



Civic Centre, Riverside, Stafford
Contact Jim Dean
Direct Dial 01785 619209
Email jdean@staffordbc.gov.uk

Dear Members

Cabinet

A meeting of the Cabinet will be held on **Thursday 4 August 2022 at 6.30pm** in the **Craddock Room, Civic Centre, Riverside, Stafford** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

A handwritten signature in black ink, appearing to read "I. Curran".

Head of Law and Administration

CABINET - 4 AUGUST 2022

Chair - Councillor P M M Farrington

AGENDA

- 1 Minutes of 7 July 2022 as circulated and published on 8 July 2022
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

Page Nos

(a) **RESOURCES PORTFOLIO**

- | | | | |
|---|---|---|---|
| (i) Treasury Management Report - Increase in Money Market Funds | 4 | - | 7 |
|---|---|---|---|

(b) **COMMUNITY PORTFOLIO**

- | | | | |
|--|----|---|----|
| (i) Housing Assistance Shared Service - Disabled Facilities Grants | 8 | - | 14 |
| (ii) Rough Sleeper Initiative 5: Permission to Spend | 15 | - | 19 |

(c) **ECONOMIC DEVELOPMENT AND PLANNING PORTFOLIO**

- | | | | |
|--|----|---|----|
| (i) Government Grant Funding Stafford Borough Garden Community Proposals | 20 | - | 28 |
| (ii) Stafford Station Gateway - Strategic Regeneration Framework | 29 | - | 32 |

(d) **ENVIRONMENT PORTFOLIO**

- | | | | |
|--|----|---|----|
| (i) Scrutiny of the Waste Contract 2021-22 | 33 | - | 70 |
|--|----|---|----|

Membership

Chair - Councillor P M M Farrington

- P M M Farrington - Leader
- F Beatty - Economic Development and Planning Portfolio
- J M Pert - Deputy Leader and Community Portfolio
- J K Price - Climate Change Portfolio
- R M Smith - Resources Portfolio
- C V Trowbridge - Leisure Portfolio
- M J Winnington - Environment Portfolio

ITEM NO 4(a)(i)

ITEM NO 4(a)(i)

Report of:	Head of Finance
Contact Officer:	Emma Fullagar
Telephone No:	01543 464334
Ward Interest:	Nil
Report Track:	Audit and Accounts 26/07/2022 Cabinet 04/08/2022 Council 13/09/2022

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

**CABINET
4 AUGUST 2022
Treasury Management Report - Increase in Money Market Funds**

The following matter was approved by the Audit and Accounts Committee at its meeting held on 26 July 2022 and is submitted to Cabinet as required.

1 Purpose of Report

- 1.1 To update members on treasury management activity and to request an increase to the monetary limits with MMFs (Money Market Funds) from £6m to £9m.

2 Recommendation

- 2.1 To increase monetary limits with MMFs from £6m to £9m.

3 Key Issues and Reasons for Recommendations

- 3.1 As the cash balances are increasing, increasing the limits on the MMF's will allow greater cashflow management and avoid any breaches to the Treasury Management Strategy Statement (TMSS).

4 Relationship to Corporate Priorities

- 4.1 Treasury management and investment activity link in with all of the Council's priorities and their spending plans.

5 Report Detail

Proposal

- 5.1 In order to allow the Council to maintain and deliver an effective and well managed Treasury service, we are recommending that we increase the monetary limit from £6,000,000 to £9,000,000 per Money Market Fund (MMF).

Background

- 5.2 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.
- 5.3 Due to the increased cash balances that the Council has built up over the past few years and the decline in counterparties available with a strong credit rating, the Council needs to increase its monetary limits through its current counterparty list. The Covid 19 pandemic and major capital projects means we are holding higher cash balances than projected. Government grants have also contributed to higher cash balances in the short term to medium term. It should be noted that none of this larger cash balance relates to additional budget, as all the cash is committed to future spending.
- 5.4 In order to mitigate this issue, avoid any breaches to the TMSS and to keep the level of credit risk low a prudent approach to this would be to increase monetary limits of the MMF's.
- 5.5 A review of the current investments and options was conducted with the Council's external treasury advisor Link Asset Services. They agreed that this option presented the most feasible solution to deal with the high cash balances. The reasoning is detailed below:
- AAA rated MMFs are among the lowest-volatility types of investments with a key objective to provide investors with security of capital and daily liquidity together with an investment return which is comparable to normal sterling denominated money market interest rates
 - MMFs are appropriate investment assets for liquidity management due to their enhanced diversification, short maturities and minimal credit risk.
- 5.6 The current investment list is detailed below as of 14 July 2022.

Counterparty	Start Date	Maturity	Value (£)	Rate (%)
National Westminster Bank Plc	04/11/2021	04/08/2022	4,000,000	0.58
Al Rayan Bank Plc	21/02/2022	22/08/2022	6,000,000	1.12
Skipton B/S	20/06/2022	19/12/2022	3,000,000	1.50
Nationwide B/S	19/04/2022	19/10/2022	6,000,000	0.88
National Westminster Bank Plc	19/04/2022	19/10/2022	2,000,000	1.30
Skipton B/S	06/05/2022	04/11/2022	3,000,000	0.75
Helaba Bank	19/05/2022	19/12/2022	5,000,000	1.40
National Bank of Kuwait	19/05/2022	19/09/2022	6,000,000	1.35
Bank of Scotland	06/06/2022	06/12/2022	6,000,000	0.40
*Deutsche		*MMF	5,000,000	1.16
***Handelsbanken		***Call	6,000,000	0.25
*Morgan Stanley		*MMF	6,000,000	1.16
*Federated Prime Fund Class 3		*MMF	6,000,000	1.26
*Aberdeen GBP Liquidity Fund		*MMF	5,000,000	1.19
*Invesco STIC Global Sterling		*MMF	6,000,000	1.20
**Santander UK		**Call180	6,000,000	0.87
			81,000,000	

*MMF - Money Market Fund (instant access)

**Call 180 day notice account

***Call account no notice

6 Implications	
6.1 Financial	Included in the report
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	The Council regards security of the sums it invests to be the key objective of its treasury management activity. Close management of counterparty risk is therefore a key element of day to day management of treasury activity. The practices designed to ensure that risks are managed effectively are set out in the Treasury Management Practices available on the Council's website.
6.2 Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
Previous Consideration – Audit and Accounts Committee – 26 July 2022 – Minute No AAC6/22	
Background Papers - Available in Financial Services	

ITEM NO 4(b)(i)

ITEM NO 4(b)(i)

Contact Officer:	Sam Taylor
Telephone No:	01785 619253
Ward Interest:	Nil
Report Track:	Cabinet 04/08/2022 (Only)
Key Decision:	Yes

**SUBMISSION BY COUNCILLOR J M PERT
COMMUNITY PORTFOLIO**

**CABINET
4 AUGUST 2022
Housing Assistance Shared Service - Disabled Facilities Grants**

1 Purpose of Report

- 1.1 To seek approval for Stafford Borough Council to accept delegated authority from South Staffordshire District Council to proceed with the implementation of an in-house shared service for the delivery of Disabled Facilities Grants on behalf of both Stafford Borough and South Staffordshire District Councils.

2 Proposal of Cabinet Member

- 2.1 It is proposed that in exercise of their powers under the Local Government Act 2000, supplemented by other relevant legislation, and all other relevant enabling powers Stafford Borough Council (SBC) agrees to establish and participate in joint arrangements with South Staffordshire District Council (SSDC), for the provision of services in respect of Disabled Facilities Grants (DFG).
- 2.2 SBC will be the host authority for this shared service, discharging delegated functions on behalf of both SBC and SSDC by providing services to their residents in respect of DFG and ancillary services. This is subject to SSDC receiving formal approval of their proposal to delegate authority to SBC for the provision of DFGs via their Cabinet.
- 2.3 In line with the Council's Constitution and specifically the Scheme of Delegations which authorises officers to exercise the functions of the Council, and in respect of functions delegated to specific officers, it is proposed that the Head of Development or such designate shall exercise delegated authority, in *Matters under the Regulatory Reform Order - Housing Assistance* and *Matters under the Housing, Grants, Construction and Regeneration Act 1996* on behalf of both Stafford Borough Council and South Staffordshire

District Council. The relevant delegations are set out in the **APPENDIX**, attached to this report. Further, in respect of onward delegation, the Head of Development shall be entitled in their absolute discretion to authorise officers within their area of management (identified by post) to exercise all or some of their delegated functions. This will include those members of the team dedicated to DFG delivery who will be situated within the Health and Housing Service where these delegated functions are assigned as appropriate.

- 2.4 That delegated authority be given to the Head of Development in consultation with the Cabinet Member for Communities and Health to approve and execute a side agreement with SSDC. The side agreement will specify the delegation of SSDC functions to SBC and set out the scope of service functions and the specific legislation under which these will be carried out. The side agreement will determine the financial arrangements between the two authorities and ensure the service provision does not exceed the Authorities' combined grant envelope.
- 2.5 That the Cabinet notes the related plans to procure external providers of specialist and skilled services. These external services will include works contractors, equipment suppliers and Occupational Therapy services to provide suitable assessments for home adaptations, all of which are essential and will support the shared DFG service.

3 Key Issues and Reasons for Recommendation

- 3.1 In December 2021 Cabinet approved proposals for Stafford Borough Council to allow the SILIS¹ contract with the current supplier² to expire at the end of its initial term; to bring in-house a DFG service from April 2023; and to progress discussions to develop this as a shared service with either, or both South Staffordshire District and Cannock Chase District Councils.
- 3.2 A Programme Board was convened in January 2022 to develop and implement a project plan, risk register and programme of works to develop the shared service as agreed.
- 3.3 Following a review of their existing services, Cannock Chase District Council decided that at the current time they will not join a shared service; the option remains open for further consideration in future.
- 3.4 To proceed with the shared service, full and final approval is now required to participate with SSDC and to put in place the appropriate delegations, which permit SBC to host and operationalise the service.

¹ Support for Independent Living in Staffordshire (SILIS) encompasses six of the District and Borough Councils across Staffordshire, (excluding Cannock Chase and East Staffordshire) and the County Council

² Millbrook Healthcare

- 3.5 It is proposed that the Head of Development shall have approval to exercise delegated authority, including onward delegation for the operation of a Housing Assistance Shared Service team, on behalf of both councils, specifically in respect of Disabled Facilities Grants.
- 3.6 The envelope of costs relating to the in-house service will not exceed the level of DFG funding received by the Authorities. The payment mechanism and terms for delegated works will be specified in a side agreement.
- 3.7 The side agreement with SSDC will form the legal framework for the Authorities to share the DFG delivery service. This agreement will cover arrangements to share all set-up costs incurred in preparing and launching the service and all ongoing costs relating to service delivery. It will also cover any costs relating to the cessation of the service should arrangements change in the future and the mechanisms for receiving payment from SSDC.

4 Relationship to Corporate Business Objectives

4.1 Objective 2

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.

4.2 Objective 4

To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

- 5.1 The provision of DFG is an Executive function of the Council and a statutory duty for the Housing Authority. Applications that are properly made, for works which are necessary and appropriate, reasonable and practical, must be approved and paid by the Council as prescribed in legislation.
- 5.2 DFG funding should produce significant improvements to the lives and opportunities for people of all ages, with any sort of disability, including families with disabled children, younger disabled people, and people with physical, sensory, or learning disability or mental illness.
- 5.3 *Creating a home environment that supports people to live safely and independently can make a significant contribution to health and wellbeing.*³
- 5.4 This is a request for Cabinet to accept delegations from SSDC; and the timing of the decision is key. The SILIS contract with the current supplier expires at

³ Disabled Facilities Grant (DFG) Delivery: Guidance for Local Authorities in England, 2022

the end of its term on 31 March 2023. For the Councils to have an operational service to deliver statutory DFG's from 1 April 2023, a delivery team must be established to commence work from this critical date.

- 5.5 Accepting delegations from SSDC is a necessary step which becomes formalised by the legal framework and is implemented through developing the shared service operationally, including the creation of a dedicated team.
- 5.6 SBC and SSDC have natural synergy, as near neighbours bordering to the South, and with comparable population demographics (older population, economically vibrant), and geography (large proportion rural, pockets of deprivation).
- 5.7 SBC and SSDC have a mutual relationship with Housing Plus Group as the principal stock holding registered housing provider in both authority areas. This is important because in recent years, the proportion of DFG expenditure in Housing Plus Group properties has ranged between 30-50% of overall grant delivery annually, which presents an opportunity for further joined up, partnership working with the housing provider across both local authority areas.
- 5.8 Within the project plan, it is recognised as a key milestone that the current DFG service provider will produce an exit strategy which will span the final 6 months of their contract term and that Transfer of Undertakings (Protection of Employment) (TUPE) provisions will apply. The TUPE process must commence in October 2022, in line with statutory consultation periods. For the best possible outcomes, and in line with our high standards for recruitment and people management, this will complement the exit strategy and enable maximum opportunity for meaningful engagement with prospective staff, at a pace which is both effective and sensitively supportive of those affected.
- 5.9 Prior to commencement of the TUPE process, SBC and SSDC will enter into a side agreement, to form the legal basis for sharing the DFG delivery service in future. The time between the August Cabinet decision and the commencement of TUPE proceedings in October will be used to finalise this key document.
- 5.10 If the delegations are accepted as recommended, SBC will accept responsibility for the statutory duty to deliver this essential service to residents of SSDC, in addition to the existing statutory duty for SBC residents. The side agreement will form the legal basis for sharing the DFG delivery, it will also set out the standards of provision across the entire service. There will be a strong commitment from both parties to providing an excellent service to residents of both local authority areas, ensuring the best use of joint resources and that any risk of non-delivery is minimised.
- 5.11 SSDC are jointly participating in the development of the service and an extensive project plan outlining preparations including recruitment, TUPE, induction, training, procurement, IT set up and multiple other factors is already well established with progress being achieved in good time.

- 5.12 A shared risk register has been developed and is monitored and updated at least monthly throughout the development phase, with a longer-term risk register being prepared to safeguard service delivery once this is underway. There is regular stakeholder engagement and consultation in the development of the shared service, to secure relevant input and support which subsequently contributes to the mitigation of known risks.

6 Implications	
6.1 Financial	<p>The costs associated with accepting delegation from SSDC to provide DFG services through a shared service arrangement are not envisaged to cost more than the scope of the grants each authority receives as outlined in the body of the report.</p> <p>A side agreement will form the legal framework for the service and will outline the arrangements to share costs between the two authorities. This will cover all set up costs and ongoing costs to deliver the service and any costs relating to the cessation of the service should the delivery approach change moving forward.</p>
Legal	A side agreement will specify the delegation of SSDC functions to SBC and set out the scope of service functions and the specific legislation under which these will be carried out.
Human Resources	The TUPE implications are not fully understood at this time but will be managed in line with legislative requirements and with the knowledge of staffing requirements.
Human Rights Act	Nil
Data Protection	A data sharing agreement will accompany the legal side agreement.
Risk Management	A shared risk register has been developed and is monitored and updated at least monthly throughout the development phase, with a longer-term risk register being prepared to safeguard service delivery once this is underway. This is shared with the DFG Programme Board and key risks highlighted where appropriate.

6.2 Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following equality strands in the production of this report, as appropriate: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>DFG funding benefits people of all ages with physical or mental disabilities. It is used to improve health and wellbeing outcomes for older and vulnerable people at risk of hospital admission, slips, trips and falls. We are aware that the impact of funded home adaptations can also benefit wider family members and carers.</p> <p>The service that is being developed will be subject to a full CIA to ensure that it is accessible and inclusive. The health and housing team will work closely with agencies who support individuals, the outgoing supplier and affected customers throughout.</p>
--	---

Previous Consideration - Nil

Background Papers -
2 December 2021 Cabinet: Housing Assistance Services
Housing Assistance Shared Service: Business Case (on request from Health and Housing)

CABINET
4 AUGUST 2022
Housing Assistance Shared Service - Disabled Facilities Grants

Housing Authority Functions

These delegations are referred to at paragraphs 3.5.25, 3.5.27 and 3.5.28 of the Council's Constitution.

Power	Function	Extent or limitation
Housing (Grants, Construction and Regeneration) Act 1996	The administration and determination of grant applications The management of major adaptations	Full provisions for the administration of the Disabled Facilities Grant.
Powers under the Regulatory Reform (Housing Assistance) Order 2002	Power to improve living conditions within the area by providing assistance to any person	Powers are limited to those forms of assistance that are within the Councils policy current at the time, or with express permission from the relevant Council authorised officer if a different form of assistance is required not included in the relevant policy. Powers are limited to determining requests for assistance, authorising payments, determining relevant works, eligibility, maximum amount and conditions.
Housing Renewal Grants (Services and Charges) Order 1996	Charging fees for the provision of services under the Housing (Grants, Construction and Regeneration) Act 1996	Limited to the agreement of shared costs at a rate agreed by the Management Board which may vary from time to time.

ITEM NO 4(b)(ii)

ITEM NO 4(b)(ii)

Contact Officer:	Anna Nevin
Telephone No:	01785 619176
Ward Interest:	Nil
Report Track:	Cabinet 04/08/2022 (Only)
Key Decision:	Yes

**SUBMISSION BY COUNCILLOR J M PERT
COMMUNITY PORTFOLIO**

**CABINET
4 AUGUST 2022
Rough Sleeper Initiative 5: Permission to Spend**

1 Purpose of Report

- 1.1 To update Cabinet on a successful funding bid and request permission to spend the allocation.

2 Proposal of Cabinet Member

- 2.1 That permission is given to spend the funding allocation in line with the proposal submitted to Government. That authority be delegated to the Head of Development in consultation with the Deputy Leader and Cabinet Member for Communities and Health to spend the sum of £672,947.

3 Key Issues and Reasons for Recommendation

- 3.1 Government are committed to ending rough sleeping by the end of the current Parliament and revenue funding has been made available to local authorities to achieve this. Following a competitive process Stafford Borough Council has been successful in securing £672,947 to be spent between October 2022 and March 2025.
- 3.2 The funding will be used to provide 6 units of supported accommodation for those with high level support needs and, a co-production project to ensure service users are engaged and they are able to inform the direction of the service so that it fully meets the needs of those it is aiming to assist.

- 3.3 In order to meet the deadlines agreed with Government, work is already underway preparing these projects. Cabinet approval is now sought to give permission to spend the allocation made by Government.

4 Relationship to Corporate Business Objectives

- 4.1 Ending rough sleeping supports Corporate Business Objective 2, “To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.” Obtaining this Government funding to deliver the described accommodation and the co-production project, which aims to let the voices of service users shape the homelessness service, directly supports Corporate Business Objective 4, “To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.”

5 Report Detail

- 5.1 The Department of Levelling Up, Housing and Communities (DLUHC) announced a Rough Sleeper Initiative bidding round late in 2021. This was revenue funding for the period 2022 - 2025 to support the Government’s commitment to ending rough sleeping. Subsequent bids were co-produced with DLUHC and comprised a self-assessment, project timescale and spreadsheet of costings. The bid from Stafford Borough Council was submitted by the deadline of 25 February 2022.
- 5.2 The self-assessment had to be completed, considering the views of partner agencies. This identified clearly that the gap within Stafford was for high level supported accommodation for those rough sleeping or at risk of rough sleeping that night. What also came out in the assessment was that Stafford should develop an approach to ensuring user voices were embedded in developing the services and homeless pathways.
- 5.3 The bid that was submitted showed a profiled spend from October 2022 until the end of March 2025. Due to the need to find a premises for the supported accommodation and procure a delivery provider, significant work had and has already taken place to ensure the project can be operational by October 2022.
- 5.4 On 19 May confirmation was received that Stafford Borough Council was to receive the full funding allocation it had requested. At the date of writing this report, this information is still formally embargoed until an unknown time. Government has made clear that this embargo should not stop preparatory work. This report asks for permission to spend this funding allocation, in line with the bid, to ensure that the October 2022 deadline can be achieved.
- 5.5 The way that supported accommodation is funded is that Housing Benefit will provide the necessary housing related costs on the basis that more than minimal support is provided from another source for the non housing support. This DLUHC funding allocation is for this complimentary support that is

essential to achieve the outcomes. With this being high level supported accommodation, the level of support will be significant, beyond any other provision that exists in Stafford Borough. Housing Benefit colleagues have been consulted throughout the bidding process and fully support the proposal for the accommodation provision and are satisfied that the accommodation will meet the criteria for housing benefit to fund the lease costs of the accommodation, service charges and the housing related support costs.

- 5.6 The funding allocation letter states that the supported accommodation must be transitioned to a sustainable model by the end of year 3. High level supported accommodation is costly hence the level of this allocation, and this specific model can't be sustained without the level of funding that DLUHC will be providing. However, it is possible to transition the accommodation into a different sustainable model going forward. The risk is of transitioning to a different model of supported accommodation is that those with higher level needs will not be able to access the provision.
- 5.7 There are a number of ways to transfer the provision to a sustainable model when the funding period ends and these mechanisms are being built into the project from the start. It is intended that the successful provider will enter into a lease for the building for a period longer than the 2.5 year funding timeframe to ensure the accommodation remains available for use as supported accommodation.
- 5.8 The specification of the project has a strong focus on sustainability and exploring ways the Council, in partnership with the successful provider, can sustain the scheme going forward. This will include reducing the intensity of support at the end of the funding period, as residents are more able to maintain their accommodation. New lettings at the end of the funding period will be to those with lower-level support needs, in line with the reduced support offer. This is where the risk is greatest, if there are residents in the accommodation who still require that high level of support, they will need to be provided with alternative accommodation, or asked to leave.
- 5.9 Housing Benefit have confirmed that if at the end of the funding period the support levels reduce it is accepted that the provision will still meet the more than minimal requirements for housing benefit to continue to be paid. Joint work between the teams will take place during the last few months of the funding period to ensure this happens.
- 5.10 If further grant funding is available towards the end of the funding period and the accommodation is successful then these funding opportunities will be explored to continue the provision. If there isn't further funding available there will be increased use of existing resources to support the provision. This could include flexible use of the tenancy support officers, partner agencies as well as the County wide structures that Stafford Borough Council and Staffordshire County Council are currently putting in place. These new working practices look to ensure all services have a flexible approach to supporting rough sleepers and are responsive to their needs outside traditional support

pathways. At this time it is envisaged than no additional resources will be required.

- 5.11 If at the end of the funding period there are limited resources available to support this provision, there are a level of reserves ringfenced for addressing homelessness that can be used to provide the support that would be essential for the scheme to continue. Integrating into a sustainable model will be a priority from the commencement of the contract.
- 5.12 There are reporting requirements throughout the funding period that the Council, via its Health and Housing Service must adhere to and there are general grant conditions restricting use of the funding to the projects identified in the bid.

6	Implications
----------	---------------------

6.1 Financial	<p>The Council has been awarded a grant allocation of £672,947 for Rough Sleeping Initiatives. Of this, £578,063 has been earmarked for high level supported accommodation for the period October 2022 to March 2025 and £94,884 has been earmarked for a co-production project running from October 2022 to September 2024. Subject to Cabinet approval, the total contract expenditure agreed by the Head of Development in consultation with the Deputy Leader and Cabinet Member for Communities and Health will not exceed this figure for the life of the funded project. As such, there are no direct financial implications for the Council until after March 2025 except for staff resources and time spent on the project.</p> <p>On receipt of the grant confirmation letter, a clause was included stating that the supported accommodation element of the project must transition to a sustainable model by the end of the funded programme. This potentially places financial implications on the Council following the cessation of government funding in March 2025. The options for an ongoing sustainable model are considered within the body of this report along with all associated risks.</p> <p>It is expected contractors involved in the project will work with the Council over the next two and a half years to develop a plan to transition the project over to a sustainable model by March 2025 mitigating the risk of financial implications for the authority. Should additional support above</p>
----------------------	---

	the sustainable level be identified, the Council has some limited rough sleeping grant reserves which could be used to fund short term focused support moving forward. These reserves currently amount to circa £300,000.
Legal	
Human Resources	
Human Rights Act	
Data Protection	
Risk Management	

6.2 Community Impact Assessment Recommendations	Impact on Public Sector Equality Duty: Wider Community Impact:
--	---

Previous Consideration - Nil

Background Papers – File available in Health and Housing

ITEM NO 4(c)(i)**ITEM NO 4(c)(i)**

Contact Officer:	Craig Jordan
Telephone No:	01785 619583
Ward Interest:	Nil
Report Track:	Cabinet 04/08/2022 (Only)
Key Decision:	Yes

**SUBMISSION BY COUNCILLOR F BEATTY
ECONOMIC DEVELOPMENT AND PLANNING PORTFOLIO**

**CABINET
4 AUGUST 2022
Government Grant Funding
Stafford Borough Garden Community Proposals**

1 Purpose of Report

- 1.1 To both seek extensions to the previously approved delegation arrangements associated with the grant funding secured for 2019/20 and 2021/22 to support the proposed Meecebrook garden community and to secure identical delegation arrangements for additional grant funding received in 2022.

2 Proposal of Cabinet Member

- 2.1 That authority to spend the remainder of the Ministry of Homes Community and Local Government (MHCLG) Garden Communities grant of £750,000, received in 2019 be delegated to the Chief Executive, in consultation with the Meecebrook Programme Board.
- 2.2 That authority to spend the remainder of the Ministry of Homes Community and Local Government (MHCLG) Garden Communities grant of £360,000, received in 2021 be delegated to the Chief Executive, in consultation with the Meecebrook Programme Board.
- 2.3 That authority to spend the Department for Levelling Up, Housing and Community (DLUHC) Garden Communities grant of £360,000, received 25th March 2022 be delegated to the Chief Executive, in consultation with the Meecebrook Programme Board.

3 Key Issues and Reasons for Recommendation

- 3.1 On the 25 March 2019 the Council was awarded £750,000 by the MHCLG to support initial feasibility studies and programme management in relation to proposals for a new Garden Community in Stafford Borough, Meecebrook.
- 3.2 On the 4 June 2021 the Council was awarded £360,000 by MHCLG to increase support and continue the development of feasibility studies and programme management for, Meecebrook.
- 3.3 At its meetings on the 5 September 2019, 11 June 2020 and subsequently on the 5 August 2021, Cabinet agreed to delegate authority to spend the grant funding received to the Chief Executive in consultation with the Meecebrook Programme Board for the 2019/20, 2020/21 and 2021/22 financial years respectively. These approved proposals also included a review mechanism for delegation in subsequent financial years.
- 3.4 In December 2021 a further funding bid was submitted by the Borough Council to ensure continued progression of technical studies to support the development of the Garden Community. On the 25 March 2022 the Council was awarded a further £330,000 grant funding.
- 3.5 This report seeks to recommend the extension of the previously approved delegation arrangements to cover the financial year 2022-23 for the remaining grant funding received in 2019 (£750,000) and in 2021 (£360,000) and the grant funding received in 2022 (£330,000).
- 3.6 The previous delegation reports included grant monies spent and breakdowns of the future spend profile for the grant funding. This information is set out within the **APPENDIX** of this report. Table 1 below provides a total spend to date and anticipated spend per year across all tranches of funding.

Table 1: Spend to date and anticipated spend to 2022/23

Year	£
2019/20	54,452.42
2020/21	181,304.02
2021/22	198,874.84
2022/23	993,625.66
Unallocated	11,743.06
Total	1,440,000.00

4 Relationship to Corporate Business Objectives

- 4.1 As a key strategic proposal, and subject to the New Local Plan, delivery of Meecebrook will contribute towards the Corporate Business Plan's 2021-2024 vision, in particular the key objectives:

"To deliver innovative, sustainable economic and housing growth to provide income and jobs."

"To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing resilient communities that promote health and wellbeing."

"To tackle Climate Change by implementing our Climate Change and Green Recovery objectives"

"To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

- 5.1 Following the submission of a bid in response to the Government's Garden Communities prospectus on the 25 March 2019 the Council was awarded £750,000 to help to develop plans for a new garden community at Meecebrook in the north of the Borough. During June 2020 a further funding bid was submitted to ensure continued support for the scheme. On the 4 June 2021 the Council was awarded a further £360,000. Specifically, the funding is to be spent on progressing feasibility studies, programme co-ordination /management and other specialist work.
- 5.2 In December 2021 a third funding bid was submitted to DLUHC to secure continued financial support for the development of technical studies and infrastructure development. On the 25 March 2022 the Council received confirmation that it had been awarded £80,000 of capacity funding and £250,000 of infrastructure funding to bring forward in particular housing at Meecebrook. The announcement of the funding allocation was made public by DLUHC on the 21 May 2022. The infrastructure funding was specifically awarded to enable further feasibility work to be completed in relation to the opportunity of a rail provision via a new station to serve the new community. The capacity funding is to be spent, as with previous allocations, on progressing feasibility studies, programme co-ordination /management and specialist work.
- 5.3 The three awards £750,000, £360,000 and £330,000 (totalling £1,440,000) of grant funding have been paid to Stafford Borough Council under section 31 of the Local Government Act 2003 grant for the purposes of progressing the Meecebrook Garden Community project.

- 5.4 At its meeting on the 5 of September 2019, 11 June 2020 and 5 August 2021, Cabinet approved the delegation from Cabinet to the Chief Executive, in consultation with the Meecebrook Programme Board, to authorise spend of the secured grant funding. An annual review mechanism was included within the delegation as well as a revert requirement back to Cabinet if additional funding was secured.
- 5.5 The Meecebrook Programme Board held its first meeting in July 2019. The Board membership reflects key partners and has maintained a meeting schedule aligned with Meecebrooks work programme. The Board continues to be supported by a Project Delivery Team and Thematic working groups.
- 5.6 During 2019/20 the grant funding received supported feasibility studies relating to transport and master-planning (visioning), the appointment of a programme manager and support across a range of specialist elements of work. This support continued in 2020/21 with legal support contracted, water studies tendered, and initial rail and transport studies carried out. During 2021/22, initial rail feasibility work has been completed, transport planning and modelling progressed and, water and energy reports completed alongside detailed technical site studies. Viability, delivery and planning strategy commissions are on-going. At the end of May 2022 the tender process for a framework masterplan was launched.
- 5.7 The work programme to support the Meecebrook Garden Community is ongoing and is intended to be supported by secured grant funding. As such, this report seeks approval to continue those delegation arrangements for the financial year 2022/23, including the annual review process.
- 5.8 Members should note that any proposals for a new garden community are being developed in parallel with the New Local Plan (2020-2040) process.

6	Implications
----------	---------------------

6.1 Financial	<p>Central Government has provided grant funding of £750,000 in 2019/20, £360,000 in 2021/22 and a further £330,000 in March 2022. This provides a grant total of £1,440,000 for the Meecebrook project to date. Subject to Cabinet approval, the total expenditure less expenditure to date agreed by the Chief Executive in consultation with the Meecebrook Programme Board will not exceed this figure. As such, there are no direct financial implications for the Council during 2022/23 relating to this report except for staff resources and time spent on the project.</p> <p>Set out in the table below is the revised anticipated spend per year for the initial 2019/20</p>
----------------------	--

allocation of grant funding including all expenditure to date.

Year	£
2019/20	£54,452.42
2020/21	£181,304.02
2021/22	£184,204.83
2022/23	£321,295.68
Unallocated	£8,743.06
TOTAL	£750,000.00

Set out in the table below is the proposed spend per year for the 2021/22 allocation of grant funding including expenditure incurred to date.

Year	£
2021/22	£14,670.02
2022/23	£342,329.98
Unallocated	£3,000.00
TOTAL	£360,000

Set out in the table below is the proposed spend per year for the third 2022/23 allocation of grant funding.

Year	£
2021/22	
2022/23	£330,000.00
Unallocated	
TOTAL	£330,000.00

In total, the spend to date and anticipated spend per year across all tranches of funding is as follows:

Year	£
2019/20	£54,452.42
2020/21	£181,304.02
2021/22	£198,874.84
2022/23	£993,625.66
Unallocated	£11,743.06
TOTAL	£1,440,000.00

Legal	The Meecebrook Garden Community proposals will be considered through the New Local Plan, which will be subject to relevant Planning Acts and Regulations as well as subject to decision by Full Council prior to publications and adoption in line with the constitution. Funding received in 2019 will also support legal advice bespoke to the development of the Garden Community to ensure appropriate agreements are in place to enable high quality delivery.
Human Resources	Resourced through grant funding received in 2019 and 2021 the role of Programme Manager was created. The appointed was initially a fixed term two year contract, extended for a further 12 months in 2021. In April 2022 the Council allocated resource from a vacant post within its own budgets. The post sits within Strategic Projects and Economic Growth Team, Development Services.
Human Rights Act	None identified
Data Protection	None Identified
Risk Management	<p>The secured Government grant funding is subject to Section 31 grant rules which means that the Council will not be required to repay any funding secured and in addition there are not set deadlines for when these funds are to be spent.</p> <p>Timely progress of the work programme associated with Meecebrook (supported by the secured grant funding) is critical. Any proposals for a new garden community will be subject to the emerging New Local Plan (2020-2040) process. A delay and or uncertainty attached to the progression of the New Local Plan (2020-2040) could result in;</p> <ul style="list-style-type: none"> - Not having an up-to-date Plan which would lead to Government planning policies overriding local policies, and - Stafford Borough adopted plan is more than five years old, however the Council has a five year housing land supply and as such the plan continues to be used when making planning decisions. However, a delay in progress or uncertainty at the local level without a New Local Plan could lead to legal changes and or appeals with associated significant costs to the Council. <p>The Council will seek to ensure that the grant funding is spent it should be notes that the</p>

	<p>following factors may have impact on the timing of that spend;</p> <ul style="list-style-type: none"> - Failure of key partners and other agencies to deliver evidence and key elements of the process on time, - Officer recruitment and retention difficulties, sickness absences leading to inadequate capacity and skill base to progress work elements, and - Programme amendments and slippage due to poor project management or inadequate resources identified to secure delivery. - Changes in land availability which have an impact of the overall deliverability of the Garden Community.
--	--

<p>6.2 Community Impact Assessment Recommendations</p>	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>The Meecebrook proposals could assist in delivering the New Local Plan which is designed to be inclusive to all residents and those interested in planning the future for the Borough.</p>
---	---

Previous Consideration - Cabinet Approval 5 September 2019, 11 June 2020 and the 5 August 2021 Government Grant funding Stafford Borough Garden Community Proposal.

Background Papers - New Stafford Borough Local Plan 2020-2040 Issues and Options document www.staffordbc.gov.uk/new-local-plan-

CABINET
4 AUGUST 2022
Government Grant Funding Stafford Borough Garden Community Proposals

Table 2 below provides a funding allocation split for the grant funding received in 2019 totalling £750,000.

Table 2: Meecebrook Programme Spend Profile Funding Received 2019

Programme Item	2019/20 £	2020/21 £	2021/22 £	2022/23 £	Unallocated £	Total £
Technical studies	-	98,309.08	83,993.24	301,697.68	-	484,000.00
Vision and Masterplan	35,000.00	15,000.00	33,702.81	16,297.19	-	100,000.00
Governance and Programme Management	19,452.42	62,774.94	57,772.64	-	-	140,000.00
Unallocated	-	5,220.00	8,736.13	3,300.81	8,743.06	26,000.00
Total	54,452.42	181,304.02	184,204.82	321,295.68	8,743.06	750,000.00

Table 3 below provides a funding allocation split for the grant funding received in 2021 totalling £360,000.

Table 3: Meecebrook Programme Spend Profile Funding Received 2021

Programme Item	2019/20 £	2020/21 £	2021/22 £	2022/23 £	Unallocated £	Total £
Technical studies	-		6,591.67	205,408.03	-	212,000.00
Vision and Masterplan				65,000.00	-	65,000.00
Governance and Programme Management			8,078.05	71,921.95	-	80,000.00
Unallocated	-				3,000.00	3,000.00
Total			14,670.02	342,329.98	3,000.00	360,000.00

Table 4 below provides a funding allocation split for the grant funding received in 2022 totalling £330,000.

Table 4 : Meecebrook Programme Spend Profile Funding Received 2022

Programme Item	2019/20 £	2020/21 £	2021/22 £	2022/23 £	Unallocated £	Total £
Technical studies	-	-	-	250,000.00	-	250,000.00
Vision and Masterplan	-	-	-	80,000.00	-	80,000.00
Governance and Programme Management	-	-	-	-	-	-
Unallocated	-	-	-	-	-	-
Total	0			330,000.00		330,000.00

ITEM NO 4(c)(ii)

ITEM NO 4(c)(ii)

Contact Officer:	Michelle Smith
Telephone No:	01785 619 335
Ward Interest:	Doxey and Castletown and Rowley
Report Track:	Cabinet 04/08/2022 (Only)
Key Decision:	No

**SUBMISSION BY COUNCILLOR F BEATTY
ECONOMIC DEVELOPMENT AND PLANNING PORTFOLIO**

<p>CABINET 4 AUGUST 2022 Stafford Station Gateway - Strategic Regeneration Framework</p>

1 Purpose of Report

- 1.1 To update Cabinet on progress made with the Stafford Station Gateway project and to seek approval to consult on the Strategic Regeneration Framework that will guide design and quality of development across the site.

2 Proposal of Cabinet Member

- 2.1 That consultation on the draft Strategic Regeneration Framework set out in the [APPENDIX](#) be carried out to support the potential future adoption of the document by the Council.
- 2.2 That the Cabinet Member in consultation with the Head of Development be authorised to agree any minor amendments to the text and visual representations in the draft SRF prior to going out to consultation, to more accurately reflect updated information.
- 2.3 That the revised governance arrangements be noted.

3 Key Issues and Reasons for Recommendation
--

- 3.1 The Stafford Station Gateway mixed use redevelopment proposals represent a significant investment opportunity, maximising the potential economic benefits of HS2. As such it is important to ensure that the highest quality of development is brought forward.

4 Relationship to Corporate Business Objectives

- 4.1 The Station Gateway scheme supports the delivery of sustainable economic and housing growth and is therefore actively supporting Objectives 1, 2 and 3 of the Corporate Business Plan as follows:

Objective 1: Delivering sustainable economic and housing growth to provide income and jobs

Objective 2: Developing strong communities that promote health and wellbeing

Objective 3: to continue work towards our Climate Change and Recovery objectives, integrating them into our activities and strategic plans.

5 Report Detail

- 5.1 Members were last updated on progress with the Stafford Station Gateway project at the Cabinet meeting on 1 July 2021 and an additional revenue budget was agreed to enable a number of workstreams to progress. This ranged from design work to cost consultancy and included funding for development of the draft Strategic Regeneration Framework (SRF) included as an [APPENDIX](#).
- 5.2 The purpose of the SRF is to formalise the development proposals for the Stafford Station Gateway and guide development within the area in line with the emerging new Local Plan. It aims to encourage high-quality mixed-use development which will support the economic growth of Stafford and the wider borough providing new employment and leisure opportunities, alongside aspirational housing to retain and attract new talent. It seeks to secure long lasting economic, social and environmental benefits for the area.
- 5.3 The SRF presents a vision, illustrative masterplan and set of design and development principles to guide the future development of the Gateway. The SRF responds to existing and emerging planning policies and seeks to nurture the assets and opportunities that are unique to this part of Stafford - including its green and blue infrastructure, major development site opportunities and exceptional connectivity.
- 5.4 The Gateway has the potential to deliver around 900 new residential dwellings which would be a mix of townhouses and apartments, around 33,000ft² new Grade A office space, up to 15,000ft² of new retail and leisure space, up to 106,000ft² of workspaces and an Innovation Hub, an 80 bed hotel, a 350 space new multi-storey car park and high quality public realm and open spaces. This is an updated mix of uses for the site that has been designed taking into account the changes to the way in which we live and work that have occurred as a result of the pandemic.

- 5.5 The draft Strategic Regeneration Framework has been produced following workshops with the project team, officers from Stafford Borough and Staffordshire County Council together with technical stakeholders. Approval is sought to engage with our residents, businesses and wider stakeholders for a period of four weeks so that their views can be considered in the development of the final document. This is with a view to the SRF being adopted by Council in the coming months.

Governance Arrangements

- 5.6 In early 2022 the governance of the Station Gateway project has also been reviewed with both a Working Group and Project Board created to manage the programme of works necessary to bring development forward and ensure partners are fully engaged. The membership of the two groups is set out below:

Project Board:

- Stafford Borough Council
- Staffordshire County Council
- London and Continental Railways (LCR)
- Network Rail
- Homes England
- Stoke-on-Trent and Staffordshire Local Enterprise Partnership

Working Group:

- Stafford Borough Council
- Staffordshire County Council
- London and Continental Railways (LCR)
- Network Rail

- 5.7 Cabinet is therefore asked to authorise consultation on the draft SRF and note the revised project governance arrangements.

6 Implications

6.1 Financial	N/A
Legal	The Town and Country Planning (Local Planning) (England) Regulations 2012 set a requirement for the consultation period for supplementary planning documents at no less than 4 weeks. Whilst this SRF is not a supplementary planning document running a 4 week consultation demonstrates good practice.
Human Resources	N/A
Human Rights Act	N/A
Data Protection	N/A
Risk Management	N/A

6.2 Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty: The nature of the consultation process or the draft SRF do not specifically impact on any individual group.</p> <p>The consultation is open to all groups for their views to be considered.</p> <p>Wider Community Impact: Where impacts exist they are either positive or will be considered as part of the planning application process at a later date.</p>
--	--

<p>Previous Consideration Cabinet 3 October 2019, 5 March 2020 and 1 July 2021</p>

<p>Background Papers File with Development Service.</p>
--

ITEM NO 4(d)(i)

ITEM NO 4(d)(i)

Contact Officer:	Lee Booth
Telephone No:	01785 619896
Ward Interest:	Nil
Report Track:	Cabinet 04/08/2022 (Only)
Key Decision:	No

**SUBMISSION BY COUNCILLOR M J WINNINGTON
ENVIRONMENT PORTFOLIO**

**CABINET
4 AUGUST 2022
Scrutiny of the Waste Contract 2021-22**

1 Purpose of Report

- 1.1 To provide Cabinet with the Veolia Annual Report and Service Improvement Plan (attached as an **APPENDIX**) to scrutinise. The Annual Report and Service Improvement Plan have been received by the Council and covers the period from April 2021 to March 2022 in respect of the Recycling and Waste Collection Services and Processing of Dry Recycling contract that Veolia manage on behalf of the Council. The Annual Report and Service Improvement Plan has been written by Veolia.

2 Proposal of Cabinet Member

- 2.1 That Cabinet notes the information.

3 Key Issues and Reasons for Recommendation

- 3.1 The Annual Report and Service Improvement Plan has been written by Veolia. It highlights how the service has performed from April 2021 to March 2022. The Service Improvement Plan highlights priorities for service improvement from April 2022 to March 2023.
- 3.2 The Annual Report highlights the actions taken to achieve satisfactory performance of the Service against the backdrop of the Covid-19 pandemic.

4 Relationship to Corporate Business Objectives

4.1 This report is most closely associated with:-

Corporate Business Objective 2:-

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing resilient communities that promote health and wellbeing.

Corporate Business Objective 3:-

To tackle Climate Change by implementing our Climate Change and Green Recovery objectives.

5 Report Detail

- 5.1 The Council outsourced the Recycling and Waste Collection Services and Processing of Dry Recycling Contract to Veolia. The current contract commenced on 4 February 2018 and is due to end on 3 February 2028, with an option to extend to 3 February 2038.
- 5.2 Formal management of the contract includes monthly contract meetings and quarterly partnering committee meetings between the Council and Veolia.
- 5.3 As part of these meetings, Veolia report performance to the Council and the attached Annual Report highlights key performance information over the financial year 2021 to 2022.
- 5.4 **Working in partnership: -**
- (a) The charged-for garden waste collections service was successfully embedded during the last financial year.
 - (b) Veolia continues to be actively involved in the community, for example: collecting Easter eggs for Katherine House Hospice and Child of Mine charities, providing food for two local food banks and collecting items for an animal charity.
 - (c) Veolia have worked with the Council to ensure safeguarding concerns of residents are referred appropriately.
 - (d) Veolia have worked closely with the Council by dealing with resident enquiries via the Council contact centre and by conducting site visits to residential areas.
 - (e) Crews have benefited from 'Dementia Friends' training when delivering the Service to residents living with dementia.

- (f) A number of collections have been rearranged to minimise the impact on large funeral processions.
- (g) Veolia welcomed BBC Breakfast to film a live broadcast from Tollgate Drive, featuring the Veolia Chief HR Officer, talking about company-wide efforts to recruit drivers.
- (h) Veolia were not affected by the national shortages in drivers and a contributing factor to this was an effective apprenticeship scheme.
- (i) Implementation of year two of the chargeable garden waste service from January 2022.

5.5 **Collection key figures (1.4.21 to 31.3.22): -**

- (a) 52,468.63 tonnes of recycling materials and waste was collected over the last financial year. This represents a 6.93% decrease compared to the 52,377.52 tonnes collected in the previous financial year.
- (b) 99.95% of collections were completed successfully.
- (c) There was a 76.85% decrease in reported missed collections compared to 2020/21 (albeit that the number is still higher than the desired level). A significant contributory factor to this decrease was staff absence levels reducing as pandemic restrictions lifted and reduced reliance on the recruitment of agency staff compared to the height of the pandemic.
- (d) There were 132 'containers not returned correctly' complaints compared to 218 complaints for 2020/21. Details of the initiatives taken to achieve this improvement can be found in the 'Actions Plans' section of the Annual Report.
- (e) A 51.79% recycling rate was achieved compared to 50.24% in 2020/21.

5.6 **Health and Safety: -**

There was one accident resulting in a Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) report being submitted to the Health and Safety Executive (HSE). In addition, 'near miss reporting' has increased from 71 reports in 2020/21 to 95 in the last financial year, reflecting the introduction of more effective liaison between Veolia, staff and the Trade Union.

5.7 **Updates and future planning for 2022 to 2023:** Veolia have proposed the implementation of an annual service improvement plan to address issues identified during 2021/22 that includes: -

- (a) Measures to reduce the number of missed collections and to review assisted collections.

- (b) An anti-contamination drive to reduce contamination rates.
- (c) Conducting a resident satisfaction survey of the service.
- (d) Further removals of excess and unauthorised containers.
- (e) Improved sustainability and reduced carbon emissions through initiatives such as improvement works at the depot.
- (f) Assisting the Council with any impact that potential changes to the Environment Act may have.

6	Implications
----------	---------------------

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	Impact on Public Sector Equality Duty: Wider Community Impact:
-----	--	---

Previous Consideration - Nil

Background Papers - Nil



Veolia Stafford Annual Report and Service Improvement Plan

2021/22

Date: 9th June 2022

Version: 2.0

Due for Review: N/A

Purpose of the Document

This document is prepared with reference to Paragraph 2.36 of 'Part One: General Requirements', Paragraph 1.35 of 'Part Two: Service Requirement - Waste and Recycling Collection Services' and 1.16 of 'Part Three: Service Requirement - Processing of Dry Recycling and Other Recyclables' of 'Schedule A Service Specification - Part 1: Technical Specification' of the 'Call-Off Contract for Waste & Recycling Collection Service & Processing of Dry Recycling' ('the Contract') between Veolia ES (UK) Ltd ('Veolia') and Stafford Borough Council ('SBC').

This fourth Veolia Stafford Annual Service Improvement Plan ('Annual Report') covers the year 1st April 2021 to 31st March 2022.

This report is broken down into the following sections:

- Executive Summary
- Charges Summary
- Resources
- Health and Safety Summary
- Collection Operations Summary
- Waste Transfer Station Operations Summary
- Action Plans
- Annual Performance 2021/22
- Annual Service Improvement Plan 2022/23

Contents

Executive Summary	4
Charges Summary	5
Resources	6
Absence Rates	11
Vehicles and Plant	12
Health and Safety Summary	13
Collection Operations Summary	14
Missed Collections	14
Containers Not Returned Correctly	17
Missed Assisted Collections	18
Collected Weights	19
Collected Weights Recycling Rate	21
Waste Transfer Station Operations Summary	22
Waste Inputs	22
Waste Outputs	23
Waste Outputs Recycling Rate	24
Environmental Performance	26
Action Plans	27
Annual Performance 2020/21	31
Annual Service Improvement Plan 2022/23	32
Review of Previous ASIP	32
2022/23 ASIP	33

Appendices

Appendix 1 - 2021/22 Charges Breakdown

1. Executive Summary

The fourth full Contract year (April 2021 to March 2022) has seen us overcome significant challenges to the Services provided by Veolia on behalf of Stafford Borough Council ('SBC'):

- The Covid-19 pandemic continued to have an impact on the Services during 2021/22 but it also served to demonstrate the close working partnership that continues to develop between Veolia and SBC.
- The 'charged-for' garden waste collections service change was successfully embedded, with ongoing developments during 2021/22.

SBC and Veolia continued to work closely together to ensure that the Services were provided throughout the Covid-19 pandemic and that the second year of the charged-for garden waste collection service was successful, following the launch of the service in January 2021.

Veolia provided an 'Estimate' on 13th February 2020 in response to the first of three Contracting Body Change Notices. Change Notice 1 specified the removal of all Bring Site containers before the end of March 2020. This Estimate was accepted by SBC on 17th March 2022, closing this item.

Veolia provided an Estimate to Change Notice 3 on 2nd February 2021 relating to the introduction of the charged-for garden waste collection service. This Change Notice was subsequently replaced by Change Notice 3(b) in April 2022 and is therefore outside of the time frame considered in this Annual Report. Veolia has submitted its Estimate response and awaits feedback from SBC.

Veolia awaits Contracting Body Change Notice 2 for the introduction of the reusable bag for card and paper undertaken in March 2020 as part of the 'Scenario 2' service change.

SBC instructed Veolia to suspend services due to the impact on available resources of the ongoing Covid-19 Coronavirus pandemic during 2020/21. The last of these services to be reinstated was the Saturday 'Civic Amenity' site visits, curtailed on 20th March 2020 and reinstated on 12th March 2022.

[TEXT REDACTED].

The contract was not affected by the much-publicised driver shortage in 2021/22, benefitting from a very low level of staff turnover and a strong Apprenticeship programme. Two apprentices successfully obtained their category 'C' HGV driving entitlements as part of Veolia's Driver Apprenticeship programme. This was delivered by Veolia's in-house training team, known as 'Campus Veolia'. There are plans to arrange two Driver Apprenticeships per year to ensure a steady supply of young drivers to supplement the ageing workforce.

Services were also not disrupted by the fuel shortages caused by 'panic buying' in September 2021. SBC and Veolia had worked together to install an appropriate interceptor and c.20,000-litre fuel tank at Tollgate Drive, with the first fuel being drawn from the tank in February 2021. The tank, along with Veolia's national fuel supply agreements, ensured that there was no disruption to the Services.

Veolia committed to maintaining the strong working relationship with SBC through the coming year as outlined in the Annual Service Improvement Plan (ASIP) section of this report. Reviewing the previous ASIP, significant proposals were successfully completed or progressed during 2021/22, including the implementation of the 'charged-for' garden waste collection service's second year.

2. Charges Summary

The following table summarises all charges made by Veolia to SBC relating to the services provided under the Contract. Each monthly report acts as 'backing data' for the invoice that includes the reporting month's Core charge and the previous month's Variable charge. A detailed breakdown of charges is provided at Appendix 1.

[TABLE REDACTED]

3. Resources

There were a number of changes to the staffing structure and personnel on the contract in 2021/22.

Supervisor [TEXT REDACTED] transferred to Veolia Industrial Services in November 2021 and was replaced by [TEXT REDACTED] in January 2022. [TEXT REDACTED] transferred from the 'Echo Controller' position that she secured in November 2020. Deputy Contract Performance Manager, [TEXT REDACTED]'s reporting line and job title were adjusted in March 2022. This change means that [TEXT REDACTED] now reports to Veolia Stafford's Business Manager, [TEXT REDACTED] and his job title has changed to 'Contract Performance Manager'. In addition to these changes, [TEXT REDACTED] and [TEXT REDACTED] were appointed as Service Foremen in January 2022. [TEXT REDACTED] was appointed as Yard Foreman. [TEXT REDACTED] was also appointed as a Depot-based Trainer along with [TEXT REDACTED]. [TEXT REDACTED] and [TEXT REDACTED] will take responsibility for conducting training, including inductions for new staff and Toolbox Talks and other training for the existing team. All are internal appointments, showing the value that Veolia places on development and investing in its workforce.

The structure as of March 2022 is as follows:

[TABLE REDACTED]

We continued to invest in staff training and development throughout 2021/22.

Position	Training Undertaken	Completed
Business Manager	Transport Manager Refresher	15/04/2021
	Data Protection Essentials	07/06/2021
	Information Security Essentials	07/06/2021
	HR Modules: Dealing With A Grievance E-Learning	14/06/2021
	HR Modules: Dealing With Disciplinary Issues E-Learning	14/06/2021
	HR Modules: Early Interventions E-Learning	15/06/2021
	2021 Manager Visits	16/06/2021
	HR Modules: Handling Investigations E-Learning	18/06/2021
	Delegation of Authority E-Learning	28/06/2021
	HR Modules: Recruitment And Selection E-Learning	28/06/2021
	Safety Culture Briefing	29/06/2021
	Thinksafe - Roll Away	30/06/2021
	HR Modules: Absence Management	05/07/2021
	2021 Manager Visits	07/07/2021
	Our Purpose In Motion	01/09/2021
	Team Safe Behaviours	21/09/2021
	Protected Characteristics E-Learning	30/09/2021
	Compliance 2021 Training Program	05/10/2021
	Compliance Management System (CMS) Environmental Permitting Management	28/12/2021
	Contract Performance Manager	Business Continuity E-Learning
Category C Driver Medical and Theory Preparation		17/02/2022
CCTV Policy Essentials		21/01/2022
HR Modules - Managing Absence		06/01/2022
CMS Environmental Permitting Management		22/12/2021
Certificate of Professional Competence (CPC) for Transport Managers (Road Haulage)		10/12/2021
Sustainability Training		01/12/2021
Protected Characteristics E-Learning		08/10/2021
Compliance 2021 Training Programme		05/10/2021

Position	Training Undertaken	Completed
	Skill Up, Stay Smart: Module 2 - Tighten Team Bonds	05/07/2021
	Think Safe - Roll Away	30/06/2021
	Delegation of Authority E-Learning	23/06/2021
	Safety Culture Briefing	22/06/2022
	HR Modules: Dealing With A Grievance E-Learning	16/06/2021
	HR Modules: Handling Investigations E-Learning	
	HR Modules: Early Interventions E-Learning	
	HR Modules: Dealing with Disciplinary Issues E-Learning	
Senior Supervisor	HR Modules: Dealing With A Grievance E-Learning	28/06/2021
	HR Modules: Handling Investigations E-Learning	29/06/2021
	HR Modules: Early Interventions E-Learning	30/06/2021
	HR Modules: Recruitment and Selection E-Learning	30/06/2021
	Thinksafe - Roll Away	01/07/2021
	Compliance 2021 Training Program	26/11/2021
	CMS - Environmental Permitting Management	24/12/2021
Supervisor	Telescopic Handler Novice	14/08/2021
	CCTV Policy Essentials	22/09/2021
	Protected Characteristics E-Learning	30/09/2021
	GDPR: A Veolia Perspective	24/12/2021
Depot Administrator	Infor Purchasing View	13/05/2021
	Protected Characteristics E-Learning	30/09/2021
	CMS Environmental Permit Training	28/12/2021
Service Foreman	Telescopic Handler Novice	14/08/2021
	Driving Assessor 1 & 2	11/03/2022
Driver/Loader	Driving Skills Assessment and Driving Assessor 1 & 2	11/03/2022
	E-DCPC (Electronic Driver Certificate of Professional Competence) (Various Topics)	Various

[TEXT REDACTED].

[TABLE REDACTED]

The responsibilities allocated to each role are documented in the table below. Please note that these responsibilities are shown for reference only and do not necessarily reflect all of the duties as listed in the contract of employment.

There have been no fundamental changes to responsibilities since the previous annual report with the following exceptions:

- The Service Foreman and Yard Foreman roles have been introduced to assist with monitoring service completion and material haulage and housekeeping respectively.
- The responsibilities of the 'ECHO Controller' role have been absorbed between the Service Foreman and Supervisor roles.
- The Contract Performance Manager is now jointly responsible for fleet compliance as Transport Manager (TM) 2, along with TM1 (Business Manager).

Role	Responsibilities
Business Manager [TEXT REDACTED]	Responsible for all aspects of service provision, legal compliance, including health and safety and environmental statutes, and financial and transport management. Graeme is also the Certificate of Technical Competence (COTC) holder for Stafford Waste Transfer Station.
Contract Performance Manager [TEXT REDACTED]	All aspects of Contract compliance, data analysis to identify opportunities for improvement, and client reporting. As of March 2022, jointly responsible for transport management compliance as TM2. As of March 2022, reports to the Business Manager.
Senior Supervisor [TEXT REDACTED]	Vehicle compliance, supervision of crews, investigations and disciplinary processes and resource allocation. Reports directly to the Business Manager.
Supervisor [TEXT REDACTED]	Service management, including resource allocation. Also responsible for vehicle compliance and supervision of crews. Reports to the Senior Supervisor.
Depot Administrator [TEXT REDACTED]	The role includes payroll input, purchasing and invoicing, and weighbridge operation. Bev is also the depot's Mental Health First Aider and 'Digital Ambassador' for the switch to paperless payslips in Q1 2021/22.
Service Foreman [TEXT REDACTED]	Distributing keys, folders, and documents at the start of the day. Assisting with the timely dispatch of collection crews to begin collections at 0700 each working day. Monitoring of service throughout the day to ensure completion of tasks within the Contract's Service Level Agreements (SLAs), escalating issues to Supervisor and Senior Supervisor where required. Completing driver/loader debriefs at the end of the day.
Yard Foreman [TEXT REDACTED]	Responsible for arranging haulage and loading of recyclable materials to ensure compliance with the Environmental Permit and relevant Waste Exemptions and for general upkeep of the yard.
Driver / Loader	Driving refuse and/or recycling collection vehicles (RCVs) in accordance with relevant licences and regulations, in addition to the collection of waste.
Loader	The collection of waste in accordance with relevant regulations, Contractual standards, and training instructions.

Generally, there have been few staff issues throughout the fourth full year of operations.

Absence Rates

[TEXT REDACTED].

[TABLE REDACTED]

Vehicles and Plant

The following table shows the vehicles employed on the contract in March 2021:

Vehicle Type	Count	Utilisation*
26-tonne RCV	12	100%
26-tonne '70:30 split' RCV	7	100%
12-tonne Narrow Access RCV	2	100%
12-tonne Cage Vehicle	1	100%
JCB Telescopic Material Handler	1	100%
Ford Ranger 4x4	1	-
Vauxhall van	1	-
Total	25	100%

*Utilisation is taken to mean the capacity of the vehicle used. All vehicles are filled to capacity at least once per day so utilisation is given as 100%. The JCB Telescopic Material Handler is used daily.

The following table shows the vehicles employed on the contract in March 2022:

Vehicle Type	Count	Utilisation*
26-tonne RCV	14	100%
26-tonne '70:30 split' RCV	8	100%
12-tonne Narrow Access RCV	2	100%
12-tonne Cage Vehicle	1	100%
JCB Telescopic Material Handler	1	100%
Ford Ranger 4x4	1	-
Vauxhall Van	1	-
Total	28	100%

4. Health and Safety Summary

Veolia's health and safety performance in 2021/22 is summarised in the table below.

	Incidents	Accidents	RIDDOR	Near Misses
Apr	0	0	0	2
May	0	0	0	3
Jun	0	0	0	4
Jul	1	1	0	7
Aug	0	1	1	0
Sep	0	0	0	17
Oct	0	1	0	11
Nov	0	1	0	8
Dec	0	0	0	11
Jan	0	1	0	10
Feb	0	0	0	22
Mar	1	0	0	0
YTD Total	2	5	1	95

For reference, a 'Near Miss' is defined by the Health and Safety Executive (HSE) as 'an event not causing harm, but has the potential to cause injury or ill health'. Veolia encourages all staff to report Near Misses for investigation, action, and feedback to address potential issues before an accident occurs, facilitating a proactive safety culture.

Veolia Stafford unfortunately suffered a total of five accidents in 2021/22, with two incidents, and 95 near-misses reported. One of the accidents resulted in a report being submitted to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 ('RIDDOR'). This compares to a total of 10 accidents (no RIDDOR reports), two incidents, and 71 near-misses reported in 2020/21. There were two 'Lost Time Incidents' (LTIs) in 2021/22 with a total of 34 days lost compared to no days lost in 2020/21.

Veolia Stafford is committed to Health and Safety compliance and as a result of this, Veolia Stafford introduced a Health and Safety Committee in September 2021 to bring together Trade Union representatives and other members of the workforce with the depot Supervisory and Management teams, along with relevant experts from across Veolia (including Quality, Health, and Safety, and Supply Chain) to raise issues and agree on solutions through open conversation and honest dialogue. This has resulted in an increased number of 'near misses' being raised by the workforce (95 in 2021/22 versus 71 in 2020/21) and improvements in staff engagement and a number of prominent issues have been identified and resolved.

5. Collection Operations Summary

Collection operations were adversely impacted by the ongoing Coronavirus Covid-19 global pandemic in 2021/22, though the impact was less severe than the previous year. Despite this challenging situation, Veolia worked closely with SBC to ensure that the second year of the 'charged-for' garden waste collection service was successfully delivered.

Further investment is planned in the collection vehicle fleet for 2022/23, with the planned replacement of the older vehicles in the fleet, including VU64AOF, VU64AOG, VU64AOH, VU64AUT, VU64AUV, VU64AUW, and VU64AUX. This year's focus has been on maintaining operational efficiency across the collection vehicle fleet.

Veolia continued to develop services outside of the scope of the 'Scenario 2' service change package:

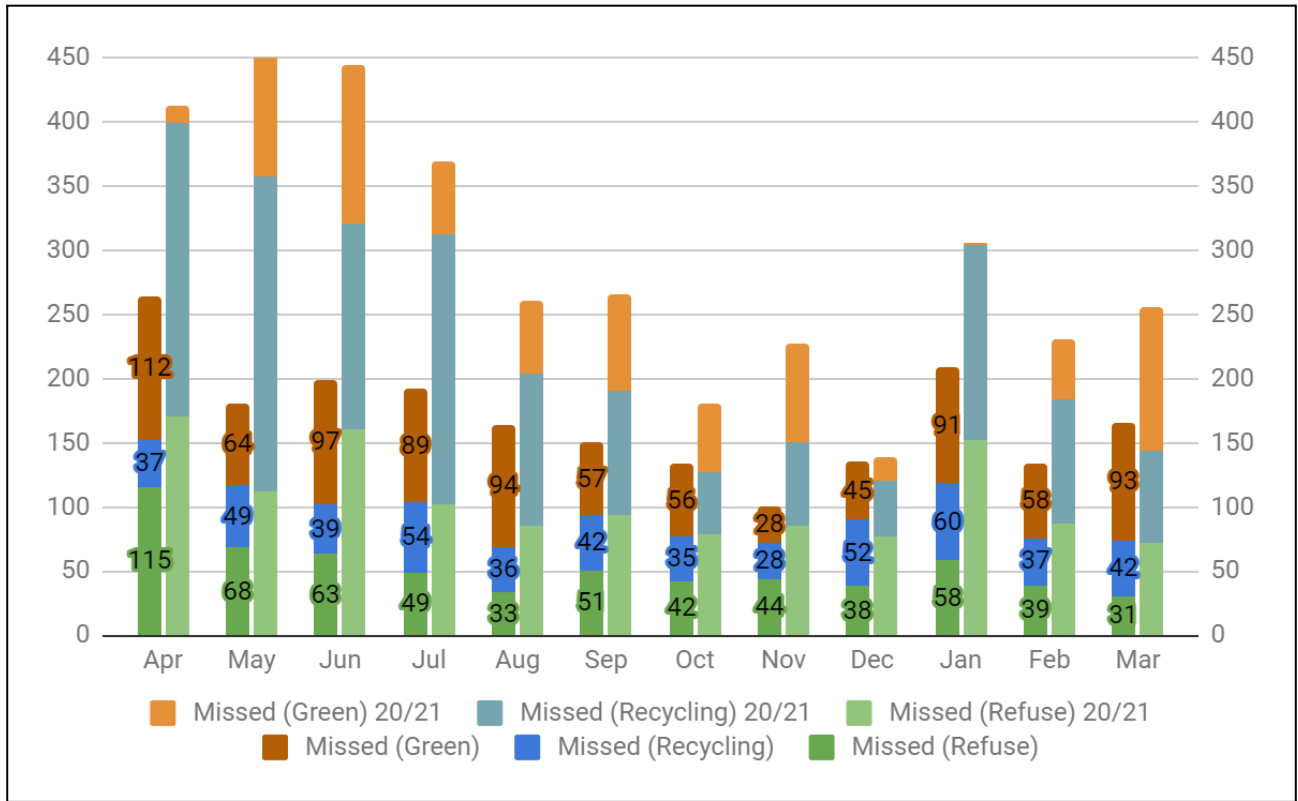
- Schools' recycling services were reviewed and an extensive engagement programme undertaken in Q4 2020/21 and continued into Q1 2021/22 to provide schools with a mixed card and paper service to align them with the household collection service.
- Work also continued with Stafford's communal properties through an ongoing programme of engagement, including the installation of clear wall signage to coincide to support the mixed card and fibre service to these properties. Relationships between the Council, Veolia, and the social housing providers in the Borough continue to be developed to improve service delivery to a variety of property types.

Missed Collections

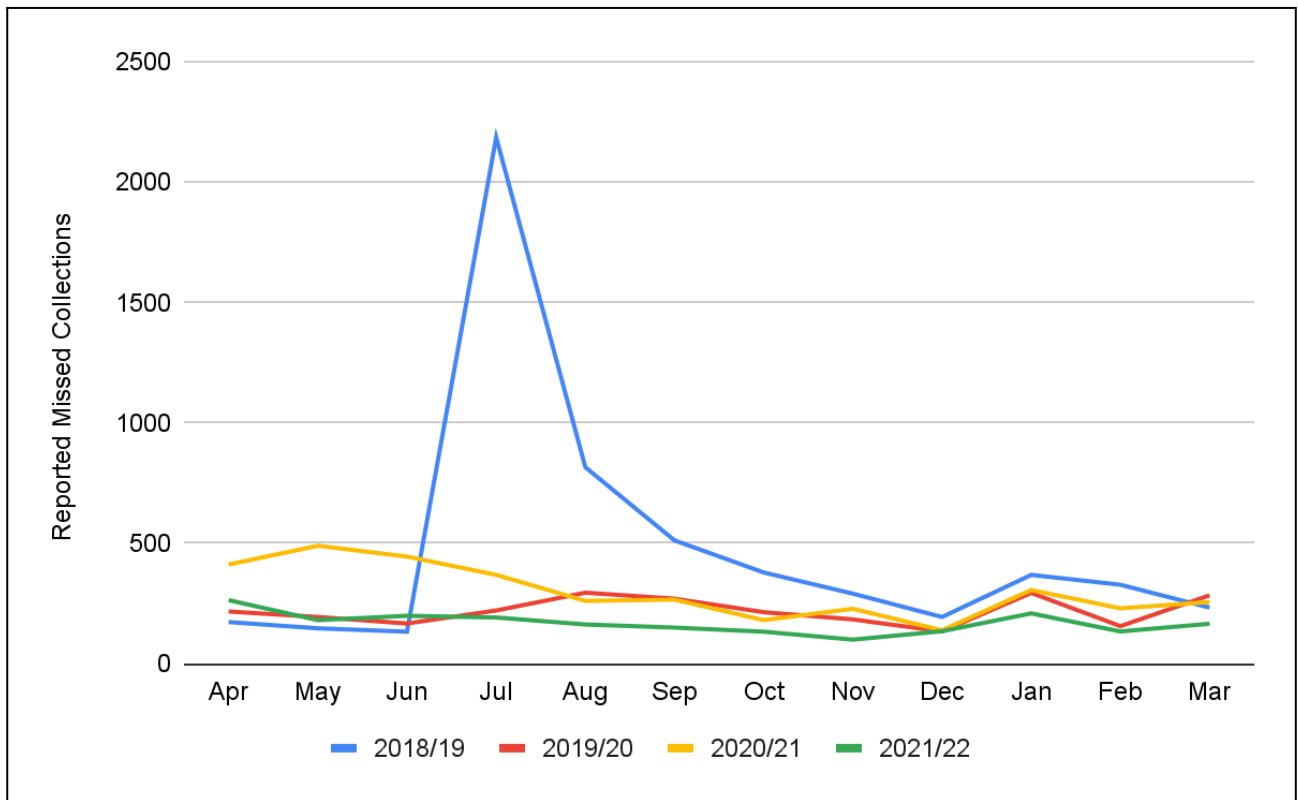
Missed collection performance improved in 2021/22 compared to 2020/21 when assessing the number of reported missed collections. Reported missed collections decreased 43.46% from 3,583 in 2020/21 to 2,026 in 2021/22.

Despite this improvement, performance has consistently fallen below the expected standards, breaching 'Band 3' performance levels in all quarters of 2021/22. We are determined to improve performance through implementation of the action plans outlined later in this report, in partnership with SBC.

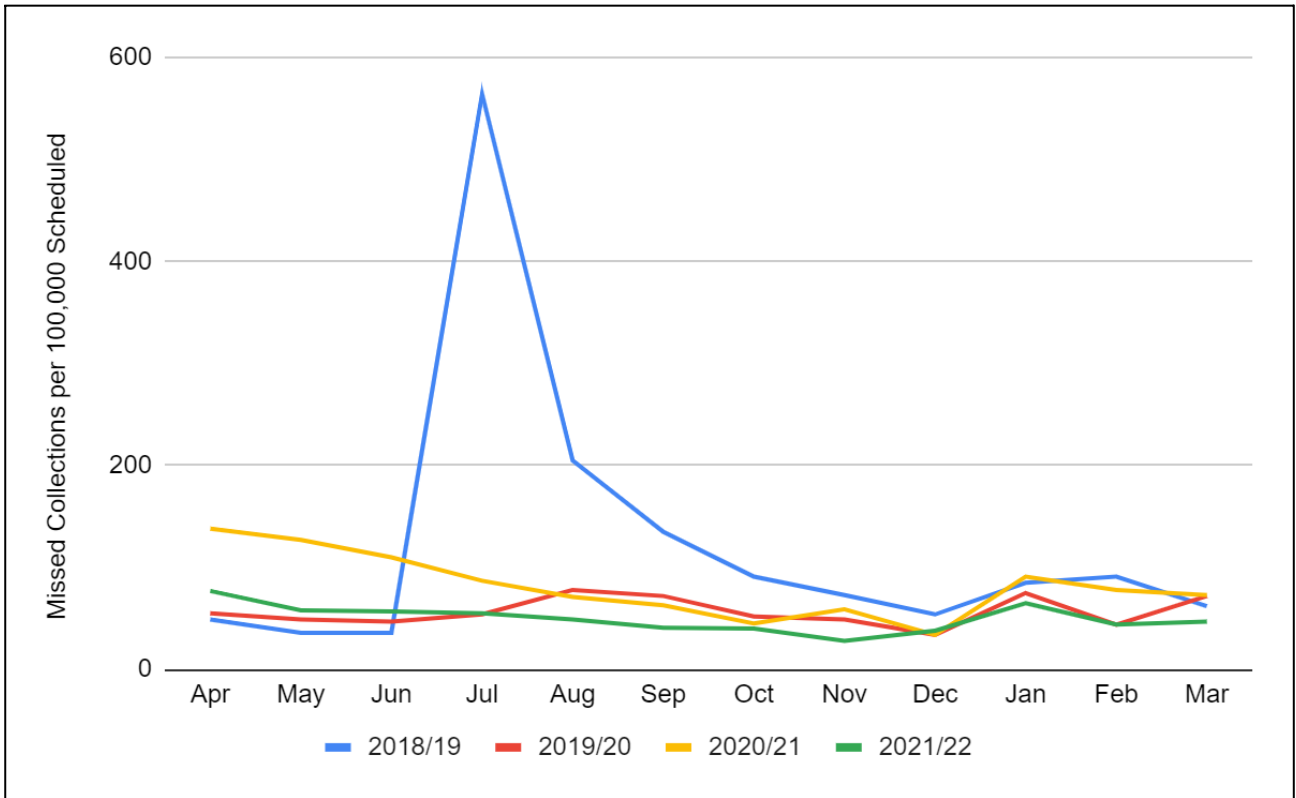
The Performance Indicators for the waste and recyclables collections element of the contract are detailed below, beginning with the reported missed collections.



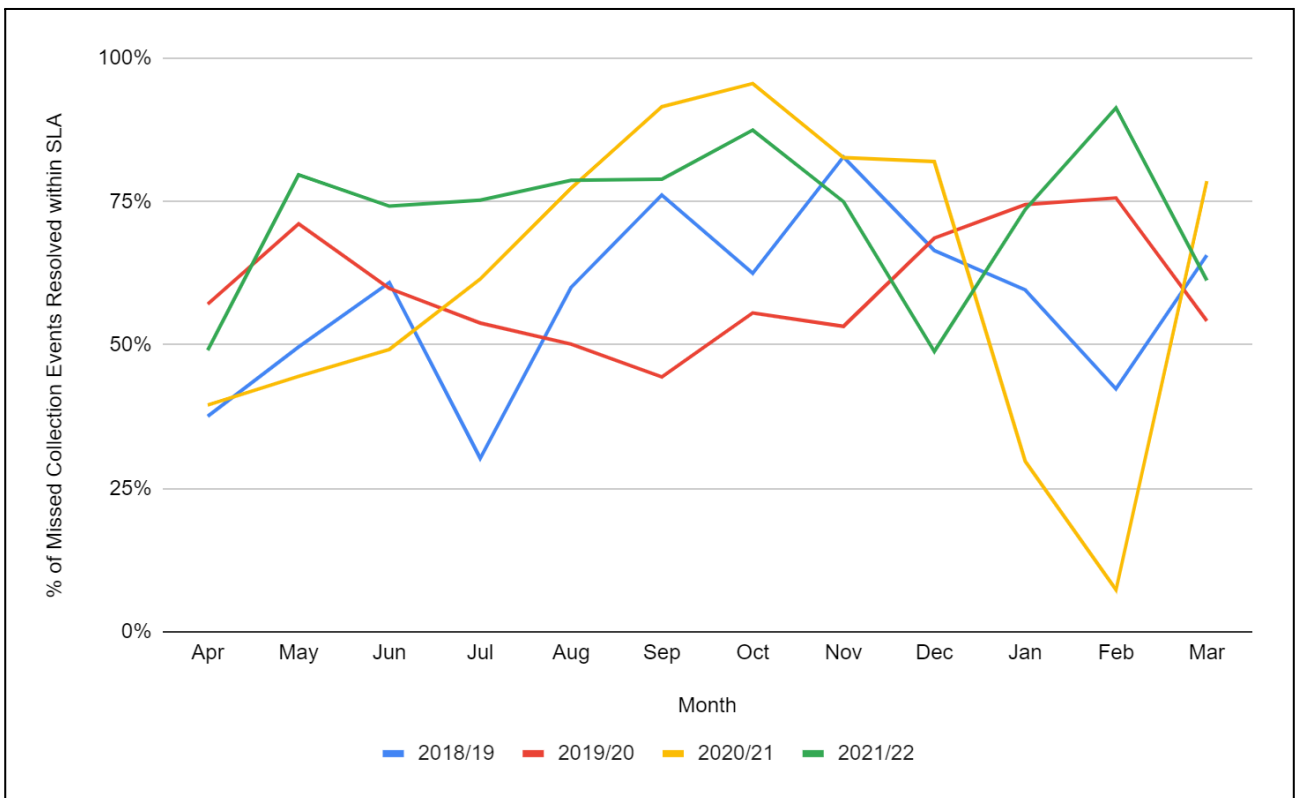
The following chart shows the number of reported missed collections year-on-year from 2018/19 to 2020/21.



The following chart shows missed collections per 100,000 scheduled collections from 2018/19 to 2020/21.



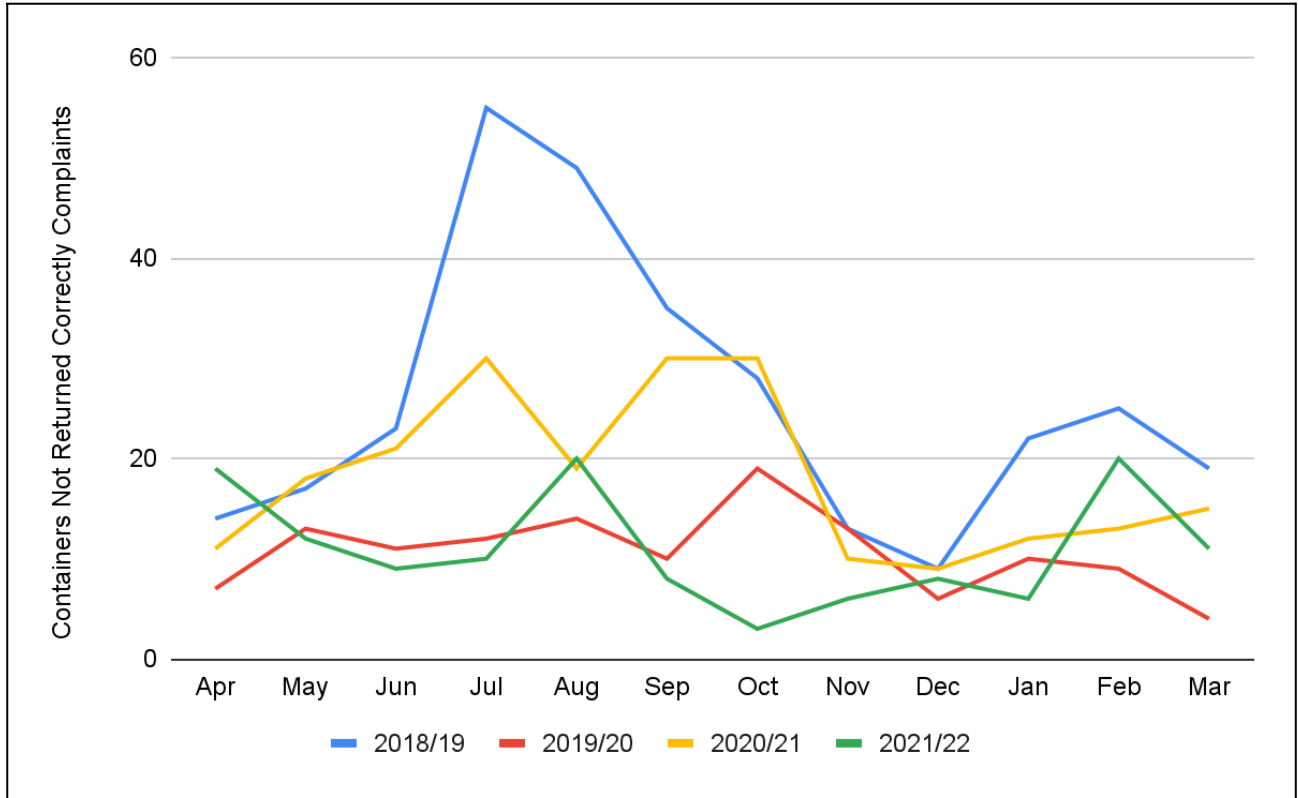
The Operations team has focused on resolving more missed collections within the Contract’s Service Level Agreement (SLA) during 2021/22. The following chart shows a comparison year-on-year from 2018/19 to 2021/22. 2021/22 represents the most successful year for achieving the missed collections Service Level Agreement at an average of 73% (2018/19 = 58%, 2019/20 = 60%, 2020/21 = 62%).



Containers Not Returned Correctly

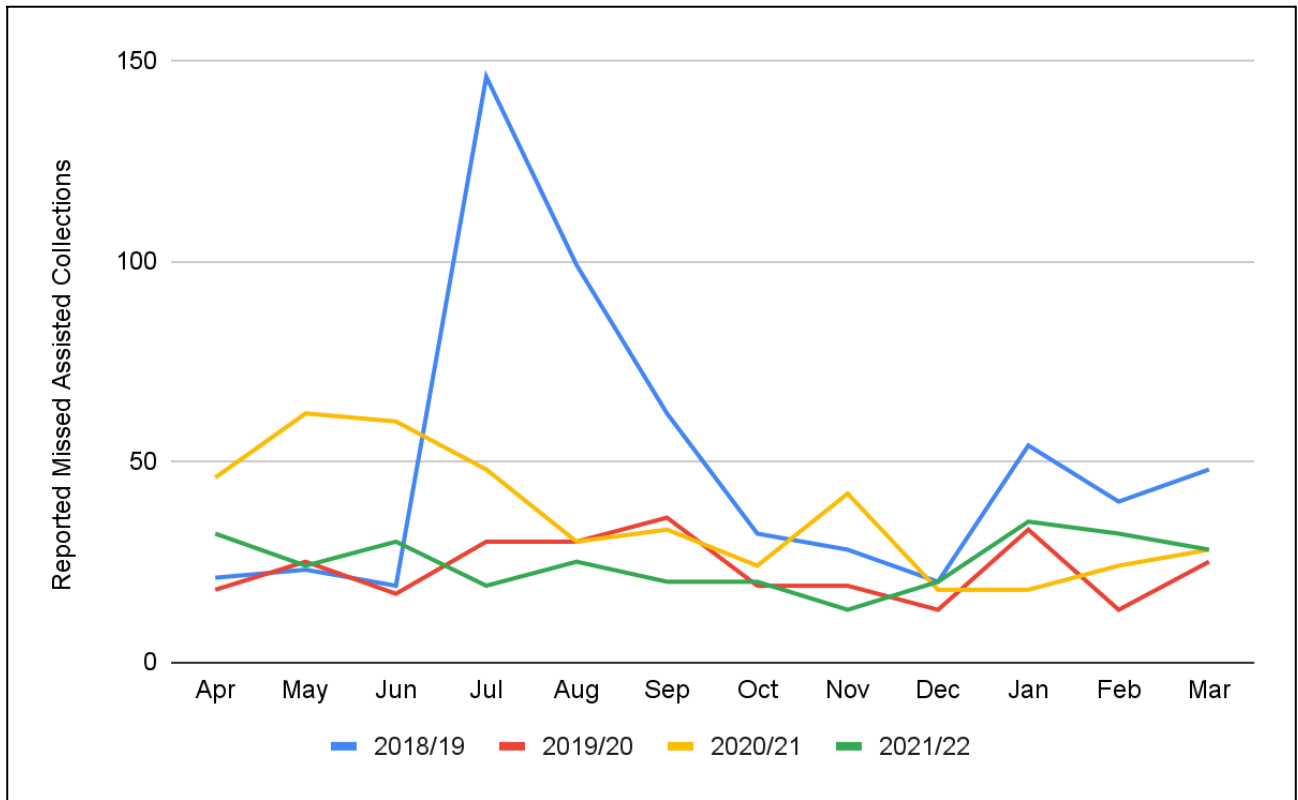
There were 132 reported complaints in 2021/22 versus 218 reported complaints in 2020/21, a 39.45% reduction. Details of the initiatives undertaken to reduce the number of 'containers not returned correctly' complaints are included in the 'Action Plans' section of this report.

The following chart shows the comparison year-on-year from 2018/19 through to 2021/22.



Missed Assisted Collections

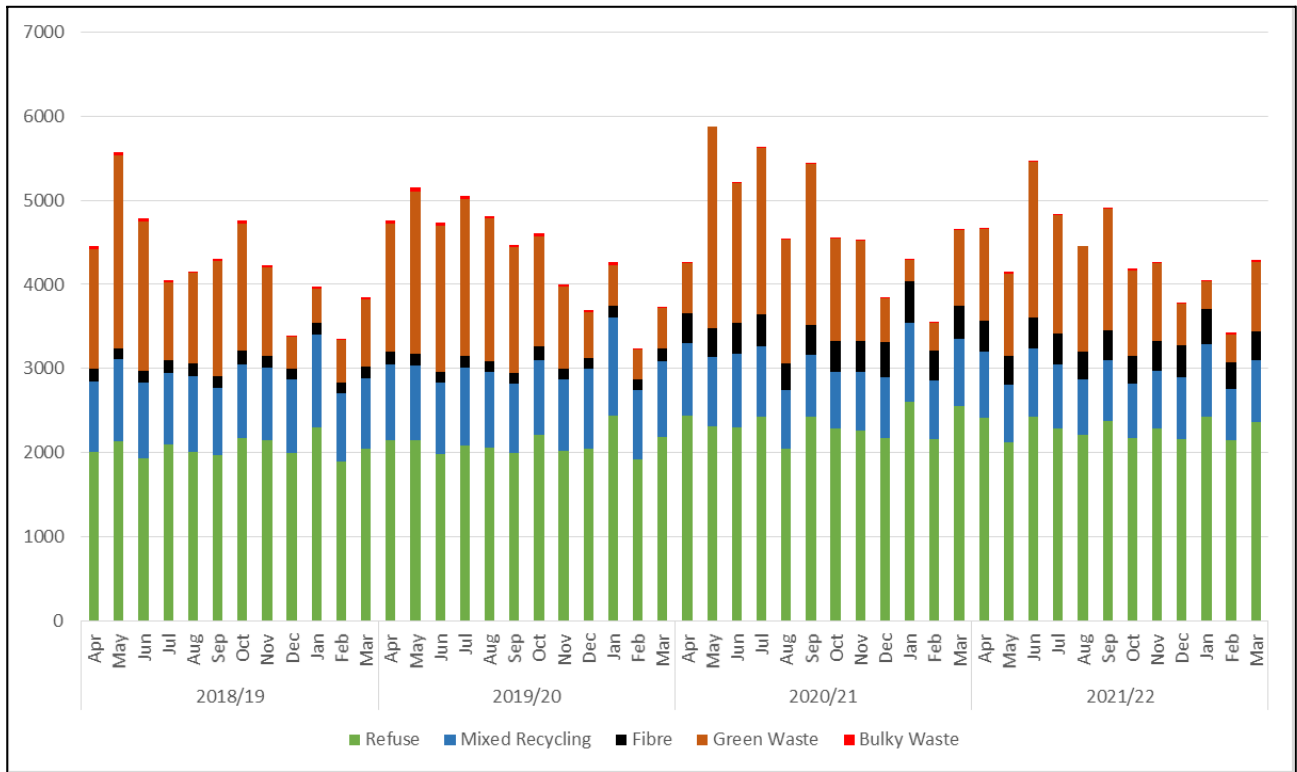
Performance has improved in relation to the number of missed assisted collections. The following chart shows the number of missed assisted collections compared to previous Contract years. 2021/22 saw a decrease of 31.18% in missed assisted collections compared to 2020/21 and a 50% improvement compared to 2018/19.



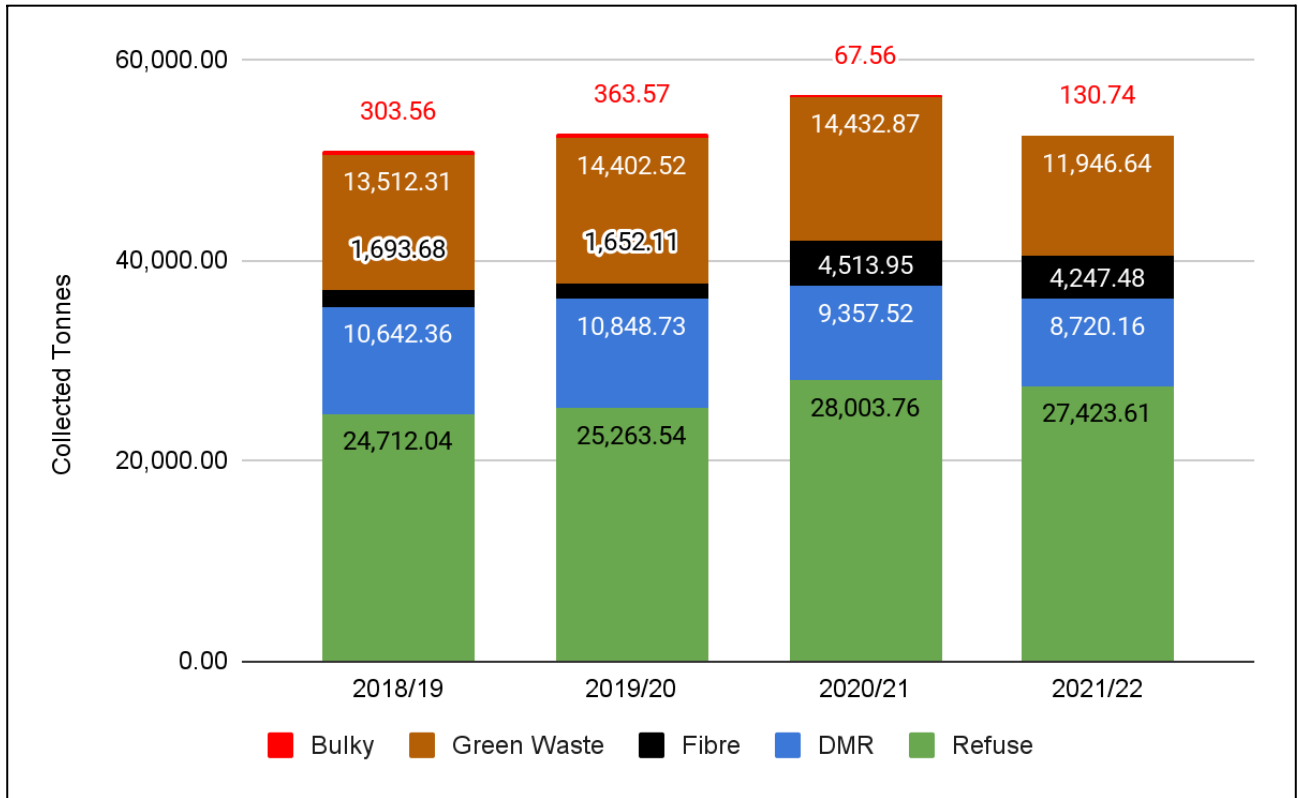
Collected Weights

Overall, Veolia collected 52,468.63 tonnes of recyclable materials and waste from Stafford Borough properties between April 2021 and March 2022. This represents a 6.93% decrease compared to the 56,377.52 tonnes collected in 2020/21. This fall may be due to a combination of factors, including the first full Contract year of the charged-for garden waste collection service (garden waste collected weights were 17.23% down on 2020/21) and a return to the office following the national lockdowns and related increase in working from home experienced in 2020/21.

The following chart shows the collected weights compared to previous Contract years.

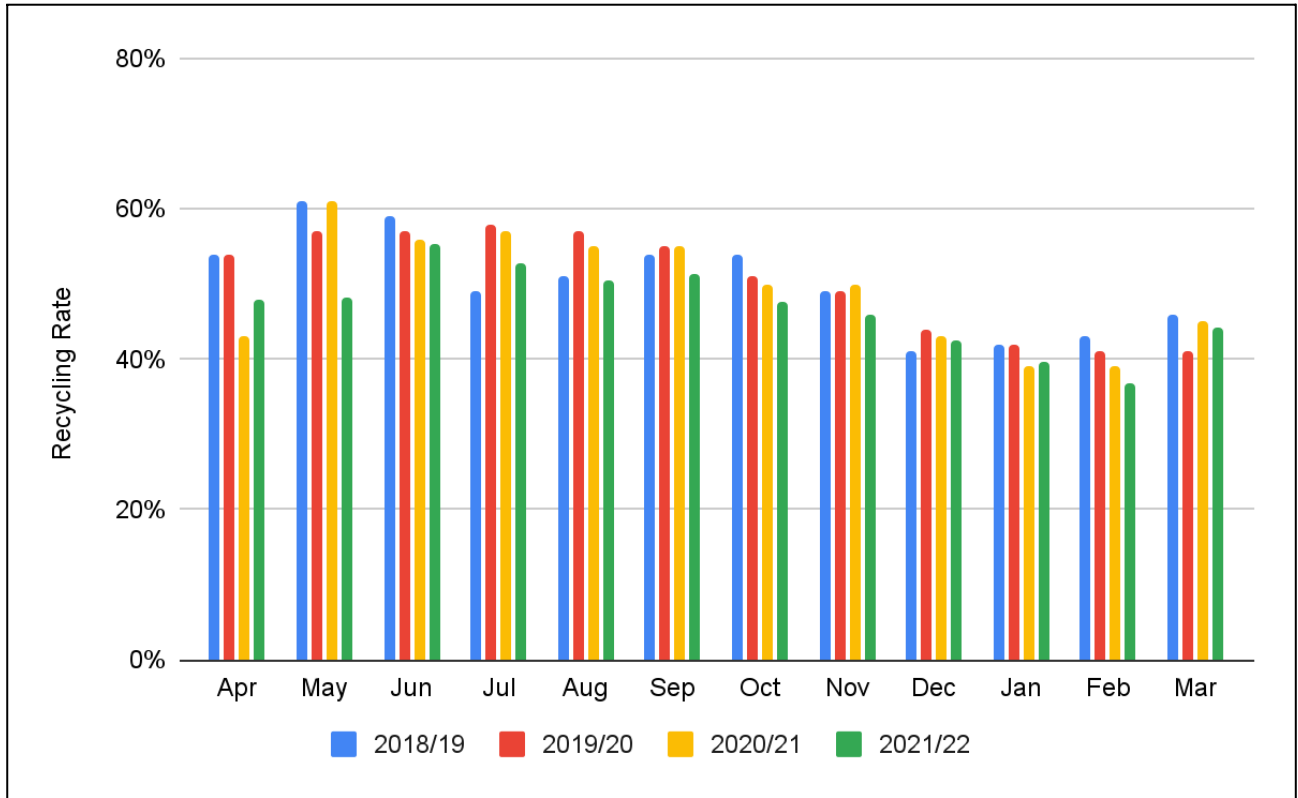


The following chart shows collected weights from 2018/19 to 2021/22 for reference.



Collected Weights Recycling Rate

The recycling rate over this period was 51.79% (based on collected weights). This compares to 50.24% in 2020/21, 51.21% in 2019/20 and 50.82% in 2018/19. The 2021/22 rate varied from a monthly low of 37% (recorded in February 2022) to a high of 55% in June 2021. The improved recycling rate performance is attributable in part to the reduced domestic waste collected weight which reduced by 2%.



6. Waste Transfer Station Operations Summary

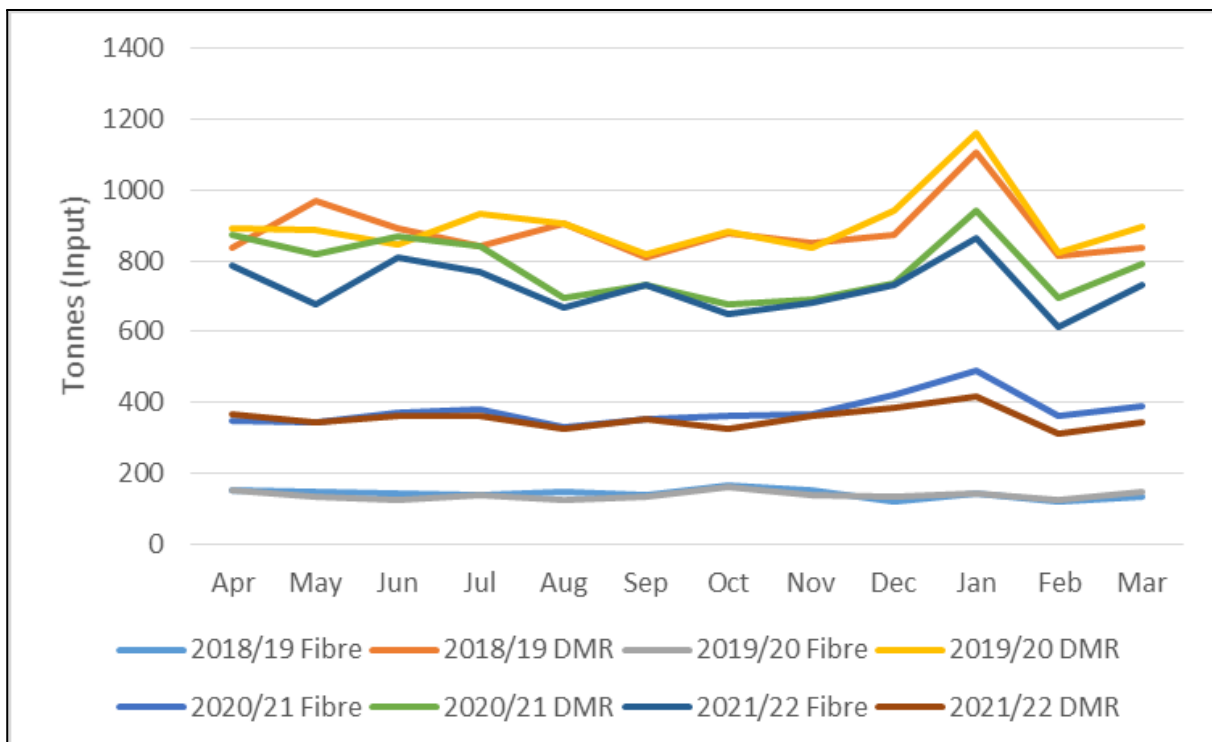
Stafford Waste Transfer Station at Tollgate Drive saw continued investment from Veolia during 2021/22:

- Veolia invited an approved contractor to visit the Site in April 2021 to arrange for the depot yard lighting to be upgraded to LED to improve safety and sustainability. The conversion to LED units was completed in May 2021.
- Veolia has arranged to meet with SBC Property Services in April 2022 to discuss potential sustainability initiatives at Tollgate Drive, following a survey by Veolia’s Energy Services team in February 2022.
- Veolia commissioned a comprehensive drainage survey of the site by an approved contractor in March 2022. The initial findings suggest that, as suspected, there is damage to the drainage system. This issue will be discussed once the full detailed report is received from the contractor.
- Veolia has also asked for quotations from a supplier in relation to a series of improvements to the welfare and office portable buildings onsite at Tollgate Drive. Whilst it is recognised that these are Veolia assets, any works will be discussed with SBC prior to commencement. They are mostly of a cosmetic nature to improve the look of the buildings.
- Additional members of staff were trained to operate the JCB Wastemaster yellow plant onsite in 2021/22, namely [TEXT REDACTED], one of the Service Foremen and the Supervisor, [TEXT REDACTED]. This improves the availability of suitably qualified drivers to load recyclable materials.

Waste Inputs

12,967.64 tonnes of recyclable waste (4,247.48 tonnes of paper and 8,720.16 tonnes of mixed recycling) was weighed into Stafford Waste Transfer Station in 2020/21. This compares to 13,874.57 tonnes of recyclable waste (4,517.05 tonnes of mixed card and paper and 9,357.52 tonnes of mixed recycling) in 2020/21, a 6.52% decrease.

For reference, 2018/19 saw 12,317.76 tonnes accepted to the site. The Site’s Environmental Permit allows less than 25,000 tonnes of mixed recycling to be accepted to Site per annum. The Site’s Waste Exemption allows 15,000 tonnes of fibre (mixed card and paper) to be stored on site per annum. The following chart shows the inputs on a monthly basis for all Contract Years.

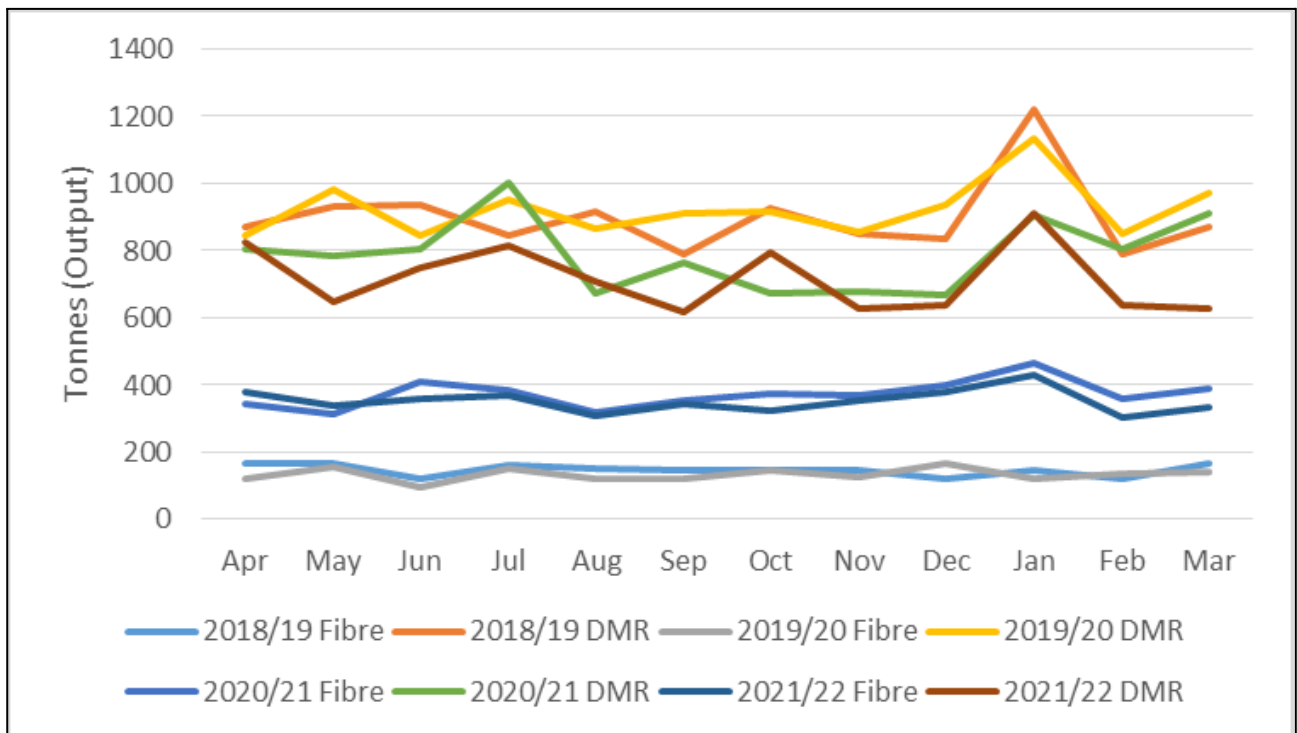


Waste Outputs

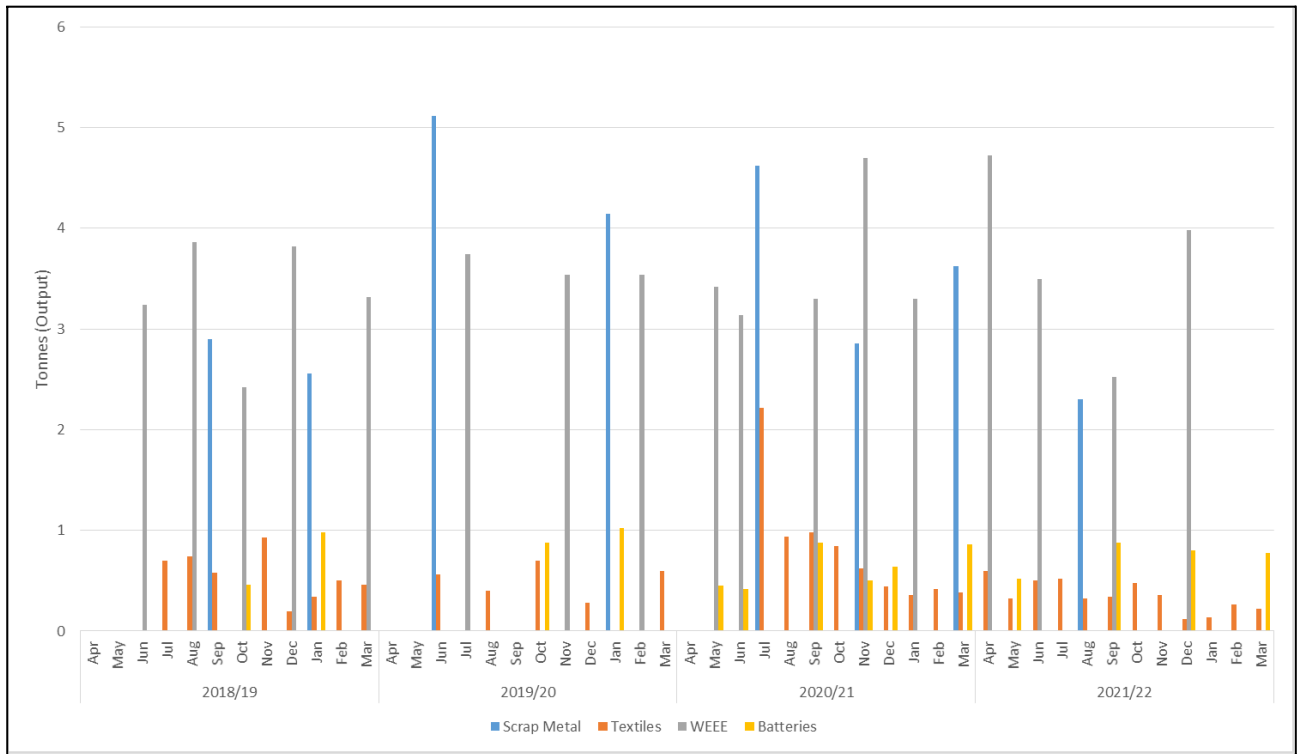
Stafford Waste Transfer Station saw a total of 12,843.68 tonnes of recyclable waste leave the Site in 2021/22. This is an 8.22% decrease on the 13,994.53 tonnes of waste in 2020/21. For reference, 2018/19 saw 12,563.42 tonnes leaving the Site. Stafford Waste Transfer Station (WTS) exported, in 2021/22:

- 4,230.64 tonnes of fibre (mixed card and paper). This was all dispatched to UPM Kymmene via Allan Morris Recycling. This is a 4.71% decrease on the 4,439.70 tonnes of paper dispatched in 2020/21.
- 8,603.58 tonnes of dry mixed recycling was dispatched from the Site to Veolia’s Materials Recovery Facility (MRF) at Four Ashes, near Cannock. This is a 9.17% decrease on 2020/21’s 9,471.98 tonnes. The decreased outgoing weights for both mixed recycling and fibre could be due to a number of factors, including the easing of all Covid-19 restrictions and an associated return to office working for many people.
- 2.3 tonnes of scrap metal from bulky waste collections. This represents a 79.28% decrease on the 11.10 tonnes in 2020/21. All of this material went to Enablelink’s Bilston (West Midlands) site.
- 2.98 tonnes of batteries from kerbside collections were taken by WasteCare to their Bloxwich site for recycling. This is a 20.53% decrease from 2020/21’s 3.75 tonnes.
- 4.18 tonnes of textiles were sent to JMP Wilcox’s Bilston site for recycling. This is a 41.94% decrease on the 7.20 tonnes collected in 2020/21. This decrease may be partially explained by the lifting of pandemic restrictions, as non-essential retailers, including charity shops, reopened.
- 14.72 tonnes of small Waste Electrical and Electronic Equipment (WEEE) was recorded as leaving the Site in 2021/22, compared to the 17.86 tonnes in 2020/21.

The following chart compares the volumes of paper and DMR leaving the site in 2021/22 to previous years.



The following chart shows waste volumes to leave Stafford Waste Transfer Station other than DMR and paper in 2021/22 compared to previous years.



Waste Outputs Recycling Rate

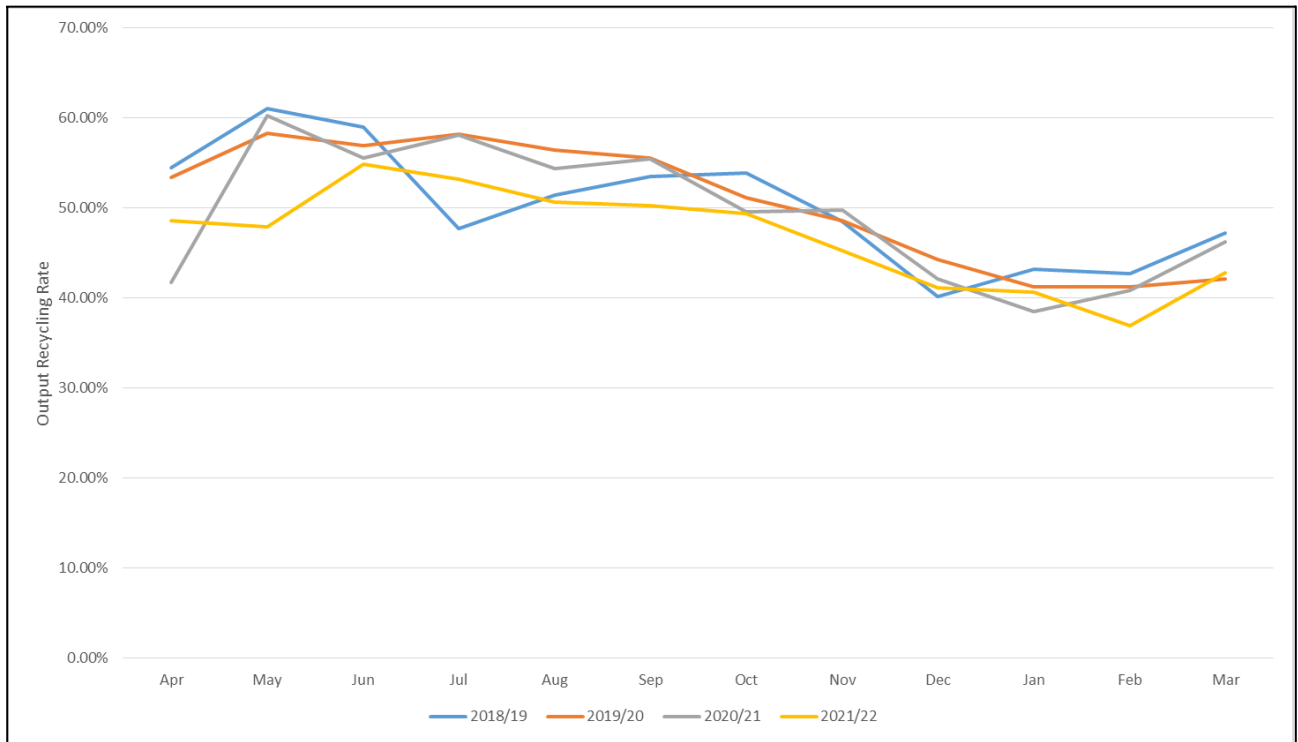
The recycling rate based on waste outputs from Stafford Waste Transfer Station for 2020/21 was 47.37%. For comparison, the 2019/20 rate was 51.40% and 2018/19 was 51.04%, as shown in the chart below. Veolia submitted a revised recycling rate target proposal to accommodate the impact of the charged-for garden waste service on recycling rate performance. This was submitted in May 2021. These target rates were agreed in August 2021. The Output Recycling Rate based on the agreed methodology is 31.82%.

The agreed target table is provided below for reference:

[TABLE REDACTED]

On the basis of the above, Veolia achieved 'Band 1' of the target. There is no financial penalty related to 'Band 1'.

The following chart shows the Output Recycling rate in relation to the previous Contract Years.



Environmental Performance

Veolia has worked to maintain compliance with all relevant standards at Tollgate Drive:

- The Environment Agency did not make their annual unannounced inspection of Tollgate Drive in-person due to the pandemic. Veolia therefore did not receive a Compliance Classification Scheme (CCS) report.
- Veolia did not receive any complaints in respect of litter in 2021/22.

7. Action Plans

As previously referenced in this Annual Report, the contract's third year has been challenging, with significant service changes in the midst of a global pandemic. We have either continued or introduced the following initiatives through 2021/22 which will continue to improve performance in the coming months. We will strive to develop additional initiatives in partnership with SBC to improve service quality throughout 2022-23, as described in the Annual Service Improvement Plan (ASIP) section of this report. The actions noted below were implemented during 2021/22.

'Containers Not Returned Correctly' Action Plan

Ref	Action	Owner	Start Date	Implemented?
24	Reminder regarding 'Complaints and Missed Collections Review' Process	GS	April 2021	Traffic Office staff were reminded to use the 'Complaints and Missed Collections Review' spreadsheet correctly. This ensures that complaints (including containers not returned correctly complaints) are investigated and the findings recorded and collated in a single location to aid analysis.
25	Crew Monitoring Training for Supervisor	GS	July 2021	Supervisor [TEXT REDACTED] undertook crew monitoring training with Risk and Assurance Advisor, [TEXT REDACTED] on 27th July. This will ensure a high standard of crew monitoring, resulting in improved crew performance.
26	Appointment of Supervisor	GS	January 2022	Replacement Supervisor appointed ([TEXT REDACTED] has now replaced [TEXT REDACTED]).

The following table shows the impact of the initiatives outlined above. Efforts will be focused on reducing the number of complaints regarding the return of containers.

Target	Target Date	Actual	Achieved
26-30	April-June 2021	40	No
26-30	July-September 2021	38	No
26-30	October-December 2021	17	Yes
0-20	January-March 2022	37	No

'Missed Collections' Action Plan

Ref	Action	Owner	Start Date	Implemented?
30	Reminder regarding 'Complaints and Missed Collections Review' Process	GS	April 2021	Traffic Office staff were reminded to use the 'Complaints and Missed Collections Review' spreadsheet correctly. This ensures that complaints (including missed collections) are investigated and the findings recorded and collated in a single location to aid analysis.
31	SLA Monitoring Check Sheet introduced	GS	June 2021	Individuals nominated to check SLA status of outstanding tasks at set times throughout each working day and record these checks in a spreadsheet. This will improve SLA performance in relation to missed collections.
32	OBC Compliance and Debrief scores added to weekly internal KPI 'Ops Review' meeting.	DK	June 2021	OBC Compliance and Debrief scores now form part of the weekly 'Ops Review' internal KPI meeting. This will target crews who are not using their Echo to sign work out in the appropriate location (i.e. near to the property). Monitoring debrief will ensure work is correctly signed off and accurate data is recorded from Echo.
33	Crew Monitoring Training for Supervisor	GS	July 2021	Supervisor [TEXT REDACTED] undertook crew monitoring training with Risk and Assurance Advisor, [TEXT REDACTED] on 27th July. This will ensure a high standard of crew

Ref	Action	Owner	Start Date	Implemented?
				monitoring, resulting in improved crew performance.
34	SLA Monitoring Sheet Reminder	GS	October 2021	Senior Supervisor, Supervisor, and Team Leader were reminded to complete the SLA Monitoring Sheet to improve SLA KPI and focus on communicating with crews to remedy missed collections.
35	Appointment of Supervisor	GS	January 2022	Replacement Supervisor appointed ([TEXT REDACTED] has now replaced [TEXT REDACTED]).

The following table shows that, despite the efforts detailed above, missed collections per 100,000 scheduled collections remain too high. We will work with Stafford Borough Council to implement further initiatives to reduce the number of missed collections in 2022/23 as per the ASIP section of this report.

Target	Target Date	Actual	Achieved
26-30	April-June 2021	64	No
26-30	July-September 2021	48	No
26-30	October - December 2021	35	No
26-30	January-March 2022	52	No

8. Annual Performance 2020/21

Three key performance criteria detailed in Schedule 8 ISFT Updated Performance Framework of the Contract are monitored during the year with potential performance deductions applied annually. These are:

- Contamination in Garden Waste
- Customer Satisfaction
- Household Recycling Rate

Two other key performance criteria are 'Missed Collections' and 'Containers Not Returned to Collection Point', which have potential performance deductions applied on a quarterly basis, which are summarised in the relevant Monthly Report. The performance against these two criteria is also detailed in sections 5 and 7 of this report.

Performance against the annual criteria detailed above are as follows:

Contamination in Garden Waste

As detailed in the 'Performance Summary' presentations provided by Veolia at the Monthly Contract Meetings held with SBC, there have been no instances of garden waste contamination reported for Contract Year 2021/22. The Contamination Rate performance target of less than 8% has therefore been achieved and no Contract Performance Deductions apply.

Customer Satisfaction

As detailed in Section 9 below, the 2021/22 Customer Satisfaction survey in agreement with SBC was postponed to 2022/23 due to the Coronavirus pandemic and the potential for a clash with communications relating to the second year of the charged-for garden waste collection service. There is, therefore, no performance measure for this item and no annual performance deduction applicable for this item for Contract Year 2021/22.

Household Recycling Rate

A Household Recycling Rate Target of 33.47% was agreed SBC in August 2021 (Contract Correspondence Reference 9) for Contract Year 2021/22. This removed garden waste from the recycling rate calculation to account for the impact of the charged-for garden waste collection service.

A recycling rate of 31.82% was achieved for Contract Year 2021/22, which falls within Band 1 of the performance criteria submitted by Veolia to SBC. No Contract Performance Deductions apply to the 'Band 1' performance achieved.

9. Annual Service Improvement Plan 2022/23

The fifth Annual Service Improvement Plan seeks to continue the good work in certain elements of the collection service delivery whilst looking to make significant progress with elements that have not improved.

Review of Previous ASIP

As has been previously referenced elsewhere in this report, 2021/22 has seen the embedding of significant service changes which will bring long term benefits to both SBC and Veolia, including the first full Contract Year of charged-for garden waste collections and the second Contract Year of the 'Scenario 2' blue bag recycling service, introduced in 2020/21.

Proposal	Summary	Achieved?	Comments
'Charged-for' Garden Waste Collection - Year 2	Complete rerouting and further development of Echo to accommodate Year 2 of the 'Charged-for' garden waste collection service.	Yes	Veolia worked with SBC to agree the service scope for Year 2. Ultimately, the Year 1 service was maintained, including the charging mechanism and service delivery.
Anti-Contamination Drive	Implement targeted communications process based on crew-reported incidents.	Ongoing.	Discussions with SBC remain ongoing on how to make best use of a targeted approach to contamination communications.
Assisted Collection Review	Repeat of annual review.	Yes - see comment.	This was delayed but commenced in May 2022.
Greenpath Carbon Footprint Model	Undertake carbon footprint model of service to compare pre- and post-'Scenario 2' recycling service change.	No	This will be undertaken following submission of the 2021/22 Annual Report to allow for comparison with a Contract Year less impacted by Covid-19.
Assistance to SBC with Environment Bill service changes	Veolia will keep SBC informed of legislative developments relating to the Environment Bill and associated potential service changes.	Yes	Veolia has continued to communicate with SBC at various levels as to the potential impacts of the Environment Act (the Bill gained Royal Assent in November 2021).

2022/23 ASIP

The following proposals are made to drive forward the improvements that Veolia and SBC have achieved through close partnership working. The proposals include:

Proposal	Summary	Potential Impacts	Expected Date
[TEXT REDACTED]	[TEXT REDACTED].	[TEXT REDACTED]	[TEXT REDACTED]
Anti-Contamination Drive	Implement targeted communications process based on crew-reported incidents.	Reduced contamination costs to SBC and Veolia.	Q1 2022/23
Assisted Collection Review	Repeat of annual review.	Accurate assisted collection data provision.	Q4 2022/23
Additional Bins Project Rollout	Launch the 'additional bins' project first phase. This will see additional bins not being emptied in target areas before removal.	Additional refuse bins adversely impact on SBC's recycling rate, associated recycling credits, Staffordshire County Council's disposal costs, and collection crew productivity and associated carbon emissions.	Q2 2022/23.
Assistance to SBC with Environment Act service changes	Veolia will keep SBC informed of legislative developments relating to the Environment Act and associated potential service changes.	The Act has the potential to bring significant service changes. Veolia will identify any required changes and act to ensure that any new services are introduced effectively.	Ongoing.
Sustainability Improvements	Veolia will continue to work with SBC to improve the condition of the Premises at Tollgate Drive.	Improved sustainability and reduced carbon emissions through initiatives such as photovoltaic (solar) panels at the depot.	Ongoing.
Missed Collections	Veolia will work with SBC to deliver a variety of measures to reduce missed collections including software development and toolkit training for the crews.	Improved service delivery, customer experience, and reduced Customer Contact Centre interactions.	Ongoing