properties that are not receiving full funding (i.e. Gas properties opposed to carbon intensive solid fuel properties). This can occur when a portfolio of properties is being funded for CERO work, in which the properties have a mix of heating fuels. In such a scenario, properties using carbon

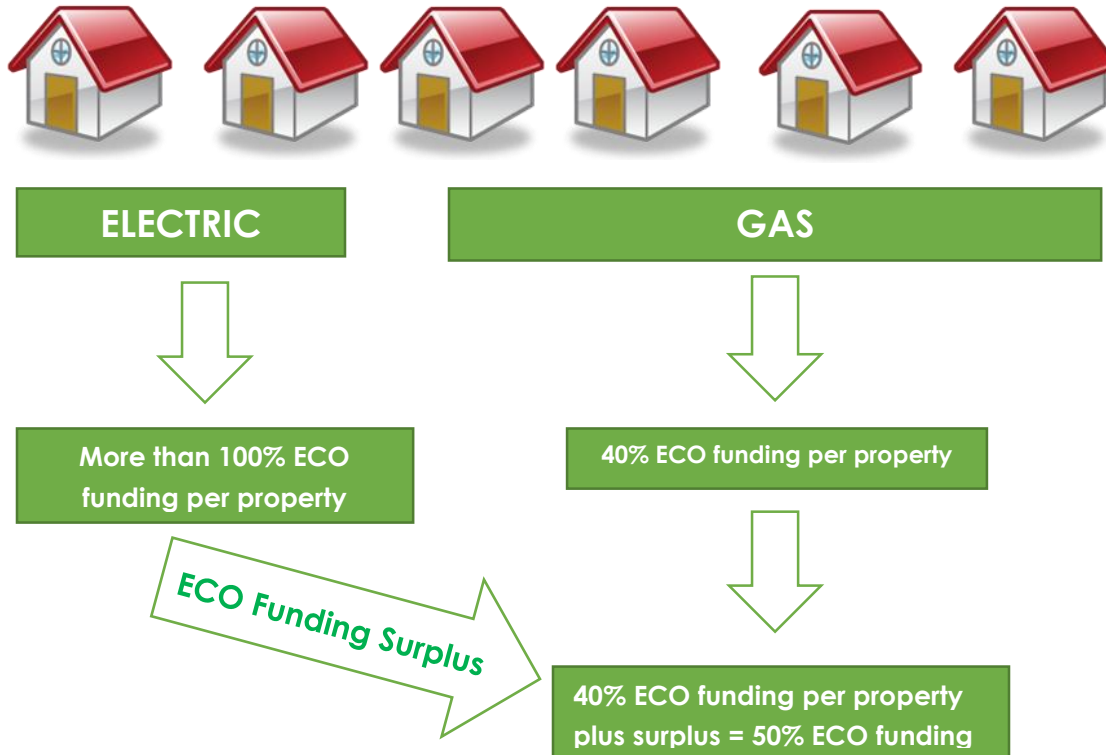
FIGURE 5- CARBON INTENSITY OF HEATING FUELS



Source: Government SAP for Energy Rating of Dwellings (2011)

intensive fuels such as electricity can offer generate very significant carbon savings over their lifetime, enough to produce more than enough funding for the cost of the insulation on that property. This excess funding can be apportioned to a property with a smaller CERO funding contribution (see figure 3). The key to blending is getting a good mix of carbon intensive and less carbon intensive. The size of the portfolio is also useful in increasing funding proportions due to the ability to benefit from economies of scale.

Blending Explained....



CERO Opportunity in Tamworth

Using data from the Tamworth Borough Private Sector Housing Survey and the 2011 Census, we can begin to investigate the opportunity for CERO in the Borough.

Primarily, the targets in terms of eligibility (what need to be found) are;

- Hard to treat - cavity walls in three-story + buildings
- Hard-to treat – narrow cavities
- Hard to treat - solid walled properties on electricity or solid fuel.
- Hard-to-treat – densely populated solid walled properties (e.g. terraces) on mains gas

Heating Fuel – Census 2011 - Over 85% of Tamworth Borough’s stock uses mains gas central heating, meaning the identification of off-gas properties will be a significant challenge.

However, some 2,719 properties are electrically heated. Of course not all of those properties will be CERO eligible as a large proportion are likely to be cavity walled. According to the 2011 Census, only 138 properties use solid fuel systems and a mere 27 use oil as their main heating fuel.

Property age – Private Sector Housing Survey 2010 – At the time of the survey, there were around 25,000 private sector dwellings in Tamworth. As expected, the proportion of properties built pre-1965 was substantially lower than the national average, and therefore the proportion of properties built post 1965 higher. The proportion of properties built pre-1919 is usually a good barometer to use when assessing numbers of solid wall properties. In Tamworth. Only 8.8% of the stock is built pre-1919 compared to 24.6% nationally.

Property type – Private Sector Housing Survey 2010 – Assessing the property types within a Borough can also help offer a picture of the opportunities for solid-wall insulation. Terraced houses are typically solid walled, and in Tamworth 20.2% of properties are a terraced house of some sort, below the national average of 27.8% but still a significant proportion. In regard to hard-to-treat cavity walls, 5.9% of dwellings in the borough are low-rise flats or apartments, just under a national average of 7.8%. There are very few high-rise flats in the borough.

Tamworth's CERO fair share is;

£959,689

Enough to install

**86 solid wall
insulations per year***

ECO isn't distributed based on fair share, but it provides a good benchmark to aim for initially. Calculated using £780m nationally for CERO. Tamworth has 0.12% of the UK's Population. £780m multiplied by 0.12% = £959,689

(* based on cost of £11,500 per install)

Home Heating Cost Reduction Obligation

- Private Sector Only
- Affordable Warmth Obligation (aiming to save on heating costs)
- Loft and cavity wall insulation, loft-top-up, boiler replacements (100% funded)
- Dependent on benefit status, beneficiaries must meet certain eligibility criteria

Home Heating Cost Reduction Obligation (HHCRO) in Tamworth

The Home Heating Cost Reduction Obligation (HHCRO) is the affordable warmth element of the Energy Company Obligation, its aim is to offer measures to help support low income households heat their homes more affordably. It will provide insulation and heating measures to vulnerable households throughout England & Wales, essentially replacing the Warm Front Scheme. Eligibility for the scheme is based upon the Super Priority Group also known as the Affordable Warmth Group, those who are in receipt of certain qualifying welfare benefits alongside other qualifying components such as parental responsibility for a child or benefit premiums.

HHCRO is only open to private sector households (including private rented sector).

HHCRO differs from both CSCO and CERO in that it is a heating cost reduction; the aim is to save on heating costs and so savings are not measured in carbon saved but in £ savings on heating cost saved over the lifetime of a measure.

Heating improvements and insulation measures are the focus of HHCRO.

Insulation measures include cavity wall insulation, loft insulation (and loft-insulation top-up) and hard-to-treat cavity wall insulations. Heating measures include boiler replacements and boiler repairs. New heating systems are available on gas, oil, electric and LPG gas.

A green deal assessment is not necessary, in order to assess the requirements of measures and or recommendations for boiler replacements and installations under HHCRO. A formal Ofgem boiler

assessment will be made and this must be undertaken by a 'person of appropriate skill and experience'. Ofgem ECO Guidance for Suppliers (Page 132) states the competency requirements for operatives undertaking HHCRO boiler assessments. (<http://bit.ly/11G0RVM>).

Tamworth's HHCRO fair share is;

£399,871

Enough to install

160 new boilers per year*

ECO isn't distributed based on fair share, but it provides a good benchmark to aim for initially. Calculated using £325m nationally for HHCRO. Tamworth has 0.12% of the UK's Population. £325m multiplied by 0.12% = £399,871

(* based on cost of £2,500 per boiler)

Eligibility – who qualifies for help?

Householders are eligible for measures under HHCRO in reference to the affordable warmth group criteria. This is similar to the Super Priority group criteria previously used under the Carbon Emissions Reduction Target (CERT). The only deviation from the former criteria is that a Child is now classed as qualifying up to the age of 16, or up to the age of 20 if the child is in full time education. Previously a qualifying child was required to be under the age of 5.

The welfare system in England and Wales is undergoing significant changes. As a result the qualifying criterion for HHCRO is likely to change in the coming months to reflect these changes.

(a) child tax credit (a) and has a relevant income of £15,860 or less (where “relevant income”

(b) income-related employment and support allowance(c) and—

- (i) receiving a work-related activity or support component; or
- (ii) has parental responsibility for a qualifying child; or
- (iii) is in receipt of a qualifying component;

(c) income-based job seeker’s allowance(d) and—

- (i) has parental responsibility for a qualifying child; or
- (ii) is in receipt of a qualifying component;

(d) income support(e) and—

- (i) has parental responsibility for a qualifying child; or
- (ii) is in receipt of a qualifying component;

(e) state pension credit(f);

(f) working tax credit and has a relevant income of £15,860 or less and—

- (i) has parental responsibility for a qualifying child; or
- (ii) is in receipt of a disabled worker element or severe disability element; or
- (iii) is aged 60 years or over.

“Qualifying child” means, in relation to a person in receipt of an allowance, income support or working tax credit, a child who ordinarily resides with that person and who

- (i) is under the age of 16; or*
- (ii) is 16 or over but under the age of 20 and in full-time education (other than higher education within the meaning of section 579(1) of the Education Act 1996(a));*

“Qualifying component” means—

- (i) child tax credit which includes a disability or severe disability element;*
- (ii) a disabled child premium;*
- (iii) a disability premium, enhanced disability premium or severe disability premium; or*
- (iv) a pensioner premium, higher pensioner premium or enhanced pensioner premium;*

“Parental responsibility” has the same meaning as in section 3 of the Children Act 1989(b).

Analysis of HHCRO (Affordable Warmth) Eligibility in Tamworth

The number of eligible households in Tamworth Borough for HHCRO (meeting the affordable warmth group eligibility) can be analyzed using Department for Work and Pensions claimant count data and 2011 Census data provided by the Office of National Statistics. Analysis includes households receiving income support passported benefits (job seekers allowance, income support, and employment support allowance) and parental responsibility for a qualifying child and pension credit claimants. Those qualifying benefits based on tax credits (working tax credit and child tax credit) are excluded as data is unavailable which enables the separation of claimants above and below the threshold of relevant income which is set at £15,860.

Those receiving pension credit are eligible for support, independent of any other qualifying criteria. This includes both guaranteed credit and savings credit.

Table 3 - Pension credit Claimants in Tamworth Borough

Claimants of guaranteed credit only	1,140
Claimants of Savings credit only	820
Claimants of Savings and Guaranteed Credit	1,350
Total Claimants	3,300

Source - Department for Work & Pensions – August 2012

The data above (from Department for Work and Pensions Claimant Count – August 2012) suggests 3,300 people may be eligible. The data does not account for situations where claimants live in the same property or those living in social housing and thus the actual number eligible will be less than this figure. It does however present a good snapshot of eligibility under pension credit as a qualifier.

If 10% of the total number of pension credit claimants in Tamworth received replacement boilers under HHCRO, this would result in inward investment in the housing stock of **£825,000*** on boiler upgrades alone (*based on £2,500 per boiler). When you consider the other measures available under the scheme, the opportunity HHCRO affords pension credit claimants alone is significant.

The Department for Work and Pensions has up-to-date claimant count data for all three strands of income support, Income Support, Employment Support Allowance and Job Seekers Allowance. Claimants of these are eligible for HHCRO assuming they;

- Have parental responsibility for a qualifying child **or** receive a qualifying component such as a disability element or premium.
- Live in the private sector.

Table 4- ESA Claimants in Tamworth Borough

Claimants of Employment Support Allowance	1,670
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Source – Department for work and pensions – August 2012

There are a number of elements that make up ESA and figures include those formerly claiming Incapacity Benefits. A number of changes to welfare are in progress, which means accurate data is unavailable at this time. It is therefore not possible to scale this figure down to those that meet the qualifying criteria, and as such the figure above (table 2) is only a total of claimants. The actual number of these who would qualify under HHCRO is hard to establish and will likely be less than this total but still significant.

Table 5 - Income Support Claimants with Qualifying Child in Tamworth

Claimants of Income Support with qualifying child/ children	950
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Source – Department for work and pensions – August 2012

Table 6 - JSA Claimants with Qualifying Child in Tamworth

Claimants of Job Seekers Allowance with qualifying child/ children	310
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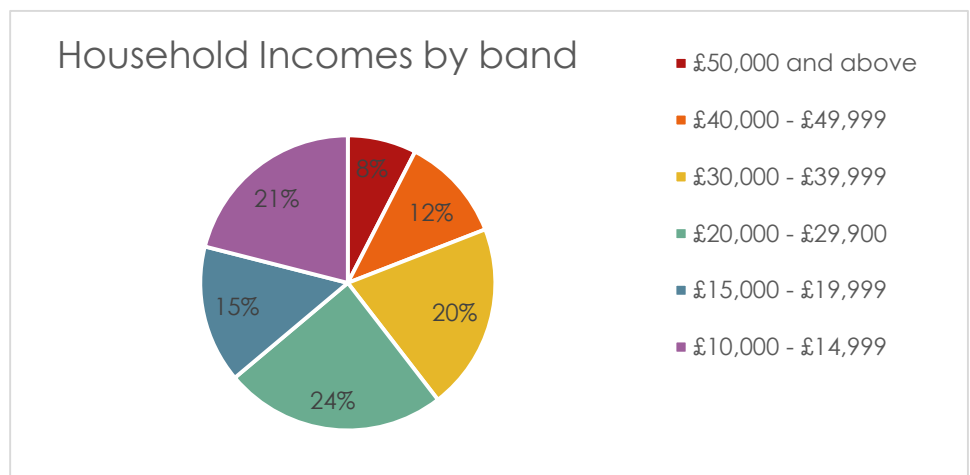
Source – Department for work and pensions – August 2012

Data above shows that there are 1,260 claimants of either Income Support or Job Seekers Allowance with at least one qualifying child. This data is cross tenure and only those in the private sector would be eligible yet it helps to try and quantify who might be eligible and what sort of groups HHCRO can provide help to. There is however no guarantee that these numbers will meet eligibility and in all cases further investigation and checks would need to be undertaken to assess eligibility. Likewise, there may be

householders who fall into multiple categories (able to access support through multiple combinations of criteria).

Data from the Private Housing Survey is also useful. Residents were asked about their income of the head of households and partners, with responses combined to

FIGURE 6 - GROSS HOUSEHOLD INCOME BY BAND



give gross household income figures. As figure 5 displays, 36% of Householders in the Borough receive less than £14,999 annually. A large proportion of these people should be eligible to receive welfare support / be eligible for help under HHCRO.

Work Package 6 – Exploration of Green Deal and ECO Priorities and Focus in Tamworth Borough.

Work package 5 investigated the opportunity that ECO represents in Tamworth Borough. Furthering on from this, work package 6 sets out the key priorities across the borough in order to fully maximise benefit from the Green Deal and ECO.

CSCO Priorities

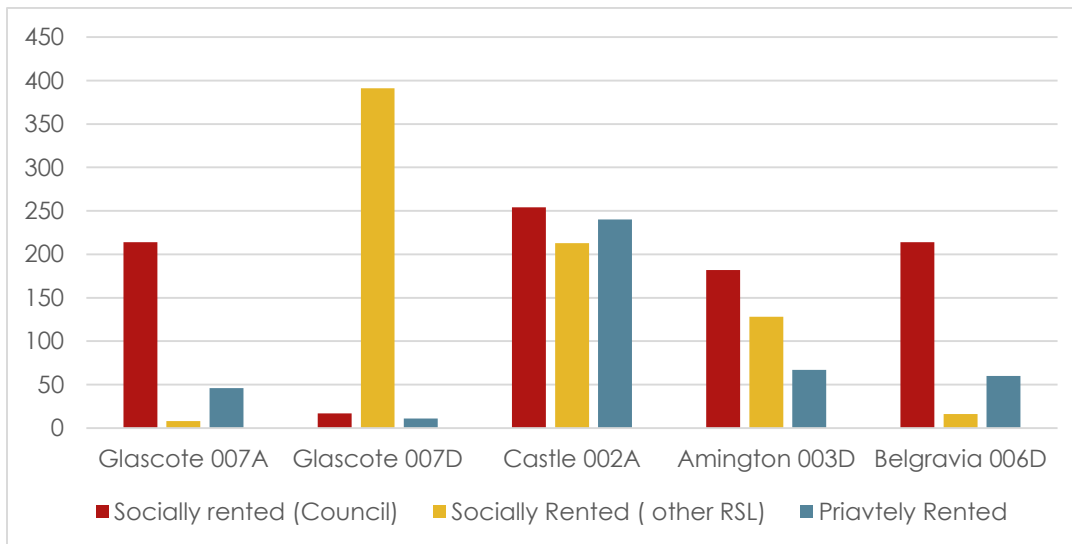
Tamworth has 5 LSOA areas which are eligible under CSCO, defined as Low Income using the Indices of Multiple Deprivation. An analysis of these LSOA's is included in Annex A. With 5 eligible areas, the opportunity presented by CSCO is reasonable within Tamworth. To ensure that the opportunity available, despite its size, is taken fully, the next steps for Tamworth Borough Council should be as follows in the following order in terms of priority/ action.

Key Actions/ Issues

1) Quantify addressable need / ECO opportunity within stock (collate data).

Analysis of recent Census Data from 2011 shows that a large majority of households residing within Tamworth's CSCO LSOA's are socially rented, provided either by the Council or a different Registered Provider. A number of properties are also privately rented (see figure 1 below).

FIGURE 7 - RENTED TENURE IN TAMWORTH CSCO AREAS



Across the CSCO eligible areas, Tamworth Borough Council (TBC) controls around 1000 properties (1006* according to census data, although some respondents may not differentiate

accordingly between council and housing association). The first task must be to assess the eligibility across these properties. CSCO offers 100% funding for loft and insulation, and top-up (where under 150mm) to any properties in a CSCO areas, meaning outstanding need for these measures across TBC stock is a quick win under ECO. Asset management teams should be instructed to assess the stock for eligibility and need with a matter of urgency.

ACTION 1 – Assess TBC stock for remaining loft (inc’ top-up) and cavity wall need in 1000 properties in CSCO areas.

2) Liaise with Registered Providers / Private Landlords within CSCO areas.

Around 24% of the properties in Tamworth’s CSCO areas are socially rented from Registered Providers other than the Council. Typically socially rented properties are well insulated in regard to cavity wall and loft insulation due to large improvements in the UK’s social housing stock that have happened under the Decent Homes Programme. If one assumes that the same is true of the socially rented stock in Tamworth’s CSCO areas, then the number properties with addressable need in the socially rented sector should be low. Dialogue with RSL’s will be needed in order to identify which properties are socially rented and to discuss whether their remains a need for the insulation measures that are available, if so a collaborative approach for both the Council and RSL stock would be prudent.

As figure 1 displays, 424 properties in qualifying CSCO areas are privately rented and may present a significant opportunity with the private rented sector consistently deemed the least energy efficient of the housing sectors. As above, any remaining need within the private rented sector could be incorporated easily into an area wide approach should the Council and Registered Providers have outstanding work to be completed. Dialogue with the Tamworth Private Landlord’s forum should be a key access to moving forward with CSCO in the rented sector.

Alternatively an area based approach could be taken. Looking at figure 1, an area based ‘pilot’ approach could be undertaken in Castle (Tamworth 002A) where there is a good mix of all rented tenures. A geographically contained project may be a good way of getting relevant stakeholders involved and particularly useful in engaging owner occupied properties should demand for insulation exist from the social and private rented sector. Economies of scale around marketing and promoting an offer would be possible.

ACTION 2 – Begin Dialogue with Registered Providers and Private Landlords (via forum) over Tamworth CSCO areas, to assess need and ways forward.

3) Assess addressable need within the Private Sector

Both actions above will provide extremely useful in beginning to identify owner occupied properties within the CSCO areas, of which there may be outstanding need for loft and cavity wall insulation. Tamworth as a whole did relatively well through the Carbon Emissions Reduction Target (CERT), where both measures were fully subsidised for the private sector. Despite this there is still likely to be an unfilled loft and cavities amongst the 948 owner

occupied properties within the CSCO areas. A worthwhile exercise would be to attempt to work with previous CERT installers to gain data on who in these areas would have received insulation under CERT. This may prove a good barometer for remaining demand in the areas, and would inform a decision as to the merit for a promotional push throughout CSCO areas to find remaining uninsulated lofts and cavities.

ACTION 3 – Consider owner occupied demand, identify properties and try and gain data from CERT schemes on levels of insulation uptake within CSCO areas. Consider merit of promotional campaign in light of above.

4) Consider possibility of extending any offer to Adjoining Areas.

ECO Legislation states that up to 20% of activity under CSCO can be undertaken in adjoining areas. In theory this increases eligibility of CSCO significantly in Tamworth. However, installations can only be delivered in adjoining areas up to 20% of the activity in Tamworth's defined CSCO areas (5 areas), essentially 1 in every 5 installs under CSCO could be from an adjoining area. This reduces potential delivery significantly. Even with a positive return of 100 installs from CSCO areas, a limit of 20 would be placed upon the amount able to be delivered in adjoining areas. This underlines the importance of a two stage approach, should TBC embark on a CSCO scheme, whereby adjoining areas are targeted following activity in CSCO areas (i.e. the number from which an adjoining 20% can be derived). For example, 200 measures have been installed in CSCO areas, and therefore up to 40 installs could be completed from defined adjoining areas.

Caution must be taken when extending any 'CSCO offer' out to adjoining areas to ensure that any approach does not overreach itself. With the likelihood that the number of 'available installs' being low, a low key approach would minimise overreaching expectation to households and would ensure the project remains viable. Crucially, assurances must be sought from the chosen ECO installer to ensure that the reporting of installations (of which there are stringent requirements from Ofgem) are bundled, so as not to report the original installations in CSCO areas are reported without the subsequent adjoining area installs.

ACTION 4 – Should a CSCO scheme be pursued, depending on uptake consider implications for adjoining areas.

CERO Priorities

The Carbon Emissions Reduction Obligation is comfortably the largest of the three obligations under ECO, and is believed to be worth around £780 million. It represents a significant and transformational opportunity to undertake major retrofit works in inefficient and hard-to-heat properties. As discussed in work package 5, the focus is on carbon intensive heating fuels (electric and solid fuel), which will receive generous funding, potentially 100% funding for a solid wall insulation.

The key actions for Tamworth Borough Council are as follows;

1) Identify and target Hard-to-treat Cavities

Fully funded cavity wall insulation for hard-to treat cavities (narrow or three story's plus) is a quick win under CERO. The challenge will be the identification of properties where there is need for such insulation.

Building of three story's or more – The Tamworth private sector housing survey identifies only 0.1% of the stock as high-rise building, hence the opportunity under this particular strand and measure is limited. Regardless, investigations should be made as to where the limited high-rise buildings in the borough are located and their tenure, followed by assessment of the insulation present. If uninsulated then a process should be taken to insulate through CERO through Tamworth Borough Council's (TBC) chosen delivery method. (Including whether any are held by TBC)

Narrow / unconventional cavities – Understanding should be sought of the type of properties in the borough that may have unfilled narrow or unconventional cavities. Again, cross-referencing of CERT schemes may uncover properties in which CERT funding was not available and this may prove a useful exercise for identifying householders. Dialogue with Registered providers and cross-reference with the TBC stock database should seek to identify need among the social housing sector. This exercise may also highlight areas with high concentration of unconventional properties (in regard to cavity walls) and if cross-tenure would be a good method for investigating the scope for involving the private sector. Again, consultation with the Private Landlord forum should be encouraged to assess need in this particular sector. Consider a short assignment to identify property types that are characterised as hard-to-treat cavity wall and correlate this with local knowledge of where these properties may be located across the borough.

CERO ACTION 1 - Investigate hard-to-treat cavity need across the borough, across all tenures, including TBC stock, private rented sector and private ownership. Consider work to characterise properties with hard-to-treat cavity walls.

2) Gain a greater understanding of CERO opportunity in Tamworth Borough

As outlined in work package 5, CERO represents the greatest proportion of funding under ECO. CERO supports two measures. As above, hard-to-treat cavity wall insulation may be seen as a 'quick win', a relatively simple measure, cost-effective to deliver and currently 100% funded. Solid wall insulation is a more complex and costly measure to deliver and funding will be dependent upon carbon savings (see work package 5 for more info).

The first task should be to further investigate opportunities, including scale of cross-tenure opportunity. Identifying solid walled properties using the most carbon intensive heating fuels (carbon intensive), notably electric and solid fuel heated properties across the borough. Analysis of Tamworth's holding stock would be a logical starting point,

highlighting solid walled properties of any nature (that are yet to be insulated) and then cross-referencing these with heating fuel to form a database of uninsulated solid walled properties using electric or solid fuelled heating systems. This would then hopefully form a basis for a CERO solid walled insulation scheme. Despite the focus on 100% funded measures for those properties on electric and solid fuel heating, an understanding of all uninsulated solid-walled properties (regardless of heating fuel) will be extremely useful and should also be analysed. Dialogue with other registered providers and private landlords across the Borough is highly recommended to build up a comprehensive stock survey for CERO eligibility. Collaboration with Registered Providers will help understand their hard-to-treat stock and what levels of CERO their properties may attract. Likewise, the private rented sector is likely to offer properties that meet the requirements.

CERO ACTION 2 – Compile stock data across the social and private rented sector to establish a portfolio of ‘desirable’ CERO properties (assessing solid wall properties and heating fuels).

3) Explore CERO funding arrangements through detailed EPC and archetype analysis

The funding element of CERO is complex, as mentioned in work package 5. Where funding is not 100%, other funding will need to be sought and used to complement the ECO funding. A greater understanding of funding permutations under CERO across Tamworth’s stock would greatly aid understanding and the ability to develop CERO approaches with confidence.

Approaches that could be taken.

a) Procure a database and or compatible data

Tamworth Borough Council should consider purchasing / procuring additional data following an appraisal of existing data. Energy Performance Certificate (EPC) data is currently available for 8,770 properties across the Borough. A large data pack (including desired data for Green Deal & ECO scoping) is available for £877.00. Databases can aid the understanding of energy efficiency of the stock across the Borough, the development of priorities of action and targeting of eligible properties whilst boosting knowledge of key partners. 40 Local Authorities use the UNO database which available for purchase. Green Deal and ECO modules are now included as a part of the UNO database to aid scoping of eligibility and EPC data (mentioned above) is fully compatible.

The UNO database and EPC data could provide a solid basis for fully understanding the Borough’s housing make-up. Detailed address level data and Green Deal and ECO modules can display applicable improvements in order of cost effectiveness, bundling measures to create optimum packages. The software will show annual savings and whether these meet the ‘golden rule’. ECO measures can be highlighted and the

amount of subsidy required to equalize savings and repayments is shown. UNO is essentially a stock analysis tool, able to display individual properties, a selection of properties (based on a Lower Super Output Area, street or type of property) or the complete stock. The UNO database does however cost £8,600 for purchase, setup and operation, not including the procurement of EPC data.

b) *Undertake an Archetype Analysis and build an outline for CERO funding.*

An alternative to purchasing data and or a database would be to undertake a more detailed scoping exercise, based on assessing typical archetypes across the borough. A portfolio of archetype case studies could be compiled, seeking to identify the most common housing archetypes within Tamworth Borough, followed by analysis of typical measures correlating to each property type. An EPC and Green Deal Assessment would be undertaken on each of the most common archetypes to establish the measures and likely funding. The EPC's could then be used as a template, extrapolated to similar property types across the Borough allowing early identification of the sort of properties that will attract desirable amounts of ECO funding. This exercise should be undertaken in collaboration with registered Providers and Private Landlords to encourage cross-tenure working.

For example, a template for potential Green Deal and ECO (per archetype) could be provided for a pre-1919 solid walled terraced house and compared with a 1950's semi-detached property and funding levels assessed accordingly. A portfolio of templates could be compiled and shared across partners to offer a greater understanding of what is available and where. Such an option would require less resource (financial and human) than the procurement and management of a database and would encompass fees for the delivery of the EPC and Green Deal Advice reports and a limited amount of time (max 2 days) to pull together the reports to form the templates.

CERO Action 3 – Further understand CERO funding opportunities through data acquisition or further scoping exercise.

4) Consider area based targeting, key partners and who should lead / initiate action

To fully maximise funding through CERO for solid wall insulation (SWI), two key, but complimentary approaches should be taken. A referral and delivery setup should be in place for one-off installations and should also be available for larger area based or multiple property schemes. Area based or multi property schemes are crucial to ensure blending takes place, this is where properties are bundled together so that those achieving 100% funding or more can be used to help subsidise those properties that don't achieve 100% funding. (See work package 5 for more on CERO funding).

Any area-based schemes (crucial for delivering scale and maximising funding) need to be initiated and led. Landlords (private or social) can begin activity in an area to act as a catalyst for private owner occupied households in the area. Landlords have the ability to make a decision on behalf of their property and often require only one decision for multiple properties. In the case of Social landlords, precise data from asset management systems can be utilised in order to locate eligible properties. This approach has the potential to provide a project that can subsequently be offered to private households. The strength lies in that it does not rely on individual householders engaging themselves with and acting within ECO of their own accord, a particular challenge given the complexity of solid wall insulation and the lack of clarity about the Green Deal and ECO and energy efficiency measures and benefits in general. Still holding stock, Tamworth Borough Council may be well placed to lead an area-based scheme based upon addressable need within their stock, assuming that such need exists.

When appraising potential CERO solid wall insulation schemes, consideration needs to be given to which actors initiate action. This will help gauge which are best placed to begin engaging householders and communities. Some of the actors are outlined below, along with potential barriers to them initiating action.

- Local Authority – Are likely to face procurement issues, how likely if this is the case? Potential resources challenges.
- Registered Providers – Have an obligation to their tenants but not to private householders. What is in it for them in engaging private householders?
- Community Group(s) – Do they have the knowledge of the CERO/ECO process and the capability to organise? Are they formal enough to contract with installers?
- An Individual – Does an individual householder know where to start the process? Who to go to? Do they fully understand ECO and solid wall insulation?
- Energy Supplier (Obligated Party) – do they have enough local knowledge? Do they know where the solid wall properties are? Are they trusted?
- Installer – unless a local installer, unlikely to have local knowledge. Also unlikely to successfully blend properties together and not cherry-pick the 100% funded properties. Will they keep any overfunding? Are they trusted?
- Managing Agent – local knowledge gaps and potential to cherry pick and keep overfunding (akin to issues with an installer led approach). Are they trusted?

- Local Agency – may have the local knowledge, but can they engage the community? Do they fully understand CERO and delivery of area-based schemes?

Dialogue with the private landlord forum and registered providers will be essential if the Local Authority is looking for either of these to lead a project and act as a catalyst or even if Tamworth uses its own stock to lead, inclusion of both private and social landlords is strongly encouraged.

HHCRO Priorities

The Home Heating Cost Reduction Obligation is a more traditional funding stream than both CSCO and CERO, and resembles the previous Warm Front scheme. It is the only strand of ECO where eligibility is determined through a criteria of selected welfare benefits. This eligibility criteria is listed in work package 5.

Priorities and actions for Tamworth Borough Council to consider are;

- 1) Gain access to ECO (HHCRO) funding stream or streams.
- 2) Engage existing channels, networks and partners.
- 3) Targeted action.
- 4) General awareness.
- 5) Engage Local installers to gear up/ get involved.

Gain access to ECO (HHCRO) funding stream or streams

HHCRO delivery is dependent upon having access to an ECO funding stream. This could come through a range of delivery options but in almost all cases will require some level of co-operation or relationship with an installer, panel of installers or intermediary organisations/ managing agents with access to ECO funding. More details on the types and levels of relationships can be found in work package 8.

Methods to identify 'hot leads' - Engaging existing channels, networks and partners

Once a funding stream is secured and an installer or installers are in place to install measures, a pipeline of eligible households (referrals) is required, often called 'hot-leads'. Methods for identifying these 'hot leads', those that are likely to be eligible will be needed without excessive resources. All those that are deemed eligible will have to have a full EPC and Green Deal assessment undertaken, likely by the chosen installer or installers in which the said referral has been passed toward. Pre-screening is important in this regard to ensure that the installer(s) can undertake these assessments (ideally at no extra cost). The viability of this is likely to be threatened if chosen installers see poor quality leads and information checking leading to wasted survey time and travel.

There is real opportunity for existing channels, networks and partners to work collaboratively to help identify those Tamworth households that may benefit under ECO. Training days or packs

could be provided to Council intermediaries to ensure they are aware of ECO and which of the residents they interact with could benefit. A communications pack may also be useful in allowing these organisations to include ECO promotion within their existing promotion or marketing channels. The Council should seek partnerships with public, private, community and third sector organisations who work with or provide services to those with a likelihood of increased eligibility for ECO and other targeted sustainable energy support through a referral network.

At all times, caution should be taken to ensure that households are assessed on an all available measures basis. Installing one measure can prejudice the instalment of others in future through the Green Deal.

Intermediaries to consider include; (this list is not exhaustive)

- Parish councils
- NHS (GP's Surgeries etc.)
- Age UK
- British Red Cross
- Local Home Improvement Agency
- Health & Social Care providers
- Local Community Groups
- Schools
- Other local not-for-profit organisations
- Food Banks
- Faith Groups

A range of HHCRO models offer the opportunity of a referral fee to be retained through the process and upon delivery of a HHCRO measure. This referral fee can be used to provide resources and training for intermediaries, to continue funding the operation of the system or to install further measures for households or for other affordable warmth programmes.

A contact system or hub of some kind is likely to be essential in order to help quantify leads and referrals, ensuring that householders meet the required criteria. This contact hub could be operated by the council, through a commission to local business to undertake this activity or in some cases the chosen installer or installers may be able to provide this function. Any installers will also be obligated to make the relevant checks and take photographic evidence in order to prove household eligibility before the installation of measures. Most delivery models will incorporate a hub or contact centre capacity.

Targeted actions

As discussed in previous sections, the affordable warmth group criteria is relatively selective, which itself creates a challenge in finding those householders who can benefit from HHCRO. It will often be the additional qualifying criteria that is the most difficult to identify, whereas data

is available on primary benefits such as Job Seekers Allowance or Employment Support, additional requirements such as the responsibility of a child or receipt of a disability premium is often very challenging. To fully maximise HHCRO in Tamworth Borough, efforts should be made to undertake well targeted promotion and awareness action, alongside a wider approach of HHCRO across the Borough.

Any delivery model used to help discharge HHCRO in the Borough will need to carefully consider its promotional activity. As with any scheme which is reliant on a complex criteria of benefits, activity must be focussed but concise, to ensure that resources aren't spent quantifying eligibility (i.e. of the referrals, spending resources checking how many referrals will actually meet all the criteria required).

There are potentially three key actions / plans to target groups who are likely to meet the criteria and be eligible for HHCRO. These should be used as a basis for kick-starting HHCRO across the Borough.

Pension Credit Claimants - both guaranteed and savings elements of Pension Credit are standalone eligible benefits, any action to target householders on any of these should be prioritised. One option may be to work with Post Offices across the Borough. In the past many pension claimants collected their pension over the counter at post offices across the UK, this has now changed and been replaced by the Post office Card Account (a specific type of financial account for people receiving benefits). It is expected that a number of pension credit claimants transitioned over to the Card Account when over the counter book service was ceased. If this is the case, targeted action in conjunction with the post office to promote HHCRO to pension credit claimants with Card Accounts sounds effective and may lead to significant referrals. Dialogue with the Post Office should be attempted to consider this option in more detail. Specific promotional campaigns to Pension Credit claimants should also be pursued. The fact that no other additional benefit or qualifying component is needed alongside Pension Credit results in it being the simplest in terms of identifying and assessing eligibility.

Passported benefit and a qualifying child – Households that receive one of the three main employment and or income support benefits including working tax credits (with income under £15,860) qualify for ECO should they have parental responsibility for a child under the age of 16, or over the age of 16 but under 20 and in full time education. The challenge here is identifying benefit recipients alongside identifying whether or not the household has responsibility for a qualifying child. School children in England can receive free school meals provision, should their parents meet the eligibility criteria, which is closely aligned to the criteria for HHCRO (Income or employment focused benefits and child tax credit). Working with the Borough's schools or Staffordshire Council (who administer the free school meals programme) may provide access to vulnerable and eligible households who can benefit through HHCRO. Further investigation into the practicalities of such an approach should be undertaken to evaluate this idea.

Disabled Facilities Grants – alongside parental responsibility, receipt of one element of disability premium is a ‘qualifying component’, which with a passported benefit such as Income Support denotes HHCRO eligibility. An option exists to link HHCRO with the provision of Disabled Facilities Grants (DFG), as again, the criteria to signify eligibility for a DFG mirrors that of HHCRO (under the qualifying component). Again, further investigation into the possible link between DFG and HHCRO delivery should be pursued, Coventry City Council undertook a project using this method as part of their recent Green Deal Pioneer Places Project and could possibly provide some support on how they implemented this.

Engage Local installers to gear up/ get involved

As a result of HHCRO’s relative similarity to previous schemes (most notably Warm Front), it arguably provides the most immediate and realistic to engage local installers and businesses. The simplicity of the eligibility of measures, at least in contrast to more complex measures such as external and internal wall insulation and insulation of hard-to-treat cavities further improves the possibility of linking local firms into the system on a short timescale. The greatest opportunity will be presented through HHCRO boiler replacements and repairs owing to the existence and experience of heating engineers and the fact that a boiler check is required and not a full green deal assessment or EPC. Although dependent upon a delivery model, LDC should look to engage local heating engineers and insulation installers in preparation of the beginning of any delivery. Other Local Authorities have facilitated conferences and meetings for local installers to engage with ECO and assess their options. This approach could be taken by LDC. If pursued, contact with Local Authorities who have undertaken such events should be sought to gain insights into the development and delivery of such an event.

Summary of Priorities & Recommended Actions

The proposals and recommendations above are just some of the options available to Tamworth Borough Council in regard to engaging with ECO in the near future. It must be noted that the selection of a delivery model may have a significant bearing on the options above, however, a delivery partner will likely be able to offer expertise and resources to help develop some of the ideas included above and approaches that aren’t included above. Figure 8 summarises the key recommended actions for Tamworth Borough Council and correlates this with which strands of ECO the actions relate to and how.

FIGURE 8 - SUMMARY OF RECOMMENDED ACTIONS

Recommended Actions	CSCO	CERO	HHCRO
Assess own stock for eligibility	Identify demand among council properties within the 5 defined CSCO areas	Identify demand among council properties of those properties eligible; hard-to treat cavities (and solid wall insulation plus	N/A

		associated secondary measures.	
Liaise with RSL's in the Borough	Try to identify private householders in CSCO areas and assess for need	To develop scale and investigate using RSL led project as catalyst to engage other sectors	N/A
Engage with Borough's Private Landlords	To investigate addressable need in the private rented stock in CSC area, and to aid identification of owner occupied households	Use GDPP work with landlords to continue engagement, assess scope for a Landlord led CERO project to deliver scale. Catalyst for owner occupied sector.	Help Private Landlords to assess their tenant's eligibility for HHCRO.
Engage with Intermediaries	Less important in defined CSCO area, however, help may be useful in identifying and engaging householders	Notably in rural locations, community groups, Parish Councils and other key in identifying eligible 'hard to treat' properties	Intermediaries working with vulnerable people - key to HHCRO delivery. Engage intermediaries, support and train in HHCRO
Quantify Addressable Need	Establish scale of addressable need in Tamworth CSCO eligible areas, acquiring data if necessary.	Establish scale of addressable need for CERO in areas with high incidence of off gas fuel use and solid, older properties. Acquiring data if necessary.	N/A
Target Action	N/A	N/A	Investigate methods to identify segments of the qualifying criteria, such as Pension credit Accounts, Free School Meals, DFG's.
Engage and support local suppliers	N/A	Short-term. Offer sessions to local suppliers to engage with ECO. Help build into delivery mechanism if practical.	

Work Package 7 – Exploration of different roles / approaches to Green Deal and ECO.

This work package will discuss some of the main approaches and roles that are open to Local Authorities in regard to engaging with the Green Deal and Energy Company Obligation. It is important to note that each one of these approaches has its own variants (e.g. a range of different partner relationships). These are further discussed in work package 8.

Passive

Essentially a ‘do nothing’ approach, strictly market led approach. The Local Authority would play little or no role in the Green Deal, leaving it wholly to the market. The Local Authority may elect to allocate some resource (limited) into promotion of the Green Deal and ECO in a general sense, supporting the on-going but limited scope of government Green Deal campaigns. This promotion would be completely impartial and would not signpost or endorse any Green Deal Providers, Assessors or Installers. Promotion could take the form of informational leaflets and support explaining the Green Deal and ECO process. The Energy Saving Advice service is the government backed advice line for the Green Deal and ECO and could serve as a good service for a Local Authority to signpost toward under a ‘passive’ approach.

This approach may be attractive to those Local Authorities who do not wish to take on a significant role in the roll-out of the Green Deal & ECO, yet it allows some very limited support of the initiative. The ‘do nothing’ approach could also be adopted in periods when decisions are pending and appraisals are being undertaken. Many in the industry and government have suggested taking a passive approach is not an option due to lost opportunities.

Benefits:

Minimal / no financial risks

Minimal / no reputational risks (potentially reputational risks of not engaging)

Risks:

Potential loss of investment in Local Authority areas, compared to Authorities who take a proactive approach to leveraging funding.

Risk of poor uptake of the Green Deal and ECO, lack of improvements.

Lack of control of the provision of Green Deal, possible problems of unfettered market ‘free for all’.

Negative impact on the preparedness and ability to secure ECO investment.

Minimal/ no impact of a government backed scheme on an Authority’s ability to tackle stock quality, fuel poverty and carbon reduction.

Minimal / no provision of local jobs, training or support for local businesses in the sector.
Inability to direct how jobs are supported or created locally. Risk other places benefitting from jobs as a result.

Procurement: None required.

Partner

A Local Authority or Consortium of Local Authorities undertake a procurement exercise/ dialogue to select an exclusive Green Deal delivery partner or panel of Providers. This model is set up to enable Local Authorities to take full advantage of the Green Deal and ECO and is characterised by commitment from the Local Authority to procure and work with an exclusive partner over a specific time period. The Local Authority would work closely with the delivery partner to; identify and promote demand whilst the Green Deal Provider would complete surveys and assessments, undertake the work (or manage installation of the works), source finance and provide warranties.

Benefits:

Demand – offers sizeable scope to manage and promote demand, using Local Authority brand, trust and reputation.

Offers potential for collaboration with other organisations, including RSL's, other Local Authorities

Targeted interventions – allows the Local Authority to target Green Deal activity to specific groups (fuel poor, elderly, vulnerable properties). Utilising Local Authority access to data and information.

Key performance indicators can be employed to measure and ensure progress toward key outputs.

Supply chain considerations, through KPI's (such as number of hours of training provision and number of local SME's within the delivery chain).

Risks:

Costs (procurement and operations) associated with this model are considerably high
Issues around scale – the setup and procurement costs are likely to result in need for a minimum scale of delivery (cost of contract). Smaller Authorities may struggle to offer desirable scale for large scale Green Deal providers as will those no longer holding stock.

The relationship is exclusive but other providers can operate freely in an area.

Long-term commitment to one exclusive partner within a rapidly evolving and often uncertain marketplace may result in the wrong decision.

Strong governance is required for any multiple Local Authority partnership.

Commercial risks, will uptake be sufficient enough to cover costs?

Large timescales involved in procurement and setup (12-18 months), creates a vacuum and lack of activity locally.

Collaborative working from partner and local supply chain is dependent on local supply chain's desire to engage with large providers/ contractors. Potential tensions here, due to large contractor- small contractor relations and the fact that most Green Deal Providers are large national companies.

Procurement:

Competitive dialogue process required by a Local Authority or anchor Local Authority if working in consortia. Extremely complex and time-consuming procurement process likely to require OJUE process due to value of contract. Financial and resource implications for Local Authority.

Producer

This model looks to utilise Local Authority knowledge and trusted brand, offering an opportunity for Local Authorities to play an important role in delivering Green Deal and ECO (via promotion and identification) within their communities. The Local Authority can work as the producer (in-house), can utilise an existing entity (advice service) or can procure a partner agency to work alongside (Local Agency).

Focus is on front end involvement, with the Local Authority and its partners using their trusted brands and existing networks to identify householders who would be interested in the Green Deal and or eligible for ECO. Involvement can range from identification of 'hot leads' to a panel of Green Deal Providers or through to delivery of Green Deal Assessments which are then handed to a provider.

Benefits:

Local Authority plays a role in driving uptake in Green Deal and ECO.

Strong use of trusted brand.

Utilises existing networks, and fits well with the Community and Voluntary sector.

Flexibility, avoids long-term commitments to exclusive partners and providers.

Local – local driven and offers level of control that other approaches might not.

Risks:

Financial risks involved with running the producer model, or procuring a partner to run.

Financial risks resulting from low uptake and resultant low referral income, potentially not covering initial set-up and operational costs.

Reputational risks, if the chosen end delivery partner(s) don't deliver.

Potentially a lack of a partnership to fully access ECO, again dependent on final delivery agent(s).

Procurement:

This may require procurement on two levels. If not using an in-house or existing entity to act as producer, then some level of procurement may be needed to select an organisation to act as a producer. This is likely to be simple and low cost.

Procurement may also be needed in the selection of delivery partners, although there is an option for the Local Authority to delegate procurement to the third party or local agent reducing costs and resource requirements significantly.

Procurement process less strenuous and costly than in a scenario when selecting an exclusive delivery partner.

Provider

This approach sets up the Local Authority as a Green Deal Provider. The key characteristic being the provision of finance from the Local Authority and the creation of a finance vehicle, through a combination of prudential borrowing, reserves and treasury management. There might also be an opportunity to act within the Green Deal Finance arrangements. The Provider route is the most complex but also offers greatest control. It would be the greatest role that a Local Authority could take in driving and delivering Green Deal and ECO.

The Local Authority would arrange refinancing, develop project structures and management and put legal frameworks in place. They would manage all promotion and sales, manage the delivery of assessments and works, and arrange for the finance recollection from Energy Companies (repayment through electricity bill).

The provider would have to have a relationship with Green Deal Installers or use in-house provision. They would seek to plug-in local installers into the chosen delivery partner(s) to ensure local supply chain opportunities.

More information on the provider model can be found at <http://bit.ly/18a15Kj> - A business case undertaken for a North Wales Provider role for the Green Deal and ECO.

Benefits:

High levels of control over the Green Deal & ECO, arguably more than any other approach.

Ability to comfortably fit in other schemes and priorities, specification set by Local Authority.

Builds on trusted brand of Local Authority, and seen to be a priority.

Strong driver for local employment.

Long-term programme and leadership role in tackling fuel poverty, poor homes, spiralling energy costs, carbon emissions.

Risks:

Significant financial risks, in utilising prudential borrowing and reserves etc.

Risk of low uptake.

Is this what Local Authorities do best? Do they have experience? Reputational risks should the model not work as effectively as planned.

Long-term and finance and resource intensive model, in a fluid and unpredictable market.

Complexity of tender process may limit number of and quality of interested delivery partners.

Never will be exclusive, other Green Deal Providers free to work in area.

Long process of setup and procurement creates a vacuum of activity.

Procurement:

Significant procurement exercise needed for the procuring of installers, likely OJEU needed due to length and size of contract.

Promoter

In this approach, the Local Authority would act as a promoter of the Green Deal and ECO, without a relationship with any Green Deal associated organisations or connection to any delivery model. Resources would be channelled into a general marketing campaign, potentially building upon the limited promotional campaign from the Department of Energy and Climate Change. There would also be the option for the Local Authority, through its marketing and promotion, to sign-post to the Energy Saving Advice Service (the government backed impartial advice service for the Green Deal and ECO).

Benefits:

Low financial risk

Non-resource intensive

Allows the market to operate with little Local Authority involvement.

May result in increased competition among providers with no 'exclusive' relationships.

Risks:

Risk of low uptake.

The cost of promotion can't easily be recovered from those benefitting from Local Authority promotion. No revenue will be received from Green Deal Providers gaining work in the areas as a result of a Local Authorities promotion.

Little to no local supply chain provision.

No control over training and apprenticeship provision.

Potential free market 'free-for-all'.

No say in specific targeting of fuel poor households, vulnerable communities and or hard-to-treat areas

Likely to result in 'cherry picking', especially ECO without Council backing.

Without Council support, ECO and Green Deal will not link with other schemes and networks already in operation. Community and Voluntary Sector likely to be isolated.

Cross tenure approach unlikely.

Procurement:

No procurement necessary due to no relationships.

Work Package 8 – Exploration of different relationships a Local Authority may have?

Previous work packages provide background on the Energy Company Obligation whilst attempting to scope the opportunity for Tamworth Borough that each strand (CSCO, CERO & HHCRO) represents.

Work package 7 explores some of the approaches to Green Deal and ECO that a Local Authority can take. In the work package below we explore some of these approaches more thoroughly, considering how they would work in practice and the level and type of relationship that the Local Authority might need and with whom.

As mentioned in previous sections, the ECO and Green Deal markets are fluid and rapidly evolving, with new approaches and hybrids of existing approaches continuing to emerge. At the time of writing (October 2013) energy costs and 'Green Taxes' are some of the most potent political issues with the prospect of further changes to policy, funding and programmes highly likely in the coming months.

Four approaches are featured below;

- **Local Energy Agent Model,**
- **Direct Relationship with an Obligated Party,**
- **Relationship with a Managing Agent/Intermediary,**
- **Relationship with an Installer with ECO Funding.**

For the purpose of this exercise, the 'do nothing' and 'promoter' approaches have been excluded, following the exercise to define Tamworth Borough Council's specification in which both these options were dismissed. The 'provider' model (where the local authority would set up as a Green Deal Provider) has also been excluded

Each potential model is assessed against the follow characteristics. Each box in which these characteristics are considered for each model is colour coded, where green represents an advantage of the model and red a disadvantage of the model. For this purpose assumptions have been made that;

-Low costs of setup and delivery are an advantage and thus high costs are a disadvantage.

-Short timescales are an advantage and thus long timescales are a disadvantage.

-Low risks are an advantage and thus high risks are a disadvantage.

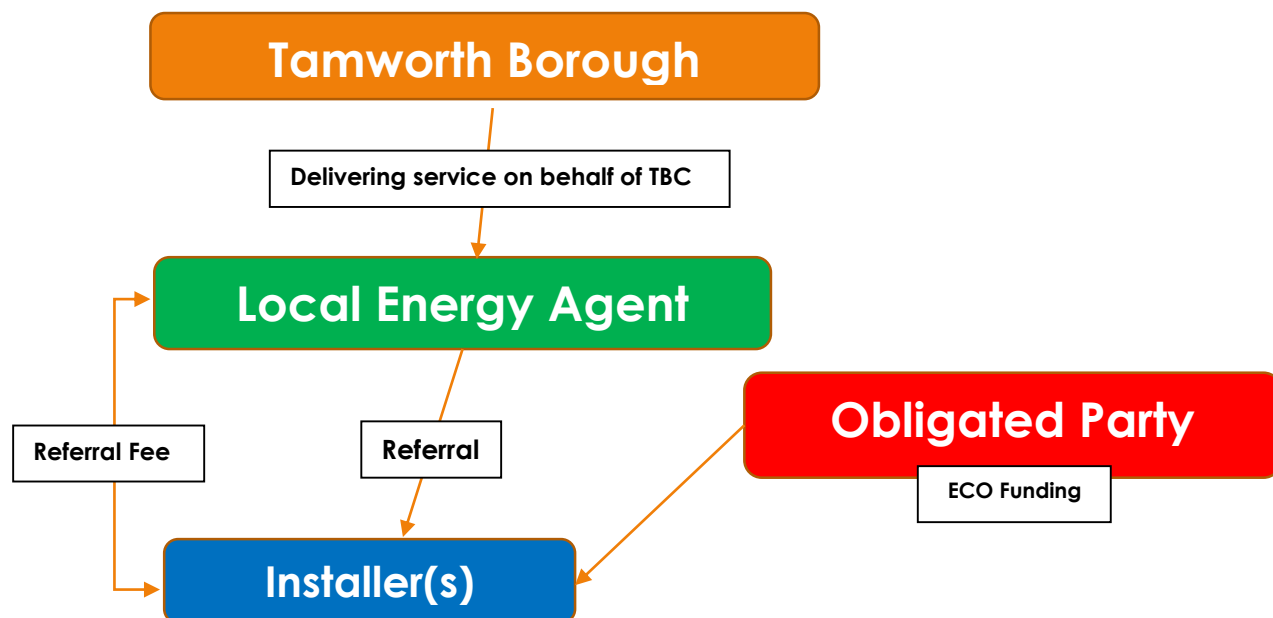
-High level of control is an advantage and thus low level of control is a disadvantage.

-Low procurement is an advantage and thus high levels of required procurement is a disadvantage.

- **Costs of Setup / Delivery** – How high are the likely costs of setting up the delivery model? And what are the costs of delivery? Is the model funded through income such as referral fees?
- **Timescales** – Are timescales for setup and the contractual arrangements short (6 months or Less), medium (6-24 months) or high (24 months +)
- **Risks** – What are the associated risks of the model including financial and reputational?
- **Level of Control** – What level of control does the model allow?
- **Procurement** – Would formation of the model require procurement? If so, what level? How does exclusivity of partnerships affect this?

This exercise is a brief introduction to some potential ECO and Green Deal models which Tamworth Borough Council could pursue further. More detailed discussion of the merits and advantages of each of these is strongly encouraged. A training session for Tamworth Borough Council to discuss these issues in further detail has been arranged as part of this report, for which the following summary will prove a useful starting point.

Local Energy Agent Model



Description: Tamworth Borough Council selects a Local Energy Agent to develop a service to deliver Green Deal and ECO in the Borough, acting as a producer. The Local Agent manages the contact centre, provides advice and develops relationships with ECO installers and providers, procuring where necessary. Chosen installers pay a referral fee for ‘hot leads’ which can fund additional services and be offered to help the CVS engage with the model.

Costs: Some delivery costs will be incurred, however, these may be offset by ability to generate income through a referral mechanism, paid by chosen installer or installers upon completion of a measure produced by the local agent model.

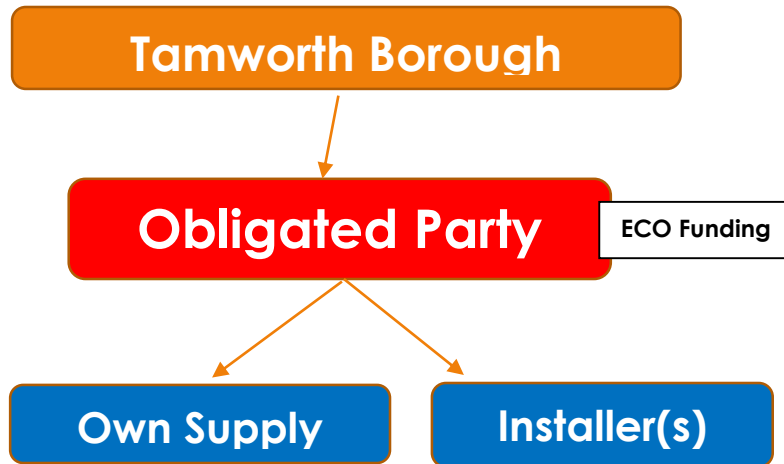
Timescales: Relatively short timescales, although a procurement exercise may take 1-2 months. Flexibility offered avoids commitment to long-term suppliers.

Risks: Generally risks are low, with the exception of financial risk of investing in the service. Risks are reduced by flexibility model offers and lack of long-term commitment

Control: Offers TBC a sound level of control. Council can help steer activities of the Agent and gain control again through flexibility model offers. Level of control negotiable between Council and Agent during procurement.

Procurement: Some procurement will be required to select an Agent. Type of procurement needed dictated by value of contract, which will be low.

Direct relationship with an Obligated Party



Description: Tamworth Borough Council embarks on a direct relationship with an Obligated Party, Energy Supplier who undertakes ECO and Green Deal work in partnership with the Council. Depending on the obligated party, delivery may be undertaken by the Energy Suppliers current supply chain or through a range of national and or local installers who can adhere to the energy suppliers' framework.

Costs: Some delivery costs will be incurred but these should be minimal. However, procurement costs would have to be considered (see below).

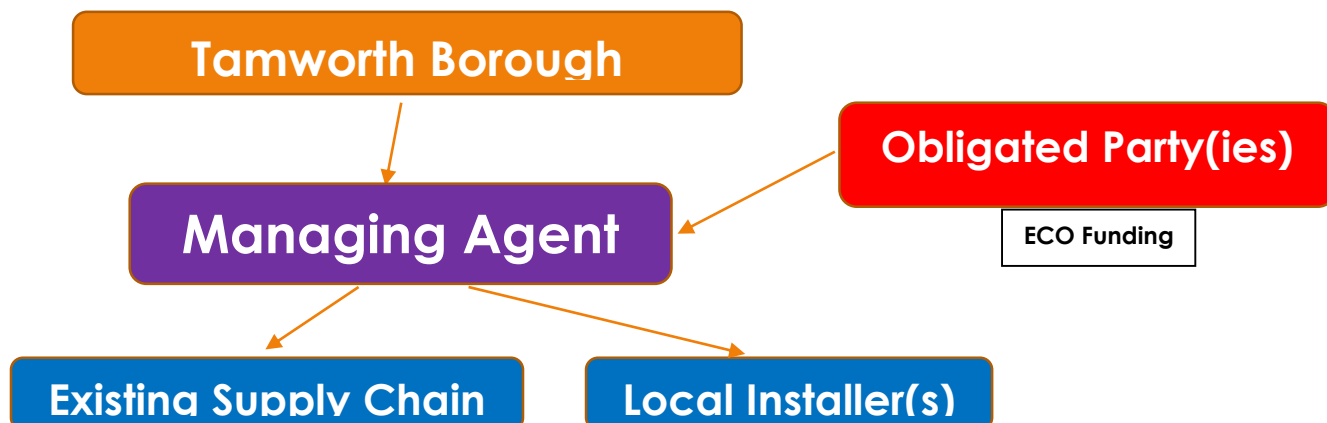
Timescales: Medium to long timescales, mainly through a required procurement exercise, which may take 3-6 months.

Risks: medium to high, associated with an exclusive relationship with one supplier of ECO funding. Generally, this is dependent upon the type and length of any agreement with an obligated party. Risks high without sound level of knowledge within TBC to ensure best value throughout duration of relationship.

Control: Limited level of control, as model suggests TBC locked into an exclusive relationship for a certain duration. Control would need to be negotiated carefully during procurement / selection exercise.

Procurement: will be required to select an obligated party to partner with. This is likely to be lengthy and costly, due to the potential value of works through ECO in which TBC will be providing to said Obligated Party.

Relationship with a Managing Agent/ Intermediary



Description: Tamworth Borough Council selects a managing agent with whom they have a relationship to deliver ECO/ Green Deal. Relationship is based upon the managing agent acquiring the Council’s endorsement to work on behalf of the council across the borough. The managing agent may have ECO funding secured from one or more obligated parties and will seek to deliver measures either through an existing supply chain or through local contractors who join a framework.

Costs: Limited delivery costs will be incurred. However, procurement costs would have to be considered unless pre-procured as a Contracting Authority (see below).

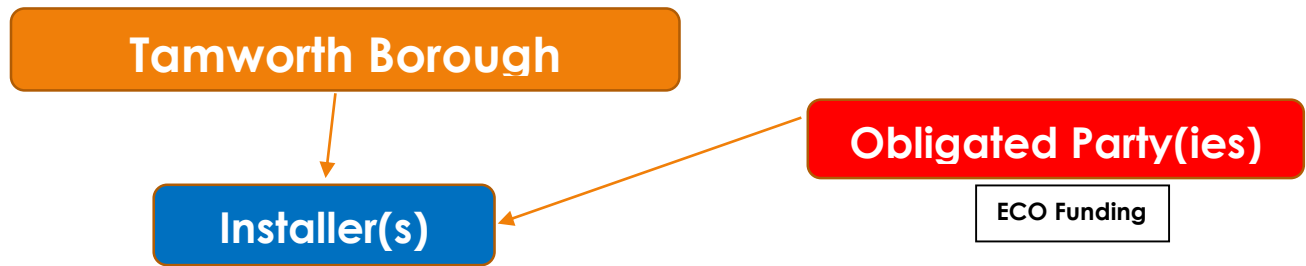
Timescales: Medium to long timescales, mainly through a required procurement exercise (if needed), and through dialogue if pre-procured, which may take 3-6 months.

Risks: medium to high, associated with an exclusive relationship with one agent. Dependent upon the type and length of any agreement with an agent, contracts with managing agents seem to be lengthy, in order to ensure costs are recovered by the agent (3-5 years). Inability to seek best value elsewhere and unless fully transparent unable to judge the ‘value’ of ECO funding being offered (i.e. is this best offer?)

Control: Limited level of control, as model suggests TBC locked into an exclusive relationship for a certain duration. Control would need to be negotiated carefully during procurement / selection exercise and would depend on managing agent’s preferred arrangements.

Procurement: may be required to select a managing agent to partner with. This is likely to be lengthy and costly, due to the potential value of works through ECO in which TBC will be channeling through the agent and length of contract. If pre-procured, resource required for dialogue process which can be complex and last 2-4 months.

Relationship with an Installer (With ECO Funding)



Description: Tamworth Borough Council could select a model in which they have a direct relationship with an Installer who has secured ECO funding. The installer would then work within the Borough, endorsed by the Council.

Costs: Limited delivery costs will be incurred. However, procurement costs would have to be considered

Timescales: Medium timescales, mainly through a required procurement exercise (if needed), and through dialogue to select a suitable Installer.

Risks: low to medium, associated with an exclusive relationship with one agent. Dependent upon the type and length of any agreement with an installer, but TBC has ability to control this and include termination clauses and reviews of best value. TBC need to seek best value elsewhere and require transparency in relationship in order to assess whether 'this is the best offer'.

Control: Good level of control. Terms agreed by TBC with installer in regard to what is offered and length of contract and type of activity commissioned. Procurement exercise enables TBC to create a specification for the type of arrangement they are seeking and how this would work across the borough.

Procurement: likely to be required to select an installer. Unlikely to be as costly and time-intensive as a direct and lengthy relationship with an obligated party or large managing agent.

Work Package 9 – Is there a preferred option for Tamworth Borough Council?

Tamworth Borough Council (TBC) undertook a discussion exercise, using a range of different questions in order to form a specification. This specification is an outline of what Tamworth Borough Council sees as its role within the Green Deal and Energy Company Obligation.

The exercise suggested that Tamworth Borough Council desire an approach that;

- **Seeks a delivery partnership for Tamworth, not a greater geographical area.**
- **Is led by the Local Authority.**
- **Balances the need for speed with a careful appraisal of options (up and running in 2014)**
- **Explicitly separates the Green Deal and ECO**
- **Offers Total Control for ECO. TBC want to define, control and influence many aspects of an ECO approach.**
- **Offers minimal control for the Green Deal, TBC believe the market will deliver without interference.**
- **Involves local partners in delivery, where they are best placed to add value.**
- **ECO approach draws on investment from partners as needed to establish and run. With any such investment being justified on the basis of a return, best value or added value.**
- **Green Deal approach requires minimum / no level of resource, but that TBC seek to take advantage of any opportunities wherever possible.**
- **Is preferably a social enterprising or co-operative solution (although this is not more or less important than other issues).**
- **Preferably maximises local economic opportunities (although again this is not more or less important than other issues) and requires further discussion.**
- **Is selected by the Local Authorities**

- **Has the capability to deliver the Green Deal commercially although Domestic Green Deal is the priority.**
- **Shows TBC to be within the Late Majority.**
- **Explicitly does not bind the Green Deal with ECO (ECO deemed a priority at this stage).**
- **Does not include complimentary financial products to compliment.**
- **Does not rely on Local Authority investment into the Green Deal Finance Company (TGDFC).**

Work Package 10 – Engaging the Community and Voluntary Sector

Regardless of an approach to ECO and Green Deal (in regard to final delivery model), engaging with intermediaries and the community and voluntary sector will be crucial in maximising uptake and benefit across the Borough. The community and voluntary sector (CVS) is at the heart of support to vulnerable people and households, and support through ECO should be treated as another element of that support.

Any approach to the Home Heating Cost Reduction should seek to utilise existing networks such as ‘Let’s Work Together’, ensuring those visiting vulnerable people in their homes can draw upon ECO and wider energy efficiency knowledge to improve the conditions of those in or at risk of fuel poverty or vulnerable in other ways and eligible for support. Tamworth Borough Council’s current energy efficiency advice scheme, Home Energy Advice Tamworth (HEAT) is a partnership between the Council and CVS partners including the specialist fuel poverty charity, Beat the Cold. This existing relationship should be strengthened to incorporate ECO and maximise ECO funding into the Borough using the existing referral networks and strong brand of HEAT. HEAT remains an established contact hub for any referral network and should be a key consideration in any approach (see work package 9).

Approaches to the Carbon Saving Obligations (CSCO and CERO) should also seek to draw upon the CVS where appropriate. CERO offers significant opportunities for helping vulnerable people in older and inefficient properties and those organisations supporting people in such properties offer a trusted route to householders. Provision of training to CVS intermediaries and home visitors would be a prudent first step in engaging and incorporating frontline health and social care workers into the referral network for both HHCRO and CERO.

Engaging environmental groups can be especially beneficial when considering approaches to carbon reduction obligations, with the outcomes of CERO and CSCO often falling within a groups wider ambitions to drive reduction in Carbon Emissions across their communities.

If Tamworth Borough Council's chosen delivery model includes an option to generate a revenue in regard to referrals, there is a possibility to form a Referral Agent Agreement. In such an arrangement, a proportion of a revenue fee that is received can be offered to the referring agency or organisation. This is a positive way of helping support the CVS to continue its work in the community and can help resource some staff time or promotional material to help maximise the delivery of ECO in the Borough. In tough economic times, such an arrangement can really help CVS organisations to continue to deliver services and ensure they can provide high quality referrals into the system. The referral agent agreement should be seriously considered within any ECO approach in which a revenue stream is generated.

Work Package 11 – Current unresolved issues with the Green Deal and ECO

There are a number of outstanding issues and complications that have emerged since the launch of the Green Deal. Some of the key issues and challenges still to be resolved are listed below;

Portability of Green Deal Advice Reports

One of the key characteristics that was championed about the Green Deal was the portability of Green Deal Reports, giving householders the ability to undertake an assessment and then approach the market to secure the best quotes on works and Green Deal Plans. Currently, a number of Green Deal Providers are only able to construct plans on assessments that they themselves have undertaken. The result is assessments being completed that are then incompatible with Green Deal Provider's systems, undermining the desire of DECC for impartiality in assessments. Householders are being told that their assessments that were undertaken by independent Assessors will need to be re-done by an Assessor accredited by that Green Deal Provider and that they will have to pay. Given DECC's original vision this seems incorrect and householders should be advised to refuse to pay and demand the assessment is done for free. This obviously leads to more hassle and unnecessary upset to the householder. The issue stems from an inability for different software patterns to collaborate and is impacting negatively on the Green Deal's image among householders, who already have to undertake a relatively complex process. Green Deal Providers, software providers and DECC are working hard to rectify this on-going and potentially damaging issue.

General Quality of Green Deal Advice Reports

There are worries about the general quality of some Green Deal Reports, and more specifically the software that is used to formulate them. The standard software packages passed by BRE lack information on the Energy Company Obligation and potential grants, resulting in householders not being made fully aware of the support they may be entitled to. The indicative costs that the reports suggest are vague and widely ranging from £4,000 - £21,000 for a solid wall insulation on a property, offering householders no real idea as to the outlay that may be needed. Reports also tend to recommend measures that on paper offer no prospect of

payback. A prime example is recommending insulated external doors at a cost of £1,000 that will produce a yearly saving of £2 on the householder's energy bill, therefore taking 500 years to pay back. Due to the difference between the modelled savings proposed by the EPC and the more detailed estimates of the Occupancy Assessment the savings do not match but the Green Deal Advice Report includes both and this is causing confusion and annoyance amongst householders on receiving their Reports.

General Quality of Green Deal Advisors

There are concerns about the quality of the different training schemes and consequently of some of the Green Deal Assessors. This was an issue with Domestic Energy Assessors and EPCs when they first began. As the market shrank most of the less able left the market and this will no doubt be the case with Green Deal Assessors, but until then care needs to be taken to check the experience of Assessors before engaging them. It would be useful to have a list of Assessors that are known to provide a good service.

Consumer Credit Act for Private Landlords and Tenants.

There are outstanding issues surrounding the Consumer Credit Act which currently mean a Green Deal Plan cannot be constructed between a tenant and landlord in a private rented property. The Green Deal is an unsecured loan and as such, an individual would be covered by the Consumer Credit Act. However, as private landlords are registered as businesses any unsecured loan they take out would not be covered by the Act. The Department for Energy & Climate Change has suggested that private landlords can take out a loan, making sure that it is of a type that can be transferred to one covered by the Act, then transfer the loan to one covered by the Consumer Credit Act when the first tenant moves in. The initial tenant would be allowed all the cover that the Consumer Credit Act offers, including the right to refuse the loan but obviously the landlord would pre-screen the tenant and make accepting the loan a requirement of the tenancy agreement. This is proving extremely difficult for landlords to do and many in the industry doubt its legality. With DECC very keen to ensure the private rented sector benefits from the Green Deal, work is on-going to resolve this issue.

The Green Deal Finance Company

As statistics released by DECC at the end of July showed, only 1 Green Deal Plan is 'live' (with repayments being collected), even from a relatively healthy number of completed Assessments. Constructing a Green Deal Plan (finance) seems to be complex and many have indicated that the Energy Suppliers (responsible for collecting repayments) have underestimated the complexity of the systems required. Energy Minister Greg Barker acknowledged that Suppliers had to 'navigate a legal minefield to provide financial services via the Green Deal Finance Company'. Work continues to streamline the process and enable the signing off of Green Deal finance.

Subsidised or 'free' Green Deal Assessments

A number of Green deal providers are currently offering householders Green Deal Assessments free of charge. With only 1 in every 100 Assessments going on to a plan, such an arrangement will not be possible unless the conversion rate changes dramatically. It is unknown what impact a reduction in ‘free’ or subsidised assessments may have in regard to assessment demand. However a safe assumption could be that this impact would be negative.

Work Package 12 – Tamworth Borough’s Economic Opportunities

What level of job creation / retention can Tamworth Borough Expect

There has been keen interest in the supply chain opportunities that the Green Deal and ECO may present since development of the scheme and Government have been keen to stress it’s the economic opportunities it may offer. This is understandable considering the large sums of money expected to be invested through the period of the schemes, especially that money obligated to be spent through ECO (approximately £1.3bn per annum). It is difficult to predict exactly what supply chain opportunities (at least in terms of number of jobs supported/ created) for any given region or even the nation as a whole, partly due to uncertainty over uptake of Green Deal and the success of a region in attracting ECO funding, alongside the unknown elasticity of the current retrofit industry post CERT and CESP. As a result an estimation of economic impacts must be treated with caution.

DECC’s lower estimate for supply chain jobs is compiled by comparing the total capital spending ratio estimate by Construction Skills (Sector Skills Council for Construction). The ratio for jobs to housing repair and maintenance capital spending is 32.6 jobs (created and sustained) per £1million of spend.

A pro-rata spend of ECO in Tamworth Borough can be used to estimate the number of supply chain jobs supported or created, although activity above a ‘fair-share’ amount would likely result in greater economic opportunities,

Estimated number of supply chain jobs supported/ created through ECO in Tamworth Borough

	Households	Households	ECO Funding	Supply Chain Jobs Supported / Created
Great Britain	25,697,125	100%	£1,300,000,000	42,380
Tamworth	41,224	0.12%	£1,599,482	52

Maximising Localisation of Jobs

Approaches which may maximise local jobs will be available to Tamworth Borough Council, but may be closely related to the delivery model that is chosen. Delivery options that require a tender exercise or mini-tender could use the tender specification to stipulate a certain level of involvement of local firms or staff, or a commitment to provide apprenticeships or work programmes. Long-term contracts could use key performance indicators to the same effect. Alternatively, working in collaboration with South Staffordshire College, training provision could be possible along the lines of sustainable building and retrofit, with specific Green Deal and ECO modules. Green Deal Assessor training is still available and support could be offered to enable NEET's (Not in education, employment or training) to join and complete courses.

Training / Apprenticeship Opportunities

As mentioned above, there may be options available toward the provision of training and apprenticeships through the Green Deal and ECO, especially if possible to stipulate elements of training provision within tender exercises. If a long-term contract with an exclusive Green Deal partner is pursued, then Key performance Indicators could be used for the provision of a set number of apprenticeships and or hours of training (as in previous Green Deal partnership arrangements such as Birmingham Energy Savers). Support could also be offered to local installers within the Borough to take part in the government's apprenticeship scheme. Again, support from South Staffordshire College should be sought.

Delivering Pre-Employment Training to Residents

A number of pre-employment training programmes are operating across the UK with the aim of supporting unemployed young adults to develop existing skills or learn new ones in line with local labour market trends. The retrofit market continues to be heavily backed by government and industry, and is set to be a key employment source in the coming years, as the UK transitions to meet its Carbon Emissions obligations. With the ultimate aim to help adults back in to work pre-employment training in the Green Deal, ECO and wider sustainability and retrofit sector should be considered as part of any Green Deal and ECO approach. Again, collaboration with South Staffordshire College may be a good starting point to assess the feasibility of such a programme.

Demand

Jobs will be created if there is demand for the Green Deal and ECO. The best approach to maximise jobs is to maximise demand.

Work Package 13 – The Best Green Deal and ECO Resources

Some of the most useful Green Deal and ECO resources are listed below, along with links;

- Plan Local is a suite of interactive resources enabling the Transition to a low carbon economy. Provided by the Centre for Sustainable Energy, it includes modules on Green Deal and ECO:
<http://www.planlocal.org.uk/>
- Ofgem are administering ECO. Their guidance for Suppliers (although for suppliers) is a detailed guidance document setting out ECO rules and structures, how the scheme works, eligibility and more:
<https://www.ofgem.gov.uk/ofgem-publications/75775/energycompaniesobligationecoguidanceforsuppliers-version11.pdf>
- The Green Deal Oversight and Registration Body regulates the Green Deal market place:
<http://gdorb.decc.gov.uk/>
- Information on the Green Deal Cashback scheme can be found at:
<https://gdcashback.decc.gov.uk/Home/Faq>
- DECC has more information on ECO and signposting to the relevant resources at:
<https://www.gov.uk/government/policies/helping-households-to-cut-their-energy-bills/supporting-pages/energy-companies-obligation-eco>
- Information in accompanying schemes including the Renewable Heat Incentive can be found through the Energy Saving Trust at:
<http://www.energysavingtrust.org.uk/>
- An interactive mapper showing CSCO eligible Lower Super Output Areas within each local Authority, along with their eligibility or otherwise can be found at:
<http://www.lowersuperoutputarea.co.uk/>

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