

Public Document Pack

Date of meeting Tuesday, 10th January, 2023
Time 2.00 pm
Venue Astley Room - Castle
Contact Geoff Durham 742222



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Castle House
Barracks Road
Newcastle-under-Lyme
Staffordshire
ST5 1BL

Cabinet

AGENDA

PART 1 – OPEN AGENDA

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in the agenda.
- 3 **MINUTES OF PREVIOUS MEETINGS** (Pages 5 - 10)
To consider the Minutes of the previous meeting held on 6 December 2022.
- 4 **WALLEYS QUARRY ODOUR ISSUES** (Pages 11 - 30)
- 5 **DRAFT REVENUE AND CAPITAL BUDGET AND STRATEGIES 2023/24** (Pages 31 - 108)
- 6 **SCHEDULE OF FEES AND CHARGES 2023/24** (Pages 109 - 154)
- 7 **PROGRESS REPORT ON THE YORK PLACE PROJECT** (Pages 155 - 158)
- 8 **PROGRESS REPORT ON THE PROPOSED MULTI-STOREY CAR PARK AT RYECROFT** (Pages 159 - 162)
- 9 **ELECTRIC VEHICLE CHARGING STRATEGY** (Pages 163 - 238)
- 10 **STAFFORDSHIRE WIDE CLIMATE CHANGE COMMUNICATION PLAN** (Pages 239 - 252)
- 11 **FORWARD PLAN** (Pages 253 - 256)
- 12 **URGENT BUSINESS**

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.

13 DISCLOSURE OF EXEMPT INFORMATION

To resolve that the public be excluded from the meeting during consideration of the following reports, because it is likely that there will be disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.

14 SCALE OF FEES AND CHARGES 2023/24 - CONFIDENTIAL (Pages 257 - 258) APPENDIX

ATTENDANCE AT CABINET MEETINGS

Councillor attendance at Cabinet meetings:

- (1) The Chair or spokesperson of the Council's scrutiny committees and the mover of any motion referred to Cabinet shall be entitled to attend any formal public meeting of Cabinet to speak.
- (2) Other persons including non-executive members of the Council may speak at such meetings with the permission of the Chair of the Cabinet.

Public attendance at Cabinet meetings:

- (1) If a member of the public wishes to ask a question(s) at a meeting of Cabinet, they should serve two clear days' notice in writing of any such question(s) to the appropriate committee officer.
- (2) The Council Leader as Chair of Cabinet is given the discretion to waive the above deadline and assess the permissibility if the question(s). The Chair's decision will be final.
- (3) The maximum limit is three public questions at any one Cabinet meeting.
- (4) A maximum limit of three minutes is provided for each person to ask an initial question or make an initial statement to the Cabinet.
- (5) Any questions deemed to be repetitious or vexatious will be disallowed at the discretion of the Chair.

Members: Councillors S Tagg (Chair), Sweeney (Vice-Chair), Heesom, Johnson, J Waring and Fear

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- Where the total membership of a committee is 12 Members or less, the quorum will be 3 members....Where the total membership is more than 12 Members, the quorum will be one quarter of the total membership.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

NOTE: THERE ARE NO FIRE DRILLS PLANNED FOR THIS AFTERNOON SO IF THE FIRE ALARM DOES SOUND, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

ON EXITING THE BUILDING, PLEASE ASSEMBLE AT THE FRONT OF THE BUILDING BY THE
STATUE OF QUEEN VICTORIA. DO NOT RE-ENTER THE BUILDING UNTIL ADVISED TO DO SO.

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CABINET

Tuesday, 6th December, 2022
Time of Commencement: 2.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present: Councillor Simon Tagg (Chair)

Councillors: Sweeney Johnson
Heesom Fear

Apologies: Councillor(s) J Waring

Officers: David Adams Executive Director - Sustainable Environment
Martin Hamilton Chief Executive
Craig Turner Finance Manager
Simon McEneny Executive Director - Growth and Development
Daniel Dickinson Head of Legal & Governance /Monitoring Officer
Denise French Democratic Services Team Leader

1. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

2. **MINUTES OF PREVIOUS MEETINGS**

Resolved: That the minutes of the meeting held on 8 November 2022 be approved as a correct record.

3. **WALLEYS QUARRY ODOUR ISSUES**

The Chief Executive updated on Walleys Quarry.

There had been two developments since the last update to Cabinet - improved public access to information whereby the operators, Walleys Quarry Limited (WQL) were now sharing information on their website; and a system had been introduced to send alerts to the public giving advance notice of activities that could give rise to short lived odour emissions. This information was also shared on the council's social media.

The report outlined the complaints data to both the council and the Environment Agency. The data showed a similar picture to the previous month. The data from the four Air Quality Monitoring Stations was also included in the report showing the percentage of exceedances above the World Health Organisation's nuisance levels. The data from the Galingale View showed zero percent for much of November but

Cabinet - 06/12/22

the levels at Silverdale Cemetery were 4.5% for the fortnight from 14 November. Although there had been some increase in levels the overall levels were considerably lower than earlier in the year.

A set of standard Key Performance Indicators was being developed to monitor the performance of the operator.

The Leader of the Council reported that Staffordshire County Council had granted planning permission, subject to conditions, to the operator to allow HGVs on site prior to the site opening times to alleviate traffic issues on Cemetery Road.

Cabinet would continue to receive update reports to each meeting.

Resolved: That the report be noted.

[Click here to watch the debate](#)

4. DRAFT SAVINGS PROPOSALS 2023/24

Cabinet considered the refreshed Medium Term Financial Strategy including the first draft proposals to balance the 2023/24 revenue budget and the proposed capital programme for 2023/24 to 2025/26.

The report set out how a number of savings and funding strategies had been identified to enable a balanced financial position to be proposed for 2023/24.

Officers were thanked for their work on the council's finances.

Resolved: That:

1. The first draft proposals as set out in Appendix A and Appendix B to the report be noted.
2. The amendment to the Medium Term Financial Strategy (MTFS) funding gap as a result of revisions to capital financing and inflationary assumptions be noted (Appendix C).
3. The refreshed Medium Term Financial Strategy (MTFS) (Appendix D) be referred to the Finance, Assets and Performance Scrutiny Committee for their views.
4. The first draft proposals be referred to the Finance, Assets and Performance Scrutiny Committee for their views (Appendix A and Appendix B).
5. The Mid-Year Capital Estimates for 2022/23 be approved.

[Click here to watch the debate](#)

5. NEWCASTLE UNDER LYME 850 CELEBRATIONS IN 2023 LAUNCH AND DETAILS

Cabinet considered a report on the work being undertaken for the 850 commemoration of the Borough of Newcastle under Lyme. The plans were set out in the report and included Civic, community and legacy celebrations and events. A dedicated area on the website displayed the programme and information. There were various sponsorship packages available and £35k in sponsorship had been

committed to date. Local schools would be able to be involved. The logo had been designed by the council's in-house team.

Resolved: That:

1. The Programme of Activities planned so far for the 850th Year of Celebrations be agreed.
2. The financial contributions received to date to fund the programme be noted and the further work to raise contributions for the Celebrations be endorsed.
3. An 850th Year Website be launched for residents, organisations and businesses to easily access information about the Year of Celebrations and opportunities to be involved.
4. The legacy programme envisaged for the 850 Year Celebrations be agreed.
5. A heritage blue plaque nomination scheme be approved.
6. Cabinet agrees that the Heritage Champion, the Portfolio Holder for Leisure, Culture and Heritage along with the Executive Director Development and Growth finalise the programme once Scrutiny have reviewed the plans for the year / events and are then delegated to enter into such agreements and licences to deliver the programme of activity and to be able to add or remove events / activities as may be required.

[Click here to watch the debate](#)

6. URBAN TREE PLANTING PROGRAMME

Cabinet considered a report updating on progress with the Urban Tree Planting Strategy. The Strategy had been approved in July 2021. Over the past 2 years a total of 265 trees had been planted at 8 sites. There had also been further planting via a scheme involving Primary Schools which had resulted in 1176 trees planted for the Jubilee and a further 9400 trees had been planted as part of the Britain in Bloom project – Plant a Bloomin' Tree.

The next phase of the Borough Council's Strategy would involve tree planting at 4 smaller sites with planted scheduled for before Christmas. This would be followed by phase 4a which would involve consultation on 9 further small sites.

The report also set out proposals to plant a commemorative Lyme Forest of 850 lime trees at the former Keele Golf course site.

Resolved: That:-

1. Phase 4 of the tree planting under the Urban Tree Planting Strategy be approved for implementation, subject to consultation responses, and the Executive Director – Sustainable Environment and Operational Services be authorised to seek and accept quotations for the work.
2. The proposed Lyme Forest, consisting of 850 lime trees and other associated tree planting at the former Keele Golf Course site, to celebrate the forthcoming 850th anniversary of the Borough's Royal Charter, be approved as part of Phase 4, subject to consultation responses.

3. That Cabinet approves the setting up of a community donations scheme to contribute to the delivery of the Urban Tree Planting Strategy and the Lyme Forest as well as other related projects.

[Click here to watch the debate](#)

7. PROCUREMENT OF ICT SERVER SUPPORT

Cabinet considered a report on options available for ongoing support of the Council's ICT server infrastructure following staffing issues in the infrastructure support team.

Resolved: That Cabinet:-

1. Notes the need to transition the way in which it hosts its major computer systems; and,

2. Delegates authority to the Chief Executive, in consultation with the Portfolio Holder for One Council, People and Partnerships, to award a contract to a supplier of ICT Server Support Services following a competitive tender process against the NHS Digital Workplace Solutions framework.

[Click here to watch the debate](#)

8. PROCUREMENT OF AN INFORMATION GOVERNANCE CASE MANAGEMENT SYSTEM

Cabinet considered a report on procuring a dedicated Information Governance Case Management System. This system would generate a number of benefits including time and cost efficiencies and improved governance controls.

Resolved: That Cabinet authorise the direct award of a 5-year contract to Civica for an Information Governance Case Management System under the Crown Commercial Services RM6194 Framework (BOS Lot 1) in the sum of £108,000.

[Click here to watch the debate](#)

9. STAFFORDSHIRE LEADERS BOARD - TERMS OF REFERENCE

Cabinet considered a report on a proposed change to the Terms of Reference to state that the Board would meet at least every 4 months.

Resolved: That the amended Terms of Reference set out in Appendix 1 to the report be agreed.

[Click here to watch the debate](#)

10. FORWARD PLAN

Cabinet considered the Forward Plan listing upcoming key decisions to be made by Cabinet.

Resolved: That the Forward Plan be received.

11. URGENT BUSINESS

There was no Urgent Business.

**Councillor Simon Tagg
Chair**

Meeting concluded at 2.50 pm

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

10th January 2023

Report Title: Walleys Quarry – Odour Issues

Submitted by: Chief Executive

Portfolios: Environment & Recycling; One Council, People & Partnerships

Ward(s) affected: All

Purpose of the Report

To update Cabinet on the latest position regarding the problematic odours in the Borough associated with Walleys Quarry including progress in relation to agreement reached following mediation with the operator.

RECOMMENDATIONS

Cabinet is recommended to:

- 1. Note the contents of this update report**

Reasons

To ensure Cabinet is kept updated on the ongoing work regarding the problem odours associated with Walleys Quarry landfill.

1. Background

- 1.1 For a number of years, parts of the borough have suffered from problematic foul odours from the Walleys Quarry Landfill Site in Silverdale operated by Walleys Quarry Ltd, part of the RED Industries group of companies. The Environment Agency is the lead regulator for such sites, testing and enforcing compliance with the permit under which the site operates. The Council also has a role in influencing the operation and performance of such sites, where an operator fails to comply with actions required under an abatement notice issued by the Council in relation to any statutory nuisance caused by the site.
- 1.2 In March 2021, Council held an extraordinary meeting to receive the report of the Economy, Environment and Place Scrutiny Committee review into the Walleys Quarry issues, and to debate a motion demanding the immediate suspension of operations and acceptance of waste at the Walleys Quarry Landfill site.
- 1.3 Cabinet has received monthly updates on the issues relating to the odours, and Council has also been regularly updated.

2. Statutory Nuisance

- 2.1 Following extensive work, officers determined that the odours from the Walleys Quarry site amount to a Statutory Nuisance and, on 13th August 2021, served an Abatement Notice on Walleys Quarry Ltd. (WQL)

- 2.2 The Abatement Notice afforded WQL a period of 5 months to abate the nuisance, with this timeframe being informed by discussion on the nature and extent of potential works required at the site with colleagues from the Environment Agency and with our own landfill and odour experts.
- 2.3 On 2 September 2021, WQL lodged an appeal against the Abatement Notice with the Magistrates Court. This has the effect of “stopping the clock” on the 5 month timeframe to abate the nuisance.
- 2.4 At the Cabinet meeting on 18 October 2022, Members received a report detailing the outcome of a mediation process that had been undertaken. The mediation process was guided by the former Supreme Court Judge and environmental law specialist the Right Honourable Lord Carnwath of Notting Hill. As a result of that process, the Council and WQL were able to agree terms for a settlement which enabled WQL to withdraw their appeal against the notice
- 2.5 On 6 October 2022, His Honour District Judge Grego approved the settlement that the parties had reached, and issued a court order upholding the Abatement Notice and dismissing WQL’s appeal.

2.6 Progress with key elements of the settlement agreement

As part of the Agreement, Council officers, including the Chief Executive are meeting with senior representatives of Walleys Quarry Limited (WQL) to ensure that all aspects of the agreement are implemented.

Meetings are taking place on a regular basis with the outcome to date including:

- a. WQL have published a comprehensive set of its operational plans on its website in a publicly accessible format. [Reference: <https://walleysquarry.co.uk/site-permits-and-policies#MGMTPlans>]
- b. WQL notify any operational changes that may impact on odour emissions from the site Notifications are published on the WQL ‘Latest Information’ webpage. As an example, advance notice was provided by WQL of potential onsite gas engineering activities that had the potential to create short-lived odour emissions. [Reference: <https://walleysquarry.co.uk/wp-content/uploads/2022/11/Walleys-Quarry-weekly-update-11.11.22.pdf>]
- c. A set of standard key performance indicators are being developed in a score card format to monitor the performance of the operator. Further detail is provided in section 6.
- d. The last Liaison Committee meeting took place on 15th December 2022 and a publically viewable recording of the meeting is available at the link below. Updates were provided by Walleys Quarry Limited, Environment Agency, Staffordshire County Council, Borough Council, Silverdale Parish Council and resident representatives. [Reference: <https://www.youtube.com/watch?v=Nb3ISSX866Q>]

3. Complaint Data

- 3.1 Below is a schedule of complaints received by the Council and by the Environment Agency over the last 3 months, on a weekly basis. Complaints rise and fall broadly in line with the H2S levels recorded at the four monitoring stations around the site, with higher levels of H2S generally causing more annoyance in the community. Historical complaint data is attached to this report as Appendix

1. The number of complaints reported during the period October to December 2022 are trending downwards

	Complaints to NuLBC	Complaints to Environment Agency
October 2022	42	102
3/10/22 – 9/10/22		
10/10/22 – 16/10/22	52	165
17/10/22 – 23/10/22	73	186
24/10/22 – 30/10/22	30	82
November 2022	26	116
31/10/22 – 6/11/22		
7/11/22 – 13/11/22	52	86
14/11/22 – 20/11/22	59	113
21/11/22- 27/11/22	29	70
28/11/22 – 4/12/22	19	47
December 2022	43	163
5/12/22 – 11/12/22		
12/12/22 – 18/12/22	22	114
19/12/22 – 25/12/22	12	45
26/12/22 – 01/01/23	11	39

4. Air Quality Monitoring Stations

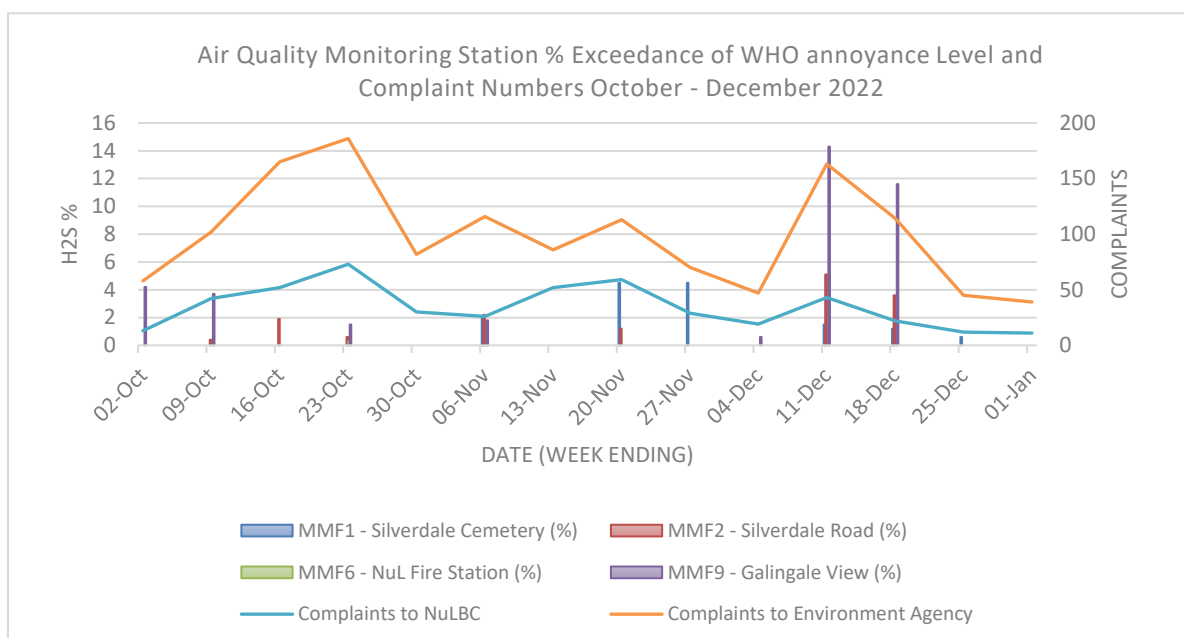
4.1 The Council, Staffordshire County Council, and the Environment Agency are jointly funding a campaign of air quality monitoring utilising four static air monitoring stations. Data from these stations is reviewed to provide information in relation to two standards relating to Hydrogen Sulphide (H₂S) – the WHO Health threshold and the WHO odour annoyance guideline, with this analysis published by stakeholders.

4.2 Over the last 3 months, No Hydrogen sulphide concentrations were above the World Health Organisation's health threshold and H₂S levels were above the odour annoyance guideline level (7 µg/m³, 30-minute average) for the following percentages of each week. Historical data is attached to this report in Appendix 2.

Location	MMF1 - Silverdale Cemetery (%)	MMF2 - Silverdale Road (%)	MMF6 - NuL Fire Station (%)	MMF9 - Galingale View (%)
October 2022				
3/10 - 9/10	0	0.4	0	3.7
10/10 – 16/10	0	1.9	0	0
17/10 – 23/10	0	0.6	0.3	1.5
24/10 – 30/10	0	0	0	0
November 2022				
31/10 – 6/11	0	2.2	0	1.8

7/11 – 13/11	0	0	0	0
14/11 – 20/11	4.5	1.2	0	0
21/11 - 27/11	4.5	0	0	0
28/11 – 4/12	0	0	0	0.6
December 2022	1.5	5.1	0	14.3
5/12 – 11/12				
12/12 – 18/12	1.2	3.6	0	11.6
19/12 – 25/12	0.6	0	0	0
26/12 – 01/01	0	0	0	0

The complaint and air quality data is combined and shown in the graph below. The data continues to show that the percentage of time above the World Health Organisation odour annoyance guideline level fluctuate across the four locations.



In December the percentage exceedance increased over a two week period at MMF 9 to 14.3% (05/12/-11/12) and 11.6% (19/12-25/12), although still significantly lower than 2021 and early 2022. The EA weekly briefings report that that ‘concentrations of landfill gas emissions generally increase overnight, during periods of colder weather, and in still wind conditions with clear skies’.

These conditions occurred over this two week period in particular;

- ‘between Wednesday 7 December and Friday 10 December where temperatures were generally below freezing and fell as low as -5C’,
- ‘between Wednesday 14 December and Friday 16 December where temperatures fell to below -9C’.

The EA stated that these were the lowest recorded temperatures during the monitoring study to date. Despite these unfavourable conditions and the higher percentage, exceedance the maximum level of hydrogen sulphide recorded did not exceed 20ug/m³ (as a 30min average). The EA reported that the levels have been 100’s and 1000’s of ug/m³ monitored in the past.

5. Environment Agency Regulatory and Enforcement Action

5.1 The Environment Agency has continued to provide weekly updates on their regulatory activity on the Walleys Quarry Landfill Citizens Space website. These updates reflect regular EA officer presence at the site to review progress with the Contain Capture Destroy strategy. Extracts from the last 4 weekly updates are provided below:

News in brief – 1st December 2022 - Regulatory activity.

We continue to actively regulate and assess WQL's compliance with its environmental permit by reviewing data and conducting inspections.

The 7 additional gas wells have been connected to the gas collection network and the extraction of landfill gas from them has begun. Data we have received indicates that gas flow to the gas utilisation plant (GUP) continues to remain relatively steady.

The extraction rate recorded on 25 November 2022 increased slightly to 3,177 m³/hr and the recorded level of hydrogen sulphide [H₂S] at the gas utilisation plant was 1,200 ppm. These results are within the normal operational fluctuations we expect.

News in brief – 8th December 2022 - Regulatory activity.

We continue to actively regulate and assess Walleys Quarry Ltd's compliance with its environmental permit by reviewing data and conducting inspections.

Our officers carried out an unannounced site inspection on 5 December 2022 to assess the compliance with permit conditions and the restoration cover.

The extraction rate recorded on 25 November 2022 was 3100 m³ /hr and the recorded level of hydrogen sulphide at the gas utilisation plant was 1220 ppm. These results are within the normal operational fluctuations we expect.

In our weekly update of 24 November 2022, we stated that officers had carried out an on-site inspection that week. That was incorrect. Our regulatory activity instead involved an offsite review of 7 recently installed Pin wells along the western edge of the site, including the calculation sheet and installation drawings, which was carried out remotely. We have amended the archived 24 November 2022 update to reflect this.

News in brief – 15th December 2022 - Regulatory activity.

We continue to actively regulate and assess Walleys Quarry Ltd.'s compliance with its environmental permit.

The gas extraction rate recorded on 9 December 2022 was 2950 m³/hr, with hydrogen sulphide levels at 1600 ppm. These results are within the normal operational fluctuations we expect. The slight increase in hydrogen sulphide levels seen at the Gas Utilisation Plant is not unexpected following the recent installation of the additional 7 pin wells into a zone of elevated hydrogen sulphide. In addition, more gas is being extracted from the north-east quarter of the site to alleviate gas migration, which is also in an area of elevated hydrogen sulphide concentrations. These actions capture additional hydrogen sulphide and reduce fugitive sources

News in brief – 22nd December 2022 - Regulatory activity.

We continue to actively regulate and assess Walleys Quarry Ltd's compliance with its environmental permit. Officers carried out an unannounced site inspection on 20 December 2022.

The gas extraction rate recorded on 16 December 2022 was 2830 m³/hr, with hydrogen sulphide levels at 1580 ppm. These results are within the normal operational fluctuations we expect. The slight increases in hydrogen sulphide levels seen at the Gas Utilisation Plant (GUP) over the past two weeks are not unexpected following recent installation of the additional 7 pin wells into a zone of historic landfill gas containing elevated hydrogen sulphide. The wells capture additional hydrogen sulphide and send it for destruction at the GUP, reducing fugitive emissions.

News in brief – 5th January 2023

We continue to actively regulate and assess Walleys Quarry Ltd's compliance with its environmental permit. Officers carried out an unannounced site inspection on 20 December to assess general compliance with permit conditions.

The gas extraction rate recorded on 28 December 2022 was 3288 m³/hr and hydrogen sulphide levels were recorded on 29 December 2022 as 1490ppm. These figures from the gas utilisation plant were as expected and within normal operational parameters.

We also reviewed the Quarter 3 monitoring data relating to Walleys Quarry and issued a further Compliance Assessment Report (CAR) on 22 December 2022. Assuming this is not challenged by the company, the CAR will become public register on 20 January 2023.

6. Key Performance data

- 6.1 Through the settlement agreement both Walleys Quarry Ltd and the Council have developed key performance indicators in relation to relevant data from each organisation. These key performance indicators are shown in Appendix 3.
- 6.2 The data from the Council covers the period of October to December 2022, and provides complaint numbers, air quality data, H₂S and officer assessments. Some of the data for December is unavailable and will be updated in subsequent reports.
- 6.3 The data from Walleys Quarry Limited covers the period December 2022 and provides data on waste acceptance, odour management, landfill operations, landfill gas management, leachate management and information relating to the EA regulator as the primary regulator of the site. The data is supported by explanatory notes, which are also contained within Appendix 3.

7. Proposal

Cabinet is recommended to:

- **Note the contents of this update report**

8. **Reasons for Proposed Solution**

8.1 To ensure Cabinet is kept updated of the ongoing work to address the issues associated with the odours from Walleys Quarry landfill and to keep under review opportunities to further action.

9. **Options Considered**

9.1 To provide regular updates to Council

10. **Legal and Statutory Implications**

10.1 Part III of the Environmental Protection Act 1990 is the legislation concerned with statutory nuisances in law. This is the principal piece of legislation covering the Council's duties and responsibilities in respect of issues relating to odour nuisance:-

- The Environmental Protection Act 1990, section 79 sets out the law in relation to statutory nuisance. This is the principal piece of legislation covering the Council's duties and responsibilities in respect of issues relating to odour nuisance.
- The relevant part of Section 79 defines a statutory nuisance as any smell or other effluvia arising on industrial, trade or business premises which is prejudicial to health of a nuisance. The Council is responsible for undertaking inspections and responding to complaints to determine whether or not a statutory nuisance exists.
- Where a statutory nuisance is identified or considered likely to arise or recur, section 80 of the Act requires that an abatement notice is served on those responsible for the nuisance. The abatement notice can either prohibit or restrict the nuisance and may require works to be undertaken by a specified date(s).
- It is then a criminal offence to breach the terms of the abatement notice. Because the site is regulated by the Environment Agency under an Environmental Permit, the council would need to obtain the consent of the Secretary of State before it is able to prosecute any offence of breaching an abatement notice.

11. **Equality Impact Assessment**

11.1 The work of the Council in this regard recognises that the problematic odours in the area may impact on some groups more than others. The work is focussed on minimising this impact as soon as possible.

12. **Financial and Resource Implications**

12.1 There are none directly arising from this report.

13. **Major Risks**

13.1 There are no new risks beyond those explored in previous reports.

14. Unsustainable Development Goals (UNSDG)



15. Key Decision Information

15.1 As an update report, this is not a Key Decision.

16. Earlier Cabinet/Committee Resolutions

16.1 This matter has been variously considered previously by Economy, Environment & Place Scrutiny Committee, Council and Cabinet on 21 April 2021, 9th June 2021, 7th July 2021, 21st July 2021, 8th September 2021, 13th October 2021, 3rd November 2021, 17th November, 1st December 2021, 12th January 2022, 2nd February 2022, 23rd February 2022, 23rd March 2022, 20th April 2022, 7th June 2022, 19th July 2022, 6th September 2022, 18th October 2022, 8th November 2022 and 6th December 2022.

17. List of Appendices

- 17.1 Appendix 1. Historical Complaint data
- 17.2 Appendix 2. Historical Monitoring Station data
- 17.3 Appendix 3. NUL and WQL Key Performance Data

Appendix 1. Historical Complaint Data

	Complaints to NuLBC	Complaints to Environment Agency
January 2022 3/1/22- 9/1/22	73	352
10/1/22 -16/1/22	258	1045
17/1/22 -23/1/22	134	651
24/1/22 – 30/1/22	25	139
February 2022 31/1/2 – 6/2/22	16	64
7/2/22 – 13/2/22	31	120
14/2/22 – 20/2/22	49	166
21/2/22 – 27/2/22	40	264
March 2022 28/2/22 – 6/3/22	118	571
7/3/22 – 13/3/22	72	285
14/3/22 – 20/3/22	224	1126
21/3/22 – 27/3/22	412	1848
28/3/22 – 3/4/22	243	1072
April 2022 4/4/22 -10/4/22	132	895
11/4/22 – 17/4/22	156	752
18/4/22 – 24/4/22	65	310
25/4/22 – 1/5/22	49	213
May 2022 2/5/22 – 8/5/22	39	193
9/5/22 – 15/5/22	35	160
15/5/22 – 21/5/22	43	134
22/5/22 – 29/5/22	20	81
June 2022 30/5/22 – 5/6/22	27	169
6/6/22 – 12/6/22	42	234
13/6/22 – 19/6/22	25	263
20/6/22 – 26/6/22	28	208

26/6/22 – 2/7/22	9	54
July 2022 3/7/22 – 9/7/22	4	34
10/7/22 – 16/7/22	14	72
17/7/22 – 23/7/22	21	52
24/7/22 – 30/7/22	12	93
August 2022 31/7/22 – 6/8/22	22	124
7/8/22 – 13/8/22	32	133
14/8/22 – 21/8/22	11	79
22/8/22 – 28/8/22	12	89
29/8/22 – 4/9/22	10	30
September 2022 5/9/22 – 11/9/22	9	64
12/9/22 – 18/9/22	13	83
19/9/22 – 25/9/22	14	79
26/9/22 – 2/10/22	13	58
October 2022 3/10/22 – 9/10/22	42	102
10/10/22 – 16/10/22	52	165
17/10/22 – 23/10/22	73	186
24/10/22 – 30/10/22	30	82
November 2022 31/10/22 – 6/11/22	26	116
7/11/22 – 13/11/22	52	86
14/11/22 – 20/11/22	59	113
21/11/22- 27/11/22	29	70
28/11/22 – 4/12/22	19	47
December 2022 5/12/22 – 11/12/22	43	163
12/12/22 – 18/12/22	22	114
19/12/22 – 25/12/22	12	45
26/12/22 – 01/01/23	11	39

Appendix 2. Historical Monitoring Station Data

Location	MMF1 - Silverdale Cemetery (%)	MMF2 - Silverdale Road (%)	MMF6 - NuL Fire Station (%)	MMF9 - Galingale View (%)
19/4/21 – 25/4	18	8	4	21
26/4 – 2/5	4	10	13	35
3/5 – 9/5	6	21	6	48
10/5 – 16/5	15	20	1	10
17/5 – 23/5	1	9	10	53
24/5 – 30/5	7	15	16	47
31/5 – 6/6	30	1	6	18
7/6 – 13/6	1	10	10	19
14/6 – 20/6	11	7	9	13
21/6 – 27/6	2	1	4	12
28/6 – 4/7	1	8	8	10
5/7 – 11/7	5	18	3	17
12/7 – 18/7	0.4	2.4	2.1	23
19/7 – 26/7	3.6	0	3.6	16
27/7 – 1/8	1.8	1.5	11	26
2/8 – 8/8	1	4	5	10
9/8 – 15/8	0.3	7	3	6
16/8 – 22/8	1	1	4	6
23/8 – 29/8	0	0	1.5	17
30/8-5/9	0	0	0.3	2.1
6/9 -12/9	0	1	13	18
13/9 – 19/9	0	0.6	7.3	11.7
20/9- 26/9	3	2	6	11
27/9-3/10	0	0	0	0.3
4/10 – 10/10	0	0	0.3	5
11/10 – 17/10	0	0.5	1.5	9
18/10-24/10	0	0	0	1.5
25/10-31/10	0	0	0	0
1/11 – 7/11	2.9	0	3.3	13.5
8/11 – 14/11	0	0	1	10
15/11 – 21/11	0	0	0	1.2
22/11-28/11	0	0	0	11
29/11-5/12	0.6	0.9	0	9
6/12 – 12/12	0.6	0	0.9	2.4
13/12-19/12	0.9	0	3	18.5
20/12-26/12	0	0	0	3
27/12-2/1	0	0	0	2.4
3/1-9/1	1.2	0	2.1	16.2
10/1-16/1	14.9	11.9	21.4	53.3
17/1-23/1	6	7	10	41
24/1 – 30/1	0	0	0	5.1
31/1-6/2	0	0	0	0
7/2 – 13/2	0	0	0.9	2.4

14/2 – 20/2	0	3.6	0.3	2.4
21/2 – 27/2	0	4.8	0.6	8.0
28/2 – 6/3	2.4	0	0.3	15
7/3 – 13/3	0.3	3.3	4.2	6.0
14/3-20/3	3.3	8.1	10.8	21.2
21/3-27/3	6.8	10.1	21.1	43.2
28/3 – 3/4	1.9	9.3	18.8	25.2
4/4-10/4	1.8	2.5	6.1	26.0
11/4 – 17/4	11.9	6.6	9.6	19.7
18/4 - 24/4	7.1	1.8	2.7	10.4
25/4 -1/5	5.1	0	1.5	9.0
2/5 – 8/5	2.7	4.8	n/a	n/a
9/5 – 15/5	0.9	1.2	0	1.8
15/5 – 21/5	0.6	2.1	0	2.7
22/5 – 29/5	0.3	0	0	0.9
30/5 – 5/6	0.3	0	1.2	7.4
6/6 – 12/6	0.3	0.6	2.1	3.6
13/6 – 19/6	0	0.6	0.6	11
20/6 – 26/6	0	0.9	0.3	15.5
26/6 – 2/7	0	0	0	0
3/7 – 9/7	0	0	0	0
10/7 – 16/7	0	0	0	0.9
17/7 – 23/7	0	0	0.3	1.5
24/7 – 30/7	0	0	0.3	1.2
31/7 – 6/8	0	0	0	1.5
7/8 – 13/8	0	0	0	1.8
14/8 – 21/8	0	0	0	0.6
22/8 – 28/8	0	0.3	0	0
29/8 – 4/9	0	0	0	0
5/9 – 11/9	0	0	0	4.2
12/9 – 18/9	0	0.3	0	2.9
19/9 – 25/9	0	0	0	1.8
26/9 – 2/10	0	0	0	4.2
3/10 - 9/10	0	0.4	0	3.7
10/10 – 16/10	0	1.9	0	0
17/10 – 23/10	0	0.6	0.3	1.5
24/10 – 30/10	0	0	0	0
31/10 – 6/11	0	2.2	0	1.8
7/11 – 13/11	0	0	0	0
14/11 – 20/11	4.5	1.2	0	0
21/11 - 27/11	4.5	0	0	0
28/11 – 4/12	0	0	0	0.6
5/12 – 11/12	1.5	5.1	0	14.3
12/12 – 18/12	1.2	3.6	0	11.6
19/12 – 25/12	0.6	0	0	0
26/12 – 01/01	0	0	0	0

Appendix 3 – Key Performance Indicators

Date of Report : 6th January 2023

NULBC		Information	Measurement	October 2022	Nov 2022	Dec 2022	Summary and Actions
KPI 1	COMPLAINTS	Complaints reported to NULBC	Number	207	146 Number of unique properties: 56 properties Rating 0 = 2 complaints Rating 1 = 1 complaints Rating 2 = 7 complaints Rating 3 = 15 complaints Rating 4 = 29 complaints (19.8%) Rating 5= 38 complaints (26%) Rating 6= 54 complaints (36.9%) % of complaints reporting odour entering the property = 103 complaints (70.5%) % of complaints reporting health effects = 129 complaints (83.3%)	93 Number of unique properties: 44 Rating 0 = 0 complaints Rating 1 = 2 complaints Rating 2 = 7 complaints Rating 3 = 14 complaints Rating 4 = 16 complaints (17.2%) Rating 5= 23 complaints (24.7%) Rating 6= 31 complaints (33.3%) % of complaints reporting odour entering the property = 74 complaints (79.6%) % of complaints reporting health effects = 84 complaints (90.3%)	
KPI 2		Complaints reported (daytime 07:00-23:00)	Number	183	137	85	

KPI 3		Complaints reported (night-time 23:00-07:00)	Number2	24	10	8	
KPI 4		Highest number of complaints during the period	Date (number of complaints)	18/10/22 (22)	19/11/22 (15 complaints)	07/12/22 (13 complaints)	
		Information	Measurement				
KPI 5	AIR QUALITY	Percentage exceedance Odour Annoyance Guideline (Hydrogen Sulphide 30 minute average)	%	MMF 1 (Silverdale Cemetery)	0.0%	3	Awaiting data - UKHSA Health Risk Assessment December Report
				MMF 2 (Silverdale Road)	0.6%	0.8	
				MMF 6 (Fire Station)	0.1%	0	
				MMF 9 (Galingale View)	1.0%	0.4	
KPI 6		Monthly Average H ₂ S* *data not final as ratification process not complete	ug/m3 over the month	MMF 1 (Silverdale Cemetery)	0.5	1.5	Awaiting data- EA Air Quality Report – December 2022
				MMF 2 (Silverdale Road)	0.9	0.8	
				MMF 6 (Fire Station)	0.6	0.7	
				MMF 9 (Galingale View)	0.7	0.6	

KPI 7	H ₂ S PEAK LEVEL	Level measured over a 5 minute period Date & Time	ug/m3	MMF 1 (Silverdale Cemetery)	1.75 18/10/22 10:15	31.79 (21/11 04:45)	Awaiting data - EA Monthly Rectified Air Quality Data	
				MMF 2 (Silverdale Road)	44.5 14/10/22 08:35	28.36 (03/11 16:15)		
				MMF 6 (Fire Station)	9.58 23/10/22 21:45	9.89 (06/11 02:00)		
				MMF 9 (Galingale View)	25.12 03/10/22 01:00	24.49 (05/11 21:40)		
		Information	Measurement					
KPI 8	MOBILE AIR QUALITY MONITORING MOBILE	H2S Peak Level - measured using a mobile monitor	ppb	5.94 09/10/22 15:30 Gallowstree Lane	n/a			
				8.52 21/10/22 17:00 Malham Road	n/a			
				11.92 11/10/22 20:00 Halfway Place	n/a			
KPI 9	OFFICER ASSESSMENTS	Odour Rating - Officer odour assessment (5 minute)	Max Odour Rating	KPI not reported as the monitoring time <5 minutes for each assessment	KPI not reported as the monitoring time <5 minutes for each assessment	KPI not reported as the monitoring time < 5 minutes for each assessment		

WALLEYS QUARRY

WALLEYS QUARRY KPI REPORT

Date of Report: 31-12-2022

Landfill Operations	Information	Measurement	Summary and Actions (Additional Document Reference as applicable)
KPI 1 WASTE ACCEPTANCE	Non-conformance raised with waste operator	CCS score(s) including summary and actions	0 Non-conformance raised with operator 0 CCS scores received
KPI 2 ODOUR MANAGEMENT	Non-conformance raised with waste operator	CCS score(s) including summary and actions	0 Non-conformance raised with operator 0 CCS scores received
KPI 3 ACTIVE TIPPING AREA	Operational Surface area total	M ²	101,048m ²
KPI 4 ACTIVE TIPPING AREA	Active tipping area	m ² , % of overall operational surface including summary and actions	19,515m ²
KPI 5 CAPPING OF OPERATION AREA	Temporary capping	m ² , % of overall operational surface including summary and actions	Temporary Capping 41,501m ² (38%) Permanent Capping 40,032m ² (42%)
	Permanent capping		
KPI 6 LANDFILL GAS MANAGEMENT	Surface & Gas infrastructure emission surveys	Number of remaining matters open in the month	0 FID survey undertaken in December 0 matters remaining open
KPI 7 LANDFILL GAS MANAGEMENT	Concentration of Hydrogen Sulphide in 'raw' bulk gas	ppm	1450 ppm – recorded from CLP H2S GUP input data
KPI 8 LANDFILL GAS MANAGEMENT	Landfill Gas capture rate (monitored at the GUP)	m ³ /hr	3,177m ³ /hr
KPI 9 LANDFILL GAS MANAGEMENT	Appendix A LGMP Gas Management Plan (live document)	Progress including summary and actions	See explanatory notes
Landfill Operations	Information	Measurement	Summary and Actions (Additional Document Reference as applicable)

WALLEYS QUARRY

WALLEYS QUARRY KPI REPORT

KPI 10	LEACHATE MANAGEMENT ACTION PLAN	Actions (13 actions)	Progress including summary and actions	See explanatory notes
Landfill Operations		Information	Measurement	Summary and Actions (Additional Document Reference as applicable)
KPI 11	PRIMARY REGULATOR	Compliance Assessments Visits	Number undertaken for which CAR form issued to operator	CAR reports received: 0444633- 13 December 2022 0444124 – 15 December 2022 0445911 – 22 December 2022 0446179 – 23 December 2022
KPI 12	PRIMARY REGULATOR	Compliance Assessments Visits	Number Undertaken where a CCS score is raised with operator, including summary and actions	1 regulatory compliance assessments undertaken which resulted in a compliance assessment score – see explanatory notes
KPI 13	PRIMARY REGULATOR	Compliance Assessments Visits	Number Undertaken where no CCS score is raised with operator, including summary and actions	3 regulatory compliance assessments undertaken which resulted in 0 compliance assessment scores

WALLEYS NuLBC KPIs Explanatory

WALLEYS QUARRY

Date of Explanatory Notes:

KPI 1 Waste Acceptance

No non-conformances have been received from the regulator within the month. Acceptance procedures under review by the Environment Agency, through the undertaking of an audit in cooperation with WQL, including upstream audits of waste processing sites supplying residues to the landfill business sector.

Waste acceptance carried out in accordance with (Environment Agency) agreed preacceptance and acceptance protocols. All loads were inspected within the period and no loads rejected.

Pre-acceptance/acceptance procedures under review by WQL to adopt the updated Environment Agency guidance relating to domestic seating disposal. Updated producer information and relevant declarations received, as part of WQL preacceptance and acceptance procedures.

KPI 2 Odour Management

No non-conformances have been received from the regulator within the month, with two site regulatory inspections confirming no offsite odour detected by Environment Agency officers. Two extensive Environment Agency site visits undertaken, focusing on a wide scope of permit conditions including engineering, containment, operational activities, landfill gas management, odour and pest management.

KPI 3 and 4 Active Tipping Area

The overall current landfill area remains consistent at 101,048m². The active area is confined to Cell 4 and a small section of cell 2. The current active area remains contained and measures some 19,515m². This is in line with the approved capping and phasing plan, as agreed with the Environment Agency. The active operational area is progressively covered during the day to minimise the time that fresh waste remains uncovered. This is in line with best practice and our operating techniques. We retain healthy stockpiles of cover material to facilitate this progressive covering.

KPI 5 Temporary Capping

Currently, 41501m² of the surface area of the facility is temporarily capped, either using a high specification, low permeability engineering clay or an installed geomembrane. This is in line with the capping and phasing plan for the facility, as agreed with the Environment Agency. Maintenance works continue to clay capped areas in line with the agreed (by the Environment Agency) CQA (Construction Quality Assurance) specifications.

KPI 5 Permanent Capping

Relating to permanent capping, 40,032m² of the surface area of the facility is capped, by the installation of a low permeability geomembrane. This is in line with the capping and phasing plan for the facility, as agreed with the Environment

WALLEYS NuLBC KPIs Explanatory

WALLEYS QUARRY

Agency with all perm capping works being conducted under the process of Construction Quality Assurance (CQA). On completion of the permanent capping works, cover soils continue to be imported to the facility as part of the site restoration process.

KPI 6 - B Landfill gas management

WQL continues to undertake the extensive regime of surface emission surveys, as agreed with the Environment Agency. A FID survey was undertaken in November 2022, in line with the program agreed with the Environment Agency. The next survey is due in January 2023.

The concentration of H₂S at the facility remains within expected limits and in December it averaged 1450ppm at the Gas Utilisation Plant (GUP), as measured by CLP Envirogas Ltd.

The volume of gas captured at the facility remains within expected limits, at 3,177m³/hr. WQL continue to review this position and drive the gas management contractor, CLP Envirogas Ltd to ensure that gas collection is continually reviewed to assess relevant developments that can be made.

KPI 9 Landfill Gas Management - Landfill Gas Management Plan

The LFGMP continues to be developed by WQL and adopted by CLP Envirogas Ltd. From Appendix A of this document, three actions remain open and in progress, namely:

Site Specific Balancing Plan – this is being developed by WQL, in conjunction with the Environment Agency and CLP Envirogas Ltd. A draft has been received and is being reviewed, prior to agreement and submission to the Environment Agency.

Regular monitoring, requested by the Environment Agency of CLP Envirogas Ltd continues and is likely to remain in place.

Installation of horizontal wells in active operational areas continues as the site develops, in line with the approved LFGMP.

The LFGMP is currently being reviewed, with the aim of the development of the next version. This is currently being finalised with CLP Envirogas Ltd and will be submitted to the Environment Agency for approval in January 2023.

KPI 10 Leachate Management Plan

Implementation of the LMP continues to be discussed with the Environment Agency. Average Leachate heads decreased across H1 2022, with active monitoring continuing. Discussions with the Environment Agency continue regarding installation of additional replacement leachate wells to ensure these are completed with the minimum weather-condition risk, environmental risk and risk to the engineering of the facility. Discussions with the Environment Agency are ongoing and it is anticipated that a meeting will be held in January 2023.

WALLEYS NuLBC KPIs Explanatory

WALLEYS QUARRY

KPI TI- 13

Two Environment Agency visits were undertaken at the facility in December. No non-conformances have been received from the regulator within the month, relating to these extensive audits of the site.

Two further CAR assessments were issued in December:

0444633:

Cell 4 upper sidewall liner works – Environment Agency sign off relating to cell engineering.

0445911:

CAR report currently being reviewed and has been challenged by WQL.

Four CCS3 received, relating to:

- B1 Infrastructure – CCS3 score issued relating to leachate levels on site being above the standard compliance levels for the site. This is a historic issue at the facility, relating to the engineered basal shape, along with the depth and curvature of the extraction wells. Our external expert advice is that we continue to appropriately cap the site and reinstall leachate wells, at the appropriate time to limit risk. Extraction and subsequent treatment on site or removal to licensed disposal remain in place.
- E2 Emission – CCS3 score issued relating to ammoniacal nitrogen recorded in groundwater below site. This is a historic issue, with our external environmental experts advising that this matter is due to the extensive offsite use of fertiliser from agriculture. This view is reinforced from ammoniacal nitrogen being evident upstream of WQ.
- E2 Emission – CCS3 score issued relating to methane exceedances in external boreholes. The source of the methane is unclear. However, WQL are currently working with CLP Envirogas Ltd to review and appraise options for reducing the methane concentrations accordingly. This will be submitted to the Agency in January 2023.
- G1 – monitoring – CCS3 score issued to monitoring not being submitted for wells LS1B and LS2B. The two referenced wells have failed, due to movement and displacement within the landfill area and will be replaced in due course. However, there are other wells within the landfill which are hydraulically linked and therefore representative monitoring is still recorded and submitted to the Agency. Contributing to the compliance assessment, the Environment Agency stated that results were not recorded from BH203 due to access issues to the well. This appears to be an error and should refer to BH208, where a sample was not obtained due to insufficient liquid present in the well and therefore it was not possible to sample the borehole.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S
REPORT TO

Cabinet
10 January 2023

Report Title: Revenue and Capital Budgets and Strategies 2023/24

Submitted by: Head of Finance (Section 151 Officer)

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

Purpose of the Report

To review progress on the completion of the revenue and capital budgets for 2023/24 and approve the 5 year Medium Term Financial Strategy for 2023/24 to 2027/28.

To consider drafts of the Flexible Use of Capital Receipts Strategy (updated for 2023/24), the Capital Strategy for 2023/33, the Treasury Management Strategy for 2023/24 and the Investment Strategy for 2023/24 prior to their submission to Full Council for final approval.

Recommendation

1. That the progress on the completion of the Revenue (Appendix 1) and Capital Budgets (Appendix 4) be noted.
2. That the updated Medium Term Financial Strategy 2023/24 to 2027/28 (Appendix 2) be noted.
3. That the strategy for ensuring a balanced revenue outturn position for 2022/23 be noted.
4. That the calculation of the Council Tax base and the Council Tax increase to be proposed for 2023/24 of 1.99% per Band D equivalent property be noted.
5. That the risk assessment at Appendix 3 and Section 151 Officer's recommendation on the level of reserves and contingencies provisionally required to be maintained in 2023/24 be noted.
6. That the draft Flexible Use of Capital Receipts Strategy (Appendix 5) for 2023/24 be noted.
7. That the draft Capital Strategy (Appendix 6) for 2023/33 be noted.
8. That the draft Treasury Management Strategy (Appendix 7) for 2023/24 be noted.
9. That the draft Investment Strategy (Appendix 8) for 2023/24 be noted.
10. That the draft Budget and Council Tax proposals be referred to Finance, Assets and Performance Scrutiny Committee for comment before the final proposals are considered at Cabinet on 7 February 2023.

Reasons

To inform the Cabinet in recommending a robust and affordable budget for 2023/24 to the Council meeting on 15 February 2023.

The Council needs to have an approved Flexible Use of Capital Receipts Strategy for 2023/24, an approved Capital Strategy for 2023/24, an approved Treasury Management Strategy for 2023/24 and an approved Investment Strategy for 2023/24 in place before the start of the 2023/24 financial year.

1. Background

- 1.1 The Council is committed to the delivery of high quality services. Integral to this ambition is effective targeting of financial resources in line with the vision of “good local services, a prosperous borough and safe and welcoming places for all” and the Council’s stated aims and objectives, as set out in the Council Plan 2022-2026, which was approved by Cabinet on 6 September 2022.
- 1.2 The Medium Term Financial Strategy (MTFS) sets out the Council’s financial position over the next 5 years. This is aligned to the Council Plan 2022-2026 and is the key vehicle for ensuring efficiency in service delivery and targeting resources to priority areas.
- 1.3 Despite the COVID-19 pandemic and the Cost of Living Crisis, and the challenges faced by the Council in its response, there has been good progress against Council Plan objectives in the current year, with high standards of service delivery being achieved overall. Key Council Achievements, linked to the Council Plan objectives, are reported to Cabinet on a quarterly basis. (Details of the Council Plan 2022-2026 can be seen here <https://www.newcastle-staffs.gov.uk/policies-1/council-plan-2022-2026>)
- 1.4 The draft 2023/24 budget is based on the assumptions set out in the MTFS which was approved as a basis for consultation by the Cabinet at its meeting on 6 December 2022 and scrutinised by the Finance, Assets and Performance Scrutiny Committee at its meeting on 8 December 2022.
- 1.5 The draft and provisional proposals included in this report will inform the Revenue and Capital Budgets and Council Tax 2023/24 reports to Cabinet on 7 February 2023 and to Full Council on 15 February 2023.
- 1.6 The Capital Strategy 2023/33 sets out how the Council proposes to deploy its capital resources in order to achieve its corporate and service objectives. It takes into account other relevant Council strategies, policies and plans and the views of partners and interested parties with whom the Council is involved. It also takes account of the resources which are likely to be available to the Council to fund capital investment and the effect of that investment on the Council’s revenue budget. It will serve as a useful point of reference when determining or reviewing the Council’s Capital Programme.
- 1.7 The Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice. This requires approval by Full Council concerning the Treasury Management Strategy to be followed in carrying out its treasury management activities in the forthcoming financial year, 2023/24.
- 1.8 The Investment Strategy 2023/24 is compiled according to Central Government’s Guidance on Local Government Investments (‘the Guidance’) and the 2017 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (‘the CIPFA TM Code’). It sets out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments.

2. Issues

Budget 2022/23 – Provisional Outturn Forecast

Revenue

- 2.1 The Council approved a General Fund Revenue Budget for 2022/23 of £15.269m on 23 February 2022. The actual and forecast position compared to this budget is continuously monitored by managers, EMT and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.
- 2.2 The Coronavirus pandemic continues to have an impact on the Council's financial position, primarily through lost income, although this is showing a marked improvement compared to the losses incurred during 2020/21 and 2021/22. No Government funding for 2022/23 in respect of financial pressures relating to the Coronavirus pandemic (including income compensation) is likely to be received.
- 2.3 The Council's revenue budget relies on service income from fees and charges income of around £725k per month across a wide range of services, with a significant proportion coming from Jubilee 2 and car parking. Taking account of the current restrictions it is forecast that income losses from fees and charges for the financial year will amount to £0.489m.
- 2.4 The local government pay award of £1,925 per full time employee, which is in excess of the amount provided for in the budget (2.5%), including national insurance and pension, is estimated to amount to a further £0.591m for the financial year.
- 2.5 As per the widely reported Cost of Living Crisis, increased fuel, electricity and gas prices when compared to the amounts provided for in the budget are forecast to amount to £0.314m by the close of the financial year.
- 2.6 It is forecast that a balanced position will be achieved as at the close of the financial year. The adverse variances highlighted above will be offset by:
 - Utilisation of the Cost of Living Reserve that was established during the budget setting for 2022/23 in order to respond to any above inflationary increases in costs. It is anticipated that the £0.400m paid into this reserve will be fully used.
 - Use of £0.240m New Homes Bonus funding paid into the Budget Support Fund that was established during the budget setting for 2022/23 in order to boost the Council's financial resilience during 2022/23 as a result of the continued impact of the Coronavirus pandemic.
 - Application of £0.167m Administration Grant paid to the Council and set aside during 2021/22 in relation to Coronavirus grants.
 - Interest receivable on cash that the Council holds in terms of Town Deal and Future High Street funding, together with Section 31 grant and remaining Coronavirus grant funding (that are repayable to Central Government) is forecast to increase significantly following recent interest rate hikes to £0.504m for the financial year.
- 2.7 Expenditure continues to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this helps to reduce the adverse variance on a service by service basis. It has been forecast that this situation continues throughout the remainder of the financial year.
- 2.8 Further consequences of the Coronavirus and the Cost of Living Crisis on the Council's financial position will depend significantly on any restrictions being imposed, the recovery of income from

fees and changes, rates of inflation and on any further Government financial support that may be received.

- 2.9 Careful monitoring of the financial position will be required over coming weeks and months leading to prompt corrective action where necessary to ensure the Council remains in a position of being able to deliver a balanced budget position in the current financial year and beyond.

Capital

- 2.10 A Capital Programme totalling £32.309m was approved for 2022/23. Of this total £30.309m relates to the total cost of new schemes for 2022/23 together with £1.000m for schemes funded by external sources (Disabled Facilities Grants) and £1.000m contingency. In addition £5.548m has been brought forward from the 2021/22 Capital Programme (including £4.017m from the Town Deals Fund and the Future High Streets Fund), resulting in a total Capital Programme of £37.857m for 2022/23.
- 2.11 At the close of quarter two the profiled capital budget amounts to £4.345m, actual spend for this period totals £4.475m.
- 2.12 A mid-year review of the capital programme for 2022/23 has been undertaken as part of the Efficiency Board and budget setting process for in order to identify any projects that may need to be re-profiled from 2022/23 into future years. The revised capital programme for 2022/23 totalling £32.977m was approved by Cabinet on 6 December 2022.

Medium Term Financial Strategy

- 2.13 The draft MTFS was approved as a basis for consultation by Cabinet on 6 December 2022 and has since been updated to reflect the impact of the Local Government Finance Settlement.
- 2.14 A number of savings and funding strategies have been identified as being both feasible and sustainable, via a vigorous Financial Efficiency Board process including challenge sessions for each of the Portfolios involving Cabinet Members, the Executive Management Team, Heads of Service and the Finance Manager. The proposed savings identified to date for the period of the MTFS, have enabled a balanced financial position to be proposed for 2023/24.

Detail	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Income	270	-	-	-	-
One Council	376	-	-	-	-
Staffing Related	18	-	-	-	-
Good Housekeeping	215	-	-	-	-
Tax Base	337	219	222	224	227
Council Tax Increase	159	161	163	165	167
Government Grants	728	-	-	-	-
Total Savings	2,103	380	385	389	394
Updated MTFS Gaps	2,103	1,593	423	455	1,299
Remaining Gaps	-	1,213	38	66	905

- 2.15 The table below shows the amendments to items included in the saving strategy reported to Cabinet on 6 December 2022 reflecting the impact of the Local Government Finance Settlement on them (further details are included at 2.39 to 2.45):

Detail	£'000
Total Savings at 6 December 2022	(2,134)
Additional New Homes Bonus Grant	(15)
New Minimum Funding Guarantee Grant	(228)
Removed Lower Tier Services Grant	170
Reduced Services Grant	104
Total Revised Savings	(2,103)

Draft Revenue Budget 2023/24

2.16 The MTFs has been updated to reflect the Local Government Finance Settlement received on 19 December 2022. It provides for a gap in 2023/24 of £2.103m and a revised gap to reflect the continued review of the capital programme, over the 5 year period of the MTFs of £5.873m.

2.17 The table below shows the factors which give rise to the £2.103m gap for 2023/24:

	£'000
Additional Income	
Fees and Charges	(253)
Business Rates Retention	(186)
Council Tax Support	(30)
Total Additional Income	(469)
Loss of Income	
Government Grant (New Homes Bonus, Housing Benefits Admin)	210
Reduction in income from under achieved budgets	100
Total Loss of Income	310
Additional Expenditure	
Employees (pay awards, increments, national insurance, pension)	1,450
Premises (business rates and utilities)	143
Transport (fuel)	172
Borrowing	305
Reduction in flexible use of capital receipts	100
Other pressures (inc. software licences, contracts)	92
Total Additional Expenditure	2,262
Net Increase in Base Budget	2,103

2.18 The table below shows the amendments to items included in the MTFs 'gap' reported to Cabinet on 6 December 2022 reflecting the impact of the Local Government Finance Settlement on them (further details are included at 2.39 to 2.45):

Detail	£'000
Total Pressures at 6 December 2022	2,134
Additional Settlement Funding Assessment Grant	(142)
Additional Compensation re. Freezing of Business Rates Multiplier	(208)
Removed Council Tax Support Administration Grant	136
Removed Family Annexe Council Tax Grant	8
Removal of the Lower Tier Service Grant	169
Reduction in Housing Benefit Administration Grant	6
Total Revised Pressures	2,103

2.19 The proposed savings identified for 2023/24 are summarised below, with further detail in Appendix 1. These savings and strategies enable a balanced financial position to be proposed for 2023/24.

Category	£'000	Comments
Income	270	Additional sources of income generation and an increased demand for services that the Council charges for
One Council	376	Efficiencies to be generated from the continued implementation of a new Council operating model and the continued prioritisation of digital delivery
Staffing Related Efficiencies	18	No redundancies are anticipated to arise from these proposals
Good Housekeeping/More Efficient Processes	215	Various savings arising from more efficient use of budgets
Tax Base Increase	337	Increased in Council Tax and Business Rates tax base
Council Tax Increase	159	An assumed 1.99% per Band D equivalent increase in Council Tax
Government Grants	728	Grants in respect of New Homes Bonus and Minimum Funding Guarantee
Total	2,103	

2.20 As in previous years, the first draft of the savings plan set out at Appendix 1 was made available to the Finance, Assets and Performance Scrutiny Committee for scrutiny at its meeting on 8 December 2022. The Committee will also scrutinise this Cabinet report at its meeting on 19 January 2023.

2.21 The One Council Programme was launched in February 2021 following Full Council approval of the budget in order to meet the changing needs of our residents by increasing our ability to provide flexible, efficient and customer driven services. The programme is designed to respond to the key lessons from the Covid-19 pandemic, how this impacted on how customers accessed Council services, and how services flexed in order to remain resilient. The programme focusses on reviewing customer need alongside modernising internal processes whilst developing our internal cultural transformation and ensuring we address financial demands.

2.22 The One Council programme facilitates a fundamental change in Newcastle-Under-Lyme Borough Council's operating model and how we address our challenges. Significantly, it sets out to enable the Council to make better use of the resources available to it, ensuring both efficient and effective service delivery.

2.23 Given the broad remit of the programme, overall aims have been considered by integrated work streams aligned to core principles of delivery and achievement and the initial work has been supported by the delivery partner Ignite Consulting who have enabled the team to develop skills in management change and service redesign. Whilst a significant aspect of the programme is to facilitate a move to customer self service via an enhanced website, traditional face to face and telephone access will remain available to those who need it.

2.24 One Council is a "spend to save" programme with an agreed investment of £1.2m. Recurrent benefits of circa £1m will be achieved moving forward. The savings are set to be staggered over the life of the 3 year programme (£0.196m has been achieved in 2021/22, £0.601m will be achieved in 2022/23 with a further £0.376m in 2023/24).

2.25 It is anticipated that the £0.376m saving for 2023/24 will be made up as follows:

- £0.056m from a widening of the One Front Door team to encompass all Council services;
- £0.265m from a restructure of internal support services and a review of vacant posts; and,
- £0.056m from the implementation of a Mobile Multi-Functional approach to Council services.

Borough Growth Fund

2.26 The Borough Growth Fund was established in 2020 for the purpose of enabling investment in corporate priorities. The Borough Growth Fund is required to be used to invest in initiatives that are forecast to generate on-going revenue savings through reducing the costs of service delivery or through the generation of additional income.

2.27 Since the establishment of the Borough Growth Fund, investments have been made and committed to in the following areas:

Investment Area	£'000	Details
Council Modernisation	329	Embedding digitalisation across services and developing the skills of staff.
One Council Programme	100	Contribution to drive the digital programme which will transform public access to council services and drive efficiency savings.
Environmental Sustainability	100	Tree planting/carbon reduction
Walley's Quarry	75	Addressing community concerns regarding the quarry's unpleasant odour omissions.
Town Centre Support	117	Used to support the Town Deal bids for Newcastle and Kidsgrove and the rejuvenation of the Markets.
Car Parking Machines	30	Purchase of car parking machines with cashless payment options.
Commercial Property Review	20	Review to develop income generation ideas as part of the Commercial Strategy.

2.28 The savings and funding strategies identified in the table in paragraph 2.14 and in Appendix 1 will enable continued investment of £0.250m in the Council's priorities as per the Council Plan 2022-2026 via the Borough Growth Fund. The Borough Growth Fund will continue to be used to provide pump priming investment in initiatives, including Digital Delivery, that are forecast to generate on-going revenue savings through reducing the costs of service delivery or through the generation of additional income. The Council's Section 151 Officer will determine whether any proposed use of the fund complies with this guidance on a case by case basis.

2.29 The 2023/24 Borough Growth Fund investment will be used in the following areas:

Investment Area	£'000
Environmental Sustainability	100
One Council Programme	100
Economic Development	50
Total	250

2.30 In order to boost environmental sustainability within the Borough, £0.100m per annum over the life of the MTFs continues to be ring-fenced from the Borough Growth Fund to enable such projects to be fully funded.

2.31 £0.100m of the 2023/24 Borough Growth Fund will continue to be allocated to the used to drive the digital programme which will transform public access to Council services and drive efficiency savings.

2.32 The remaining £0.050m will be used within economic development on initiatives for boosting footfall within the town centre during the 850 celebration year.

Council Tax and Collection Fund

2.33 The savings and funding strategy assumes a 1.99% per Band D equivalent property Council Tax increase, producing £0.159m of additional income. This increase in Council Tax would equate to the following monetary increases for residents:

Property Band	Annual Increase £ p	Weekly Increase £ p
A	2.79	0.05
B	3.25	0.06
C	3.72	0.07
D	4.18	0.08
E	5.11	0.10
F	6.04	0.12
G	6.97	0.13
H	8.37	0.16

2.34 Taking into account a reduced level of Council Tax Support claimants when compared to the height of the COVID-19 pandemic and other changes to the Council Tax base (i.e. new properties, discounts and exemptions), the Council Tax base has increased by 431 band D equivalent properties from 37,668 in 2022/23 to 38,099 in 2023/24.

2.35 The Council is required to declare its estimated surplus or deficit on the Collection Fund (for both Business Rates and Council Tax) ahead of the financial year end for 2022/23. This surplus or deficit is then shared between the relevant preceptors in 2023/24 (a surplus if paid out to preceptors, including the Council, and a deficit is repaid to the collection fund from preceptors, including the Council).

2.36 The Business Rates Collection Fund is estimated to be in a deficit position in relation to 2022/23 in isolation, this is due to the revaluation and backdated reduction in value of a large distribution centre within the Borough. The deficit is estimated to amount to £0.996m, of which the Council's share is £0.398m.

2.37 The Business Rates Collection Fund also settles actual deficits from previous years, for 2021/22 a deficit of £12.024m was declared to preceptors. The actual deficit at the close of the financial year amounted to £9.594m due to the amount set aside to provide for potential being significantly higher than the amount calculated at the year end. The Council's share of this amounts to £0.972m and will be repaid to the Council during 2023/24, it will be transferred to the Business Rates Reserve to allow for fluctuations in Business Rates in future years and to provide contingency for the forthcoming Fair Funding Review.

2.38 The Council Tax Collection Fund is estimated to be in a surplus position as at 31 March 2023, primarily due to a continued reduction in the number of Council Tax Support claimants when compared to the height of the COVID-19 pandemic. This surplus is estimated to amount to £0.552m, of which the Council's share is £0.064m.

2.39 The Local Government Finance Settlement for 2023/24 was received on 19 December 2022. Overall, the MTFs provides for an increase in funding of £0.111m. The amount receivable is provisionally an additional £0.169m than assumed in the MTFs, and it is proposed that this be paid into the Budget and Borrowing Support Fund (formally named the Budget Support Fund) in order to be utilised for interest rate rises in respect of borrowing and to safeguard against a number of income budget pressures that are yet to fully recover from the COVID-19 pandemic.

- 2.40 Local Council Tax Support Administration Grant and the Family Annexe Council Tax Grant have been consolidated into the local government finance settlement for the first time. This effectively eliminates these grants but merges an equivalent amount into the settlement funding assessment.
- 2.41 Taking account of the above, Baseline Settlement Funding (via Business Rates Retention scheme and Revenue Support Grant) and compensation for the under indexing of the business rates multiplier has increased by £0.186m when compared to 2022/23, this varies from the MTFS assumption of an increase of £0.149m by £0.037m. This compensates the Council, via Section 31 Grant, for the freeze in the business rates multiplier which would otherwise have generated additional business rates income, at a rate of CPI inflation over that assumed in the MTFS.
- 2.42 The MTFS assumed that the Lower Tier Services Grant (£0.170m) would be continued. Lower Tier Services Grant will be discontinued and has been rolled into the funding of a minimum funding guarantee.
- 2.43 The Services Grant was proposed for the local government finance settlement 2022 to 2023 to provide funding to all tiers of local government in recognition of the vital services delivered at every level of local government. The MTFS assumed that the Services Grant would be continued. Services Grant will be continued but at a reduced rate of £0.104m less than the amount received in 2022/23.
- 2.44 The Local Government Settlement for 2023/24 announced that the New Homes Bonus (NHB) Scheme will continue for a further year, the allocation amount for the Council is £0.500m due to the increase in properties within the borough in the last year.
- 2.45 A minimum funding guarantee has been introduced to ensure that all authorities will see an increase in core spending power of at least 3%, this will result in a grant to the Council of £0.228m for 2023/24. Core spending power includes New Homes Bonus, it is therefore likely that in the instance of New Homes Bonus discontinuing in 2024/25 that the grant from the minimum funding guarantee will increase to offset the New Homes Bonus received in 2023/24.

Budget Consultation

- 2.46 Public consultation has been undertaken on the budget, the consultation ran between 7 December 2022 and 2 January 2023. The results of which will be reported to Cabinet on 7 February 2023.

Capital Programme 2023/24 to 2025/26 and Capital Strategy 2023/33

- 2.47 The Capital Programme for 2023/24 to 2025/26 (Appendix 4) is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2022-26. These schemes total £48.064m, including major investment into the Borough via external funding (and elements of matched funding contributions from the Council) in terms of the Future High Streets Fund and the Town Deals Fund for both Newcastle and Kidsgrove.
- 2.48 The Capital Programme for 2023/24 allows for a further contribution of £2.600m to the Multi Storey Car Park to reflect increased build costs resulting from inflationary pressures faced within the construction sector.
- 2.49 The Capital Strategy for 2023/33 (Appendix 6) meets the requirements of statutory guidance issued by the Government in January 2018. The Council's capital investment is carried out within the statutory framework laid down by the Local Government Act 2003 and regulations

under that Act. Accordingly, only expenditure which fits the definition of capital expenditure contained in the Act or Regulations pursuant to it will be capitalised.

2.50 The Capital Programme is produced in line with the Capital Strategy for 2023/33. In addition to the Council's corporate and service objectives, as set out in the Council Plan 2022-26, the Capital Programme is also influenced by a number of external parties and factors:

- Central government and its agencies;
- Legislation requiring capital works;
- Partner organisations;
- Businesses and Developers; and,
- The needs and views of other interested parties, particularly those of Borough residents.

2.51 Delivering the capital programme for 2023/24 will require prudential borrowing to be undertaken. The impact of borrowing is included in the MTFs pressures for 2023/24 and future years.

2.52 Advice will be sought from the Council's Treasury Management advisors, Arlingclose, as to the most beneficial timing of prudential borrowing. Their current advice remains to borrow on a short term basis (up to 4 years) from other local authorities where possible.

2.53 In summary, investment in the capital programme for 2023/24 to 2025/26 totalling £48.064m will be funded by:

- £22.585m External Funding including Disabled Facilities Grant and s106;
- £10.400m Capital Receipts; and,
- £15.079m Prudential Borrowing.

Treasury Management Strategy 2023/24 and Investment Strategy 2023/24

2.54 The Treasury Management Strategy for 2023/24 is attached at Appendix 7. The Minimum Revenue Provision Policy for 2023/24 is contained in Annex C to the strategy.

2.55 The Treasury Management Strategy for 2023/24 allows for borrowing. Although not utilised in recent years, the Council has previously considered the option of long-term borrowing from the Public Works Loans Board (PWLb). After the utilisation of capital receipts and internal borrowing, the Council will now look to borrow short term from other local authorities in the first instance and will then review any other sources of funding if required.

2.56 The Investment Strategy for 2023/24 is attached at Appendix 8. This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and is based on guidance provided by Arlingclose, the Council's treasury management advisors. Quantitative investment indicators are included within the Strategy to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

Balances and Reserves

2.57 A review of the Council's Balances and Reserves together with a financial resilience risk assessment informing the levels of these has been undertaken by the Council's Section 151 Officer. Details of the risk factors considered and the weightings applied to each are set out at Appendix 3.

2.58 It is recommended that a minimum level of unallocated reserves and contingencies (i.e. the Council's Balance and Reserve Strategy for 2023/24) of £1.910m be held in 2023/24 to reflect the levels of revenue risk shown in the draft budget for 2023/24. The remaining £0.250m from the balance currently held will be transferred to the Budget and Borrowing Support Fund.

2.59 The Walley's Quarry reserve is forecast to have a balance of £0.600m at the close of 2022/23. It is recommended that £0.100m is retained within this reserve as a contingency and that £0.400m is transferred to the Cost of Living Reserve to provide contingency for any above inflationary increases in costs that may arise. It is recommended that the remaining £0.100m, along with the £0.100m held in the Income Reserve, is transferred to the Budget and Borrowing Support Fund in order to boost the Council's financial resilience during the forthcoming financial year.

Timetable

Event	Committee	Date
Scrutiny of draft budget proposals	FAPSC	19 January 2023
Final budget proposals recommended for approval by Full Council	Cabinet	7 February 2023
Full Council to approve budget	Full Council	15 February 2023

3. Proposals

- 3.1 That the progress on the completion of the Revenue (Appendix 1) and Capital Budgets (Appendix 4) be noted.
- 3.2 That the updated Medium Term Financial Strategy 2023/24 to 2027/28 (Appendix 2) be noted.
- 3.3 That the strategy for ensuring a balanced revenue outturn position for 2022/23 be noted.
- 3.4 That the calculation of the Council Tax base and the Council Tax increase to be proposed for 2023/24 of 1.99% per Band D equivalent property be noted.
- 3.5 That the risk assessment at Appendix 3 and Section 151 Officer's recommendation on the level of reserves and contingencies provisionally required to be maintained in 2023/24 be noted.
- 3.6 That the draft Flexible Use of Capital Receipts Strategy (Appendix 5), updated for 2023/24, be noted.
- 3.7 That the draft Capital Strategy (Appendix 6) for 2023/33 be noted.
- 3.8 That the draft Treasury Management Strategy (Appendix 7) for 2023/24 be noted.
- 3.9 That the draft Investment Strategy (Appendix 8) for 2023/24 be noted.
- 3.10 That the draft Budget and Council Tax proposals be referred to Finance, Assets and Performance Scrutiny Committee for comment before the final proposals are considered at Cabinet on 7 February 2023.

4. Reasons for Proposed Solution

- 4.1 The Council has a statutory duty to set a balanced budget before 11 March in the financial year preceding the one in respect of which the budget is set, per Section 30(6) of the Local Government Finance Act 1992. Best practice is for financial planning to take place over a 5 year period in the form of a MTFS that sets out how the Council plans to allocate resources to meet its objectives.

5. Options Considered

5.1 None.

6. **Legal and Statutory Implications**

6.1 The Council is required to set its Council Tax for 2023/24 by 10 March 2023, per Section 30(6) of the Local Government Finance Act 1992. It is planned to approve the final budget and Council Tax rates on 15 February 2023.

7. **Equality Impact Assessment**

7.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably due to protected characteristics. It is important to consider the potential impact on such groups and individuals when designing or delivering services and budgets. Budget proposals requiring changes or new services and policies will be subject to Equality Impact Assessments including consultation with affected people and organisations.

8. **Financial and Resource Implications**

8.1 These are addressed in the body of the report.

9. **Major Risks**

9.1 Section 25 of the Local Government Acts 2003 places a duty on the Section 151 Officer to report on the robustness of the budget. The main risks to the budget include spending in excess of budget; income falling short of the budget (including capital receipts from disposal of assets); and unforeseen elements such as changes to Government funding. In the context of the COVID-19 pandemic and uncertainty regarding Government funding reforms there are significant budget risks that will need to be managed. It will be essential the Council has sufficient reserves to call on if required.

9.2 Such risks require regular and robust monitoring and it is essential that the Council has sufficient useable reserves to call on if required. The review and risk assessment indicates that overall unallocated reserves and contingencies are required to be held at a minimum level of £1.910m to reflect the levels of revenue risk shown in the draft budget for 2023/24. In addition an earmarked reserve of £1m is required to provide flexibility to manage risks relating to delivery of the capital programme.

9.3 The assessment of the Section 151 Officer is that the draft proposals included in this report are robust and will ensure an adequate level of reserves. However, it should be noted that a number of assumptions and proposals are provisional or draft, and as such this opinion will be confirmed in the Revenue and Capital Budgets and Council Tax 2023/24 reports to Cabinet on 7 February 2023 and to Council on 15 February 2023.

9.4 Treasury management is a major area of risk for the Council in that large amounts of money are dealt with on a daily basis and there are a number of limits and indicators, which must be complied with.

9.5 The overriding consideration in determining where to place the Council's surplus funds is to safeguard the Council's capital. Within this constraint the aim is to maximise the return on capital. Operational procedures, coupled with monitoring arrangements, are in place to minimise the risk of departures from the approved strategy.

10. **UN Sustainable Development Goals (UNSDG)**

10.1 In shaping detailed budget proposals consideration will be given to the need for investment in order to deliver the Council's Sustainable Environment Action Plan.



11. **Key Decision Information**

11.1 Final approval of the budget setting process will be a key decision.

12. **Earlier Cabinet/Committee Resolutions**

12.1 Medium Term Financial Strategy 2023/24 to 2027/28 (Cabinet 6 September 2022)

12.2 Revenue and Capital Budgets 2023/24 – First Draft Savings Plans (Cabinet 6 December 2022)

13. **List of Appendices**

13.1 Appendix 1 – 2023/24 MTFS Funding Strategy

13.2 Appendix 2 – 2023/24 to 2027/28 MTFS 'Gaps'

13.3 Appendix 3 – Risk Assessment on Required Balances/Contingency Reserve

13.4 Appendix 4 – 2023/24 to 2025/26 Capital Programme and 2022/23 Mid-Year Estimate

13.5 Appendix 5 – Flexible Use of Capital Receipts Strategy 2023/24

13.6 Appendix 6 – Capital Strategy 2023 to 2033

13.7 Appendix 7 – Treasury Management Strategy 2023/24

13.8 Appendix 8 – Investment Strategy 2023/24

14. **Background Papers**

CIPFA Treasury Management Code of Practice (revised December 2017)

Council's Treasury Management Policy Statement

Local Government Act

Local Authorities (Capital Finance and Accounting) (England) Regulations

Department of Levelling up and Housing Communities Guidance on Local Government Investments

Statutory Guidance on the Flexible Use of Capital Receipts

Appendix 1 – 2023/24 MTFS Funding Strategy



Ref	Service Area	Description	£000's	Detail
Income				
I1	Bereavement Services	Income review	75	Full review of charges made including comparisons and levelling up with charges made by other local authorities
I2	Leisure and Cultural	Museum commercialisation	25	Increased commerciality of the Museum service through charging and promotion
I3	Leisure and Cultural	School swimming	30	Expansion of school swimming lessons scheme
I4	Leisure and Cultural	Student memberships	19	Introduction of a student specific membership
I5	Recycling and Fleet	Garden waste	36	Removal of discount given for additional garden waste bins and increase in fee
I6	Recycling and Fleet	Waste transfer notice	15	Introduction of a charge to recover administration fee
I7	Recycling and Fleet	Sale of recyclable materials	50	Reflection of increased prices paid by contractors for recyclable materials
I8	Recycling and Fleet	Advertising	20	Advertising on the Council's vehicle fleet
			270	
One Council				
O1	Corporate	One Council	376	Efficiencies to be generated from the introduction of a new Council operating model, continuous review and development of services and continued prioritisation of digital delivery
			376	
Staffing Related Efficiencies				
S1	Leisure and Cultural	Life-saving detection system	18	Introduction of a life-saving detection system leading to a reduced number of life guards being required
			18	
Good Housekeeping/More Efficient Processes				
G1	ICT	Centralisation	25	Centralisation and rationalisation of ICT and telephony budgets
G2	Leisure and Cultural	Subsidy reduction	100	Reduction in subsidy to Leisure service to reflect performance
G3	Recycling and Fleet	Green waste recycling credits	70	Contractor costs paid by Staffordshire County Council following removal of recycling credits
G4	Corporate	Good housekeeping	20	Review of temporary staff and other fees for services budgets
			215	
Alternative Sources of Finance/Other				
A1	Corporate	Tax base – Council Tax	91	Increase in tax base based on market housing supply requirement (431 properties per year)
A2	Corporate	Tax base – Business Rates	246	Assumed increase in tax base of 4%
A3	Corporate	New Homes Bonus	500	Assumed one year allocation of New Homes Bonus based on submitted data (CTB1 form)
A4	Corporate	Minimum Funding Guarantee	228	Minimum Funding Guarantee as per provisional Local Government Finance Settlement
A5	Corporate	Council Tax increase	159	Assumed increase of 1.99% per Band D property
			1,224	
Grand Total			2,103	

Appendix 2 – 2023/24 to 2027/28 MTFS ‘Gaps’

Detail	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Description
Employees:						
Increments	61	40	10	2	-	Employees due an increment
Pay awards	508	330	339	347	356	4% pay award assumed for 2023/24 and 2.5% for all years thereafter
2022/23 Pay award	447	-	-	-	-	Pay award proposed for 2022/23 above MTFS assumption of 2.5%
Superannuation increases	224	82	77	77	78	22% of increase in increments and pay awards
Superannuation lump sum increases	57	39	41	43	45	Contribution towards pension deficit
National Insurance	153	56	52	53	54	13.8% of increase in increments and pay awards
Premises:						
Business Rates	30	16	16	16	16	Inflationary increase in business rates payable (per CPI)
Utilities	113	11	11	11	11	Inflationary increase in gas and electric (per CPI) and realignment of budget re. 2022/23 increases
Transport:						
Fuel	172	12	12	12	12	Inflationary increase in fuel (per CPI) and realignment of budget re. 2022/23 increases
Financing:						
Borrowing/leasing costs	305	550	15	52	892	Borrowing costs regarding the financing of capital expenditure
Flexible use of capital receipts	100	-	-	-	-	Removal of the flexible use of capital receipts to fund revenue
New Pressures:						
ICT software and maintenance	26	20	20	20	20	ICT costs re. systems maintenance and software licences
Internal Audit fees	8	-	-	-	-	Inflationary increase in contracted costs
Payroll fees	8	-	-	-	-	Inflationary increase in contracted costs
Repairs and renewals	50	-	-	-	-	Increased contract prices
External audit fees	-	100	-	-	-	Likely increase in external audit fees
Income:						
Fees and charges	(253)	(197)	(203)	(209)	(216)	4% increase in fees and charges in 2023/24 and 3% each year thereafter
New Homes Bonus	192	500	-	-	-	Drop out of New Homes Bonus legacy payments
Government grant	18	12	12	12	12	Reduction in Housing Benefit Administration grant
Business Rates baseline funding level	(186)	(78)	(79)	(81)	(81)	Inflationary increase in baseline funding level (per CPI)
Tax base – Council Tax support	(30)	-	-	-	-	Reduction in Council Tax support claimants
Income pressures	100	100	100	100	100	General income shortfalls
TOTAL GAPS	2,103	1,593	423	455	1,299	

Appendix 3 – Risk Assessment on Required Balances (£1.910m)



Item	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Owner
1	Increase in fees and charges does not result in higher income levels	Shortfall in income leading to overspends	3 x 4	High	Included in calculation of minimum balances	3 x 3	High	Regular monitoring of income levels	EMT
2	Reduced Income due to non-availability of service (e.g. COVID-19 related or similar)	Shortfall in income leading to overspends	3 x 3	High	Included in calculation of minimum balances	3 x 3	High	Regular monitoring of income levels	EMT
3	Income, including collection fund income, falls short of budget because of changes in market conditions, e.g. demand fluctuations COVID-19 related or failure to fully recover	Shortfall in income leading to overspends	3 x 5	High	Included in calculation of minimum balances	3 x 3	High	Regular monitoring of income levels	EMT
4	Bad debts reduce the Council's income	Shortfall in income leading to overspends and need to top up provision	3 x 4	High	A contribution to the bad debts provision is budgeted for	3 x 3	High	Increase monitoring of collection rates	EMT
5	Employee budgets – the budget is discounted on the assumption there will be vacancies	Vacancies do not occur leading to additional costs	3 x 3	High	The budget assumes a vacancy factor of 2%, this is realistic compared with previous years	3 x 3	High	Regular monitoring of vacancy levels	EMT
6	Employee budgets - the 2023/24 employee pay settlement results in an increase higher than included in the budget	Additional unbudgeted costs	2 x 3	Moderate	Balances sufficient to deal with any additional costs, plus reduced job security in economy	2 x 3	Moderate	None	EMT
7	Problems with staff recruitment/retention resulting in the payment	Additional unbudgeted costs	3 x 3	High	Subject to ongoing review	3 x 3	High	None	EMT

Item	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Owner
	of market supplements at extra cost								
8	Problems with staff sickness/suspensions resulting in the needs to use agency/interim staff at extra cost	Additional unbudgeted costs	3 x 3	High	Absence management procedures in place	2 x 3	Moderate	Monitoring of sickness levels	EMT
9	Council becomes liable to pay compensation or legal fees or another unforeseen commitment arises	Additional unbudgeted costs	3 x 3	High	Included in calculation of minimum balances	3 x 3	High	None	EMT
10	Inflation relating to supplies and services exceeds the allowance in the budget	Additional unbudgeted costs	3 x 3	High	Included in calculation of minimum balances. Regular review of inflation levels	3 x 3	High	None	EMT
11	Existing commitment(s) missed out of budget	Additional unbudgeted costs	3 x 2	Moderate	Budgets subject to checking at several levels. Preparation of standstill budget for comparison	3 x 2	Moderate	None	EMT
12	Fall in interest rates reduces income to the Council	Investment income targets not met	1 x 1	Low	A decrease would make no difference investment wise but would reduce borrowing costs	1 x 2	Low	None	EMT
13	Additional interest costs incurred resulting from loss of income and additional expenditure	Additional unbudgeted borrowing costs	3 x 3	High	Capital Budgets and receipt expectations have been realistically set. Allowance provided for in calculation of minimum balances	3 x 3	High	None	EMT

Item	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Owner
14	Fuel costs increase by more than allowed for in budget	Additional unbudgeted costs	3 x 3	High	Realistic increases included in base budget	3 x 3	High	None	EMT
15	Energy costs increase by more than allowed for in budget	Additional unbudgeted costs	3 x 3	High	Realistic increases included in base budget	3 x 3	High	None	EMT
16	Unforeseen major repairs needed to Council properties	Additional unbudgeted costs	2 x 3	Moderate	Planned maintenance programme in place and stock condition survey.	2 x 2	Low	None	EMT
17	Insurances – unexpected increases in premiums	Additional unbudgeted costs	3 x 3	High	Included in calculation of minimum balances	3 x 3	High	None	EMT
18	Insurances - high level of excesses to be met by Council or uninsured losses	Additional unbudgeted costs	3 x 3	High	Included in calculation of minimum balances. Insurance Provision established	3 x 3	High	Monitor level of Insurance Provision	EMT
19	Government further increase NI rates during 2023/24	Additional unbudgeted costs	2 x 3	Moderate	Included in calculation of minimum balances. Increased rate built into budget	1 x 2	Low	None	EMT
20	Loss of VAT Exempt Status	Additional unbudgeted costs	2 x 3	Moderate	None	2 x 3	Moderate	Continue to monitor position regularly	EMT
21	Savings built into Budget are not realised	Additional unbudgeted costs	3 x 3	High	Regular Budget Monitoring	2 x 1	Low	None	EMT
22	New Legislation imposes extra costs but provides insufficient resources	Additional unbudgeted costs	3 x 3	High	Contingency Reserve available. Included in calculation of minimum balances	3 x 3	High	None	EMT

Item	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Owner
23	Partnerships - expenses falling on Council as accountable body	Additional unbudgeted costs	2 x 3	Moderate	Monitor partnership activities and ensure carried out according to agreements	2 x 1	Low	None	EMT
24	Civil Emergency	Additional unbudgeted costs	5 x 2	High	Bellwin Scheme will meet 100% of eligible expenditure within 1 month of an emergency	4 x 2	Moderate	None	EMT
25	Investment Counterparty fails to meet its financial commitments	Loss of interest due	2 x 3	Moderate	Use of credit rating agencies. Extensive use of DMO. No investment income budgeted for	1 x 1	Low	Frequent reviews of investment strategy	EMT
26	Municipal Mutual Insurance (MMI) Clawback	Additional unbudgeted costs	4 x 4	Extreme	MMI Provision	4 x 3	High	Consider increasing amount of provision if necessary	EMT
27	Data Protection breach resulting in fine	Additional unbudgeted costs	3 x 3	High	Data Protection Policy Reminders to staff. All staff complete mandatory Data Protection e-learning module	3 x 3	High	None	EMT
28	Members act against officer advice resulting in cost to the Council	Additional unbudgeted costs	3 x 3	High	Agenda pre-meetings. Liaison with members. Monitoring Officer	3 x 3	High	None	EMT
29	Volatility in respect of Brexit	Additional unbudgeted costs re supplies and services and utilities	3 x 3	High	Include in calculation of minimum balances	3 x 3	High	Monitor	EMT

Appendix 4 – 2023/24 to 2025/26 Capital Programme and 2022/23 Mid-Year Estimate



CAPITAL PROGRAMME	2022/23 MID YEAR	2023/24	2024/25	2025/26	TOTAL (2023/24 to 2025/26)
	£	£	£	£	£
PRIORITY – One Council Delivering for Local People					
Service Area - Council Modernisation	309,303	1,991,500	269,000	481,500	2,742,000
Total	309,303	1,991,500	269,000	481,500	2,742,000
PRIORITY – A Successful and Sustainable Growing Borough					
Service Area - Housing Improvements	1,720,000	1,670,000	1,670,000	1,720,000	5,060,000
Service Area - Managing Property & Assets	930,725	883,342	1,442,918	1,266,411	3,591,671
Total	2,650,725	2,552,342	3,112,918	2,986,411	8,651,671
PRIORITY – Healthy, Active and Safe Communities					
Service Area - Environmental Health	60,000	60,000	-	12,000	72,000
Service Area - Streetscene and Bereavement Services	940,000	790,000	240,000	280,000	1,310,000
Service Area - Recycling and Fleet	900,927	5,601,000	303,000	1,230,000	7,134,000
Service Area – Leisure and Cultural	800,341	368,000	16,000	150,000	534,000
Service Area - Engineering	155,000	110,000	1,415,000	120,000	1,645,000
Total	2,856,268	6,929,000	1,974,000	1,792,000	10,695,000
PRIORITY – Town Centres for All					
Service Area - Managing Property & Assets	-	7,300,000	-	-	7,300,000
Future High Streets Fund	5,388,399	1,691,166	-	-	1,691,166
Town Deals – Newcastle	14,356,811	4,706,000	2,251,000	807,000	7,764,000
Town Deals - Kidsgrove	6,415,000	4,190,000	2,794,000	1,236,000	8,220,000
Total	26,160,210	17,887,166	5,045,000	2,043,000	24,975,166
CONTINGENCY (will be carried forward to 2023/24 if)	1,000,000	1,000,000	-	-	1,000,000
TOTAL	32,976,506	30,360,008	10,400,918	7,302,911	48,063,837
FUNDING					
Capital Receipts	3,684,500	2,400,000	4,000,000	4,000,000	10,400,000
External Contributions	27,877,210	12,497,166	6,545,000	3,543,000	22,585,166
Borrowing	1,414,796	15,462,842	(144,082)	(240,089)	15,078,671
TOTAL	32,976,506	30,360,008	10,400,918	7,302,911	48,063,837



Flexible Use of Capital Receipts 2023/24



Introduction

In the Spending Review 2015, the Chancellor of the Exchequer announced that to support local authorities to deliver more efficient and sustainable services, the government will allow local authorities to spend up to 100% of their fixed asset receipts (excluding Right to Buy receipts) on the revenue costs of reform projects.

In February 2021, DLUHC announced a 3 year extension to the flexibility to use capital receipts from 2022/23 onwards.

Power under which the guidance is issued

1. The Local Government Act 2003 ('the Act'), section 15(1) requires a local authority '... to have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by regulations specify ...'.
2. Two codes of practice issued by the *Chartered Institute of Public Finance and Accountancy (CIPFA)* contain guidance on capital receipts and local authority accounting that complement the DCLG guidance. These publications are:
 - *The Prudential Code for Capital Finance in Local Authorities*
 - *The Code of Practice on Local Authority Accounting*
3. Local authorities are required to have regard to the current edition of *Treasury Management in Public Services: Code of Practice and Sectoral Guidance Notes* by regulation 2 of the *Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146]* and to the *Local Authority Accounting Code* as proper practices for preparing accounts under section 21(2) of the Act.

Application

4. This guidance applies with effect from 1 April 2016 to 31 March 2024 – i.e. to the financial year 2016-17 and for each subsequent financial year to which the flexible use of capital receipts direction applies.
5. The Council cannot borrow to finance the revenue costs of service reform and can only use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. The Council may not use its existing stock of capital receipts to finance the revenue costs of reform.

Qualifying expenditure

6. The key criteria to use when deciding whether expenditure can be funded by the capital receipts flexibility is that it is forecast to generate ongoing savings to the authority.
7. A list of types of project that would qualify for the flexible use of capital receipts is shown below. This list is not meant to be prescriptive or exhaustive and individual authorities who have projects that will generate ongoing savings that are not included in the list provided in the guidance can apply the flexibility to fund those projects.

Accountability and transparency

8. The Council is required to prepare a strategy that includes separate disclosure of the individual projects that will be funded or part funded through capital receipts flexibility and that the strategy is approved by full Council or the equivalent. This strategy can be included as part of the annual budget documentation and approved by full Council or the equivalent at the same time as the annual budget.

Qualifying expenditure

Types of qualifying expenditure

9. Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years.
10. Set up and implementation costs of any new processes or arrangements can be counted as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

Examples of qualifying expenditure

11. There are a wide range of projects that could generate qualifying expenditure and the list below is not prescriptive. Examples of projects include:
 - Sharing back-office and administrative services with one or more other council or public sector bodies
 - Investment in service reform feasibility work, e.g. setting up pilot schemes
 - Collaboration between local authorities and central government departments to free up land for economic use
 - Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation
 - Sharing Chief-Executives, management teams or staffing structures
 - Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible
 - Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations
 - Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training
 - Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others)
 - Integrating public facing services across two or more public sector bodies (for example children's social care, trading standards) to generate savings or to transform service delivery.

Accountability and transparency

Preparation and Content

12. For each financial year, the Council should ensure it prepares a Flexible Use of Capital Receipts Strategy ("the Strategy")

13. As a minimum, the Strategy should list each project that plans to make use of the capital receipts flexibility, that it details the split of up front funding for each project between capital receipts and other sources, and that on a project by project basis, a cost benefit analysis is included to highlight the expected savings. The Strategy should report the impact on the Councils Prudential Indicators for the forthcoming year and subsequent years.
14. The Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial cost/benefit analysis.
15. The Strategy may also include any other matters considered to be relevant.

Approval

16. The Strategy should be approved by the full council.

Timing

17. For any financial year the Strategy should be prepared and approved before the start of the year.

2023/24 Strategy

The Council intends to use capital receipts received in 2023/24 to finance previously agreed qualifying expenditure in accordance with the Guidance, this relates solely to any remaining sum (currently estimated to be around £0.150m) of the £1.030m agreed by Council on 24 February 2021 as a contribution to the One Council programme. The projects which will be financed in this way are shown in the table below.

Project	Expenditure	Expected Savings
	£'000	£'000
One Council Project (per Council approval)	150	250
Total	150	250

The individual projects selected within these categories will be financed entirely from in year capital receipts.

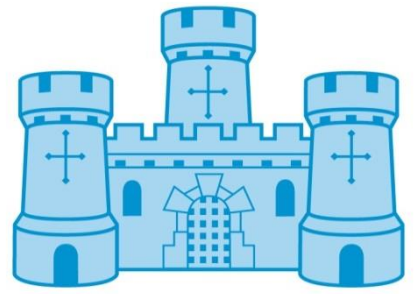
2022/23 and Previous Years' Flexible use of Capital Receipts

The Council financed qualifying expenditure in 2017/18, 2018/19, 2019/20, 2020/21 and 2021/22 in accordance with the Guidance, and further intends to finance such expenditure in 2022/23, as shown in the table below.

Project	Allocation of Flexible Use of Capital Receipts £'000	Actual Spend £'000	Estimated Savings £'000	Actual One off Savings £'000	Actual Ongoing Saving £'000	Notes
2017/18						
Castle House Project - Redundancy Costs	80	80	80		80	
2018/19						
Digital Delivery Project	66	66	100		96	Flexible retirements and vacant posts
Chargeable Garden Waste - Preparatory	233	233	371		200	CGW income
Waste Recycling Service	142	142	150	150		
Building Efficiency Works Expenditure	59	59	50		50	
2019/20						
Digital Delivery Project	128	128	150		145	Payroll, Staffordshire Connects
New Recycling Service - Preparatory	134	134	100		100	Ongoing project, expect to save circa £100k per annum
Chargeable Garden Waste - Preparatory	38	38	40		500	CGW income
Building for the Future	200	200	217		300	Revenues & Benefits, Customer Services and ICT restructure
2020/21						
One Council Project	100	103	195		195	One Council Project
Digital Delivery Project	250	250	258		258	Staffordshire Connects, Staffing Related Efficiencies, Revenues & Benefits, Customer Services and ICT restructure
New Recycling Service - Preparatory Costs	150	151				Ongoing project, expect to save circa £100k per annum
2021/22						
One Council Project	750	675	601		601	One Council Project
Digital Delivery Project	200	200	As above		As above	Support to One Council project and website/intranet
2022/23						
One Council Project	200	TBC	126		TBC	One Council Project
Financial Sustainability	100	TBC	100		TBC	Investment in securing growth within the Borough
Total	2,830	2,459	2,538	150	2,525	

A number of these projects are in the process of being completed. The total savings for these projects cannot be totally quantified until their completion, monitoring of these will continue to be provided to Cabinet on a quarterly basis.

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**NEWCASTLE
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BOROUGH COUNCIL

Capital Strategy

2023 to 2033



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Introduction

The purpose of the Capital Strategy is to set out how the Council proposes to deploy its capital resources in order to assist it to achieve its corporate and service objectives. It takes into account other relevant Council strategies, policies and plans and the views of partners and interested parties with whom the Council is involved. It also takes account of the resources which are likely to be available to the Council to fund capital investment and the effect of that investment on the Council's revenue budget. It will serve as a useful point of reference when determining or reviewing the Council's Capital Programme.

Capital expenditure is where the Council spends money on assets, such as property or vehicles that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.

Due to the ongoing impact of the COVID-19 pandemic, together with higher inflation, higher interest rates, uncertain government policy, and a deteriorating economic outlook, additional financial pressures have been placed on the Council. In consideration of these pressures, a review of the 2022/23 Capital Programme has been completed with the assistance of Budget Holders, members of the Capital, Assets and Commercial Investment Review Group and the Council's Efficiency Board. The rationale behind this review was to establish which of the capital projects approved in the programme were essential or health and safety related, could be deferred to the following year due to resources and services available or were no longer required.

The revised 2022/23 Capital Programme totals £32.977m which includes £27.786m for schemes funded by external sources (£20.898m Town Deals, £5.388m Future High Streets and £1.500m Disabled Facilities Grants) and is summarised below, showing the constituent categories of projects:

Project Categories	Planned Expenditure £m
One Council delivering for local people	0.309
A successful and sustainable growing Borough	2.671
Healthy, active and safe communities	2.856
Capital contingency	1.000
Town Centres for all	26.160
Total	32.977

Full Council will consider a capital programme to continue investment beyond 2022/23 on 15 February 2023.

The Strategy has been prepared against a background of continuing reductions in funding provided to local authorities by central government and its agencies, arising from the need to restrain public expenditure owing to the ongoing economic conditions and to rebalance public finances. At the same time, the Council's own resources available to finance capital projects have reduced to a low level and will need replenishing before any substantial further capital investments can be made. As a result the

Council is considering and consulting upon a programme of asset disposals to address this situation. In addition the Council has also produced a Commercial Strategy with the aim to generate income through commercial activities which can then be reinvested in local priorities.

Key Objectives and Priorities

The Council's Priorities contained in the Council Plan are:

One Council Delivering for Local People
A Successful and Sustainable Growing Borough
Healthy, Active and Safe Communities
Town Centres for All

Capital investment projects will be included in the Council's Capital Programme on the basis that they address issues arising from one or more of these Priority Areas. An indication is shown against each project in the Programme of the area or areas it addresses.

New proposals for capital investment will be assessed against the corporate priorities to ensure that they will contribute towards achieving the aims expressed. This assessment will be carried out as part of the appraisal process for new projects.

The Council will also endeavour, through its programme of capital investment, to maintain its assets to a standard such that they remain fit for purpose, enabling continuity of service delivery. In particular, it will carry out regular surveys of its stock of buildings and structures to ascertain their state of repair and any remedial works which may be necessary. Repair or improvement works arising from such surveys will be carried out subject to the availability of resources and consideration of the role the building plays in service delivery and the need to continue the relevant service in order to contribute to meeting corporate priorities. If a building is no longer required for service delivery, it will either be considered for alternative use by the Council or its partners or disposed of and the proceeds made available for future capital investment in priority areas. All property assets are held to either (i) provide Council services, (ii) provide an investment return or (iii) to further regeneration projects.

A Capital Assets and Commercial Investment Review Group is in place and chaired by the Cabinet Portfolio Holder for Finance, Town Centres and Growth. This Group keeps the Council's capital investment strategy under continuous review, including the prioritisation of projects for inclusion in future capital investment programmes over the medium term. Regular reviews of the property portfolio will be carried out by the group to identify properties or land which could potentially be disposed of, following a consultation process in the case of significant proposals, and a capital receipt obtained from the sale.

Where suitable "Invest to Save" projects can be identified the Council will actively pursue such projects as it recognises the benefits, in the form of reduced costs falling on the General Fund Revenue Account, that can result from such investment.

The Council will seek, where practicable and economically justifiable, to develop its investment projects having regard to principles of sustainability, for example in relation to materials used and environmentally friendly modes of operation once in use, following construction or purchase.

Factors Influencing the Capital Programme

Projects for inclusion in the capital programme arise from a variety of sources, some of them internally generated and some arising from external factors. The more significant of these can be summarised diagrammatically as follows:

<u>INTERNAL</u>	<u>EXTERNAL</u>
Corporate Priorities, as set out in the Council Plan	Government sponsored programmes, e.g. Disabled Facilities Grants
Investment identified in Strategies, Policies and Plans	Unforeseen Emergency Works
Work needed to maintain Property Assets	Works required to comply with legislation, e.g. re disabled access, health and safety
Vehicles, Plant and Equipment replacement needs	Projects resulting from Partnership Activity
ICT Investment and Replacement	Availability of External Funding
Invest to Save Projects	Public expectation that works should be carried out

These are discussed in greater detail in sections below:

Links with Other Strategies, Policies and Plans

As well as the Council's Plan and the Capital Programme the Capital Strategy has clear links to many other strategies, policies and plans, the most significant of which are shown in the following table:

Key Strategies:
Economic Development Strategy
Health and Wellbeing Strategy
Stronger and Safer Communities Strategy

Other Strategies:
Asset Management Strategy
Investment Strategy
Medium Term Financial Strategy
Flexible Use of Capital Receipts Strategy
Service and Financial Plans
Procurement Strategy
Green Spaces Strategy
Private Sector Housing Renewal Strategy
Housing Strategy
Customer Service and Access Strategy
Treasury Management Strategy

An important link is to the Asset Management Strategy (AMS) in that many capital investment projects are related to the Council's fixed assets, such as its stock of buildings. Needs and priorities identified in the AMS will require consideration for inclusion in the Council's Capital Programme and have wider financial consequences. Equally important is the opportunity to generate capital receipts from the disposal of land/property where there is no current or likely future operational need.

The Investment Strategy sets out the Council's policies and practices in relation to commercial investments, for example investments in property and will include information about any such proposals, including funding the expenditure and the effect upon the revenue budget. Expenditure relating to commercial investments will be capital and will be included in the capital programme.

The Medium Term Financial Strategy will take account of the revenue effect of capital investment.

The Flexible Use of Capital Receipts Strategy sets out the conditions and arrangements in place to flexibly use Capital Receipts for qualifying expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years.

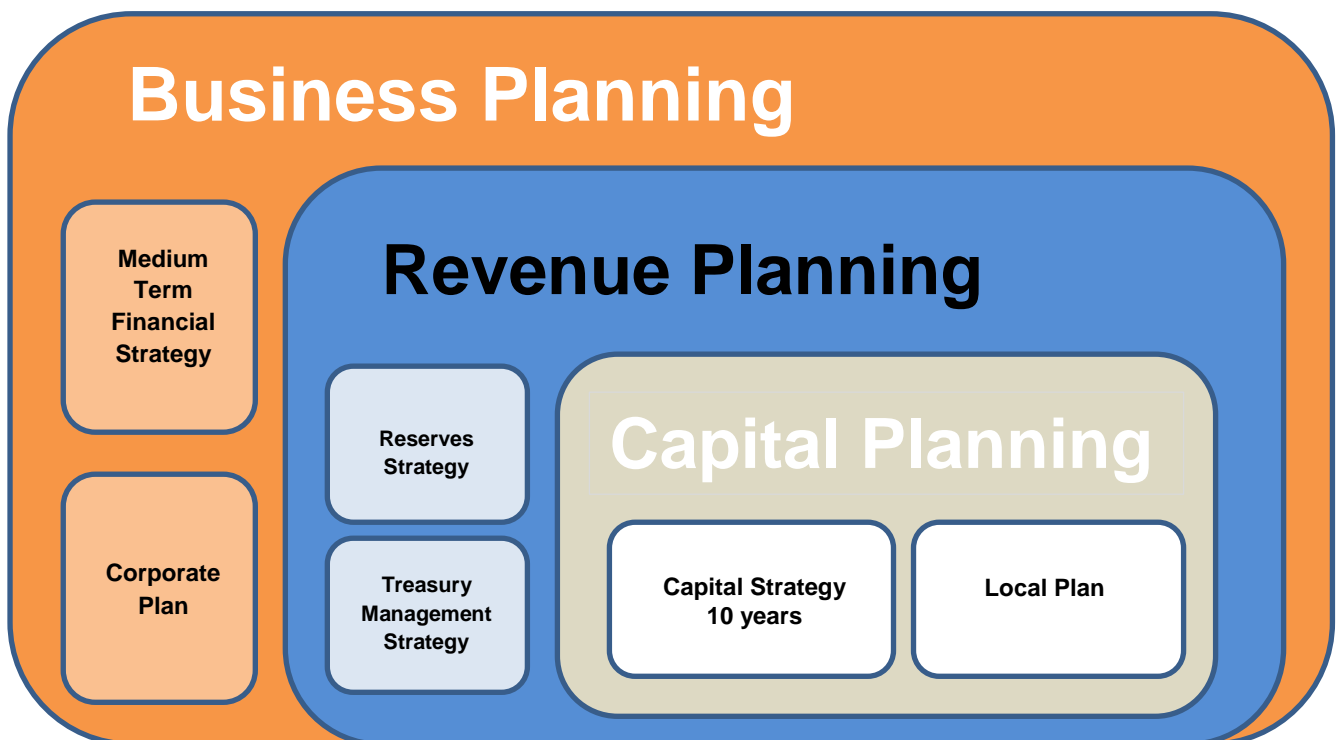
Appraisal, procurement and management of capital projects needs to be carried out with regard to the objectives, methodologies the principles and practices set out in the Procurement Strategy.

The various service based strategies will inform the Council's capital investment process through their identification of areas for action and of priorities within individual service areas.

The Treasury Management Strategy needs to reflect planned capital spend, particularly with regard to setting limits for tying up money over the longer term and the limits relating to the amount of permitted borrowing.

In addition the Capital Strategy will be influenced by the results of any Service Reviews which have been carried out by the Council, either as part of the budget preparation process or as one-off exercises. Where these reviews identify areas of service which are to be discontinued, this may give rise to assets which will be available for disposal and possibly generate a capital receipt which will be available for funding further capital investment. Alternatively reviews may identify areas for investment, including potential "invest to save" projects, some of which may be capital investment.

Simple Business Planning Model



External Influences, Partners and Consultation with Other Interested Parties

The Council's capital investment plans are influenced by a number of external parties and factors: central government and its agencies, legislation requiring capital works, partner organisations, businesses, developers and by the needs and views of other interested parties, particularly those of Borough residents

Government sponsored initiatives and programmes will influence the projects which the Council will include in its capital investment plans. In particular, its Housing Investment Programme in which the Council participates with regard to Disabled Facilities Grants, this is a major area of investment where funding is provided by Government to meet a proportion of the costs of some of these activities. This funding currently consists mainly of grant payments to partially meet the cost of disabled facilities grants payable to eligible applicants.

Where required by legislation to carry out works of a capital nature, such as to comply with the Disability Act or Health and Safety requirements, or anti-pollution regulations, the Council will consider the most effective way to discharge its obligations and appropriate provision will be made in its Capital Programme once it has determined that it shall carry out the necessary work and that this should be capitalised.

The Council works with a wide range of partners from the public, private, voluntary and community sectors, all of which have an influence over its spending priorities. Relationships with partners, including those concerning capital matters, will be governed by the Council's Partnerships Code of Practice. Wherever possible the Council will seek to work in partnership with others to deliver its capital investment programme in order to provide facilities which meet its own and partners' needs. When working with the private sector, the objective will be to maximise the benefits to the Council and the community from any projects, both in terms of outputs and in relation to obtaining funding for the project.

The Council is a participant in the Local Strategic Partnership (LSP) and will have regard to the content of its Sustainable Community Strategy together with any other elements of the partnership which relate to capital investment and may be able to use the capital programme as a means of fulfilling some of its obligations to the LSP.

Projects for consideration for inclusion in the Capital Programme may arise from the Council's participation in the Staffordshire and Stoke-on-Trent Local Enterprise Partnership (LEP) or similar sub-regional partnerships which seek to stimulate economic growth.

The Council has established a Town Centre Partnership, together with relevant parties such as representatives of retailers and businesses in the town centres of Newcastle and Kidsgrove. The partnership may identify proposals for town centre improvements which could place demands upon future capital programmes where such works align with the Council's economic development objectives. It may also present an opportunity for costs to be shared between the parties likely to benefit from their implementation.

The availability of external funding (particularly in relation to the successful Town Deals and Future High Street Fund bids) will also influence the projects which the Council will include in its capital investment plans. This is referred to in the following section of the Strategy.

Regard will be given to the Council’s obligations under disabled access requirements in putting forward proposals for capital investment and in the design of any facilities which are proposed.

Wherever possible the principles of financial and environmental sustainability will be incorporated into any capital projects.

Resources Available to Finance Capital Investment

The following diagram shows the main sources of funding which are available to the Council to finance its capital investment. Individual projects may be financed solely by one of these or by a combination of a number of them.

<u>INTERNAL</u>	<u>EXTERNAL</u>
Capital Receipts in Hand	Government Grants
Reserves	Other Grants, e.g. Heritage Lottery Fund
New Capital Receipts from Asset Sales	Contributions from Partners
Revenue Contributions	Other Contributions
	Borrowing

More details of these funding sources are given in the following paragraphs:

Capital receipts have been the major source of funding for the Capital Programme in recent years. Capital receipts, alongside borrowing and external contributions, are committed to finance the currently approved Capital Programme. Additional capital projects may be financed from capital receipts obtained by asset sales or other new capital streams.

A previously significant source of capital receipts has been the Council’s continuing right to a share of receipts arising from tenants of Aspire Housing under the Right to Buy legislation. However, Right to Buy sales have diminished from historically high levels, both because of the present depressed property market and there being fewer potential purchasers as time goes by. Future sales income is projected to be in the range of £0.5m per annum.

Capital receipts from sales of land and property (including covenant release payments) have been relatively modest in recent times.

The Asset Management Strategy sets out expected sales over the next ten years. It is anticipated that receipts from sales will increase in the medium term, enabling some increase in financing of capital investment from this source. The Capital, Assets and Commercial Investment Review Group meets on a

bi-monthly basis and is responsible for the formulation of strategies in respect of income generation relating to asset disposals.

The use of capital receipts and reserves to finance new capital projects has an effect upon investment income receipts and hence the General Fund Revenue Account. At an investment interest rate of around 2.5%, every £100,000 of such capital receipts or reserve balances used will cost £2,500 to the revenue account on an ongoing basis. The use of capital receipts and reserves to finance the Capital Programme is taken account of in the Medium Term Financial Strategy. Any receipts generated from the sale of assets will be invested until they are required to finance capital expenditure.

Wherever Government grants are available to meet all or part of the cost of capital projects the Council will ensure that these are applied for and used to maximise the amount of investment which can be made and the benefit which will result from that investment.

Funding will be sought towards the cost of capital projects from external parties wherever possible and appropriate. The prime examples of these being the Town Deals (£36.756m between 2022/23 and 2025/26), Future High Streets Fund (£7.080 between 2022/23 and 2023/24) and Disabled Facilities Grants. These may include property developers, central government and government agencies, funding bodies such as the National Lottery or the Football Foundation and partner organisations that may join with the Council to bring forward particular projects of mutual benefit.

The Council is presently debt free, having no long term loans outstanding. The capital investment programme set out in Annex B will require a significant amount of borrowing if it is to be carried out in its entirety. The use of borrowing has an effect on the General Fund Revenue account in terms of interest payable and the requirement to allocate a Minimum Revenue Provision, for a typical asset with a useful life of 20 years borrowing costs currently amount to around £7,000 for every £100,000 borrowed.

There is no intention to charge any capital investment directly to the General Fund Revenue Account.

The Council does not presently intend to consider the use of Private Finance Initiative type arrangements or tax increment financing to meet the cost of capital investment.

The Head of Finance (Section 151 Officer) will prepare estimates of the resources which are presently in hand plus those likely to be available in future to finance capital investment. They will keep these estimates up to date and periodically report upon them to Cabinet and Council, particularly when the Capital Programme is being considered. The Council will decide on the appropriate form of financing for projects included in the Capital Programme based on advice from the Head of Finance (Section 151 Officer) as to availability and the consequences and costs of use of the various options.

The need to have available liquid funds to be used to pay for capital projects will be considered when drawing up the Council's Treasury Management Strategy. An appropriate limit will be placed on long term investments based on predictions of the capital spending profile over the period covered by the Strategy so that there are likely to be enough readily available easily cashable investments to meet requirements.

Revenue Implications

The impact upon the General Fund Revenue Account arising from capital investment proposals will be calculated and considered at the time projects are placed before Cabinet or Full Council for inclusion in the approved Capital Programme or for specific approval. Such impact may be in the form of reduced interest receipts, where projects are to be financed from capital receipts or reserves, borrowing costs, if loan finance is to be employed, or additional running costs arising from the provision of a new or altered facility. Offset against these costs will be any savings which might accrue, for example from “invest to save” projects.

The Council will always have regard to the affordability of its proposed capital investments, in terms of the revenue implications arising.

The revenue implications of the capital programme will be taken account of in the Council's Medium Term Financial Strategy.

Appraisal and Prioritisation of Investment Proposals

In accordance with the Council's Financial Regulations proposals for new capital investment estimated to cost more than £100,000 will be subject to an appraisal process, whereby a business case will be made out for the proposal, considering its contribution towards meeting corporate objectives and service priorities, its outputs and milestones, its cost and sources of and its effect, if any, upon the revenue budget in future years. Less significant projects costing below £100,000 will be subject to a simplified process. All new capital investment proposals must be considered by the Capital, Assets and Commercial Investment Review Group prior to specific Cabinet approval being requested. Before any project may be commenced specific Cabinet approval must be obtained and the project will only be included in the approved Capital Programme, after considering its priority relative to other proposed projects and the overall level of resources available to fund the Capital Programme as a whole.

Work is being undertaken to develop the project prioritisation process further during 2022/23 in order to provide a robust, transparent and impartial basis for determining the relative merits of individual projects proposed for inclusion in the capital programme. No projects should be considered in isolation. They must be required to be measured against all other competing projects to determine which should go forward. This process should also apply to any projects which are proposed subsequent to the approval of the programme, to ensure that only those projects with a high priority are proceeded with and funds are not diverted to projects of a lesser priority.

A Risk Assessment, in the approved corporate format, will be completed for capital projects over £100,000.

Monitoring Arrangements and Project Management

Progress in relation to individual projects will be monitored through the Council's arrangements for the monitoring of capital projects, which entail quarterly monitoring reports to be received by the Cabinet. The Capital Assets and Commercial Investment Review Group will also review project progress and corrective action will be initiated where projects fall behind schedule, appear likely to overspend or otherwise give cause for concern. Individual Project Forms will be maintained in respect of each project by the Head of Finance (S151 Officer) which will track the progress of projects and be available to officers and members with an interest in reviewing progress of those projects.

All projects will be assigned to a named officer who will be responsible for overseeing the project, including project monitoring and control and implementing exception reports and, where appropriate, corrective action if the project deviates from its planned progress or cost. Where complex major projects are to be carried out, consideration will be given to employing the Prince2 project management methodology.

All capital projects will be subject to Internal Audit review to ensure correct procedures have been followed and sums have been paid out in accordance with Financial Regulations and Standing Orders as they relate to contracts. Where projects have received funding from government or quasi-governmental sources, the expenditure will also be subject in many cases to external audit. European Union funded projects may also be subject to audit by auditors on behalf of that body. Where monitoring returns or claims for reimbursement of expenditure are required to be sent to funding bodies, these will be completed and forwarded promptly to the relevant body in compliance with any deadlines laid down by them. All capital investment proposals and project progress and management are subject to the Council's scrutiny arrangements.

Statutory Framework

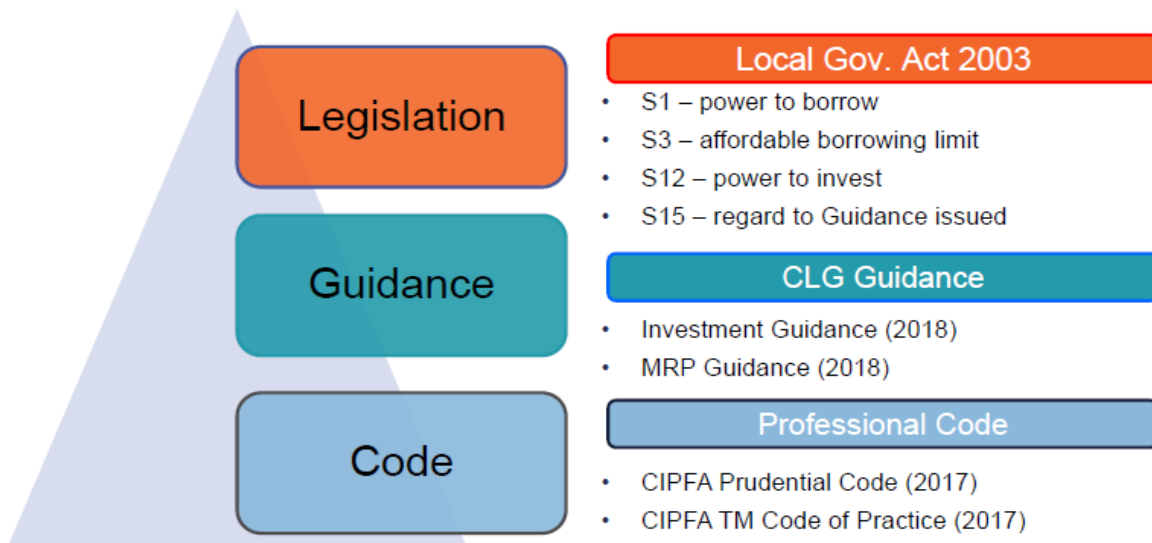
The Council's capital investment is carried out within the statutory framework laid down by the Local Government Act 2003 and regulations under that Act. Accordingly, only expenditure which fits the definition of capital expenditure contained in the Act or Regulations pursuant to it will be capitalised.

Capital expenditure is defined by the 2003 Act as that which falls to be capitalised in accordance with proper practices, which means in accordance with the Code of Practice on Local Authority Accounting, published by the Chartered Institute of Public Finance and Accountancy (CIPFA), applicable to all local authorities. Annex A sets out a summarised version of the definition provided by the Code. In addition there are a number of other types of expenditure that have been defined by Regulations as being treatable as capital in nature. Generally these do not apply to this Council.

It should be noted that the Act and Regulations are framed in a permissive way, allowing local authorities to capitalise expenditure which fits the definition but not forcing them to capitalise such expenditure. The Council will decide, therefore, whether to include a project meeting the capital definition in its capital programme or to meet its cost from a revenue account.

The Council does not set a minimum amount for the capitalisation of expenditure (*de minimis* level). Accordingly, any expenditure complying with the above definition may be capitalised.

Legal and Regulatory Requirements



Prudential Indicators

The Council shall ensure that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable. In doing so it will take into account its arrangements for the repayment of debt and consideration of risk and the impact, and potential impact, on the Council's overall fiscal sustainability. The Council's prudential indicators (shown in Annex C) are as follows:-

- Estimates of capital expenditure

The Council will make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years.

- Actual capital expenditure

After the year end, the actual capital expenditure incurred during the financial year will be recorded.

- Estimates of capital financing requirement

The Council will make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years.

- Actual capital financing requirement

After the year end, the actual capital financing requirement will be calculated directly from the Council's balance sheet.

- Ratio of financing costs to net revenue streams

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs.

- Authorised limit on external borrowing

The Authorised Limit sets the maximum level of external borrowing on a gross basis (i.e. excluding investments) for the Council. This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

- Operational boundary for external debt

This indicator refers to the means by which the authority manages its external debt to ensure it remains within the statutory authorised limit. It differs from the authorised limit in as far as it is based on the most likely scenario, in terms of capital spend and financing during the year.

- Gross debt and capital financing requirement

This is a key indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

Where the gross debt is greater than the capital financing requirement the reasons for this should be clearly stated in the annual treasury management strategy.

Procurement

Regard will be given to the contents of the Council's Procurement Strategy when considering the delivery of capital projects.

Where estimated project contract costs exceed the relevant statutory threshold, the appropriate EU or other tendering procedures will be followed.

Standing Orders relating to contracts will apply to all contracts proposed to be let in relation to capital projects, together with Financial Regulations and the provisions of the Council's scheme of Delegation.

The achievement of Value for Money will be a guiding principle in the procurement of capital works and services and in managing contracts.

Future Capital Programme

Capital investment needs have been assessed over a ten year period (2023/24 to 2032/33) and are set out in Annex B.

During this period, there will be a need for some items of capital investment to be made in order to ensure continued service delivery or to comply with statutory requirements or to ensure health and safety of staff and public. Examples of these include: operational building repairs and maintenance; replacement of vehicles, plant and equipment required to deliver services; disabled facilities grants.

It may be possible to extend the lives of some of the vehicles, if they are in a fit condition when their replacement date is reached. Similarly some of the maintenance/improvement works to the Council's operational properties may be capable of being deferred; periodic stock condition surveys will inform any decisions in this regard. Additionally, some properties may be deemed surplus to operational requirements and eligible for disposal in their current condition.

In addition to the essential works outlined above, there are significant amounts of expenditure which need to be incurred:

- In respect of the Town Deals and Future High Streets Fund funding successfully bid for, these projects will have a significant impact upon the regeneration and recovery of both Newcastle and Kidsgrove Town centres
- In respect of the commercial portfolio in order to keep properties in a state of repair such as to continue to obtain a reasonable rental income
- To maintain various engineering structures such as walls, bridges, drains, and reservoirs to ensure safety to the public
- To enable agreed actions in relation to approved policies and strategies to be progressed and to meet other Council commitments.

Over the period 2023/24 to 2032/33 it is estimated that this expenditure will total £84.353m.

Funding will depend on capital receipts from asset sales. There will be insufficient capital receipts arising from these planned sales to meet all of the costs of the investment programme. Accordingly, it is estimated that around £30.368m of net expenditure will have to be funded from borrowing over the ten year period if the programme is to be delivered in its entirety.

There will be a consequent cost to the revenue budget which will have to be included in the MTFS projections. Based on the expenditure shown in Annex B and forecasts of the amount and timing of receipts and current capital financing costs, the additional costs to the revenue budget will be around £15.718m over 10 years, with the costs in each year 2023/24 to 2032/33 being as shown below:

Year	Total £m
2023/24	0.471
2024/25	1.023
2025/26	1.037
2026/27	1.090
2027/28	1.982
2028/29	2.002
2029/30	2.022
2030/31	2.043
2031/32	2.06
2032/33	1.988
Total	15.718

A capital programme for 2023/24 to 2025/26 totalling £48.064m will be recommended to Full Council on 15 February 2022, consistent with the detail shown in Annex B. The prudential indicators that will apply for this 3 year period are set out at Annex C.

Funding for 2023/24 expenditure is likely to be available from the following sources:

- Further capital receipts from asset sales;
- Right to Buy capital receipts;
- Government grants;
- Other external contributions; and
- Borrowing.

All of the above funding sources are likely to be limited so the programme only includes affordable projects.

As described earlier, current estimates of the amount required to be invested in projects to ensure continued service delivery and meet commitments compared with forecasts of likely receipts from asset sales and other available resources indicate that there will be insufficient resources available to fund all of these requirements. If forecast receipts from sales of assets cannot be achieved within this timeframe, the Council may have to review its stance with regard to borrowing, if this proves to be the only practical means of funding necessary investment, particularly if a major unforeseen item of capital expenditure were to materialise, for example major repairs to enable an operational building to continue to be used or new legislation requiring capital spending.

Annex A – Definition of Capital Expenditure included in the Code of Practice on Local Authority Accounting in the United Kingdom

All expenditure that can be directly attributed to the acquisition, creation or enhancement of items of property, plant and equipment or the acquisition of rights over certain longer-term intangible benefits is accounted for on an accruals basis and capitalised as a non-current asset. It must be probable that the future economic benefits or service potential associated with the item will flow to the Council - the Council does not have to own the item but it must be more than likely that it has gained the right to use the item in the provision of services or to generate cash from it. In addition it must be possible to measure the cost of the item reliably.

Expenditure that should be capitalised will include expenditure on the:

- Acquisition, reclamation or laying out of land;
- Acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures; and
- Acquisition, installation or replacement of movable or immovable plant, machinery, apparatus, vehicles and vessels.

In this context, the definition of enhancement contained in the previous Code of Practice (SORP) is still applicable and means the carrying out of works which are intended to:

- Lengthen substantially the useful life of the asset; or
- Increase substantially the market value of the asset; or
- Increase substantially the extent to which the asset can or will be used for the purpose or in conjunction with the functions of the local authority concerned.

Under this definition, improvement works and structural repairs should be capitalised, whereas expenditure to ensure that the fixed asset maintains its previously assessed standard of performance should be recognised in the revenue account as it is incurred. Expenditure on existing fixed assets should be capitalised in three circumstances:

- Enhancement - see above;
- Where a component of the fixed asset that has been treated separately for depreciation purposes and depreciated over its individual useful life is replaced or restored; or
- Where the subsequent expenditure relates to a major inspection or overhaul of a fixed asset that restores the benefits of the asset that have been consumed by the authority and have already been reflected in depreciation.

Assets acquired on terms meeting the definition of a finance lease should be capitalised and included together with a liability to pay future rentals.

Where an asset is acquired for other than cash consideration or where payment is deferred the asset should be recognised and included in the balance sheet at fair value.

Annex B - 2023/24 to 2032/33 Capital Programme

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CAPITAL PROGRAMME	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	TOTAL
	£	£	£	£	£	£	£	£	£	£	£
PRIORITY - One Council Delivering for Local People											
Service Area - Council Modernisation	1,991,500	269,000	481,500	331,000	75,000	346,000	431,000	121,000	31,000	31,000	4,108,000
Total	1,991,500	269,000	481,500	331,000	75,000	346,000	431,000	121,000	31,000	31,000	4,108,000
PRIORITY - A Successful and Sustainable Growing Borough											
Service Area - Housing Improvements	1,670,000	1,670,000	1,720,000	1,670,000	1,595,000	1,595,000	1,595,000	1,595,000	1,595,000	1,595,000	16,300,000
Service Area - Managing Property & Assets	882,342	1,442,918	1,266,411	569,746	495,475	590,448	310,000	704,483	172,500	172,500	6,606,823
Total	2,552,342	3,112,918	2,986,411	2,239,746	2,090,475	2,185,448	1,905,000	2,299,483	1,767,500	1,767,500	22,906,823
PRIORITY - Healthy, Active and Safe Communities											
Service Area - Environmental Health	60,000	-	12,000	-	-	-	12,000	-	-	-	84,000
Service Area - Streetscene & Bereavement Services	790,000	240,000	280,000	165,000	140,000	140,000	165,000	1,690,000	140,000	140,000	3,890,000
Service Area - Recycling & Fleet	5,601,000	303,000	1,230,000	5,943,100	1,900,000	654,000	6,643,000	1,391,000	700,000	700,000	25,065,100
Service Area - Leisure and Cultural	368,000	16,000	150,000	-	-	-	-	-	-	-	534,000
Service Area - Engineering	110,000	1,415,000	120,000	50,000	-	-	-	95,000	-	-	1,790,000
Total	6,929,000	1,974,000	1,792,000	6,158,100	2,040,000	794,000	6,820,000	3,176,000	840,000	840,000	31,363,100
PRIORITY - Town Centres for All											
Service Area - Managing Property & Assets	7,300,000	-	-	-	-	-	-	-	-	-	7,300,000
Future High Streets Fund	1,691,166	-	-	-	-	-	-	-	-	-	1,691,166
Town Deals - Newcastle	4,706,000	2,251,000	807,000	-	-	-	-	-	-	-	7,764,000
Town Deals - Kidsgrove	4,190,000	2,794,000	1,236,000	-	-	-	-	-	-	-	8,220,000
Total	17,887,166	5,045,000	2,043,000	-	-	-	-	-	-	-	24,975,166
CONTINGENCY £1m to be carried forward from 2022/23	1,000,000	-	-	-	-	-	-	-	-	-	-
TOTAL	30,360,008	10,400,918	7,302,911	8,728,846	4,205,475	3,325,448	9,156,000	5,596,483	2,638,500	2,638,500	84,353,089
FUNDING											
Capital Receipts	2,400,000	4,000,000	4,000,000	4,000,000	4,000,000	500,000	500,000	500,000	500,000	500,000	20,900,000
External Contributions	12,497,166	6,545,000	3,543,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	33,085,166
Borrowing/Leasing	15,462,842	-144,082	-240,089	3,228,846	-1,294,525	1,325,448	7,156,000	3,596,483	638,500	638,500	30,367,923
TOTAL	30,360,008	10,400,918	7,302,911	8,728,846	4,205,475	3,325,448	9,156,000	5,596,483	2,638,500	2,638,500	84,353,089

Annex C – Prudential Indicators

Capital Prudential Indicators

Actual and Estimate of Capital Expenditure

31/03/22 Actual (£000's)	31/03/23 Estimate (£000's)	31/03/24 Estimate (£000's)	31/03/25 Estimate (£000's)	31/03/26 Estimate (£000's)
14,743	32,976	30,360	10,400	7,303

The Capital Financing Requirement (The Councils Borrowing Need)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

The CFR projections are below:

31/03/22 Actual (£000's)	31/03/23 Estimate (£000's)	31/03/24 Estimate (£000's)	31/03/25 Estimate (£000's)	31/03/26 Estimate (£000's)
10,726	11,100	26,600	26,500	26,300

The amounts shown above from 2022/23 onwards allow the Council to borrow during those years to finance capital expenditure which cannot be funded from other revenue or capital resources. However, the likelihood of individual schemes, the timings and the amounts involved cannot be assessed with certainty at this point.

The sale of Council assets for capital receipts will have a significant impact upon the CFR, if sales are made the Council's borrowing requirement will be reduced, if not the Council's borrowing requirement will be greater.

Affordability Prudential Indicators

Actual and Estimates of the Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

Financing Costs comprise the aggregate of: interest payable, interest receivable and investment income; the amount charged as MRP; depreciation and impairment charges that have not been reversed out of the revenue account.

Net Revenue Stream is defined as the 'amount to be met from government grants and local taxpayers'. This is the Council's 'budgetary requirements' figure shown in the General Fund Revenue Budget, being the net expenditure for the year before deducting government grants (Revenue Support and Business Rates Retention) and adjusting for the Collection Fund surplus/deficit. The relevant figures for this Council are set out in the table below:

	2021/22 Actual (£000's)	2022/23 Estimate (£000's)	2023/24 Estimate (£000's)	2024/25 Estimate (£000's)	2025/26 Estimate (£000's)
Net Revenue Stream	14,956	15,269	15,269	15,269	15,269
Financing Costs	65	94	499	1,008	1,023
Ratio	0.43%	0.62%	3.27%	6.60%	6.70%

Treasury Indicators

Limits to Borrowing Activity

The Local Government Act 2003 requires each local authority to determine and keep under review how much money it can afford to borrow. This is to be determined by the calculation of an affordable borrowing limit which Regulations to the Act specify should be calculated with regard to the CIPFA Prudential Code.

Previously borrowing has not been used to fund the capital programme because the Council has had sufficient reserves and useable capital receipts to finance capital expenditure from these sources.

The Operational Boundary

This is the limit beyond which external debt is not normally expected to exceed.

Operational boundary	2022/23 Estimate (£000's)	2023/24 Estimate (£000's)	2024/25 Estimate (£000's)	2025/26 Estimate (£000's)
Borrowing	95,000	95,000	95,000	95,000
Other long term liabilities	0	0	0	0

The Authorised Limit for External Borrowing

A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

The Council is asked to approve the following authorised limit:

Authorised limit	2022/23 Estimate (£000's)	2023/24 Estimate (£000's)	2024/25 Estimate (£000's)	2025/26 Estimate (£000's)
Debt	100,000	100,000	100,000	100,000
Other Long Term Liabilities	0	0	0	0

Limits on Interest Rate Exposures (fixed and variable interest rates)

The following limits will apply in relation to the Council's interest rate exposure. They relate to interest on both borrowings and investments. These limits are intended to reduce the risk of the Council suffering unduly from significant adverse fluctuations in interest rates.

Limit on Fixed Interest Rate Exposures (as a percentage of total borrowings / investments)

	Borrowing		Investments	
	Upper	Lower	Upper	Lower
2022/23	100%	0%	100%	0%
2023/24	100%	0%	100%	0%
2024/25	100%	0%	100%	0%
2025/26	100%	0%	100%	0%

Limit on Variable Interest Rate Exposures (as a percentage of total borrowings/ investments)

	Borrowing		Investments	
	Upper	Lower	Upper	Lower
2022/23	100%	0%	100%	0%
2023/24	100%	0%	100%	0%
2024/25	100%	0%	100%	0%
2025/26	100%	0%	100%	0%

In relation to both borrowing and investing fixed rate investments and loans may be anything between 0% and 100% of the total, with the same proportions being permitted for variable rate loans – in effect there is no limit on each type. This enables maximum flexibility to be afforded to take advantage of prevailing interest trends to obtain the best deal for the Council.

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Treasury Management Strategy

2023/24



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Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council may invest or borrow substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2021 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

Economic Situation

Highlights of the report supplied by Arlingclose Ltd.

External Context

Economic background: The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates, uncertain government policy, and a deteriorating economic outlook, will be major influences on the Authority's treasury management strategy for 2023/24.

The Bank of England (BoE) increased the Bank Rate by 0.75% to 3.0% in November 2022, the largest single rate hike since 1989 and the eighth successive rise since December 2021. The decision was voted for by a 7-2 majority of the Monetary Policy Committee (MPC), with one of the two dissenters voting for a 0.50% rise and the other for just a 0.25% rise.

The November quarterly Monetary Policy Report (MPR) forecast a prolonged but shallow recession in the UK with CPI inflation remaining elevated at over 10% in the near-term. While the projected peak of inflation is lower than in the August report, due in part to the government's support package for household energy costs, inflation is expected remain higher for longer over the forecast horizon and the economic outlook remains weak, with unemployment projected to start rising.

The UK economy grew by 0.2% between April and June 2022, but the BoE forecasts Gross Domestic Product (GDP) will decline 0.75% in the second half of the calendar year due to the squeeze on household income from higher energy costs and goods prices. Growth is then expected to continue to fall throughout 2023 and the first half of 2024.

CPI inflation is expected to peak at around 11% in the last calendar quarter of 2022 and then fall sharply to 1.4%, below the 2% target, in two years' time and to 0% in three years' time if Bank Rate follows the path implied by financial markets with a peak of 5.25%. However the BoE has stated it considers this path to be too high, suggesting that the peak in interest rates will be lower, reducing the risk of inflation falling too far below target.

The labour market remains tight for now, with the most recent statistics showing the unemployment rate fell to 3.5%, driven mostly by a shrinking labour force. Earnings were up strongly in nominal terms by 6% for total pay and 5.4% for regular pay but factoring in inflation means real total pay was -2.4% and regular pay -2.9%. Looking forward, the MPR shows the labour market weakening in response to the deteriorating outlook for growth, leading to the unemployment rate rising to around 6.5% in 2025.

Credit outlook: Credit default swap (CDS) prices have followed an upward trend throughout the year, indicating higher credit risk. They have been boosted by the war in Ukraine, increasing economic and political uncertainty and a weaker global and UK outlook, but remain well below the levels seen at the beginning of the Covid-19 pandemic.

CDS price volatility has been higher in 2022 compared to 2021 and this year has seen a divergence in prices between ringfenced (retail) and non-ringfenced (investment) banking entities once again.

The weakening economic picture during 2022 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several local authorities and financial institutions, revising them from to negative from stable.

There are competing tensions in the banking sector which could impact bank balance sheet strength going forward. The weakening economic outlook and likely recessions in many regions increase the possibility of a deterioration in the quality of banks' assets, while higher interest rates provide a boost to net income and profitability.

However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.

Interest rate forecast (November 2022): The Authority's treasury management adviser Arlingclose forecasts that Bank Rate will continue to rise in 2022 and 2023 as the Bank of England attempts to subdue inflation which is significantly above its 2% target.

While interest rate expectations reduced during October and November 2022, multiple interest rate rises are still expected over the forecast horizon despite looming recession. Arlingclose expects Bank Rate to rise to 4.25% by June 2023 under its central case, with the risks in the near- and medium-term to the upside should inflation not evolve as the Bank forecasts and remains persistently higher.

Yields are expected to remain broadly at current levels over the medium-term, with 5-, 10- and 20-year gilt yields expected to average around 3.6%, 3.7%, and 3.9% respectively over the 3-year period to September 2025. The risks for short, medium and longer-term yields are judged to be broadly balanced over the forecast horizon. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is in Appendix A.

Local Context

On 21st November 2022, the Council held no borrowing and £29.75million of treasury investments, largely due to grant monies temporarily held. This is set out in further detail at Annex B. Forecast changes in these sums are shown in the balance sheet analysis in table below:

Balance Sheet Summary and Forecast	31/03/2022 Actual £m	31/03/2023 Forecast £m	31/03/2024 Forecast £m	31/03/2025 Forecast £m	31/03/2026 Forecast £m
General Fund CFR	10.7	11.1	26.6	26.5	26.3
Less: Existing external borrowing	0.0	0.0	(0.4)	(15.9)	(15.8)
Less: Usable reserves	(10.9)	(3.8)	(4.1)	(2.0)	(2.1)
Less: Working capital	(15.5)	(6.9)	(6.6)	(8.7)	(8.6)
(New Investments or Cash)/ New external borrowing	(15.7)	0.4	15.5	(0.1)	(0.2)

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. Where borrowing is required this will be in line with Arlingclose's current advice of doing so from other local authorities on a short term basis. This will be undertaken until it becomes advantageous to switch to long term debt, with the lowest cost option being considered, including such options as municipal bonds

The Council has an increasing CFR due to the capital programme, but minimal investments and may therefore be required to borrow over the forecast period. More details in relation to the Council's CFR are included within the Capital Strategy.

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. The table above shows that the Council expects to comply with this recommendation during 2023/24.

Liability benchmark: To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as above, but that cash and investment balances are kept to a minimum level of £1m at each year-end to maintain sufficient liquidity but minimise credit risk.

The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

Liability Benchmark	31/03/2022 Actual £m	31/03/2023 Forecast £m	31/03/2024 Forecast £m	31/03/2025 Forecast £m	31/03/2026 Forecast £m
General Fund CFR	10.7	11.1	26.6	26.5	26.3
Less: Balance sheet resources	(26.4)	(10.7)	(11.1)	(26.6)	(26.5)
Net loans requirement	(15.7)	0.4	15.5	(0.1)	(0.2)
Plus: Liquidity Allowance	-	1.0	1.0	1.0	1.0
Liability benchmark	(15.7)	1.4	16.5	0.9	0.8

Borrowing Strategy

The Council does not currently hold any loans, as per the previous year, as part of its strategy for funding previous years' capital programmes.

The balance sheet forecast, in the table above, shows that the Authority expects to borrow by the end of 2022/23. The Authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing.

The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal or short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2023/24 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Although not utilised in recent years, the Council has previously considered the option of long-term borrowing from the Public Works Loans Board (PWLB). However consideration will now be given to long-term loans from other sources including banks, pensions and local authorities, and the Council will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the Authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.

Sources of borrowing:

The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board);
- any institution approved for investments (see below);
- any other bank or building society authorised to operate in the UK;
- any other UK public sector body;
- UK public and private sector pension funds;
- capital market bond investors; and
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues.

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing;
- hire purchase;
- Private Finance Initiative; and
- sale and leaseback.

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing

authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Council.

Short-term and variable rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises.

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

Treasury Investment Strategy

The Council can hold significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £5.9 million and £38.6 million. The highest figure of £38.6 million was invested in October, when the Council received monies in relation to Town Deal Funding and Disabled Facilities grants.

The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

The Council expects to be a long-term borrower and new treasury investments will therefore be made primarily to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of strategic pooled funds will be maintained to diversify risk into different sectors and boost investment income.

Under the IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

The Council may invest its surplus funds with any of the counterparty types in the table below, subject to the cash limits (per counterparty) and the time limits shown.

Approved investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	3 years	Unlimited	n/a
Local authorities & other government entities	3 years	£7m	unlimited
Secured investments*	3 years	£7m	unlimited
Banks (unsecured)*	13 months	£7m	unlimited
Building societies (unsecured)*	13 months	£7m	£7m
Registered providers (unsecured)*	3 years	£10m	£10m
Money market funds*	n/a	£7m	unlimited
Real estate investment trusts	n/a	£2m	£2m
Other investments	3 years	£7m	£7m

* Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made either where external advice indicates the entity to be of similar credit quality.

Government: Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Registered providers (unsecured): Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic pooled funds: Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

Operational bank accounts: The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £7,000,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and

- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “negative watch”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council’s treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority’s cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Investment limits: In order that the Council will not be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government and Registered Providers) will be £7 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

Limits are also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Additional Investment limits

	Cash limit
Any group of pooled funds under the same management	£7m per manager
Negotiable instruments held in a broker’s nominee account	£7m per broker
Foreign countries	£7m per country

Liquidity management: The Council uses cash flow forecasting to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council’s medium-term financial plan and cash flow forecast.

Non-treasury investments are covered by the Council’s Investment Strategy.

Treasury Management Prudential Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A

Liquidity

The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling [three] month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£1m

Interest rate exposures

This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate indicator	Limit
Upper limit on one-year revenue impact of a 1% rise in interest rates	(£113,000)
Upper limit on one-year revenue impact of a 1% fall in interest rates	£113,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates.

Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal sums invested for periods longer than a year

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2023/24	2024/25	2025/26	No Fixed Date
Limit on principal invested beyond year end	£25m	£25m	£25m	£25m

Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

The Council's Operational Boundary and Authorised Limit for External Borrowing are detailed in the Council's Capital Strategy.

Related Matters

The CIPFA Code requires the Council to include the following in its treasury management strategy.

Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk. The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Markets in Financial Instruments Directive (MiFID II): The Council has retained retail client status with its providers of financial services, including advisers and banks, allowing it access to a smaller range of services but with the greater regulatory protections afforded to individuals and small companies. This is believed to be the most appropriate status given the size and range of the Council's treasury management activities. The Council may upgrade their client status to professional if the requirements to do so are met during the year. This will allow a greater range of services but without the same level of regulatory protections provided by retail client status.

Financial Implications

The budget for investment income in 2023/24 is nil. The budget for debt interest paid in 2023/24 is £254,000. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. It is believed that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Annex A – Arlingclose Economic & Interest Rate Forecast November 2022

Underlying assumptions:

- UK interest rate expectations have eased following the mini-budget, with a growing expectation that UK fiscal policy will now be tightened to restore investor confidence, adding to the pressure on household finances. The peak for UK interest rates will therefore be lower, although the path for interest rates and gilt yields remain highly uncertain.
- Globally, economic growth is slowing as inflation and tighter monetary policy depress activity. Inflation, however, continues to run hot, raising expectations that policymakers, particularly in the US, will err on the side of caution, continue to increase rates and tighten economies into recession.
- The new Chancellor dismantled the mini-budget, calming bond markets and broadly removing the premium evident since the first Tory leadership election. Support for retail energy bills will be less generous, causing a lower but more prolonged peak in inflation. This will have ramifications for both growth and inflation expectations.
- The UK economy is already experiencing recessionary conditions, with business activity and household spending falling. Tighter monetary and fiscal policy, alongside high inflation will bear down on household disposable income. The short- to medium-term outlook for the UK economy is bleak, with the BoE projecting a protracted recession.
- Demand for labour remains strong, although there are some signs of easing. The decline in the active workforce has fed through into higher wage growth, which could prolong higher inflation. The development of the UK labour market will be a key influence on MPC decisions. It is difficult to see labour market strength remaining given the current economic outlook.
- Global bond yields have steadied somewhat as attention turns towards a possible turning point in US monetary policy. Stubborn US inflation and strong labour markets mean that the Federal Reserve remains hawkish, creating inflationary risks for other central banks breaking ranks.
- However, in a departure from Fed and ECB policy, in November the BoE attempted to explicitly talk down interest rate expectations, underlining the damage current market expectations will do to the UK economy, and the probable resulting inflation undershoot in the medium term. This did not stop the Governor affirming that there will be further rises in Bank Rate.

Forecast:

- The MPC remains concerned about inflation but sees the path for Bank Rate to be below that priced into markets.
- Following the exceptional 75bp rise in November, Arlingclose believes the MPC will slow the rate of increase at the next few meetings. Arlingclose now expects Bank Rate to peak at 4.25%, with a further 50bp rise in December and smaller rises in 2023.
- The UK economy likely entered into recession in Q3, which will continue for some time. Once inflation has fallen from the peak, the MPC will cut Bank Rate.
- Arlingclose expects gilt yields to remain broadly steady despite the MPC's attempt to push down on interest rate expectations. Without a weakening in the inflation outlook, investors will price in higher inflation expectations given signs of a softer monetary policy stance.
- Gilt yields face pressures to both sides from hawkish US/EZ central bank policy on one hand to the weak global economic outlook on the other. BoE bond sales will maintain yields at a higher level than would otherwise be the case.

	Current	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
Official Bank Rate													
<i>Upside risk</i>	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25
Arlingclose Central Case	3.00	3.50	4.00	4.25	4.25	4.25	4.25	4.00	3.75	3.50	3.50	3.50	3.50
<i>Downside risk</i>	0.00	0.25	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00
3-mth money market rate													
<i>Upside risk</i>	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25
Arlingclose Central Case	3.00	3.90	4.40	4.40	4.40	4.35	4.30	4.25	4.00	3.75	3.75	3.75	3.75
<i>Downside risk</i>	0.00	0.25	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00
5-yr gilt yield													
<i>Upside risk</i>	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.36	3.65	3.90	3.90	3.90	3.90	3.80	3.70	3.60	3.50	3.40	3.30	3.20
<i>Downside risk</i>	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
10-yr gilt yield													
<i>Upside risk</i>	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.46	3.70	3.75	3.75	3.75	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70
<i>Downside risk</i>	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
20-yr gilt yield													
<i>Upside risk</i>	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.88	4.00	4.00	4.00	4.00	4.00	3.90	3.90	3.90	3.90	3.90	3.90	3.90
<i>Downside risk</i>	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
50-yr gilt yield													
<i>Upside risk</i>	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.24	3.40	3.40	3.40	3.40	3.40	3.30	3.30	3.30	3.30	3.30	3.30	3.30
<i>Downside risk</i>	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

Annex B – Existing Investment & Debt Portfolio Position

	21/11/2022 Actual Portfolio £m	21/11/2022 Average Rate %
<i>Treasury investments:</i>		
Banks & building societies (unsecured)	3.5	2.90
Government (incl. local authorities)	25.25	2.72
Money Market Funds	1.0	2.77
Total treasury investments	29.75	
Total external borrowing	0.0	
Net investments	29.75	

Annex C – Minimum Revenue Provision Policy

Background

In instances whereby Local Authorities have a positive Capital Financing Requirement (CFR), Ministry of Housing, Communities and Local Government (MHCLG) Guidance requires them to adopt a prudent approach in order to fund the repayment of debt. This may be achieved by setting aside a minimum amount from revenue, known as the Minimum Revenue Provision (MRP). This means that the Council would be required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the MRP).

MHCLG Regulations and Guidance have been issued which require the Full Council to approve **an MRP Statement** in advance of each year. Four options for prudent provision of the MRP are provided to councils, these being:

Option 1 – Regulatory Method

For debt which is supported by the Government through the Revenue Support Grant system, authorities may continue to use the formulae in the current regulations, since the Revenue Support Grant is calculated on that basis. Although the existing regulation 28 is revoked by regulation 4(1) of the 2008 Regulations, authorities will be able to calculate MRP as if it were still in force. Solely as a transitional measure, this option will also be available for all capital expenditure incurred prior to 1 April 2008.

Option 2 – Capital Financing Requirement Method

This is a technically much simpler alternative to Option 1 which may be used in relation to supported debt. While still based on the concept of the CFR, which is easily derived from the balance sheet, it avoids the complexities of the formulae in the old regulation 28 (though for most authorities it will probably result in a higher level of provision than Option 1).

Option 3 – Asset Life Method

For new borrowing under the Prudential system for which no Government support is being given and is therefore self-financed, there are two options included in the guidance.

Option 3 is to make provision over the estimated life of the asset for which the borrowing is undertaken. This is a possibly simpler alternative to the use of depreciation accounting (Option 4), though it has some similarities to that approach.

Within option 3, two methods are identified. The first of these, the equal instalment method, will normally generate a series of equal annual amounts over the estimated life of the asset. The original amount of expenditure ("A" in the formula) remains constant.

The cumulative total of the MRP made to date ("B" in the formula) will increase each year. The outstanding period of the estimated life of the asset ("C" in the formula) reduces by 1 each year.

For example, if the life of the asset is originally estimated at 25 years, then in the initial year when MRP is made, C will be equal to 25. In the second year, C will be equal to 24, and so on. The original estimate of the life is determined at the outset and should not be varied thereafter, even if in reality the condition of the asset has changed significantly

The formula allows an authority to make voluntary extra provision in any year. This will be reflected by an increase in amount B and will automatically ensure that in future years the amount of provision determined by the formula is reduced.

The alternative is the annuity method, which has the advantage of linking MRP to the flow of benefits from an asset where the benefits are expected to increase in later years. It may be particularly attractive in connection with projects promoting regeneration or administrative efficiencies or schemes where revenues will increase over time.

Option 4 – Depreciation Method

Alternatively, for new borrowing under the Prudential system for which no Government support is being given, Option 4 may be used.

This means making the MRP in accordance with the standard rules for depreciation accounting. A step in this direction was made in the last set of amendments to the MRP rules [SI 2007/573]. However, the move to reliance on guidance rather than regulations will make this approach more viable in future.

Authorities will normally need to follow the standard procedures for calculating depreciation provision. But the guidance identifies some necessary exceptions:

The MRP continues until the total provision made is equal to the original amount of the debt and may then cease.

If only part of the expenditure on the asset was financed by debt, the depreciation provision is proportionately reduced.

MRP Policy in respect of Finance Leases

The introduction of International Financial Reporting Standards in 2011/12 resulted in some leases being reclassified as finance leases instead of operating leases. This resulted in a positive CFR and as such the need to set aside a MRP.

In accordance with the revised MHCLG Guidance this Council will set aside an annual MRP equal to the amount of the lease that has been taken to the Balance Sheet to reduce the finance lease liability i.e. the principal amount of the finance lease. This approach will produce an MRP charge which is the same as Option 3 in the guidance (Asset Life Method – annuity method). The revised guidance aims to ensure that authorities are in the same position as if the change in accounting standards had not occurred.

MRP Policy – Other Capital Expenditure

Capital Financing Requirement (CFR)

The Council's CFR is currently positive. This means that there is a requirement to set aside a MRP for the redemption of debt. The Prudential Indicator for the CFR, shown at Table 1 in the Treasury Management Strategy, indicates that the CFR will become positive within the period covered by the Strategy. This is based on the assumption that there will be a general overall increase in expected capital expenditure, which cannot be funded from revenue or capital resources. Accordingly, the Council needs to determine the option it will employ to make the necessary MRP in respect of the amount borrowed, when this occurs.

Option for making MRP

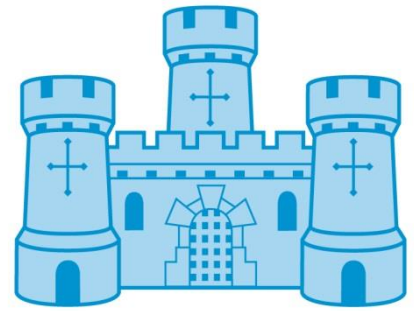
The most appropriate of the four options permitted by the Regulations is Option 3, the Asset Life Method, within which there are two further options, an equal instalment method and an annuity method (as detailed in 1.1 – option 3). The Council is permitted to apply either of these two further options to projects on a scheme by scheme basis. However preference will be the annuity method.

It should be noted that MRP does not commence until the year following that in which the asset concerned became operational; however, voluntary MRP can be made at any given time if considered prudent.

Annex D – Treasury Management Glossary of Terms

- *Basis Points* – there are 100 basis points to 1%.
- *Credit Default Swap* – an additional assessment of credit worthiness by providing a risk analysis of changes in credit quality as perceived by the market.
- *CFR* – the Capital Financing Requirement is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources.
- *CIPFA* – the Chartered Institute of Public Finance and Accountancy, is the professional body for accountants working in Local Government and other public sector organisations.
- *Counterparty* – an institution with whom a borrowing or investment transaction is made.
- *CPI* – a measure that examines the weighted average of prices of a basket of consumer goods and services. The Consumer Price Index is calculated by taking price changes for each item in the predetermined basket of goods/services and averaging them; the goods are weighted according to their importance. Changes in CPI are used to assess price changes associated with the cost of living.
- *Credit Rating* – is an opinion on the credit-worthiness of an institution, based on judgements about the future status of that institution. The main rating agencies are Fitch, Standard and Poor's and Moody's.
- *Depreciation* – the measure of the cost or revalued amount of the benefits of the fixed asset that have been consumed during the period. Consumption includes wearing out, using up or other reduction in the useful life of a fixed asset whether arising from use, time or obsolescence through either changes in technology or demand for the goods and services produced by the asset.
- *GDP* – Gross Domestic Product is the market value of all officially recognised final goods and services produced within a country in a given period of time.
- *IFRS (International Financial Reporting Standards)* – International accounting standards that govern the treatment and reporting of income and expenditure in an organisation's accounts, which came fully into effect from 1 April 2010.
- *Leasing* - a lease is a contractual arrangement calling for the lessee (user) to pay the lessor (owner) for use of an asset.
- *Liquidity* – relates to the amount of readily available or short term investment money which can be used for either day to day or unforeseen expenses. For example Call Accounts allow instant daily access to invested funds.
- *MHCLG* – Ministry of Housing, Communities, and Local Government (formerly the Department for Communities and Local Government).
- *Money Market Funds (MMF)* – Money Market Funds are investment funds that are invested by a Fund Manager in a wide range of money market instruments. MMF's are monitored by the official ratings agencies and due to many requirements that need to be fulfilled; the funds usually receive the highest quality rating (AAA) so provide minimal risk. They are very flexible and can be withdrawn in the same way as any other call deposit.
- *MPC* – interest rates are set by the Bank of England's Monetary Policy Committee. The MPC sets an interest rate it judges will enable the inflation target to be met
- *MRP* – the Minimum Revenue Provision represents the revenue charge for the repayment of debt.
- *PWLB* – the Public Works Loan Board is a statutory board that is run within the UK Debt Management Office (DMO), its function is to lend money to Local Authorities and other prescribed bodies.

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**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Investment Strategy 2023/24



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Introduction

This strategy is compiled according to the Ministry of Housing, Communities and Local Government's Guidance on Local Government Investments ("the Guidance") and the 2017 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code") It sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Guidance distinguishes between Treasury Management Investments and Other Investments. Treasury Management Investments are those which arise from the Council's cash flows and debt management activity and ultimately represent balances which need to be invested until the cash is required for use in the course of business. Other Investments are all those falling outside of normal treasury management activity, as defined above. They may be made with the express purpose of making a financial surplus for the Council, usually as a means towards balancing the revenue budget. They may be funded from borrowing where appropriate. The prime example referred to in the Guidance is direct investment in property assets. Loans, for example to voluntary organisations, local enterprises or joint ventures are also classified as Other Investments.

The Council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as [treasury management investments](#)),
- to support local public services by lending to or buying shares in other organisations ([service investments](#)), and
- to earn investment income (known as [commercial investments](#) where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

Possible Revisions to the Strategy

The initial strategy may be replaced with a revised strategy at any time during the year in cases where any treasury management issues (including investment issues) need to be brought to the attention of Full Council.

Treasury Management Investments

The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £0m and £30m during the 2023/24 financial year.

Contribution: The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

Further details: Full details of the Council's policies and its plan for 2023/24 for treasury management investments are covered in a separate document, the treasury management strategy.

Service Investments: Loans

Contribution: During 2021/22 and 2022/23 to date the Council has not lent money to local charities, housing associations or any other bodies. However the Council would consider applications from such bodies individually, in order to support local public services and stimulate local economic growth.

Security: The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Council, upper limits on the outstanding loans to each category of borrower have been set as follows:

Loans for service purposes in £ thousands

Category of borrower	31/03/2022 Actual			2023/24
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Local charities	0	0	0	500
Housing associations	0	0	0	10,000
Other bodies	0	0	0	500
TOTAL	0	0	0	11,000

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's statement of accounts are shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment: The Council assesses the risk of loss before entering into and whilst holding service loans on an individual basis for each proposal. The risks inherent in the proposal will be reported to members when it is placed before them for consideration together with an assessment of the likelihood of any of them materialising, their impact on the revenue budget and the mitigating controls that will be put in place. Risk factors to be assessed include:

- barriers to entry into and exit out of the market concerned;
- the nature and level of competition;
- how the market and customer needs will evolve over time;
- ongoing need for further investment to be made; and
- whether there is sufficient internal capacity to assess the business case and risks relating to the proposal.

An initial review of each proposal will be carried out by Council officers, intended to determine whether there are any risks apparent at that stage which indicate that the proposal should not be proceeded with. Provided this is not the case and it has also been determined that there is a worthwhile business case for further consideration, a more detailed risk assessment will be carried out. Where necessary, owing to lack of internal expertise, external advisors may be used to assist with the assessment of appropriate risks. Any other appropriate sources of information may be used to assess and monitor risk,

including credit ratings, if these are relevant. Data used to monitor ongoing risk will be reviewed regularly and appropriate action will be taken if there are any indications of increasing risk or risks materialising.

The Council will consider the following points:

- the degree to which the loan complies with corporate policies and furthers corporate objectives;
- the overall desirability of the activity which the loan is intended to fund;
- affordability in terms of the use of capital or other resources and impact on the revenue budget;
- the likelihood that the loan will be repaid in accordance with agreed terms; and
- the total amount of loans already made to ensure that as a whole the Council is not over-exposed to the risk of default.

All proposed loans will be subject to approval by members, normally via Full Council, following consideration of a report setting out all relevant matters, including compliance with the above criteria.

All loans will be subject to credit control arrangements to recover overdue repayments. Credit risk will be determined by reference to the “expected credit loss” model for loans and receivables as set out in International Reporting Standard (IFRS) 9 Financial Instruments.

Service Investments: Shares

Contribution: The Council currently does not invest in the shares of suppliers and local businesses in order to support local public services and stimulate local economic growth. This is due to the nature of the risks associated with investing in shares i.e. they are volatile and may fall in value meaning that the initial outlay may not be recovered. If the Council was to consider investing in shares, then in order to limit the risk, upper limits on the sum invested in each category of shares would need to be set.

Shares held for service purposes in £ thousands

Category of company	31/03/2022 actual			2023/24
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Suppliers	0	0	0	250
Local businesses	0	0	0	250
TOTAL	0	0	0	500

Non-specified Investments: Shares are the only investment type that the Council has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Council’s upper limits on non-specified investments. The Council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

If the Council were to consider placing funds in any other type of investment which would be categorised as Non-Specified, the security of the capital sum would be the paramount concern. The same requirements as to credit ratings relating to Specified Investments will

apply, and in appropriate cases the advice of the Council's treasury management advisors will be sought.

Commercial Investments: Property

Contribution: The Council invests in local commercial property with the intention of making a profit that will be spent on local public services. These are held primarily to earn income to be used to support the revenue budget although in some cases there may also be a contribution towards the economic wellbeing of the Borough.

Security: In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment.

The majority of the investment property portfolio was acquired some time ago and there is no debt associated with any of the properties and the initial investment costs have been recouped many years ago. Investment properties are valued at fair value. The values of the properties will fluctuate according to market conditions prevailing from time to time, however these fluctuations do not constitute losses of capital invested. The value of investment properties included in the Council's balance sheet as at 31 March 2022 is £11.554m.

If there are any new commercial investments funded from borrowing, their value will be monitored to determine whether it is sufficient to act as security for the capital invested and outstanding borrowing. If there is a significant fall in value then this will be reported to members.

Risk assessment: There are risks associated with making and holding commercial investments which require assessment and management.

With regard to the Council's current portfolio of commercial investments, comprising investment properties, the main risk is of not achieving the budgeted amount of income or of expenditure exceeding budgeted amounts. These risks are assessed and provided for via the assessment of the appropriate amount to hold in reserve in General Fund Balances. If the result of the assessment shows that current levels are inadequate, the necessary additional contribution will be made via inclusion in the Medium Term Financial Strategy.

With regard to consideration of proposed new commercial investment there will be additional risks to be assessed and taken account of. The degree of control which the Council has over the materialisation of these risks and its ability to mitigate them should they arise will be important considerations. In most, if not all, cases the Council will be operating in a competitive environment and possibly one which it is not experienced in operating within, all of which increases the level of risk.

A comprehensive risk assessment, taking account of all appropriate factors, will be carried out on an individual basis for each investment proposal. The risks inherent in the proposal will be reported to members when it is placed before them for consideration together with an assessment of the likelihood of any of them materialising, their impact on the revenue budget and otherwise and available mitigation measures. Risk factors to be assessed include:

- barriers to entry into and exit out of the market concerned;
- the nature and level of competition;
- how the market and customer needs will evolve over time;
- ongoing need for further investment to be made, for example to adapt investment property or repair defects or carry out cyclical maintenance; and

- whether there is sufficient internal capacity to assess the business case and risks relating to the proposal.

An initial review of each proposed investment will be carried out by Council officers, intended to determine whether there are any risks apparent at that stage which indicate that the proposal should not be proceeded with. Provided this is not the case and it has also been determined that there is a worthwhile business case for further consideration of the investment, a more detailed risk assessment will be carried out. Where necessary, owing to lack of internal expertise, external advisors may be used to assist with the assessment of appropriate risks. Any other appropriate sources of information may be used to assess and monitor risk, including credit ratings, if these are relevant. Data used to monitor ongoing risk will be reviewed regularly and appropriate action will be taken if there are any indications of increasing risk or risks materialising.

Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. There is no outstanding borrowing in relation to the current portfolio so any sales proceeds would be available in full to support capital investment.

In the case of any future commercial property investments, the likely degree of liquidity will be a consideration in deciding whether to make the investment.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness. To date, the Council is not contractually committed to make any loans.

Proportionality

The Council is dependent on profit generating investment activity to achieve a balanced revenue budget.

Net investment property income is subject to fluctuation according to market conditions and other factors such as bad debts and unforeseen expenditure. Accordingly the possibility of shortfalls in contribution towards the revenue budget from this source is one of the factors specifically taken into consideration in calculating the level of General Fund balance to be held as a contingency against adverse budget variances. A total of £2.160m is held in balances at 31st March 2022 to cover this and other risks and can be drawn upon in the event of risks materialising.

It is not planned to vary the amount of investment property held in the short term. However, in accordance with the Asset Management Strategy, all such property will be kept under review to determine whether the return obtained justifies retention and there may be instances where it is decided to dispose of property to obtain a capital receipt. The net contribution made towards balancing the revenue budget and the options for replacing any significant loss of income will be one of the factors taken into account when determining whether or not to dispose of a property.

Borrowing in Advance of Need

The Prudential Code for Capital Finance in Local Authorities (2017) issued by CIPFA states that local authorities should not borrow more than or in advance of their needs purely to profit from the investment of the extra sums borrowed. This is repeated in the Statutory Investment Guidance issued by the Ministry of Housing, Communities and Local Government.

The reasons for making an investment are unlikely to be purely in order to make a profit since investments may also be made with the intention of furthering corporate aims or service objectives, such as economic regeneration.

Accordingly, borrowing will be permitted in respect of Other Investments. The Council will consider each proposal to borrow on its merits. As well as the corporate or service benefits due regard will be given to the financial impact upon the revenue budget in terms of capital financing costs.

All borrowing will be subject to approval by members, normally via Full Council, following consideration of a report setting out all relevant matters, including those referred to above.

Capacity, Skills and Culture

Council members and staff involved in dealing with Other Investments will have regard to the provisions of the CIPFA Prudential Code and the regulatory regime within which local authorities operate when carrying out these functions.

Investment in commercial property is a specialist area and the Council will therefore commission external advice in order to effectively appraise investment proposals, negotiate with third parties or manage certain types of investment on an ongoing basis. The external advice will be commissioned on a case by case basis and where asset management is required external managers may need to be employed, particularly if investment is made in residential property.

Decisions to make Other Investments and the means of financing them will be subject to member approval. This will normally be by Full Council (but may be by Cabinet where permitted by the Council's Constitution). Members will consider a report setting out all matters relevant to the making of an investment before making a decision. The normal scrutiny and call-in arrangements will apply.

Investment Indicators

The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

Gross and Net Income - Historic and Current Year

	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Estimate*
	£'000	£'000	£'000	£'000
Commercial Properties				
Gross Income	806	925	864	1,005
Gross Expenditure - Excluding Capital Charges	(519)	(964)	(837)	(944)
Net Income / (Expenditure)	287	(40)	27	61
Net Service Expenditure (Whole Council)	(7,487)	(7,515)	(7,641)	(7,919)
Ratio of Net Income to Net Service Expenditure	3.83%	-0.53%	0.35%	0.77%

Gross and Net Income - Over Period of Approved Medium Term Financial Strategy 2023/24 to 2027/28 – Based on 2% increase on 2022/23*

	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
	£'000	£'000	£'000	£'000	£'000
Gross Income	1,025	1,046	1,067	1,088	1,110
Gross Expenditure	(963)	(982)	(1,002)	(1,022)	(1,042)
Net Income	62	64	65	66	68

* Change in recharge process, property staffing costs now directly charged to commercial properties

Vacancy Levels

2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Actual at Q2
%	%	%	%
8.3	5.7	10.2	11.5

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet
10 January 2023

Report Title: Scale of Fees and Charges 2023/24
Submitted by: Head of Finance (Section 151 Officer)
Portfolios: Finance and Efficiency
Ward(s) affected: All

Purpose of the Report

To obtain approval for the proposed scale of fees and charges to apply from 1 April 2023.

Recommendation

- (a) That the fees and charges proposed to apply from 1 April 2023, as set out in Appendix 1 be approved.
- (b) That fees and charges in relation to Bereavement Services come into effect from the 16 February 2023.

Reasons

It is necessary to review the fees and charges which the Council makes in order to keep them in line with the cost of service provision, ensure compliance with the Charging Policy and to establish the amounts to be included in the 2023/24 budget.

1. **Background**

- 1.1 The Cabinet is asked annually to consider proposals for the fees and charges to be applied during the following financial year. It is proposed that the new fees and charges set out at Appendix 1 should take effect from 1 April 2023 and remain in force until 31 March 2024.
- 1.2 The Council has an approved Charging Policy (the most recent version of which was approved by Cabinet on 10 September 2014), which is followed when fees and charges are proposed and agreed. This sets out the criteria that should be taken into consideration when establishing the amounts to be charged.

2. **Issues**

- 2.1 The Medium Term Financial Strategy, reviewed by Cabinet on 6 December 2022, assumed an overall 4% increase in the amount of income raised from fees and charges in 2023/24 in line with assumptions about the rate of inflation over the period that these charges will be in force, reflecting the real increases in costs being incurred by services.
- 2.2 The proposals made vary between minimal decreases, freezes in fees and charges and increases. When these proposals are applied to the appropriate income budgets they fall broadly in line with the assumed overall 4% increase.

- 2.3 Most of the fees and charges are inclusive of VAT but in some cases no VAT is chargeable or VAT is added to the fee or charge. The VAT status of individual fees and charges is shown in Appendix 1.
- 2.4 When considering the level of fees and charges the principles contained in the Charging Policy, as approved by Cabinet on 10 September 2014, should be followed.
- 2.5 In drawing up the proposed fees and charges for 2023/24 these have been considered by Heads of Service who were provided with a copy of the Charging Policy and were requested to ensure that their charges were set in accordance with the Charging Policy, taking into account:
- The cost of providing the service;
 - How much income it is desired to generate and why;
 - Comparison of charges made by other Councils or providers of similar services;
 - Whose use of services it is desired to subsidise and by how much;
 - Whose behaviour it is desired to influence and in what ways;
 - How will charges help to improve value for money, equity and access to services;
 - Will the cost of collecting the income outweigh the income likely to be collected; and
 - Any other relevant factors.
- 2.6 It is acceptable for charges to be set at a level where costs are not fully recovered. There may be particular reasons for doing so, such as a desire to encourage take up of a service by specified groups, for example the unemployed, benefits recipients, the elderly, disabled persons or children, or to influence particular forms or patterns of behaviour.
- 2.7 The decision to charge less than cost ought to be a conscious one, taken by members and justified by reference to the reasons for setting charges at less than cost as set out in the charging principles contained in section 5 of the Charging Policy, shown in Appendix 2.
- 2.8 For 2023/24 a considerable number of fees compared to previous years have remained frozen due to the ongoing impact of Covid-19 and current cost of living situation. This is due to the negative impact it may have had on service uptake. This has been factored into the Medium Term Financial Strategy assumptions.
- 2.9 The Scale of Fees and Charges (Appendix 1) shows the current and proposed fees and charges for 2023/24 and indicates those which have been frozen at current levels. There are a number of new charges proposed for 2023/24. The table below shows these:

New Charges - Description of Charge	Fee / Charge 2023/24 (£)
CEMETERIES	
Interment Fees – Resident Fees	
17 years and under	1,030.00
18 years & over 4ft 6	1,030.00
Interment Fees – Non Resident Fees	
17 years and under	1,560.00
18 years & over 4ft 6	1,560.00
Sundry items	
Late arrival of Funeral Directors	30.00
Late paperwork	50.00
Incorrect coffin size	50.00

New Charges - Description of Charge	Fee / Charge 2023/24 (£)
CREMATORIUM	
Cremation Fees	
17 years of age and under	845.00
Direct cremation no service or family, before 9.00am, Tues, Thursday, Friday	350.00
Sundry items	
Chapel service 40 mins	470.00
Temporary deposit of ashes (per week after the first 4 weeks)	15.00
Genealogy enquiry per deceased	30.00
Service overrun at Bradwell Crem charge to be made to the funeral director	30.00
Late Paperwork	50.00
Incorrect coffin size	50.00
Early/late arrival at cemeteries by more than 15 minutes, charge to be made to the funeral directors	200.00
LEISURE	
DJ Dance Memberships	
DJ Dance membership DJ classes and live steam only, 12 month contract	22.50
Student membership month to month NUS card, college card letter form school 16+ month to month	20.00
Private Lessons	
1:1 swim Lessons 5 consecutive sessions in payable in advance	90.00
DJ Wedding Package	200.00
LICENCING	
Joint Disability and Safeguarding Training	48.00
MARKETS	
New Trader - Introductory Price (16 weeks only / per day)	5.00
Catering Pitches - Secondary offer (16 weeks / weekly charge - up to 4 days trading)	25.00
Catering Pitches - minimum charge (per day) Mon / Weds	13.00
Small Stalls (adjacent to Guildhall)	10.00
Antique Market - second stall (per day)	4.00
Craft fair (bric-a-brac) - second stall (per day)	2.50
Service Charge (for licensed markets)	29.00
Events Markets - per stall / pitch (e.g. CAM / Vegan)	5.00
MUSEUM & ART GALLERY	
Early entry or late stay - per hour	25.00
Room set up	25.00

- 2.10 With regard to Bereavement Service charges, Officers have undertaken a robust benchmarking exercise with other local Council services and private operators to ensure that the Council can keep costs as low as possible for the residents of the Borough.

One benchmarking example is an additional uplift in cost for services taking place for non-residents, however it should be noted that the differentiation between residents and non-resident fees is significantly lower than those of other Councils / providers.

A review of our charging policy for comparable services the Council provides has also taken place, to ensure parity in the charges dependent on the deceased's chosen burial location. For example a woodland burial will now be the same price as a traditional lawn grave. Officers are also taking the opportunity to review memorial sales to ensure that full cost recovery is achieved. This review is expected to be completed by February 2023, with the proposed 2023/24 fees being presented for Portfolio Holder approval at this time

In relation to burial and cremation fees for under 17's, a new charge has been introduced. This will not be passed on to the family, but instead will be recovered from the children's funeral fund. If a fee is not documented, then this claim from the fund cannot take place.

Bereavement Services charges are to be implemented from 15 February 2023 to enable new services to commence as soon as possible. This includes the facility to provide direct cremations.

- 2.11 A number of fees and charges approved for 2022/23 have been deleted from the proposed fees and charges for 2023/24. The table below shows these:

Deleted Charges - Description of Charge	Fee / Charge 2022/23 (£)
CEMETERIES	
Interment Fees – Resident Fees	
Additional depth for cremated remains over 2 feet	156.00
Additional depth over 6 feet per foot	166.00
Private Maintenance of Grave Non-Lawn Types	
Turfing	53.00
Spring/summer planting & maintenance	109.00
Sundry Items	
Memorial benches	791.00
Late paperwork	50.00
Incorrect coffin size	50.00
LAND CHARGES	
Residential LLC1 – land charges register search only	43.30
Commercial LLC1 – land charges register search only	108.20
LEISURE	
Tennis Class A (Westlands, Wolstanton)	
Annual Household Pass	52.00
Linked Jubilee 2 Annual Household Pass	34.50
Adult Pay as you Go (per hour per court)	7.00
Junior / Concession (per hour per court)	5.00

Deleted Charges - Description of Charge	Fee / Charge 2022/23 (£)
Education / Not for Profit Organisations	5.00
LTA Tennis Development Initiatives	Free
Coaching / Competitions	Negotiable
MARKETS	
Open market - stall (per day) Fri/Sat Zone B	21.00
MUSEUM & ART GALLERY	
Open art registration - per item concession	8.00
WASTE & RECYCLING BINS/RECEPTACLES	
Replacement / additional Food waste Caddie. (new item)	10.00
Internal food caddy	5.00
Replacement / additional recycling bag. (new item)	5.00

- 2.12 In relation to Land Charges, all LLC1 Requests are now conducted online via HM Land Registry using their national register. Therefore the Council are no longer responsible for providing this service. This change took place during 2022/23.
- 2.13 Changes have also taken place with the market setup. Market zones are no longer in situ, and therefore charges for separate zones are no longer required.
- 2.14 Tennis fees in relation to class A sites are no longer applicable. Casual usage fees of these courts will not be applicable, but options will be considered for charges to coaching companies who wish to use the facilities once capital investment is undertaken, funded through the Lawn Tennis Association.
- 2.15 The remaining fees listed above are no longer being provided and therefore have been removed.
- 2.16 Taxi Licensing fees proposed went to the Licencing and Public Protection Committee on 13 December, with subsequent consultation for 28 days to follow.
- 2.17 Due to the commercial sensitivity of the proposed charges for the trade waste service, these are not included on part 1 of the agenda and are exempt from publication by reasons of paragraph 3 of part 1 of schedule 12a of the Local Government Act 1972. The proposed charges can be found in part 2 of the agenda.
3. **Proposal**
- 3.1 That the fees and charges proposed to apply from 1 April 2023, as set out in Appendix 1 be approved.
- 3.2 That fees and charges in relation to Bereavement Services come into effect from the 16 February 2023.

4. **Reason for Preferred Solution**

- 4.1 Applying selective increases to fees and charges will enable economic activity to be promoted within the Borough. It will also contribute to the delivery of a sustainable budget for 2023/24 and later years and will help to keep fees and charges in line with the cost of service provision.

5. **Legal and Statutory Implications**

- 5.1 Statutory charges are included in the scale of fees and charges, and are noted as such. These are set by the government rather than by the Council. Land Charges and Licensing fees are set in accordance with a statutory requirement to balance income with expenditure. All other charges may be set by the Council in accordance with its Charging Policy.

6. **Financial and Resource Implications**

- 6.1 The approved levels of fees and charges will be incorporated in the General Fund Budget for 2023/24. The Medium Term Financial Strategy (MTFS) assumes increased income of £253,000 from an average increase of 4% across the existing range of fees and charges.
- 6.3 The proposals made vary between minimal decreases to increases. When these proposals are applied to the appropriate income budgets they fall broadly in line with the assumed overall 4% increase.

7. **Major Risks**

- 7.1 A major risk is that the current depressed economic situation leads to less demand from users of Council services, resulting in significant loss of income. The level of charges will in some cases influence this demand.

8. **Key Decision Information**

- 8.1 This is a key decision; it has been included in the Forward Plan.

9. **List of Appendices**

Appendix 1 – Proposed charges from 1 April 2023

Appendix 2 – Charging principles included in Charging Policy

SCALE OF FEES AND CHARGES 2023/24

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	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
ALLOTMENTS				Cabinet	No VAT
Rent (per annum) per square metre Note: 20% concession for Junior/60+/Unemployed	0.50	0.52	0.02		
BULKY RECYCLING				Cabinet	No VAT
1-3 Items non reusable/waste items	40.50	42.50	2.00		
4-6 Items non reusable/waste items	64.75	67.50	2.75		
7-9 Items non reusable/waste items	81.00	84.00	3.00		
Additional items non reusable/waste items	12.10	12.70	0.60		
Reusable items	Free	Free	Freeze		
BUS DEPARTURE CHARGES				Cabinet	Plus VAT
Fee per departure	0.24	0.30	0.06		
CAR PARKS					
Charges for Infringements				Cabinet	No VAT
Civic parking enforcement - higher charge	70.00	70.00	Freeze		
Civic parking enforcement - lower charge	50.00	50.00	Freeze		
Discount for block purchase of permits				Cabinet	
Discount for purchase of 20 or more permits	20.00	20.00	Freeze		
Construction permit (max of 1 week permit)				Cabinet	VAT Incl.
Initial day rate	15.00	15.00	Freeze		
Additional days	6.00	6.00	Freeze		
Bankside				Cabinet	VAT Incl.
Season ticket - per quarter	156.00	156.00	Freeze		
Each additional permit for the same numbered bay - per quarter	25.00	25.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Blackfriars (Zone C)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	1.50	1.50	Freeze		
Up to 3 hours	2.00	2.00	Freeze		
Up to 4 hours	2.50	2.50	Freeze		
Up to 6 hours	3.00	3.00	Freeze		
6 hours to 24 hours	3.50	3.50	Freeze		
Season ticket - per quarter	156.00	156.00	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.00	1.00	Freeze		
Event Parking	1.00	1.00	Freeze		
Cherry Orchard (Zone B)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	1.90	1.90	Freeze		
Up to 3 hours	2.80	2.80	Freeze		
Up to 4 hours	4.00	4.00	Freeze		
4 hours to 24 hours	5.20	5.20	Freeze		
Season ticket - per quarter	156.00	156.00	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.00	1.00	Freeze		
Event Parking	1.00	1.00	Freeze		
Civic Offices - Saturdays Only (Zone A)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	1.90	1.90	Freeze		
Up to 3 hours	2.80	2.80	Freeze		
Up to 4 hours	4.00	4.00	Freeze		
Event Parking	1.00	1.00	Freeze		
Corporation Street/Merrial Street (Zone A)				Cabinet	VAT Incl.
Up to 1/2 hour	0.80	0.80	Freeze		
Up to 1 hour	1.50	1.50	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.50	1.50	Freeze		
Event Parking	1.50	1.50	Freeze		
Fogg Street East (Zone A)				Cabinet	VAT Incl.
Season ticket - per quarter	156.00	156.00	Freeze		
Each additional permit for the same numbered bay - per quarter	25.00	25.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		

	Fee/ Charge 2022/23	Proposed Fee/ Charge 2023/24	Increase/ Decrease	Committee Approval / Comments	VAT Status
	£.p	£.p	£.p		
Goose Street (Zone B)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	1.90	1.90	Freeze		
Up to 3 hours	2.80	2.80	Freeze		
Up to 4 hours	4.00	4.00	Freeze		
4 hours to 24 hours	5.20	5.20	Freeze		
Season ticket - per quarter	156.00	156.00	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.00	1.00	Freeze		
Event Parking	1.00	1.00	Freeze		
Hassell Street (Zone B)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	1.90	1.90	Freeze		
Up to 3 hours	2.80	2.80	Freeze		
Up to 4 hours	4.00	4.00	Freeze		
4 hours to 24 hours	5.20	5.20	Freeze		
Season ticket - per quarter	156.00	156.00	Freeze		
Resident permit - per quarter	60.00	60.00	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.00	1.00	Freeze		
Event Parking	1.00	1.00	Freeze		
High Street (Rear of)				Cabinet	VAT Incl.
Season ticket - per quarter	156.00	156.00	Freeze		
Each additional permit for the same numbered bay - per quarter	25.00	25.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
King Street (Zone C)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	1.50	1.50	Freeze		
Up to 3 hours	2.00	2.00	Freeze		
Up to 4 hours	2.50	2.50	Freeze		
Up to 6 hours	3.00	3.00	Freeze		
6 hours to 24 hours	3.50	3.50	Freeze		
Season Ticket - per quarter	156.00	156.00	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.00	1.00	Freeze		
Event Parking	1.00	1.00	Freeze		

	Fee/ Charge 2022/23	Proposed Fee/ Charge 2023/24	Increase/ Decrease	Committee Approval / Comments	VAT Status
	£.p	£.p	£.p		
Lyme Valley				Cabinet	VAT Incl.
Up to 2 hours	Free	Free	Freeze		
Up to 3 hours	3.20	3.20	Freeze		
Up to 3 hours – Buckmaster Ave	Free	Free	Freeze		
Up to 4 hours	4.25	4.25	Freeze		
4 - 24 hours	6.00	6.00	Freeze		
Lyme Valley A34 Season Ticket - per quarter	156.00	156.00	Freeze		
Lyme Valley Buckmaster Ave - Season Ticket - per quarter	156.00	156.00	Freeze		
Lyme Valley - LymeValley Road Season Ticket - per quarter	156.00	156.00	Freeze		
Bank Holiday	Free	Free	Freeze		
Midway (Zone A)				Cabinet	VAT Incl.
Up to 1 hour	1.10	1.10	Freeze		
Up to 2 hours	2.10	2.10	Freeze		
Up to 3 hours	3.20	3.20	Freeze		
Up to 4 hours	4.25	4.25	Freeze		
Up to 24 hours	6.00	6.00	Freeze		
Season ticket - per quarter	156.00	156.00	Freeze		
Overnight 1pm to 8am (closed at 9pm Mon-Sat and 5.30pm on Sunday))	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.10	1.10	Freeze		
Event Parking	1.10	1.10	Freeze		
Ryecroft (Zone B)				Cabinet	VAT Incl.
Up to 1 hour	1.10	1.10	Freeze		
Up to 2 hours	2.10	2.10	Freeze		
Up to 3 hours	3.20	3.20	Freeze		
Up to 4 hours	4.25	4.25	Freeze		
Up to 24 hours	6.00	6.00	Freeze		
Overnight 1pm to 8am	1.10	1.10	Freeze		
Bank Holiday	1.10	1.10	Freeze		
Event Parking	1.10	1.10	Freeze		
School Street/Barracks Road (Zone B)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	1.90	1.90	Freeze		
Up to 3 hours	2.80	2.80	Freeze		
Season ticket - per quarter	156.00	156.00	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.00	1.00	Freeze		
Event Parking	1.00	1.00	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Silverdale Road (Zone C)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	1.50	1.50	Freeze		
Up to 3 hours	2.00	2.00	Freeze		
Up to 6 hours	3.00	3.00	Freeze		
6 hours to 24 hours	3.50	3.50	Freeze		
Season ticket - per quarter	156.00	156.00	Freeze		
Resident permit - per quarter	60.00	60.00	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.00	1.00	Freeze		
Event Parking	1.00	1.00	Freeze		
Windsor Street (Zone B)				Cabinet	VAT Incl.
Up to 1 hour	1.00	1.00	Freeze		
Up to 2 hours	2.00	2.00	Freeze		
Season ticket - after school (30 minutes)	30.00	30.00	Freeze		
Overnight 1pm to 8am	1.00	1.00	Freeze		
Overnight quarterly permit	60.00	60.00	Freeze		
Bank Holiday	1.00	1.00	Freeze		
Event Parking	1.00	1.00	Freeze		
CEMETERIES					
Interment Fees - Resident Fees				Cabinet	No VAT
17 years and under	N/A	1,030.00	New	Children's Funeral Fund	
18 years & over 7ft	989.00	1,230.00	241.00		
18 years & over 4ft 6	N/A	1,030.00	New		
Woodland burial - Keele Cemetery (1 full interment only in each grave)	527.00	1,030.00	503.00		
Cremated remains at 2 feet	434.00	450.00	16.00		
Woodland burial cremated remains at 2 feet - Keele Cemetery (4 interments only in each grave)	434.00	450.00	16.00		
Exhumation fee	Cost	Cost	Freeze		
Purchase of Graves - Resident Fees (includes right to erect memorial for single grave)				Cabinet	No VAT
Exclusive Right of Burial & Memorialisation for a Single Grave	1,333.00	1,390.00	57.00		
Lawn Graves Reservation	1,333.00	1,990.00	657.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Exclusive Right of Burial in a Woodland Grave at Keele Cemetery (1 full interment only in each grave plus memorial tree)	982.00	1,450.00	468.00		
Reservation of Woodland Grave	982.00	2,050.00	1,068.00		
Exclusive Right of Burial and Memorialisation in a Cremated Remains Grave at 2ft	659.00	685.00	26.00		
Reservation of a Cremated Remains Grave	659.00	985.00	326.00		
Exclusive Right of Burial in a Woodland Cremated Remains Grave, Keele Cemetery at 2ft Inclusive of a Shrub	659.00	685.00	26.00		
Reservation of Woodland Cremated Remains Grave	659.00	1,045.00	386.00		
Renewal of exclusive right of burial & memorialisation (full grave)	630.00	400.00	-230.00		
Renewal of exclusive right of burial & memorialisation (cremated remains grave)	316.00	200.00	-116.00		
Transfer of ownership of exclusive rights of burial & memorialisation	101.00	105.00	4.00		
Duplicate deed of exclusive rights of burial & memorialisation	53.00	55.00	2.00		
Memorial fee permit	N/A	55.00	New		
Interment Fees - Non-Resident Fees				Cabinet	No VAT
17 years and under	N/A	1,560.00	New		
18 years & over 7ft	1,483.00	1,760.00	277.00		
18 years & over 4ft 6	N/A	1,560.00	New		
Woodland burial - Keele Cemetery (1 full interment only in each grave)	791.00	1,560.00	769.00		
Cremated remains at 2 feet	650.00	675.00	25.00		
Woodland burial cremated remains at 2 feet - Keele Cemetery (4 interments only in each grave)	650.00	675.00	25.00		
Additional depth for cremated remains over 2 feet	233.00	240.00	7.00		
Additional depth over 6 feet per foot	249.00	260.00	11.00		
Exhumation fee	Cost	Cost	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Purchase of Graves - Non-Resident Fees (includes right to erect memorial for single grave)				Cabinet	No VAT
Exclusive Right of Burial & Memorialisation for a Single Grave	2,000.00	2,780.00	780.00		
Lawn Graves Reservation	2,000.00	2,780.00	780.00		
Exclusive Right of Burial in a Woodland Grave at Keele Cemetery (1 full interment only in each grave plus memorial tree)	1,473.00	2,780.00	1,307.00		
Reservation of Woodland Grave	1,473.00	2,780.00	1,307.00		
Exclusive Right of Burial and Memorialisation in a Cremated Remains Grave at 2ft	989.00	1,370.00	381.00		
Reservation of a Cremated Remains Grave	989.00	1,370.00	381.00		
Exclusive Right of Burial in a Woodland Cremated Remains Grave, Keele Cemetery at 2ft Inclusive of a Shrub	989.00	1,370.00	381.00		
Reservation of Woodland Cremated Remains Grave	989.00	1,370.00	381.00		
Memorial permit	946.00	950.00	4.00		
Renewal of exclusive right of burial & memorialisation (cremated remains grave)	475.00	500.00	25.00		
Transfer of ownership of exclusive rights of burial & memorialisation	152.00	160.00	8.00		
Duplicate deed of exclusive rights of burial & memorialisation	80.00	85.00	5.00		
Erection of Memorials (no prior right given)				Cabinet	No VAT
Memorial not exceeding 3 feet in height	162.00	170.00	8.00		
Replacement memorial	54.00	55.00	1.00		
Columbarium					
10 year lease including 1st interment	613.00	613.00	Freeze	Memorialisation fees currently under review to ensure full cost recovery.	No VAT
2nd interment	86.00	86.00	Freeze		
Renewal of 10 year lease	307.00	307.00	Freeze		
Additional 5 year lease	307.00	307.00	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status	
Use of Chapel & Community Room						
Newcastle cemetery chapel	86.00	200.00	114.00		No VAT	
Keele community room - service	86.00	200.00	114.00			
Keele community room - full day hire	80.00	150.00	70.00			
Keele community room - half day hire	43.00	75.00	32.00			
Keele community room - per hour hire	16.50	25.00	8.50			
Sundry Items					VAT Incl.	
Single abstract information from registrar	76.00	80.00	4.00			
Family history research	25.00	25.00	Freeze	Memorialisation fees currently under review to ensure full cost recovery.		
Casket - Single	93.00	93.00	Freeze			
Casket - Double	118.00	118.00	Freeze			
Casket Plaque for Crematorium Boxes	15.00	15.00	Freeze			
Wooden cross	51.00	51.00	Freeze			
Memorial benches	791.00	791.00	Freeze			
Memorial benches - maintenance By request (cleaning & staining)	184.00	184.00	Freeze			
Memorial trees	405.00	405.00	Freeze			
Barrier fob replacements	12.00	12.00	Freeze			
Late arrival of Funeral Directors	N/A	30.00	New			
Late Paperwork	N/A	50.00	New			
Incorrect coffin size	N/A	50.00	New			
CIRCUSES & FAIRS					Cabinet	No VAT
Hire rate per day of site presence (based on an 8 hour day - 1 day to set up & 1 day to dismantle free of charge)	670.00	700.00	30.00			
Returnable deposit - cleaning	980.00	1000.00	20.00			
Returnable deposit - damage	980.00	1000.00	20.00			
COVENANT CONSENTS				Cabinet	No VAT	
Covenant consents	155.00	160.00	5.00			

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
CREMATORIUM				Cabinet	No VAT
Cremation Fees				Children's Funeral Fund	
17 years of age and under	N/A	845.00	New		
Direct cremation no service or family, before 9.00am, Tues, Thursday, Friday	N/A	350.00	New		
18 years & over 9.20am service time only	501.00	600.00	99.00		
18 years & over from 10am	736.00	845.00	109.00		
Cremation environmental charge	77.00	80.00	3.00		
Burial of remains cremated elsewhere	228.00	250.00	22.00		
Chapel hire - additional use to cremation service	86.00	200.00	114.00		
Chapel service 40 mins	N/A	470.00	New		
Temporary deposit of ashes (per week after the first 4 weeks)	N/A	15.00	New		
Genealogy enquiry per deceased	N/A	30.00	New		
Obitus Fees				Memorialisation fees currently under review to ensure full cost recovery.	VAT Incl.
Webcast Live	32.00	32.00	Freeze		
Webcast Live + 28 day + downloadable	47.00	47.00	Freeze		
Webcast - Keepsake copy	53.00	53.00	Freeze		
Single Photo	13.00	13.00	Freeze		
Slideshow	40.00	40.00	Freeze		
Pro Tribute	73.00	73.00	Freeze		
Family-made Video Checking	20.00	20.00	Freeze		
Keepsake copy of Pro Tribute	25.00	25.00	Freeze		
Downloadable Pro Tribute	11.00	11.00	Freeze		
Additional physical copies	24.00	24.00	Freeze		
Each extra 25 photos	23.00	23.00	Freeze		
Extra work	23.00	23.00	Freeze		
Urns & Containers				Cabinet	VAT Incl.
Casket - Single	93.00	93.00	Freeze		
Casket - Double	118.00	118.00	Freeze		
Casket plaque for Crematorium Boxes	15.00	15.00	Freeze		
Postage & packaging	Cost	Cost	Freeze		
Memorialisation				Cabinet	VAT Incl.
Book of remembrance per line (up to 3 lines)	34.00	34.00	Freeze		
Book of remembrance for 4 lines	115.00	115.00	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Book of remembrance for 5 lines	148.00	148.00	Freeze		
Book of remembrance for 6 lines	180.00	180.00	Freeze		
Book of remembrance for 7 lines	211.00	211.00	Freeze		
Book of remembrance for 8 lines	246.00	246.00	Freeze		
Simple floral emblem	100.00	100.00	Freeze		
Coat of arms, badges, ornate floral emblem	137.00	137.00	Freeze		
Additional lines of inscription for cards/books	34.00	34.00	Freeze		
Plaques				Cabinet	VAT Incl.
12" x 4" new plaque & 10 year hire	373.00	373.00	Freeze		
Each succeeding 10 year hire	149.00	149.00	Freeze		
12" x 8" new plaque & 10 year hire	745.00	745.00	Freeze		
Each succeeding 10 year hire	300.00	300.00	Freeze		
24" x 8" each succeeding 10 year hire	594.00	594.00	Freeze		
Adding to existing plaque per letter or figure	7.00	7.00	Freeze		
Regilding existing letters	5.00	5.00	Freeze		
Additional Memorials				Cabinet	VAT Incl.
Memorial benches	791.00	791.00	Freeze		
Memorial benches maintenance by request (cleaning & staining)	184.00	184.00	Freeze		
Memorial vases	364.00	364.00	Freeze		
Each succeeding 5 year hire	220.00	220.00	Freeze		
Vases various – small	Various	Various	Freeze		
Planters	839.00	839.00	Freeze		
Each succeeding 5 year hire	342.00	342.00	Freeze		
Trees	718.00	718.00	Freeze		
Each succeeding 10 year hire	375.00	375.00	Freeze		
Additional plaques	92.00	92.00	Freeze		
Shrubs (inclusive of aluminium vase)	399.00	399.00	Freeze		
Each succeeding 5 year hire	171.00	171.00	Freeze		
Donations Memorial	Various	200.00	New		
Fish/Bulbs					
Service overrun at Bradwell Crematorium charge to be made to the funeral director	N/A	30.00	New		
Late Paperwork	N/A	50.00	New		
Incorrect coffin size	N/A	50.00	New		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Early/late arrival at cemeteries by more than 15 minutes, charge to be made to the funeral directors	N/A	200.00	New		
DOG WARDEN SERVICE				Cabinet	No VAT
Recovery of Stray Dogs					
During normal working hours - reclaim fee	70.00	75.00	5.00		
Daily kennelling fees	Cost	Cost	Freeze		
ELECTIONS					
Rule 9 (1) Parliamentary Election Regulations & Rule/Reg 9 (1) Police Fire and Crime Commissioner Election Regulations - Candidates' Deposits				Statutory	No VAT
Parliamentary election candidate	500.00	500.00	Freeze		
Police Fire and Crime Commissioner candidate	5,000.00	5,000.00	Freeze		
Regulations 48 & 49 Representation of the People Regulations 2001				Statutory	No VAT
Supply of Full Register					
Sale of full register (printed)	10.00	10.00	Freeze		
Plus per 1,000 names or part 1,000 (printed)	5.00	5.00	Freeze		
Sale of full register (data)	20.00	20.00	Freeze		
Plus per 1,000 names or part 1,000 (data)	1.50	1.50	Freeze		
List of overseas electors (printed)	10.00	10.00	Freeze		
Plus per 100 names or part 100 (printed)	5.00	5.00	Freeze		
List of overseas electors (data)	20.00	20.00	Freeze		
Plus per 100 names or part 100 (data)	1.50	1.50	Freeze		
Supply of Edited Register				Statutory	No VAT
Sale of edited register (printed)	10.00	10.00	Freeze		
Plus per 1,000 names or part 1,000 (printed)	5.00	5.00	Freeze		
Sale of register (data)	20.00	20.00	Freeze		
Plus per 1,000 names or part 1,000 (data)	1.50	1.50	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Regulations 120				Statutory	No VAT
Representation of the People Regulations 2001					
Supply of Marked Register					
Supply of marked registers (printed)	10.00	10.00	Freeze		
Plus per 1,000 entries or part 1,000	2.00	2.00	Freeze		
Supply of marked registers (data)	10.00	10.00	Freeze		
Plus per 1,000 entries or part 1,000	1.00	1.00	Freeze		
Inspection & Copies of Documents				Statutory	No VAT
Regulation 10 representation of the people regulations 2001 - inspection of candidates expenses	5.00	5.00	Freeze		
A4 - copies (black & white)	0.20	0.20	Freeze		
Town & Parish Elections				Cabinet	No VAT
<i>Borough Council Election taking place on the same day:</i>					
Town or Parish specific printing / postage costs - Room hire - Staffing costs (polling & count)	Market rate + 5% admin 50% of cost 50% of staffing rate	Market rate + 5% admin costs 50% of cost 50% of staffing rate on the same day, or full costs if the count is taking place on a different day	Freeze		
<i>Town or Parish Election on different day i.e. by-election</i>					
- printing, postage, stationery, room hire costs and other associated costs	Market rate + 5% admin	Full costs for each election per ward or parish	Freeze		
- polling station / count staff cost	Standard NULBC staffing rates	Standard NULBC staffing rates	Freeze		
Uncontested Town or Parish Election Administration Fee (per ward / parish)	100.00	100.00 per election	Freeze		
Room hire	Full costs	Full costs	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
ENVIRONMENTAL HEALTH					
Works in default of statutory notice Calculated in accordance with the following formula - a) Contractor costs b) Officer costs (per hour at actual rate) c) Car mileage & subsistence d) On costs (b+c) + 25% e) Disbursements (e.g. warrant application, postage, printing, cost of invoice etc.) Total = a+d+e+ interest on outstanding balance as determined by council at start of financial year	Per Formula	Per Formula	Freeze	Cabinet	No VAT
Environmental Offences - Fixed Penalty Notices				Statutory	No VAT
Waste receptacles - Section 47ZA(2) (paid in 10 days)	60.00	60.00	Freeze		
Waste receptacles - Section 47ZA(2) (paid in 14 days)	80.00	80.00	Freeze		
Failure to Produce Waste Carrier Registration Documents – Control of Pollution (Amendment) Act 1989 – section 5B	300.00	300.00	Freeze		
Failure to furnish documentation (waste carrier authority - Section 34(2))	300.00	300.00	Freeze		
Litter - Section 88(1) (paid in 10 days)	75.00	75.00	Freeze		
Litter - Section 88(1) (paid in 14 days)	100.00	100.00	Freeze		
Unauthorised distribution of literature on designated land - Schedule 3A (7)2 (paid in 10 days)	75.00	75.00	Freeze		
Unauthorised distribution of literature on designated land - Schedule 3A (7)2 (paid in 14 days)	100.00	100.00	Freeze		
Failure to comply with a Community Protection Notice or Public Spaces Protection Order (paid in 10 days)	75.00	75.00	Freeze	Cabinet	
Failure to comply with a Community Protection Notice or Public Spaces Protection Order (paid in 14 days)	100.00	100.00	Freeze	Cabinet	

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Littering from vehicles outside of London (Keepers: Civil Penalties) Regulations 2018 , Regulation 6 (Paid in 14 days)	75.00	75.00	Freeze	Public Protection Committee	
Littering from vehicles outside of London (Keepers: Civil Penalties) Regulations 2018 , Regulation 6 (Paid in 28 days)	100.00	100.00	Freeze		
Graffiti and Fly Posting (Anti-Social Behaviour Act 2003 - Section 43)	100.00	100.00	Freeze		
Household waste duty of care fixed penalty notices. Environmental protection Act 1990 Section 34(2)A) (paid within 10 days)	120.00	120.00	Freeze		
Household waste duty of care fixed penalty notices. Environmental protection Act 1990 Section 34(2)A) (paid within 14 days)	200.00	200.00	Freeze		
Fly tipping (The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 which amends Environmental Protection Act 1990 "33ZA Fixed penalty notices for contravention of section 33(1)(a): England (paid in 10 days)	350.00	350.00	Freeze		
Fly tipping (The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 which amends Environmental Protection Act 1990 "33ZA Fixed penalty notices for contravention of section 33(1)(a): England (paid in 14 days)	400.00	400.00	Freeze		
Vehicle repair & sale offences (Clean Neighbourhoods and Environment Act 2005, Sections 3 & 4	100.00	100.00	Freeze		
FPN for abandoned vehicles	200.00	200.00	Freeze		
Environmental Protection Act 1990 - Part 1 Pollution Prevention & Control Act 1999 Register of Permits					
Copy of tape/CD recorded interviews	17.00	18.00	1.00		
Environmental Information Regulations 1992 (requests for information), Charge per Hour (ICO guidance)	25.00	26.00	1.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Noise monitoring service for Registered Social Landlords & Private Landlords for 1 period of up to 7 days & subsequent report & copy of recording	295.00	310.00	15.00		
Noise monitoring service for Aspire Housing for 1 period of up to 7 days & subsequent report & copy of recording	295.00	310.00	15.00		
Environmental Health Licences				Cabinet	No VAT
Dangerous wild animals - first licence	625.00	650.00	25.00		
Dangerous wild animals - renewal	310.00	323.00	13.00		
Zoo - first licence	Price on Application	Price on Application	Freeze		
Zoo - renewal	Price on Application	Price on Application	Freeze		
Selling animals as Pets – Grant new licence	350.00	364.00	14.00		
Selling animals as Pets – Renew licence	310.00	323.00	13.00		
Selling animals as Pets – Grading review (no visit)	80.00	83.00	3.00		
Selling animals as Pets – Variation	100.00	104.00	4.00		
Animal Boarding – Grant new licence	350.00	364.00	14.00		
Animal Boarding – Renew licence	310.00	323.00	13.00		
Animal Boarding – Grading review (no visit)	80.00	83.00	3.00		
Animal Boarding – Variation	100.00	104.00	4.00		
Hiring out horses – Grant new licence Exc Vet Fee	560.00	583.00	23.00		
Hiring out horses – Renew licence Exc Vet Fee	510.00	531.00	21.00		
Hiring out horses – Grading review (no visit)	80.00	83.00	3.00		
Hiring out horses – Variation	100.00	104.00	4.00		
Hiring out horses – Annual horse check	350.00	364.00	14.00		
Breeding Dogs – Grant new licence	580.00	603.00	23.00		
Breeding Dogs – Renew licence	310.00	323.00	13.00		
Breeding Dogs – Grading review (no visit)	80.00	83.00	3.00		
Breeding Dogs – Variation	100.00	104.00	4.00		
Keeping or training animals for exhibition - Grant new licence (3yrs)	240.00	250.00	10.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Keeping or training animals for exhibition - Renew licence (3yrs)	240.00	250.00	10.00		
Keeping or training animals for exhibition - Variation	100.00	104.00	4.00		
Re-inspection	100.00	104.00	4.00		
Registration of premises for acupuncture, tattooing, cosmetic piercing, electrolysis & semi-permanent skin colouring	155.00	160.00	5.00		
Registration of each operative	95.00	100.00	5.00		
Additional treatment registration	79.00	83.00	4.00		
Export health certificates	165.00	172.00	7.00	Statutory	
Charges for Authorised Process - Local Authority Pollution Prevention Control Act					
The scale of charges is set by DEFRA annually after consultation with Local Authorities, representatives of industry and other stakeholders. The scale of charges is designed to cover the regulatory and administrative costs (including visits, administration, advice and time) to the regulator arising from each process. The 2018/19 charges are to be advised by DEFRA in February 2018.	As per DEFRA Guidance	As per DEFRA Guidance	Freeze	DEFRA	
Factual Statements (Food Safety Act, Health & Safety at Work Act, Environmental Protection Act)					
Charge for factual statements - additional time	150.00	150.00	Freeze	Cabinet	
Charge for factual statements - disclosure of documents	80.00	80.00	Freeze		
Private Water Supplies				Statutory	No VAT
Risk assessment (per hour, plus mileage)	Hourly charge out rate for officer plus mileage or cost incurred if contractor (each LA sample visit to also include an additional £40 to cover UKAS accreditation)	Hourly charge out rate for officer plus mileage or cost incurred if contractor (each LA sample visit to also include an additional £40 to cover UKAS accreditation)	Freeze		
Sampling					
Investigation					
Authorisation					

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Analysis - during Regulation 10	Laboratory cost	Laboratory cost	Freeze		
Analysis - during check monitoring	Laboratory cost	Laboratory cost	Freeze		
Analysis - during audit monitoring	Laboratory cost	Laboratory cost	Freeze		
Swimming Pools				Cabinet	No VAT
Sampling of pool water - per annum	690.00	720.00	30.00		
Sampling of pool water - one sample	72.00	75.00	3.00		
Food Hygiene Rating Scheme				Public Protection	No VAT
Food Hygiene Rating Scheme inspection	210.00	220.00	10.00		
FACILITIES MANAGEMENT				Cabinet	
NULBC delivery of Facilities Management services to Community Centres on full repairing leases and Kidsgrove Town Council. Calculated in accordance with the following formula - a) Contractor costs + b) Officer costs for administration and management + c) Car mileage & subsistence + d) On costs + 5% For any exceptional requests/project related works to Bus Station on-cost 3%	As per formula	As per formula	Freeze		Plus VAT
GARDEN WASTE RECYCLING				Cabinet	No VAT
Garden waste service - one bin	36.00	38.50	2.50		
Every additional garden waste bin	30.00	38.50	8.50		
Delivery of each additional garden waste bin	26.25	28.50	2.25		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
LAND CHARGES				Cabinet	
Residential – Con 29 only (conveyancer search)	129.30	144.00	14.70		Plus VAT
Residential – additional parcel of land - each	86.50	90.00	3.50		
Residential - Con290 optional enquiries - each	37.80	38.00	0.20		
Commercial – Con 29 only (conveyancer search)	324.50	360.00	35.50		
Commercial – additional parcel of land - each	215.30	216.00	0.70		
Commercial – Con290 optional enquiries - each	37.80	38.00	0.20		
LEISURE CHARGES					
Sport Development				Cabinet	No VAT
Sports Development Activities up to 2 hours	4.00	4.50	0.50		
Jubilee 2					
Equipment Resale Saleable items	Market Value	Market Value	Freeze	Cabinet	VAT Incl.
Equipment Hire	Market Value	Market Value	Freeze		
<i>Plus Membership</i>				Cabinet	VAT Incl.
Plus Membership - annual fee <i>entitles the holder to use the facilities with a £1.00 discount off the lite membership price, includes first session</i>	10.00	10.00	Freeze		
Plus Membership (Concession scheme) <i>yearly membership, entitles holder to concession prices, includes first session</i>	6.00	6.00	Freeze		
<i>Junior Memberships</i>					
Active2 12-16 years: Swimming , gym*, and appropriate classes (14 years and above with a paying Adult)	16.00	16.50	0.50	Cabinet	VAT Incl.
*Access between the hours Monday – Friday 6.00 pm to 9.00pm with an appropriate adult. All other times individuals can attend unsupervised					

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
<i>Premium Membership Charges Adults (including gym, classes, swim, climbing, discount on retail)</i>				Cabinet	VAT Incl.
Joining fee (includes inductions) (16 years +) (one off fee - includes key)	20.00	20.00	Freeze		
Single Membership - 12 month minimum contract - payment monthly by direct debit.	29.50	30.00	0.50		
Single Membership - no contract - per month	37.50	39.50	2.00		
Single Membership - 12 month membership for price of 11 months - payable in advance	324.50	330.00	5.50		
Corporate membership – peak (includes Students) monthly contract	29.99	31.99	2.00		
Corporate membership - peak (includes Students) 12 month contract	25.00	25.50	0.50		
Swim and aquatic membership 12 month contract	24.50	25.00	0.50		
Swim and aquatic membership monthly contract	32.50	34.00	1.50		
Gym and group exercise classes 12 month contract	24.50	25.00	0.50		
Gym and group exercise classes monthly contract	32.50	34.00	1.50		
Climbing only membership 12 month contract	15.00	17.00	2.00		
Blue light membership NHS, Armed Forces, Police, Fire Brigade) 12 month contract	19.99	19.99			
DJ Dance membership DJ classes and live steam only, 12 month contract	N/A	22.50	New	Cabinet	No VAT
DJ Dance Membership existing customers only	25.00	26.00	1.00		
student membership month to month NUS card, college card letter form school 16+ month to month	N/A	20.00	New		
Legacy Off Peak Memberships annual % increase (rounded to nearest 10p)	3%	4%	1%		

	Fee/ Charge 2022/23	Proposed Fee/ Charge 2023/24	Increase/ Decrease	Committee Approval / Comments	VAT Status
	£.p	£.p	£.p		
<i>Studio Hire</i>				Cabinet	VAT Incl.
Studio 1	40.00	42.00	2.00		
Studio 2	40.00	42.00	2.00		
<i>Swim / Climbing Casual Fee</i>					
Adult - Lite membership	6.00	6.00	Freeze		
Adult - Plus membership	5.00	5.00	Freeze		
Adult - Plus Membership concession fee	4.00	4.00	Freeze		
Juniors	3.00	4.00	1.00		
Children u4 (swim only)	Free	1.00	New		
<i>Gym / Classes Casual Fee</i>				Cabinet	VAT incl.
Adult - Lite membership	7.00	6.00	-1.00		
Adult - Plus membership	6.00	6.00	Freeze		
Adult - Plus Membership concession fee	5.00	4.00	-1.00		
Junior 12 and over - Activities accessed in accordance with Industry guidance	4.00	4.00	Freeze		
<i>Swimming Instruction</i>					
<i>Swimming Lessons</i>				Cabinet	No VAT
Adult swimming lesson (30 minutes)	9.00	9.50	0.50		
Junior swimming lesson (30 minutes) price per lesson - block of 12	6.00	6.00	Freeze		
Spectators - Lyme Card	Free	Free	Freeze		
<i>Private Lessons</i>				Cabinet	No VAT
1:1 swim lesson (per 30 minutes)	20.00	21.00	1.00		
1:1 Lessons 5 consecutive sessions in payable in advance	N/A	90.00	New		
1:1 dance lesson with DJD Dance - 30 minutes	20.00	22.50	2.50		
1:1 swim / dance lesson with DJD Dance - 30 minutes, block of four lessons	70.00	80.00	10.00		
DJ Wedding Package	N/A	200.00	New		
<i>Pool Courses</i>				Cabinet	No VAT
Rookie lifeguards (per 2 hour session) - Lyme Card	10.00	10.00	Freeze		
Other courses	Market value	Market value	Freeze		
<i>Swimming Pool Hire</i>				Cabinet	VAT Incl.
Teaching Pool Hire	65.00	70.00	5.00		
Main Pool Hire - (8 lane) (per lane per hour)	18.00	19.00	1.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Additional staff for pool hire (per staff member)	28.00	30.00	2.00		
Set up fee - galas	30.00	35.00	5.00		
Time equipment hire - galas	30.00	35.00	5.00		
Parties				Cabinet	VAT Incl.
Pool Party inclusive of 1 hour studio use	90.00	95.00	5.00		
Climbing Party (six people) inclusive of studio use	90.00	95.00	5.00		
Additional instructor per six children	30.00	35.00	5.00		
Bowls				Cabinet	VAT Incl.
Adult	4.54	4.73	0.19		
Junior/60+	2.27	2.36	0.09		
Summer season ticket - adult	64.40	66.98	2.58		
Summer season ticket - junior/60_/unemployed	42.48	44.18	1.70		
Winter season ticket	15.90	16.54	0.64		
Summer/winter season ticket - adult	76.29	79.34	3.05		
Summer/winter season ticket - junior/60+/unemployed	53.58	55.72	2.14		
Merit competition per player - per hour	8.65	9.00	0.35		
Greenage fees for pre- booking (plus playing fee per person)	10.56	10.98	0.42		
Tennis Class A (Westlands, Wolstanton)				Cabinet	VAT Incl.
Adult Pay as you Go (per hour per court)	7.00	Free	-7.00		
Junior / Concession (per hour per court)	5.00	Free	-5.00		
Education / Not for Profit Organisations	5.00	Free	-5.00		
LTA Tennis Development Initiatives	Free	Free	Freeze		
Coaching / Competitions	Negotiable	Negotiable	Freeze		
Tennis Class B (Chesterton, Silverdale, Birchenwood, Bradwell, Clough Hall)	Free	Free	Freeze	Cabinet	
Football (alternate weekly use per season)				Cabinet	No VAT
Wolstanton Marsh Pavilion	595.00	619.00	24.00		
All other pitches	413.00	430.00	17.00		
Junior pitch	60% of fee	60% of Fee	Freeze		
Mini soccer pitch (unmarked)	241.00	251.00	10.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Mini soccer pitch (marked)	338.00	352.00	14.00		
Rugby (alternate weekly use per season)				Cabinet	No VAT
Bathpool	839.00	873.00	34.00		
Lyme Valley	839.00	873.00	34.00		
Clough Hall	839.00	873.00	34.00		
Junior Pitch	60% of fee	60% of fee	Freeze		
Rugby (casual use per match)	97.00	101.00	4.00	Cabinet	VAT Incl.
Concessionary Licences				Cabinet	No VAT
Brampton Park ice cream sales	812.00	845.00	33.00		
Brampton Park use of bouncy castle	812.00	845.00	33.00		
4 Large Parks Northern part of Borough – ice cream	697.00	725.00	28.00		
4 Large Parks Southern part of Borough – ice cream	697.00	725.00	28.00		
Community Events				Cabinet	Plus VAT
Wedding Photos within a park setting	45.00	47.00	2.00		
Advertising within parks	10.00 to 5125.00	10.00 to 5125.00	Freeze		
Booking large events - more than 6 months planning	181.00	188.00	7.00		No VAT
Booking medium events - more than 6 months planning (firework displays, carnivals etc.)	91.00	95.00	4.00		
Booking small events - more than 6 months planning (competitions, fun days, picnics etc.)	34.00	35.00	1.00		
LICENCES					
General				Licencing Committee	No VAT
Sex establishments - application fee	3,388.00	3,524.00	136.00		
Sex establishments - Renewal	3,388.00	3,524.00	136.00		
Sex establishments - variation	1,147.00	1,193.00	46.00		
Sex establishments - transfer	1,147.00	1,193.00	46.00		
Scrap metal dealer site licence	289.00	301.00	12.00		
Scrap metal dealer collectors licence	229.00	238.00	9.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Gambling Act 2005				Statutory	No VAT
Lotteries - application fee	40.00	40.00	Freeze		
Lotteries - annual fee	20.00	20.00	Freeze		
Bingo - application fee	3,500.00	3,500.00	Freeze		
Bingo - annual fee	1,000.00	1,000.00	Freeze		
Bingo - application to vary	1,750.00	1,750.00	Freeze		
Bingo – application for transfer	1,200.00	1,200.00	Freeze		
Bingo – application to reinstate	1,200.00	1,200.00	Freeze		
Track betting - application fee	2,500.00	2,500.00	Freeze		
Track betting - annual fee	1,000.00	1,000.00	Freeze		
Track betting - application to vary	1,250.00	1,250.00	Freeze		
Track betting - application to transfer	950.00	950.00	Freeze		
Track betting – application to reinstate	950.00	950.00	Freeze		
Betting premises - application fee	3,000.00	3,000.00	Freeze		
Betting premises - annual fee	600.00	600.00	Freeze		
Betting premises - application to vary	1,500.00	1,500.00	Freeze		
Betting premises - application to transfer	1,200.00	1,200.00	Freeze		
Betting premises – application to reinstate	1,200.00	1,200.00	Freeze		
Family entertainment centre - application fee	2,000.00	2,000.00	Freeze		
Family entertainment centre - annual fee	750.00	750.00	Freeze		
Family entertainment centre - application to vary	1,000.00	1,000.00	Freeze		
Family entertainment centre - application to transfer	950.00	950.00	Freeze		
Family entertainment centre – application to reinstate	950.00	950.00	Freeze		
Adult gaming centre - application fee	2,000.00	2,000.00	Freeze		
Adult gaming centre - annual fee	1,000.00	1,000.00	Freeze		
Adult gaming centre - application to vary	1,000.00	1,000.00	Freeze		
Adult gaming centre - application to transfer	1,200.00	1,200.00	Freeze		
Adult gaming centre – application to reinstate	1,200.00	1,200.00	Freeze		
Copy of any of the above licences (lost, stolen, damaged)	25.00	25.00	Freeze		
Notice of Intention – 2 or less gaming machines	50.00	50.00	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Licensed Premises Gaming Machine Permits – more than 2 machines	150.00	150.00	Freeze		
Licensed Premises Gaming Machine Permits – more than 2 machines – Variation	100.00	100.00	Freeze		
Licensed Premises Gaming Machine Permits – more than 2 machines – Transfer	25.00	25.00	Freeze		
Licensed Premises Gaming Machine Permits – more than 2 machines – Annual Fee	50.00	50.00	Freeze		
Licensed Premises Gaming Machine Permits – more than 2 machines – Change of Name	25.00	25.00	Freeze		
Licensed Premises Gaming Machine Permits – more than 2 machines – Copy (lost, stolen, damaged)	15.00	15.00	Freeze		
Club Gaming/Club Machine Permits – New/Renew	200.00	200.00	Freeze		
Club Gaming/Club Machine Permits for holders of Club Premises Certificates (under LA03) – New/Renew	100.00	100.00	Freeze		
Club Gaming/Club Machine Permit – Annual Fee	50.00	50.00	Freeze		
Club Gaming/Club Machine Permit – Variation	100.00	100.00	Freeze		
Club Gaming/Club Machine Permit – Copy (lost, stolen, damaged)	15.00	15.00	Freeze		
UFEC (Unlicensed family entertainment Centre – 10 year licence)	300.00	300.00	Freeze		
Prize Gaming Permit – New/Renewal	300.00	300.00	Freeze		
Prize Gaming Permit – Change of Name	25.00	25.00	Freeze		
Prize Gaming Permit – Copy (lost, stolen, damaged)	15.00	15.00	Freeze		
Temporary Use Notice (TUN)	200.00	200.00	Freeze		
Casino Small – New application	7,352.00	7,646.00	294.00		
Casino Small – Annual Fee	3,676.00	3,823.00	147.00		
Casino Small - Variation	2,450.00	2,548.00	98.00		
Casino Small – Application for Transfer	1,576.00	1,639.00	63.00		
Casino Small – application to reinstate	1,576.00	1,639.00	63.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Private Hire/Hackney Carriage				Public Protection	No VAT
OPERATORS					
PHO Application fee	267.00	289.00	22.00		
Add/Remove Director	41.00	44.00	3.00		
Copy/Replacement Licence	7.00	8.00	1.00		
Basic DBS	18.00	18.00	Freeze		
DRIVERS				Public Protection	No VAT
Dual Driver Badge - 3 years	273.00	275.00	2.00		
Change of address	17.00	18.00	1.00		
Replacement badge	13.00	15.00	2.00		
Replacement vehicle badge	13.00	15.00	2.00		
Reissue/replacement badge (with amended details)	29.00	31.00	2.00		
DBS (CRB check)	40.00	38.00	-2.00		
DBS (CRB check) online	60.34	64.34	4.00		
Exemption certificates	13.00	15.00	2.00		
Knowledge test	25.00	20.00	-5.00		
Fail to attend Knowledge Test	25.00	20.00	-5.00		
Change of Name	18.00	21.00	3.00		
Replacement vehicle badge holder	5.00	6.00	1.00		
DE Training replacement cert	Free	Free	Freeze		
Copy of Paper Licence	7.00	8.00	1.00		
Joint Disability and Safeguarding Training	N/A	48.00	New		
VEHICLES				Public Protection	No VAT
Transfer of vehicle	41.00	44.00	3.00		
Change of vehicle registration	47.00	50.00	3.00		
Failure to attend for vehicle test	66.00	74.00	8.00		
Retest	30.00	33.00	3.00		
Replacement plate carrier – front	9.00	10.00	1.00		
Replacement plate carrier – rear	11.00	12.00	1.00		
Replacement vehicle plate - front	8.00	9.00	1.00		
Replacement vehicle plate - rear	10.00	11.00	1.00		
Replacement vehicle sticker signage	5.00	6.00	1.00		
Copy of paper part of licence	7.00	8.00	1.00		
Change of Vehicle Colour	47.00	50.00	3.00		
HCV test	70.00	79.00	9.00		
HCV test 10yrs+	70.00	79.00	9.00		
PHV test	70.00	79.00	9.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
PHV test 10yrs+	70.00	79.00	9.00		
HCV application fee	234.00	242.00	8.00		
PHV application fee	231.00	238.00	7.00		
Basic DBS	24.00	18.00	-6.00		
Change of Name/Address	41.00	44.00	3.00		
Spot check	19.00	22.00	3.00		
Replacement Internal Plate	7.00	8.00	1.00		
Licensing Act 2003 - New Application				Statutory	No VAT
Premise licence, band A (rateable value of up to £4,300)	100.00	100.00	Freeze		
Premise licence, band B (rateable value of £4,301 to £33,000)	190.00	190.00	Freeze		
Premise licence, band C (rateable value of £33,001 to £87,000)	315.00	315.00	Freeze		
Premise licence, band D (rateable value of £87,001 to £125,000)	450.00	450.00	Freeze		
Premise licence, band E (rateable value of >£125,001)	635.00	635.00	Freeze		
Additional fee (5,000 to 9,999 patrons)	1,000.00	1,000.00	Freeze		
Additional fee (10,000 to 14,999 patrons)	2,000.00	2,000.00	Freeze		
Additional fee (15,000 to 19,999 patrons)	4,000.00	4,000.00	Freeze		
Additional fee (20,000 to 29,999 patrons)	8,000.00	8,000.00	Freeze		
Additional fee (30,000 to 39,999 patrons)	16,000.00	16,000.00	Freeze		
Additional fee (40,000 to 49,999 patrons)	24,000.00	24,000.00	Freeze		
Additional fee (50,000 to 59,999 patrons)	32,000.00	32,000.00	Freeze		
Additional fee (60,000 to 69,999 patrons)	40,000.00	40,000.00	Freeze		
Additional fee (70,000 to 79,999 patrons)	48,000.00	48,000.00	Freeze		
Additional fee (80,000 to 89,999 patrons)	56,000.00	56,000.00	Freeze		
Additional fee (90,000 patrons & above)	64,000.00	64,000.00	Freeze		
Licensing Act 2003 - Annual Fee				Statutory	No VAT
Premise licence, band A (rateable value of up to £4,300)	70.00	70.00	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Premise licence, band B (rateable value of £4,301 to £33,000)	180.00	180.00	Freeze		
Premise licence, band C (rateable value of £33,001 to £87,000)	295.00	295.00	Freeze		
Premise licence, band D (rateable value of £87,001 to £125,000)	320.00	320.00	Freeze		
Premise licence, band E (rateable value of £125,001 & above)	350.00	350.00	Freeze		
Additional fee (5,000 to 9,999 patrons)	500.00	500.00	Freeze		
Additional fee (10,000 to 14,999 patrons)	1,000.00	1,000.00	Freeze		
Additional fee (15,000 to 19,999 patrons)	2,000.00	2,000.00	Freeze		
Additional fee (20,000 to 29,999 patrons)	4,000.00	4,000.00	Freeze		
Additional fee (30,000 to 39,999 patrons)	8,000.00	8,000.00	Freeze		
Additional fee (40,000 to 49,999 patrons)	12,000.00	12,000.00	Freeze		
Additional fee (50,000 to 59,999 patrons)	16,000.00	16,000.00	Freeze		
Additional fee (60,000 to 69,999 patrons)	20,000.00	20,000.00	Freeze		
Additional fee (70,000 to 79,999 patrons)	24,000.00	24,000.00	Freeze		
Additional fee (80,000 to 89,999 patrons)	28,000.00	28,000.00	Freeze		
Additional fee (90,000 patrons & above)	32,000.00	32,000.00	Freeze		
Licensing Act 2003 - Miscellaneous Fees (Application or Notice)				Statutory	No VAT
Section 25 (theft, loss, etc. of premises licence or summary)	10.50	10.50	Freeze		
Section 29 (application for a provisional statement)	315.00	315.00	Freeze		
Section 33 (notification of change of name or address)	10.50	10.50	Freeze		
Section 37 (application to vary licence to specify individual as premises supervisor)	23.00	23.00	Freeze		
Section 42 (application for transfer of premises licence)	23.00	23.00	Freeze		
Section 47 (interim authority notice following death of licence holder)	23.00	23.00	Freeze		
Section 79 (theft, loss etc. of certificate or summary)	10.50	10.50	Freeze		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Section 82 (notification of change of name or alteration of rules of club)	10.50	10.50	Freeze	Statutory	No VAT
Licensing Act 2003 - Miscellaneous Fees (Application or Notice)					
Section 83 (1) or (2) (change of relevant registered address of club)	10.50	10.50	Freeze		
Section 100 (temporary event notice)	21.00	21.00	Freeze		
Section 110 (theft, loss of temporary event notice)	10.50	10.50	Freeze		
Section 117 (application for, or renewal of personal licence)	37.00	37.00	Freeze		
Section 126 (theft, loss of personal licence)	10.50	10.50	Freeze		
Section 127 (duty to notify change of name/address)	10.50	10.50	Freeze		
Section 110 (theft or loss of temporary event notice)	10.50	10.50	Freeze		
Section 126 (theft or loss of personal licence)	10.50	10.50	Freeze		
Section 127 (duty to notify change of name/address)	10.50	10.50	Freeze		
Section 178 (right of freeholder etc.)	21.00	21.00	Freeze		
Minor Variation	89.00	89.00	Freeze		
Removal of DPS at community premises	23.00	23.00	Freeze		
MARKETS				Cabinet	No VAT
Open market - stall (per day) Monday,	20.00	21.00	1.00		
Open market - second stall (per day) Monday,	10.00	11.00	1.00		
Open market - stall (per day) Wednesday	11.00	12.00	1.00		
Open market - second stall (per day) Wednesday	10.00	11.00	1.00		
Open market - stall (per day) Fri/Sat	21.00	22.00	1.00		
Open market - additional space (per day) Fri/Sat	10.00	11.00	1.00		
Farmers market - stall (per day)	20.00	21.00	1.00		
Other Pitches - minimum charge (per day)	26.00	27.00	1.00		
Catering Pitches - minimum charge (per day) Fri / Sat	25.00	26.00	1.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Catering Pitches - minimum charge (per day) Mon / Weds	N/A	13.00	New		
Small Stalls (adjacent to Guildhall)	N/A	10.00	New		
All stalls / pitches above are charged at 50% during winter period (1st Oct - 31st March)					
New Trader - Introductory Price (16 weeks only / per day)	N/A	5.00	New		
Catering Pitches - Secondary offer (16 weeks / weekly charge - up to 4 days trading)	N/A	25.00	New		
Antique market - stall (per day)	8.00	8.00	Freeze		
Antique Market - second stall (per day)	N/A	4.00	New		
Craft fair (bric-a-brac) - stall (per day)	5.50	5.50	Freeze		
Craft fair (bric-a-brac) - second stall (per day)	N/A	2.50	New		
Service Charge (for licensed markets)	N/A	29.00	New		
Events Markets - per stall / pitch (e.g. CAM / Vegan)	N/A	5.00	New		
MOT				Cabinet	No VAT
MOT - car	46.70	46.70	Freeze		
MOT - car (for discounted partner incl. Lyme Card)	41.10	41.10	Freeze		
MOT - class 7 (up to 3.5 tonnes)	58.65	58.65	Freeze		
Retest	16.10	16.10	Freeze		
MUSEUM & ART GALLERY				Cabinet	
Reproduction prints of items in collection					VAT Incl.
Photocopies	1.00	1.10	0.10		
Commission of picture sales from exhibitions	30%	30%	Freeze		Plus VAT
Education session per pupil - half day	5.00	5.50	0.50		No VAT
Education session per pupil - full day	7.00	7.50	0.50		VAT
Education sessions - minimum charge half day (20 pupils or fewer)	75.00	80.00	5.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Education sessions - minimum charge full day (20 pupils or fewer)	120.00	125.00	5.00		
Holiday activities per child	11.00	12.00	1.00		
Adult object handling/reminiscence sessions per hour	32.00	34.00	2.00		
Outreach fee	50.00	60.00	10.00		
Outreach education – schools per session	80.00	85.00	5.00		
Hire of Drawing Room per hour (Function/Corporate)	12.00	15.00	3.00		
Hire of Drawing Room per hour (Not for profit/Charity)	8.00	10.00	2.00		
Hire of Alder Room per hour (Function/Corporate)	20.00	25.00	5.00		
Hire of Alder Room per hour (Not for profit/Charity)	14.00	20.00	6.00		
Hire of Willow Room per hour (Function/Corporate)	30.00	35.00	5.00		
Hire of Willow Room per hour (Not for profit/Charity)	20.00	27.00	7.00		
Hire of Event Space per hour (function/corporate/park business)	50.00	50.00	Freeze		
Hire of Event Space per hour (Not for Profit/charity/park)	34.00	36.00	2.00		
Early entry or late stay - per hour	N/A	25.00	New		
Room set up	N/A	25.00	New		
Education item loan	20.00	25.00	5.00		
Saleable items	RRP	RRP	Freeze		
Open art registration - up to 2 items	10.00	5.00	-5.00		VAT Incl.
Event Fees					
Visit to Father Christmas	7.50	10.00	2.50		
Talks & Classes	20.00	30.00	10.00		
NAMING / NUMBERING OF STREETS/PROPERTIES				Cabinet	No VAT
New or Redevelopment					
Charge for naming of a street	206.00	215.00	9.00		
Charge for naming of a commercial building	103.00	108.00	5.00		
Single residential property on existing street	134.00	140.00	6.00		
Number/name 2-9 properties (includes first property)	206.00	215.00	9.00		
Plus - per plot	72.00	75.00	3.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Number/name 10 plus properties (includes first property)	206.00	215.00	9.00	Cabinet	No VAT
Plus - per plot	72.00	75.00	3.00		
Change to layout after notification	258.00	270.00	12.00		
Plus - per plot	41.00	43.00	2.00		
Existing Properties/Streets					
Adding or alteration of a house/building name	72.00	75.00	3.00		
Renaming of a street	On request				
House or building renumbering (including sub division to flats)	258.00	270.00	12.00		
Confirmation of postal address	41.00	43.00	2.00		
Requests not included in above fees per hour	51.00	54.00	3.00		
Road closure	31.00	33.00	2.00		
PEST CONTROL				Cabinet	VAT Incl.
Treatment of rats (domestic) - prepayment (up to 4 visits)	55.00	60.00	5.00		
Treatment of rats (domestic) - payment by invoice (up to 4 visits)	75.00	80.00	5.00		
Treatment of mice (domestic) – prepayment (up to 3 visits)	55.00	60.00	5.00		
Treatment of mice (domestic) – payment by invoice (up to 3 visits)	75.00	80.00	5.00		
Fleas / Bedbugs / Cockroaches (domestic) - prepayment	115.00	120.00	5.00		
Fleas / Bedbugs / Cockroaches (domestic) - payment by invoice	135.00	140.00	5.00		
Insect control treatments (domestic) including wasps, & ants - prepayment	75.00	80.00	5.00		
Insect control treatments (domestic) including wasps & ants - payment by invoice	95.00	100.00	5.00		
Pest control commercial (other) - first hour	110.00	120.00	10.00		
Pest control commercial (other) - per 1/4 extra hour	27.50	30.00	2.50		
Mole & Rabbit control (per treatment course, max 3 visits) - prepayment	190.00	195.00	5.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Mole & Rabbit control (per treatment course, max 3 visits) - payment by invoice	210.00	215.00	5.00		
Squirrel control - prepayment (up to 4 visits)	140.00	145.00	5.00		
Squirrel control - payment by invoice (up to 4 visits)	160.00	165.00	5.00		
Telephone Advice (prepayment only)	10.00	15.00	5.00		
Advice Visit (no treatment) - prepayment	55.00	60.00	5.00		
Advice Visit (no treatment) - payment by invoice	75.00	80.00	5.00		
Fixed term pest control treatment agreements (commercial premises)	On request	On request	Freeze		
Works in default (Prevention of Damage by Pests Act 1949) first hour (invoiced)	As per formulae for works in default	As per formulae for works in default	Freeze		
Works in default (Prevention of Damage by Pests Act 1949) per additional 1/4 hour (invoiced)					
PLANNING SERVICES				Cabinet	No VAT
Postage & packaging Copies up to £1 are free of charge	1.10	1.40	0.30		
Paper copies of planning/building control decisions & documents - per sheet (A4 black & white)	0.25	0.30	0.05		
Paper copies of planning/building control decisions & documents - per sheet (A3 black & white)	0.40	0.50	0.10		
Paper copies of plans - planning files - per sheet (A4 black & white)	0.25	0.30	0.05		
Paper copies of plans - planning files - per sheet (A3 black & white)	0.50	0.60	0.10		
Paper colour copies of an A4 sheet of planning/building control decision, planning documents or plan	0.50	0.60	0.10		
Paper colour copies of an A3 sheet of decision, planning documents or plan	0.80	0.90	0.10		
Scanned copies of documents - charge per hour of scanning (where legal to charge)	38.00	42.00	4.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Paper copies of plans - planning files - each plan (A2)	2.50	2.80	0.30		
Paper copies of plans - planning files - each plan (A1)	3.70	4.10	0.40		
Paper copies of plans - planning files - each plan (A0)	4.80	5.30	0.50		
Weekly lists - statutory consultees	Free	Free	Freeze		
Requests for site information – commercial per hour	82.00	90.00	8.00		
Requests for site information - individuals	Cost	Cost	Freeze		
Pre Planning Application Advice				Cabinet	VAT Incl.
Large Scale Major Developments (residential developments over 200 dwellings or where number not known, a site area of 4 ha or more. Non-residential developments over 10,000m2 of floor space or where floor space not known, a site area of 2ha or more)	735.00	810.00	75.00		
Small Scale Major Developments (residential developments of between 10 & 200 dwellings or where number not known, a site area of between 0.5ha & 4ha. Non- residential developments of between 1000m2 & 10,000m2 of floor space or where floor space not known, a site area of between 1ha & 2ha)	370.00	410.00	40.00		
1 dwelling	110.00	125.00	15.00		
Minor Developments (residential developments of between 2 & 9 dwellings or where number not known, a site area of less than 0.5ha. Non-residential developments of under 1,000m2 of floor space or where floor space not known, a site area of less than 1ha)	167.00	185.00	18.00		
Householder Development					
Half hour appointment	25.00	28.00	3.00		
Appointment in excess of 30 minutes	35.00	40.00	5.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
Other Development (excluding householder development but including changes of use, advertisements, prior approval proposals & listed building proposals)	60.00	66.00	6.00		
Planning Application Fees Owing to the complexity of the fee structure, it is not shown here. Details of fees payable may be obtained from the Council's Planning Section. Alternatively the fee calculator available at the Planning Portal website can be used to determine the fees payable in respect of individual applications.	Per Planning Portal	Per Planning Portal	Freeze	Cabinet	No VAT
Building Control fees (North Staffs Building Control Partnership)	Per Board	Per Board	Freeze		
Planning & development briefs (as & when prepared)	Free	Free	Freeze		
Core spatial strategy	38.00	42.00	4.00		
Local development framework proposals map - north or south	8.50	10.00	1.50		
Local development framework proposals map - north & south	14.00	16.00	2.00		
Strategic housing land availability assessment (SHLAA)	40.00	45.00	5.00		
PRIVATE SECTOR HOUSING				Cabinet	No VAT
Houses in multiple occupation licence fee	642.00	668.00	26.00		
Each additional bedroom	8.50	9.00	0.50		
Renewal of houses in multiple occupation licence	475.00	495.00	20.00		
Each additional bedroom	8.50	9.00	0.50		
Houses in multiple occupation licence fee for a member of the North Staffs Landlord Accreditation Scheme	539.00	568.00	29.00		
Each additional bedroom	8.50	9.00	0.50		
Renewal of houses in multiple occupation licence or a member of the North Staffs Landlord	372.00	395.00	23.00		
Immigration Inspections	134.00	140.00	6.00		

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status		
Provision of accommodation for homeless households	Cost	Cost	Freeze	Cabinet	No VAT		
Annual interest to be applied to unpaid debts for enforcement action	0.08	0.08	Freeze				
Charges for work in default notices to remedy Housing Health & Safety issues							
Officer time (per hour)	Cost	Cost	Freeze				
Travelling costs (per mile)	Cost	Cost	Freeze				
Management costs (per hour)	Cost	Cost	Freeze				
Land registry fee	Cost	Cost	Freeze				
Inspection by qualified electrician or gas engineers	Cost	Cost	Freeze				
Recorded delivery	Cost	Cost	Freeze				
Other costs (stated as per individual case)	Cost	Cost	Freeze				
Administration fee (to cover service recharges)	12% Cost	12% Cost	Freeze				
Annual interest to be applied to unpaid debts for enforcement action	0.08	0.08	Freeze				
REMOVAL OF DOMESTIC ANIMAL CARCASSES						Cabinet	VAT Incl.
Removal of domestic animal carcasses	40.00	41.60	1.60				
SALE OF SANDBAGS				Cabinet	VAT Incl.		
5 sand bags	41.00	42.64	1.64				
10 sand bags	57.00	59.28	2.28				
15 sand bags	72.00	74.88	2.88				
20 sand bags	88.00	91.52	3.52				
STREET TRADING				Cabinet	No VAT		
Eastbound layby A500 (per annum)	9,700.00	10,100.00	400.00				
Northbound layby A500 (per annum)	9,700.00	10,100.00	400.00				
TOWN CENTRE DISPLAYS				Cabinet	No VAT		
Local promotions (minimum charge)	28.00	30.00	2.00				
Charity & local community groups	6.00	6.50	0.50				
National promotions (minimum charge)	80.00	85.00	5.00				

	Fee/ Charge 2022/23 £.p	Proposed Fee/ Charge 2023/24 £.p	Increase/ Decrease £.p	Committee Approval / Comments	VAT Status
TREE PRESERVATION ORDERS				Cabinet	No VAT
Single copy of a tree preservation order	31.00	35.00	4.00		
WASTE & RECYCLING BINS/RECEPTACLES				Cabinet	No VAT
Bins/receptacles per property on new developments (to be paid by the developer)	70.00	74.00	4.00		
Replacement bin due to loss / theft	27.00	28.50	1.50		
Delivery Charge	27.00	28.50	1.50		
New property - resident	27.00	28.50	1.50		

Charging Principles Included in the Charging Policy

5. CHARGING PRINCIPLES

- 5.1 Charges should be made for services whenever the Council has a power or duty to do so.
- 5.2 There will be a presumption that charges to be made for the provision of a service will be set at a level intended to recover the cost of providing the service.
- 5.3 However, this presumption may be modified by the application of the charging principles set out at 5.5 below, which may result in no charge being made or a lesser charge being made or in some cases a charge being made which is greater than that required for cost recovery.
- 5.4 No charge will be made in cases where the Council is not permitted to charge by law. Where charges are set by external bodies, those charges will be applied. Where maximum or minimum charges are specified externally, charges will be set in compliance with those requirements.
- 5.5 The following matters will be considered when deciding whether to set a charge, which is not to be based on cost recovery. The headings in bold indicate general areas for consideration and the bullet points below them are particular factors which should be taken into account where relevant.

The cost of providing the service

- All direct costs are to be included.
- All overheads related to the provision of the service, which may be attributed to the cost of the service, are to be included.
- Best estimates may be made of costs where it is not practical to obtain precise data or identify precisely those overheads attributable to the service.
- Unit costs are to be calculated by reference to realistic user numbers based on actual experience, either in relation to this Council or, if appropriate comparable services elsewhere.

How much income is it desired to generate and why?

- Is the service required to make a surplus or break-even?
- Does income from the service make a significant contribution to reducing the net amount of the Council's revenue budget?
- Have any targets been set for the income or class of income of which it is a component?
- Is income needed to fund future investment?

Comparison of charges made by neighbouring or similar councils or other providers of similar services

- In making this comparison it will be necessary to establish whether the services being provided by these other bodies are comparable to those provided by the Council and to make adjustments where this is not so.
- Is there a logical reason for significant differences between this Council's charges and those of others?
- Will customers be lost to other service providers if charges are set too high?

Whose use of services is it desired to subsidise and by how much?

- Can all potential users afford to pay the full cost of the service or the same charges as other users?
- Is it desirable to subsidise all users of the service, for example because there is likely to be a desirable outcome for the community as a result.
- Are there particular classes of users that should be subsidised, such as the unemployed, benefits recipients, the elderly, disabled persons or children?

- Should subsidies be given by reducing the charges payable or by offering concessions to offset the charge?

Whose behaviour is it desired to influence and in what ways?

- Is it desirable to influence users to use particular facilities, for example where they are under-used, by charging less for their use than for other similar ones?
- Is it desirable to persuade users to behave in a way which is more acceptable to the community in preference to any other or others less acceptable and can this be promoted by setting charges at a level which might achieve this?
- Is it desired to promote a particular pattern of use, for example short stay parking as opposed to another, such as long stay parking or to discourage peak time use of facilities?
- Should some behaviour or activities be discouraged by setting high charges or penalties?
- Can anti-social behaviour be reduced by charging for services which discourage people from behaving irresponsibly at a level which they will find attractive, for example charges for the collection of bulky waste to discourage fly-tipping?
- Are there desirable outcomes which the Council wishes to see realised, in line with its corporate objectives, which could be assisted through the charging regime, for example maintaining the economic vitality of the town centres through the provision of reasonably priced facilities such as car parking?

How will charges help to improve value for money, equity and access to services?

- What are users' perceptions with regard to what constitutes a fair and reasonable charge?
- Are there any issues relating to social inclusion or equalities?

Will the cost (including staff time) of collecting the income due outweigh the amount of income likely to be collected?

- Is it worth making a charge?
- Should a charge be made anyway as a matter of principle?

Any other relevant factors

- It will be a matter for the Council to determine what the charge will be, based on its consideration of the above factors.

- 5.6 Where, without prior agreement by the Council, individuals or organisations engage in activities that result in a cost to the Council, the Council will seek to recover this cost, wherever possible.
- 5.7 Consideration may be given to offering a discount or other reduction, in appropriate cases, where it is felt that this may improve take up of the service or to encourage prompt payment, following consultation with the Head of Finance (S151 Officer) who must approve all such initiatives.
- 5.8 Penalties, in the form of fines, may also be imposed in order to deter inappropriate or antisocial behaviour, for example littering. The amount of the fine will be set at a level designed to deter such behaviour.
- 5.9 Activities carried out by the Council will be continually reviewed in order to identify any new areas where it would be appropriate to make a charge to persons or organisations benefiting (actually or potentially) from those activities. The level of the charge will be determined in accordance with these charging principles.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S
REPORT TO**

Cabinet
10 January 2023

Report Title: **Progress report on the York Place project**

Submitted by: **Executive Director Development Growth**

Portfolios: **Finance, Town Centres and Growth**

Ward(s) affected: **Town**

Purpose of the Report

To provide an update on progress made on the York Place project and support further review options for delivery.

Recommendation

That Cabinet

- 1. Notes the progress made on the York Place project, including the submission of the planning application and the timescales for demolition.**
- 2. Authorises the Executive Director – Development and Growth, in consultation with the Portfolio Holder, Finance, Town Centres and Growth to further review options for the delivery for York Place.**
- 3. Note that a further Cabinet Report will be presented prior to any contracts being let for the delivery phase of the York Place project once planning permission is granted and financial aspects of the project have been finalised.**

Reasons

The Council has secured £11m from DLUHC (Department of Levelling up and Housing Communities) from the Future High Street Fund for the redevelopment of the Council owned Ryecroft site and further improvements to the Town Centre, including York Place.

The Council acquired York Place in March 2021 and appointed Willmott Dixon as Design and Build Contractor and it is appropriate to update Cabinet on progress to date and to further review options and plan for the next stage of investment in this project.

This project is a key step in the key Town Centre developments that are planned through the Future High Street Fund and Town Deal grant monies.

1. Background

- 1.1 In December 2020 MHCLG (now DLUHC) confirmed to the Council that its Future High Street Fund business case submission had been successful and that £11,048,260.00 was approved for Newcastle town centre. In January 2021 the Council submitted confirmation of its

acceptance of the grant and detailed that the funding would be used to secure the demolition of the former Civic Offices, design and build a new multi storey car park, procure York Place and undertake public realm works.

- 1.2 In April 2021 the Council agreed to accept the grant offer and funding agreements were signed. A total of £3,015,218 was allocated to York Place to fund the acquisition of the existing complex, relocation of existing tenants and subsequent demolition works.
- 1.3 As York Place is within a Conservation Area a full planning application for a replacement development needs to be submitted and approved before demolition of the existing complex can take place.
- 1.4 The York Place complex was purchased by the Council March 2022 and in April 2022 Willmott Dixon were appointed as Design and Build Contractors following a procurement exercise to develop a new scheme, submit a planning application and provide a cost plan for the development.

2. **Update**

- 2.1 Since April 2022 the Council have been working closely with Willmott Dixon and their design team to develop proposals for the site.
- 2.2 A RIBA Stage 2 report was issued in September 2022 with a RIBA Stage 3 report following in November 2022. Throughout this period pre-application discussions have been held with NuLBC Planners and SCC Highways. The scheme has been presented to Design Midlands review panel and SPCG and was displayed in Newcastle Library during the last week in November 2022 with feedback/comments forms available to complete or submit via e-mail. The application for planning was submitted on 9th December 2022 and it is anticipated that a decision will be made by mid April 2023.
- 2.3 The proposed scheme for York Place envisages two blocks of development rising to four storeys with public open space and a permanently open link between Ironmarket and Merrial Street. The ground floors are made up of units available for food and beverage and retail uses with office units to the upper floors. (see Appendix 1 for images of the new development).
- 2.4 Since May 2022 the Property Team have been working to ensure that existing tenants in York Place are relocated where possible to suitable alternative locations in the town to ensure that the complex is entirely vacated prior to demolition works which are anticipated to commence in June 2023.
- 2.5 The next steps for York Place is to secure planning consent, relocate the final tenants and commence demolition works which is expected to commence in late June 2023 and will be completed in December 2023.
- 2.6 Delivery options for the subsequent construction of the new buildings are being reviewed and a further report to Cabinet will be presented recommending the preferred option

3. **Proposal**

- 3.1 Assuming planning consent is given and existing tenants are successfully relocated it is proposed that the existing site is demolished in accordance with the Future High Street Fund Programme and that a further report is brought to Cabinet once delivery options have been assessed.

4. **Reasons for Proposed Solution**

- 4.1 The decision to will enable the project to progress as per the programme agreed with Government and the Future High Street Fund awards and commitments.
- 4.2 To use this Government funding opportunity to support delivery of Council Plan objectives.
- 4.3 To uplift the status of Newcastle town centre as the heart of economic, social and community life in the Borough.

5. **Options Considered**

- 5.1 Delivery options for the construction of the new scheme at York Place are continuing to be explored.
- 5.2 York Place was chosen for inclusion in the Future High Street Fund programme as it occupies a strategically important location between the Ryecroft site and the wider town centre and it presented challenges in terms of its overall appearance, level of occupancy and state of repair.

6. **Legal and Statutory Implications**

- 6.1 Section 2(1) of the Local Government Act 2000 permits local authorities to do anything they consider likely to promote or improve the economic, social and environmental well-being of their area. That would include actions to deliver the Future High Street Fund programme for Newcastle town centre

7. **Equality Impact Assessment**

- 7.1 The nature of the project is intended to seek benefits for all people who use the town centre and to support the economic and social health of Newcastle town centre as a destination.

8. **Financial and Resource Implications**

- 8.1 The relocation of tenants and demolition of the existing York Place complex is funded through the Future High Street Fund funding which has confirmed and allocated.
- 8.2 New scheme designs are currently being developed, therefore full costings and funding options will be provided for review once they have been complete.

9. **Major Risks**

- 9.1 The main risks around the delivery of York Place post demolition are material cost inflation and increased borrowing rates affecting the viability of the scheme.

10. **UN Sustainable Development Goals (UNSDG)**

- 10.1 Newcastle town centre is a highly accessible location, encouraging greater use of its land and assets enhances its role as a centre for services, leisure, retail and living and its connection to local residents. Further this project is intended to enable the redevelopment of a underused retail complex that is in a poor state of repair and currently blocks good connectivity between the Ryecroft site and Ironmarket / High Street, bringing with it sustainability improvements, regeneration and economic benefits as well as In that respect, the project supports the realisation of the following UNSDG objectives:-



11. **Key Decision Information**

11.1 This is not a Key Decision

12. **Earlier Cabinet/Committee Resolutions**

12.1 October 2019, Cabinet concerning development of the second stage FHSF bid and procurement of consultancy support.

12.2 December 2019, Economy Environment & Place Overview and Scrutiny Committee Town Centre Funding Update (information item)

12.3 July 2020, Cabinet concerning approval for submission of bid into MHCLG (now DLUHC)

12.4 April 2021 Cabinet accepting FHSF Grant monies and grant conditions

12.5 December 2021 Cabinet purchase of York place Newcastle under Lyme.

12.6 March 2022 Contract award to Willmott Dixon

13. **List of Appendices**

13.1 Images of Proposed Development

14. **Background Papers**

14.1 Future High Street Fund Submission July 2020.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S
REPORT TO**

Cabinet
10 January 2023

Report Title: Progress report on the proposed Multi-storey car park at Ryecroft

Submitted by: Executive Director Development and Growth

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: Town

Purpose of the Report

To provide an update on progress made on the Multi-storey car park project.

Recommendation

That Cabinet

1. Notes the progress made on the Ryecroft multi-storey project, including timescales for planning application submission and its subsequent construction.
2. Notes the progress made on the wider Ryecroft site against the delivery of the Ryecroft Blue Print.
3. Authorises the Executive Director – Development and Growth, in consultation with the Portfolio Holder, Finance, Town Centres and Growth to enter a Pre-construction Services Agreement with Morgan Sindall for enabling and infrastructure works on the car park and the wider Ryecroft site, to further work up further details for a linear park on Ryecroft and to instruct Morgan Sindall to submit an outline planning application for the Ryecroft Masterplan.
4. Note that a further Cabinet Report will be presented prior to any construction contracts being awarded for the multi-storey car park.
5. Agree that the new Multi-Storey Car Park on the Ryecroft site will be named 'Castle Car Park'.

Reasons

The Council has secured £11m from DLUHC (Department of Levelling up and Housing Communities) from the Future High Street Fund for the redevelopment of the Ryecroft site including the development of a new multi-storey car park.

The Council appointed Morgan Sindall as Design and Build Contractor and it is appropriate to update Cabinet on progress to date and plan for the next stage of investment in this project.

This project is a key step in the key Town Centre developments that are planned through the Future High Street Fund and Town Deal grant monies.

1. **Background**

- 1.1 In December 2020 MHCLG (now DLUHC) confirmed to the Council that its Future High Street Fund business case submission had been successful and that £11,048,260.00 was approved for Newcastle town centre. In January 2021 the Council submitted confirmation of its acceptance of the grant and detailed that the funding would be used to secure the demolition of the former Civic Offices, design and build a new multi-storey car park, acquire and demolish York Place and undertake public realm works.
- 1.2 In April 2021 the Council agreed to accept the grant offer and funding agreements were signed. A total of £3,500,000 was allocated to the new multi-storey development.
- 1.3 In December 2021 Morgan Sindall were chosen as Design and Build Contractors following a procurement exercise using the Pagabo framework.

2. **Update**

- 2.1 The Council have been working closely with Morgan Sindall and their design team to develop proposals for the site.
- 2.2 A RIBA Stage 2 report was issued in September 2022 with a RIBA Stage 3 report following in December 2022. Throughout this period pre-application discussions have been held with NuLBC Planners and SCC Highways and the scheme was presented to Design Midlands review panel in December 2022. The application for planning is to be submitted in January 2023 and, assuming consent is granted, construction would commence in May 2023 and completed by March 2024.
- 2.3 The proposed multi-storey car park will deliver 450 new spaces along with 39 Electric Vehicle charging spaces and 11 disability spaces. Access to and egress from the new car park is via Liverpool Road.
- 2.4 The next steps for the car park project are to submit the planning application in mid January 2023 and, assuming planning consent is granted, commence construction in May 2023 with completion anticipated in March 2024.
- 2.5 Further to the above the Council will start to develop the plans to undertake the wider enabling and infrastructure works across the Ryecroft masterplan site, as well as develop a linear park, at the same time as the car park is being built out which will help establish clearly identifiable elements / development parcels of the masterplan / site. Morgan Sindall have proposed that this is undertaken at the same time as the construction of the new car park as levels across the site for drainage will need to be addressed and that economies of scale and on site efficiencies will benefit from the parallel works being undertaken.
- 2.6 It is proposed that Pre-Construction Services Agreement with the incumbent contractor Morgan Sindall be agreed and the development of the scheme worked up into a deliverable project, with designs, timescales and costs reported upon.
- 2.7 A further report to Cabinet detailing costs and recommending approval to enter into a contract to construct the new car park will follow as will a separate report for the infrastructure works when the development works have been established, as per above.
- 2.8 On the wider Ryecroft development the two further development plots are being developed by NuLBC and Aspire. The Aspire site for the new Head Quarters Building and 70 apartments for

over 50 year olds is currently being designed with a planning application due for submission in late Spring 2023, with a view for a construction start in 2024.

2.9 The middle development plot is currently being investigated as a mid range three star hotel and a feasibility / viability study will be completed in January 2023 and a separate Cabinet Report will be presented when a business case has been established.

2.10 The development of the Multi Storey Car Park ahead of the Aspire development and the Hotel development will create a sense of place and position of the Blue Print aspirations and creates a holistic development programme for the later developments to proceed, without leaving the site uneven, unattractive and a continuing blight on the Town Centre.

3. **Proposal**

3.1 Assuming planning consent is given it is proposed that a main contract is entered into for the construction of the new car park subject to cost confirmation that will be detailed in a further report to Cabinet.

3.2 It is proposed that the new Multi-Storey Car Park at Ryecroft be named 'Castle Car Park'.

4. **Reasons for Proposed Solution.**

4.1 The decision to will enable the project to progress as per the programme agreed with Government and the Future High Street Fund awards and commitments.

4.2 To use this Government funding opportunity to support delivery of Council Plan objectives.

4.3 To uplift the status of Newcastle town centre as the heart of economic, social and community life in the Borough.

5. **Options Considered**

5.1 Various options in terms of layout, materials used and main construction method have been considered during the design development of the car park.

6. **Legal and Statutory Implications**

6.1 The Local Government Act 2000 gives local authorities the powers to promote the economic, social and environmental well-being of their areas. As part of the FHSF the Council will be required to comply with funding conditions.

7. **Equality Impact Assessment**

7.1 The nature of the project is intended to seek benefits for all people who use the town centre and to support the economic and social health of Newcastle town centre as a destination.

8. **Financial and Resource Implications**

8.1 There is a sum of £3,500,000 allocated towards the project from Future High Streets Fund. In addition to this there is £400,000 funding from the Newcastle Town Deal Fund in respect of the EV Charging Points with the remaining £7,100,000 being funded from the Council Capital Programme. A further report to Cabinet confirming costs and funding will follow.

8.2 The Council's contribution to the new multi-storey car park in the sum of £7,100,000 has been included within the 10 year Capital Programme which will be presented for approval at the February Full Council meeting as part of the 2023/24 Budget Setting Process.

8.3 Part of the Council's funding of the new multi-storey car park will come from the sale of the existing Midway Multi-Storey Car Park.

8.4 The new multi-storey car park will offer parking in a sustainable car park, providing electric charging points. Car parking fees for the new car park will be set once the car park is complete and will be on a cost recovery basis.

9. **Major Risks**

9.1 The main risks around the delivery of the new multi-storey car park are material cost inflation and increased borrowing rates affecting the overall cost of the scheme. The risk of planning being refused has been minimised through a series of pre-application meetings and presentation to an independent design review panel.

10. **UN Sustainable Development Goals (UNSDG)**

10.1 Newcastle town centre is a highly accessible location, encouraging greater use of its land and assets enhances its role as a centre for services, leisure, retail and living and its connection to local residents. In that respect, the project supports the realisation of the following UNSDG objectives:-



11. **Key Decision Information**

11.1 This is not a Key Decision

12. **Earlier Cabinet/Committee Resolutions**

12.1 October 2019, Cabinet concerning development of the second stage FHSF bid and procurement of consultancy support.

12.2 December 2019, Economy Environment & Place Overview and Scrutiny Committee Town Centre Funding Update (information item)

12.3 July 2020, Cabinet concerning approval for submission of bid into MHCLG (now DLUHC)

12.4 April 2021 Cabinet accepting FHSF Grant monies and grant conditions

12.5 December 2021 Contract Award to Morgan Sindall

13. **List of Appendices**

13.1 Ryecroft Masterplan image

13.2 New Car Design images

14. **Background Papers**

14.1 Future High Street Fund Submission July 2020.



NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet
10 January 2023

Report Title: Electric Vehicle Charging Strategy

Submitted by: Executive Director - Sustainable Environment

Portfolios: Environment & Recycling

Ward(s) affected: All

Purpose of the Report

To support Staffordshire County councils Electric Vehicle Charging Infrastructure Strategy as part of the Council's commitment to work collaboratively to successfully achieve net zero carbon in line with our Sustainable Environment Strategy and Council Climate Change declaration.

Recommendation

That:

1. **Cabinet formally support the County Council Electric Vehicle Charging Infrastructure Strategy.**
2. **The Council helps facilitate actions from the strategy on its own estate and managed car parks.**

Reasons

Sustainability and Climate Change are serious issues facing us all, and there is a need to work as a collective across Staffordshire, to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in.

1. Background

- 1.1 At its meeting on 4th November 2020, Cabinet received and endorsed the Council's reviewed Medium Term Financial Strategy including a mid-term review of the Council Plan. Under Priority 3 – a Healthy, Active and Safe Borough, Cabinet reaffirmed its commitment to establish a Sustainable Environment Strategy for the Council and the Borough linked to Government targets.
- 1.2 In order to translate the Council's ambitions in respect of the environment, a Sustainable Environment Strategy was approved by Cabinet at its December 2020 meeting and is the vehicle for helping the Council achieve its aims of caring for and enhancing our natural environment and to adapt and mitigate the effects of climate change.

- 1.3 Across Staffordshire, all ten local authorities have committed to similar strategies, and declarations of climate emergencies.
- 1.4 In order to provide a consistent and collaborative approach across the County of Staffordshire, The Staffordshire Leaders and Chief Executives Group has committed to work collaboratively to successfully achieve net carbon zero in line with each of our independent authority's climate change declarations.
- 1.5 A Staffordshire Sustainability Board (SSB) has been set up to facilitate collaborative forum, consisting of member Portfolio Holders and senior officers with responsibility for sustainability, supported by a team of advisors drawn from across the authorities. The SSB will work to influence change within its own individual organisations as well as other organisations and individuals to ensure that Staffordshire is net zero by at least 2050 or before.
- 1.6 Part of the SSB's work is to collaboratively support and deliver the aspirations and targets of the Electric Vehicle Charging Infrastructure Strategy.
- 1.7 Government in March 2022, committed an additional £620 million to support the transition to electric vehicles (EV's), and published a national EV Infrastructure Strategy. Clear responsibilities for local authorities are set out as part of the strategy as we have a critical role in the development and expansion of charge points which will enable the transition integrating with other transport modes to meet our community needs.
- 1.8 In recognition of the County Council working with Amey Consulting commenced development of a EV charging strategy and associated action plans which also supports District and Borough Councils together to increase understanding and help the decision making process.
- 1.9 A joint initiative by three Staffordshire councils, funded by Low Emission Taxi Infrastructure Scheme, has approval to install rapid electric vehicle charging points. The Council has provided four suitable car park locations for the installation of eight charging points to be installed. The charging points will be made available to both the taxi community, but also the general public. The EV chargers at Goose Street and Heathcote Street are operational and chargers are installed but currently awaiting electricity connection at King Street and The Parade.

2. **Issues**

- 2.1 Transport is a major contributor to the climate, health and ecological challenges, which government have acknowledged. Announcement was made in June 2019 of ambitions for the national transport network to be net zero by 2050. Following this announcement was made in November 2020 there will be a ban on the sale of new petrol and diesel cars by 2030. Manufacturers are moving at pace to introduce more electric powered vehicles, with ownership expected to increase to around 10% over the next few years as battery technology continues to improve and travel ranges increase significantly.
- 2.2 Price parity between EV's and combustion engine cars is estimated to be achieved by 2026 therefore the need for access to convenient charging infrastructure will become essential.
- 2.3 The strategy details research conducted by Ordinance Survey, Zap-Map and Field Dynamics has identified that across Staffordshire, on average, 75% of households have access to off-street parking (76% in Newcastle Borough), and households who do not have off-street parking

on average of 3% are within a 5 minute walk from a public charge point. Any public charge point infrastructure will need to prioritise solutions to enable accessible and equitable network of charge points.

The Council is also developing proposals to include EV chargers in the new Ryecroft Multi-storey car park development utilising Newcastle Town Deal funding.

3. **Proposal**

3.1 It is proposed that the Council fully supports and engages in the County Councils Electric Vehicle Charging Infrastructure Strategy, and facilitates the implementation of EV charging infrastructure on its own estate and car parks.

4. **Reasons for Proposed Solution**

4.1 Sustainability and Climate Change are serious issues facing us all, and there is a need to work as a collective across Staffordshire, to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in.

5. **Options Considered**

5.1 The Council could just focus on and work in isolation in achieving its own targets as set out in the Sustainable Environment Strategy was approved by Cabinet. However, there are significant advantages in working collaboratively across Staffordshire, sharing best practice and innovation. It will also help reduce duplication, therefore allowing all authorities in Staffordshire to move forward effectively, and meet individual challenges of becoming Net Zero organisations.

6. **Legal and Statutory Implications**

6.1 The Climate Change Act 2008 has the following provisions:

Carbon targets and carbon budgeting – The Act places the government under a legal duty to reduce greenhouse gas emissions by 80% below 1990 levels by 2050

The committee on Climate Change – The Act also establishes the Committee on Climate Change, an independent, expert body to advise government on the appropriate level for target, budgets, and on matters relating to mitigation and adaptation. The Committee will submit annual reports to parliament on progress towards the targets and government must respond to this report.

6.2 Councils Duty to reduce carbon emissions which are further legislated for as part of the Environment

6.3 All Local Authorities have a ‘biodiversity duty’ under the Natural Environment & Rural Communities Act 2006.

7. **Equality Impact Assessment**

- 7.1 Support of the Electric Vehicle Charging Infrastructure Strategy will look to alleviate equality issues for residents who have no access to off street charging or not within a five-minute walk of a public charge point.
- 7.2 There will be equality issues arising from the rollout of charging infrastructure, which may require Equality Impact Assessments being undertaken.

8. **Financial and Resource Implications**

- 8.1 There will be financial implications arising from this report as we move forward, as support for the Electric Vehicle Charging Infrastructure Strategy will involve the Council undertaking works on its own estate and car parks where capital funding may be required on a cases by case basis. Business cases will be developed at the appropriate time with a view to including funding in the Councils ongoing MTFs and capital programme.

9. **Major Risks**

- 9.1 There are growing expectations that Councils take a leading and decisive role in this respect and there are reputational risks to the Council in not acting positively.
- 9.2 There are overarching risks of inaction in respect of the Councils response to the environmental threats caused by rising carbon emissions, habitat loss, plastic pollution and poor use of dwindling natural resources. As a result, Councils around the UK and Governments around the world are responding to these threats and public calls for a robust and rapid reduction and mitigation measures.

10. **UN Sustainable Development Goals (UNSDG)**

- 10.1 This report, and the base pledges contained within it support all of the UNSDG goals



11. **Key Decision Information**

- 11.1 This report is a key decision, as Climate Change has the potential to have a significant effect on communities living or working in an area.

12. **Earlier Cabinet/Committee Resolutions**

- 12.1 Cabinet approved the Councils Sustainable Environment Strategy at its December 2020 meeting.
- 12.2 Cabinet approved signing up to the SSB base pledges at its June 2022 meeting.

13. **List of Appendices**

- 13.1 Staffordshire County council Electric Vehicle Charging Infrastructure Strategy – Appendix 1

14. **Background Papers**

- 14.1 Newcastle under Lyme Sustainable Environment Strategy

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Staffordshire County Council Public Electric Vehicle Charging Infrastructure Strategy

Staffordshire County Council EV Charging Strategy

18/01/2023

amey consulting

Foreword

Climate Change is a huge issue that affects us all. Staffordshire County Council (SCC) declared a climate change emergency in 2019 and made a firm commitment to achieve net zero carbon emissions by 2050.

Since 2019 we have reduced our own carbon emissions by 43%, but SCC and the entire public sector only account for 2% of all emissions in Staffordshire. Transport accounts for around 40% of the county's total annual carbon emissions, and as well as contributing to climate change, has a major impact on public health.

We have a role to play in inspiring and facilitating more people to switch to greener and active travel, such as walking and cycling, or the use of electric vehicles (EVs). Indeed, the Government has banned the sale of all new petrol and diesel cars beyond 2030.

However, it is essential that Staffordshire has a convenient and accessible network of EV charging points. While it is not the county council's role or responsibility to install the charging points, we know our communities, and we want to work with and partner local authorities and the private sector

This strategy sets the scene for why we need to act, explains where we are and outlines the role that Staffordshire County Council will play.

Cllr David Williams

Cabinet Member for Highways and Transport

Executive Summary

In 2019, Staffordshire County Council (SCC) declared a climate emergency and committed to becoming net carbon neutral by 2050. To achieve this, the Council reviewed its operations and activities as well as putting in place a monitoring and evaluation programme to track progress.

Transport is a major contributor to the climate, health and ecological challenges being faced. In June 2019, the UK Government acknowledged this and announced ambitions for the transport network to be net zero by 2050. This was followed in November 2020 by an announcement of the ban on new petrol and diesel car sales by 2030. These are amongst the early steps in transitioning to sustainable modes of transport and the increased use of Electric Vehicles (EVs) will support the push to net zero. Further steps will be needed to encourage the removal of all petrol and diesel cars, including the growth of a viable second-hand EV market to reduce vehicle costs.

To support the move to EVs and other electric modes of transport, an EV charging network is essential. While it is not SCC's role to install and maintain the charging network, as the highways authority, a major land and asset owner, and our commitment to achieving net zero, we do have an important coordinating and facilitating role. SCC therefore commenced a concerted effort in 2019-20 to kick-start EV charging for the public but then COVID-19 struck, and this early work was stalled. SCC re-invigorated this work in late 2021 through commissioning Amey Consulting to work alongside them. This support facilitated the gathering of knowledge, developing a strategy and action plans whilst supporting all the Staffordshire district, town, and borough councils by bringing everyone together to increase understanding, provide a framework, and assist in the decision-making process.

EV car ownership sits at about 1% of the total UK car fleet in late 2021 and this is expected to increase to around 10% over the next three years. As battery technology improves, traveller range anxiety has lessened and price parity between combustion engine cars and EV cars is on the horizon (expected around 2026). Access to a usable and convenient charging network will therefore encourage further uptake of EVs and help to reduce inequalities in accessing this essential technology.

New government guidance now mandates EV charging in some car parks and most new homes. The newly published 'UK EV Charging Strategy' [1] along with this 'SCC Public EV Charging Strategy' will be crucial components in outlining how a charging network should be developed, where chargepoint

installation should be considered, and how SCC will provide coordination to local councils towards their successful installation of chargepoints.

This SCC Public EV Charging Infrastructure Strategy analyses various areas including policy, funding, and technology. The strategy identifies five types of charging solutions: EV charging hubs, EV forecourts, on-street charging, residential off-street parking, and off-street charging. The strategy also delves into the current and forecasted demand for each of the districts and boroughs and for the whole of Staffordshire, to inform strategic decision making. This document recommends broad locations across the county that should be considered for charging infrastructure and the optimal solutions that are most appropriate to match current and anticipated demand.

This document will be updated following receipt of additional guidance on EV strategies issued by the DfT in connection with Local Transport Plans.

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1. Glossary of Terms

BEV – Battery Electric Vehicle

Chargepoints – The physical devices that deliver electricity to EV's

DNO – Distribution Network Operator (electricity companies!)

EV – Electric Vehicle

EV Forecourt – Fuel stations that include chargepoints

EV Charging Hub – Fast, rapid, or ultra-rapid chargepoints at a specifically designed location

Hybrid – A vehicle that combines an electric motor supporting an Internal Combustion Engine

ICE – Internal Combustion Engine (usually petrol or diesel)

kW / kWh – Kilowatt / kilowatt hour – measure of power

Off-street Charging – Chargepoints in car parks

On-Street Charging – Chargepoints located on streets

PHEVs – Plug-in hybrid electric vehicle

Residential Off-street Charging – Private chargepoints installed by users at their residence

Smart Charging – This refers to electric vehicles and chargepoints sharing a data connection

'the area' – Refers to any locations or facilities within Staffordshire County Council boundaries

'the borough' - Refers to any borough council within Staffordshire

'the district' – Refers to any district council within Staffordshire

'the council' – Typically refers to Staffordshire County Council

SCC – Staffordshire County Council

ULEV – Ultra low emission vehicle

User – Electric vehicle owner or user and chargepoint user

2. Introduction

Staffordshire County Council (SCC) has commissioned Amey Consulting to create a Public Electric Vehicle (EV) Charging Infrastructure Strategy. This will explore how the council can facilitate the growth of charging infrastructure across the county working with the 2nd tier districts and boroughs. This strategy will be created to coordinate the development of accessible chargepoints across the county and support local authorities, residents, businesses, or others looking to install chargepoints through providing information and guidance. Though it is recognised that commercial companies will provide charging, the role of the authority is to coordinate and therefore facilitate the development of a charging network that meets the needs of the people of Staffordshire. Within this role, issues including distribution, reducing risks of poorly located and/or insufficiently maintained infrastructure and accessibility will be overcome.

The strategy will cover public EV charging infrastructure and key policies and regulations at both a local and UK level that impacts charging requirements. Amey Consulting will also explore existing and future technologies, funding procurement and delivery methods at a local level, as well as commercial models which might be appropriate for the council and included districts.

The second aspect of the strategy is to establish the likely current and future demand for EV charging infrastructure across Staffordshire, aligning to the Council's wider net zero policies. From this demonstrable demand, the propensity to use EVs will be mapped, forming the basis of the location selection for EV charging infrastructure and feeding into the final output of an Implementation and Action Plan.

The strategy will support all modes of sustainable transport and ensuring improvements enhance the full transport offering within Staffordshire. To achieve this, consideration was also given to the potential modal shift that new EV charging infrastructure could bring.

This strategy supports SCC's environmental objectives towards achieving net zero emissions by 2050, across every aspect of SCC's service provision and estate:

- Organisational Carbon Reduction (reduce the carbon impact of council services)
- Improve Air Quality (improve the health of individuals through improved air quality)
- Supporting Behavioural Change

To support the delivery of the strategy, SCC and Amey have held meetings and review workshops with the individual district and borough Councils in Staffordshire as well as internal SCC stakeholders. These helped ensure that the councils and the user needs were embedded into the long-term strategy and implementation plans. Review sessions and other meetings have been held to ensure that iterative feedback has been incorporated into this report.

3. EV Charging Context

SCC recognise that climate change is the biggest environmental challenge facing the world today and has reflected this by identifying climate change as one of the five key principles in the Council's Strategic Plan. SCC recognises that actions are needed to minimise the Council's net carbon emissions. These actions are to either stop carbon emissions, develop ways to remove carbon that is already in the atmosphere (sequestration) or help communities and business prepare for the impact of changing climate (adaptation).

EV adoption forms a crucial part of tackling climate change, along with the decarbonisation of transport in Staffordshire, which forms a key objective of Staffordshire's 2021-2025 Climate Change Action Plan.

Reference	Description	Action	Proposed timeline
CN-08-21	Increase the number of Electric Vehicle (EV) charging points.	Work with district and borough councils to agree a consistent approach to EV infrastructure across Staffordshire.	Mar 2023
		Investigate the potential to upgrade electricity supply in SCC building stock to facilitate EV charging in retained property portfolio.	Mar 2022
		Develop an EV Infrastructure Strategy and Low Emissions Vehicle Infrastructure Action Plan	Mar 2024
		Maximise opportunities to bid for Department for Transport funding, including workplace charging fund (at SCC buildings) and on street residential charging fund.	From Nov 2021
		Work with Amey to roll out EV charging across all highway's depots.	From Nov 2021

Table A: Carbon Reduction - CCAP - Chargepoints

The 2011-2026 Local Transport Plan highlights the need to reduce the reliance on private vehicles and support active travel and other modes, it acknowledges that cars will still play a role in the transport choices for many.

The availability of charging infrastructure across Staffordshire county can provide an important focus on encouraging the growth in use of EVs, whilst also supporting the rural community. Midlands Connect, who research and develop transport projects, also acknowledge the significance of EVs and EV infrastructure in the movement to decarbonisation.

At the end of May 2022 there were 32,312 charging points across the UK, at 19,945 charging locations, with a steep increase in growth from 2019 onwards. This represents a 32% increase in the number of charging devices since May 2021 [5].

This is driven by an increased demand for EVs, with more than 300,000 BEVs and 600,000 PHEVs on UK roads in 2021. As the number of EVs grow, retailers, supermarkets and other public facing organisations with car parks look to partner with chargepoint suppliers and provide their customers and

Staffordshire Local Transport Plan (2011-2026)

Reducing Road Transport Emissions and their Effects on the Highway:

- We will promote alternatives to private motor vehicles
- We will promote the use of low-emitting vehicles and vehicle efficiency
- We will lead by example and reduce our own road transport emissions
- We will improve the resilience of the transport network to changing climatic conditions

visitors with the required charging. Demand for EV charging could well be at around 300,000 chargepoints by 2030 [6].

Location	Total public charging devices	Total public rapid charging devices (25kW+)	Public rapid chargers as a % of total public charging devices	Charging devices per 100,000 population
UK	28,375	5,156	17%	42.3
West Midlands	1,969	495	25%	31
Staffordshire	239	105	46%	26

Table B: EV charging stats Jan 22 DfT EVCD_01a/b

In Staffordshire there are approximately 450,000 petrol and diesel cars, and approximately 4,500 EVs registered across the respective districts and boroughs. There has been steady growth, but this is expected to increase dramatically in both the number of EVs registered and the number of chargers; all of which will contribute to the councils across Staffordshire reaching their respective net zero ambitions.

Location	ULEVs (all)*	BEV**	PHEV**	Motorcycles**	LGV's (all)**
United Kingdom	621,564	314,966	271,930	8,132	24,697
England	554,656	<i>281,219</i>	<i>242,794</i>	<i>7,260</i>	<i>22,050</i>
West Midlands	42,391	<i>21,721</i>	<i>18,753</i>	<i>560</i>	<i>1,703</i>
Staffordshire	4,558	<i>2,315</i>	<i>1,999</i>	<i>60</i>	<i>182</i>

Table C: ULEV's Q3 2021

*Data from DfT VEH0131, Q3 2021

**Data from VEH0133, Q3,2021

Data in italics extrapolated from VEH0131/VEH0133

Research conducted by Ordnance Survey, Zap-Map and Field Dynamics has identified that across Staffordshire, on average 75% of households have access to off-street parking and of those households that do not have off-street parking, on average of 3% of households are within a 5-minute walk from a public chargepoint. The 97% of households that do not have access to off-street parking and are not within a 5-minute walk of a public chargepoint equates to approximately 92,000 households. A public chargepoint infrastructure network should prioritise solutions that enable an equitable and accessible network for these 92,000 households.

Council	Percentage of households with access to off-street parking	Percentage of households within a 5-minute walk of a public charger
Cannock Chase	79%	1.8%
East Staffordshire	67%	5.2%
Lichfield	76%	11%
Newcastle Under Lyme	76%	0.5%
South Staffordshire	77%	2.5%
Stafford	75%	5.6%
Staffordshire Moorlands	80%	0.9%
Tamworth	71%	0.1%

Table D: Source: National Ranking of EV Charge Point Coverage, ZapMap & Field Dynamics

At present, any Staffordshire resident wishing to install an electric charging point can currently do so on their own private property (private on-street charging points are currently not available). There is a government grant available where a maximum of £350 is available to assist some residents with the initial upfront cost of installing an EV charging point [2]. However, there is a proportion of residents in Staffordshire who do not have off-street access, and for these residents most of the on-street parking is currently outside of the catchment area for public EV charge points (greater than a 5-minute walk).

Within the Midlands Connect EV Strategy, the identification of optimum locations for charging infrastructure has been recognised as a critical component of the deployment of a charging network, where locations have a variety of needs. Ensuring that those residents who don't have off-street parking options are still able to access chargepoints.

Supermarket Charge Point Operator Partnerships in Staffordshire

Tesco - Podpoint

ASDA – BP Pulse

Aldi – NewMotion

Lidl - Podpoint

Morrisons – GeniePoint

Co-op - ZeroNet

For greatest impact in meeting requirements for supporting those who wish to switch to EVs, the local authorities should coordinate the installation of chargepoints at workplaces or retail parks, improving EV catchment of off-street parking, and especially installing chargepoints in council owned and managed car parks. This could help the local councils to ensure the futureproofing of their infrastructure, providing chargepoints as the demand continues to increase.

It has been indicated by the UK Government that further policies will be released that will focus on Electric Vehicles and EV charging infrastructure in the next 12-24 months, along with funding to continue support for local authorities in their journey to decarbonisation. Midlands Connect is also planning continued support through establishing an EV forum, engagement with Distribution Network Operators (DNOs) and planning tools. In addition to the Government's on-going developments, the private sector has also continued the growth of charging networks across the UK, such as in petrol stations, supermarket car parks and retail parks. However, within Staffordshire this number remains low.

3.1. Midlands Connect

The Midlands Connect (MC) report 'Supercharging the Midlands' [3] summarises the key findings and analysis from their study of the MC region; providing guidance and principles to support the accelerated uptake and provision of EV charging infrastructure in the region. The report presents the baseline and forecasts for 2025 and 2030. MC also published their Rural Mobility Hub report [8] to help local authorities identify and establish commercially viable rural mobility hubs. This will generate new ideas during 2022 for an era of greater digital connectivity, and in the context of rural community needs [7].

EV's registered	Baseline 2020	2025	2030
Scenario 1 – slow uptake	44,909	344,951	1,304,156
% EV	0.74%	5.6%	20.9%
Scenario 3 – accelerated uptake	44,909	642,762	2,527,845
% EV	0.74%	10.5%	40.6%
Chargepoints forecast	2,174 (Jan 2021)	9,915 – 25,703	21,988 – 77,533

Table E: Midlands Connect MC region forecasts

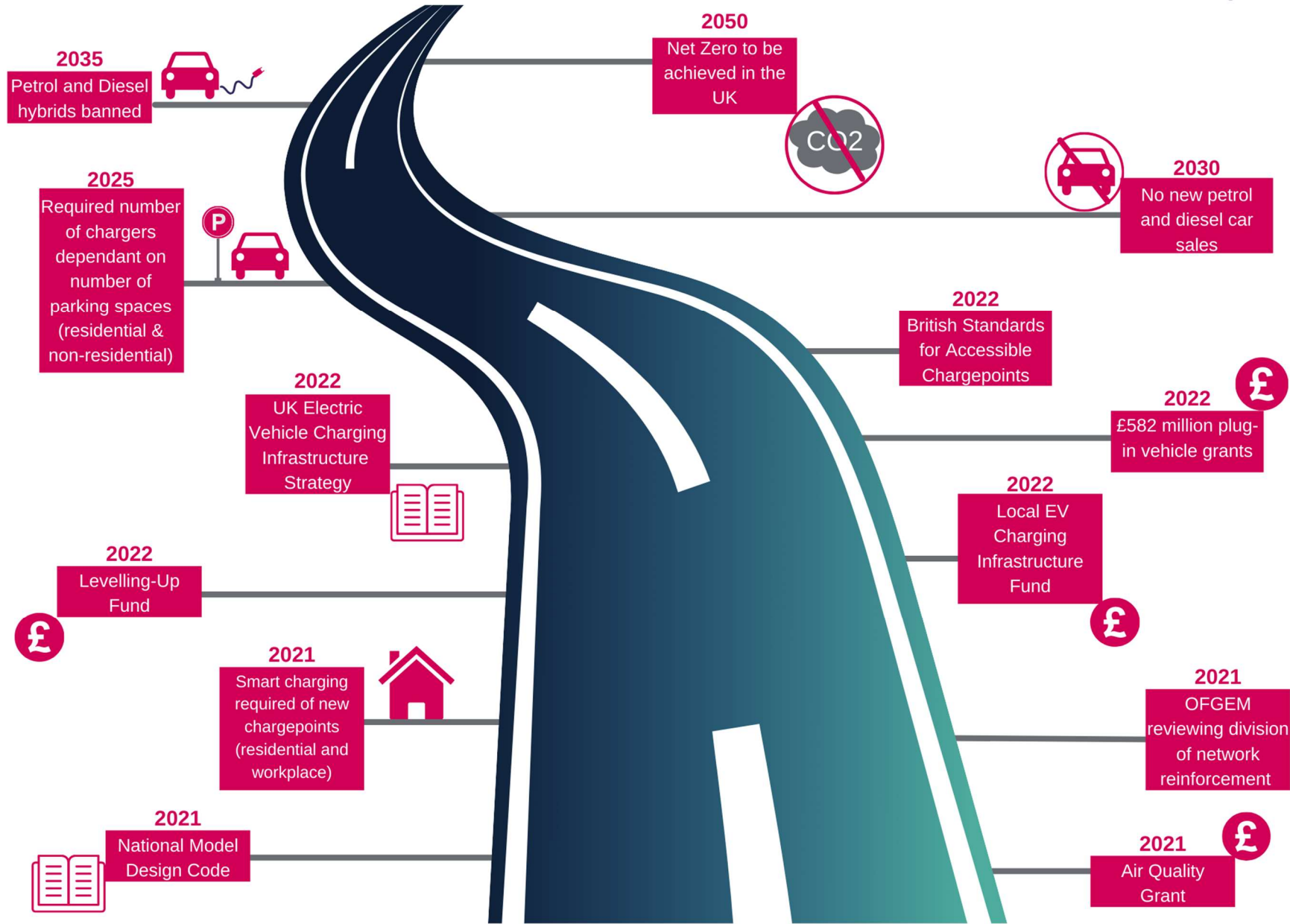


Figure 1: EV landscape roadmap

4. Policy and Funding Review

Over the last five years there has been continued growth in investment in charging infrastructure and policies that acknowledge the critical role that charging infrastructure has in the continued uptake in EVs. The announcement of the Rapid Charging Fund as part of the March 2020 budget saw £500 million committed to supporting the growth of a high-powered charging network across the UK. At the same time as announcing the funding, clear charging infrastructure aims and objectives for the UK were published. These aims included having 6 high-powered open access chargepoints at each motorway service area in the UK by 2023. It is understood that the demand for charging infrastructure will continue to increase, and the introduction of these policies aims to ensure this demand will be met. The policies and funding available for charging can be leveraged to help Staffordshire to meet their net zero ambitions.

Coordinating a wider EV charging network in Staffordshire will not only support the private use of EVs but can also be beneficial to businesses and workplaces who will need to move to electric fleets. The new legislation that bans new petrol and diesel cars being sold in the UK from 2030 will further drive movement away from petrol and diesel vehicles and towards low carbon alternatives.

This section of the strategy outlines the policies and funding that are and will continue to be most impactful for Staffordshire's short and long-term EV network plans. The policy and funding review focusses on five key areas of impact:

- **Chargepoint technology** – specifications for the charge point technology or where the policy supports the development of new technology
- **Chargepoint installation** – specifications on installation either on the number of charge-points available or the locations
- **Commercial requirements** – specifications for the operators or support for operators
- **Building regulations** – guidance on how charge-points should be incorporated into planning and planning decisions
- **Consumer protections** – specifications as to what operators and charge-points must provide to consumers

In addition to these five key areas, we have highlighted the chargepoint infrastructure solutions the policies are relevant to; whether responsibility for meeting the requirements falls to the public or private sectors; and have examined any available funding which supports meeting the policy aims. A summary of the information contained within the policies reviewed can be found in the local policies table below.

This information has been distilled into the roadmap presented above to demonstrate the key policies and funding milestones until 2050. Continued funding will enable SCC to adhere to both UK-wide and internal policies; the Council should seek to support government consultations to ensure the Staffordshire voice is heard.

Current national policies are displayed in Appendix D, whereas the local policies are set out in the table below.

Policy Title	Summary	Date of publication	Charge-point impact	Key Considerations	Chargepoint solution	Funding Opportunities	Timeframe
Local Policies							
Staffordshire Local Transport plan 2011-2026	The plan sets out the County Council's proposals for transport provision in the county, including walking, cycling, public transport, car-based travel and freight, together with the management and maintenance of local roads and footways.	2011	<ul style="list-style-type: none"> Investigating measures that will encourage the use of low-emitting vehicles such as the development of EV charging points. Replacing SCC vehicles (when required) with ones that are less polluting and more fuel efficient, wherever possible. Reviewing SCC staff car parking facilities Encouraging public transport operators that when replacing vehicles, they consider purchasing lower emitting vehicles. 	<ul style="list-style-type: none"> Promoting (and running) schemes that encourage the take up or smarter travel modes Introducing Traffic Regulation Orders (such as clear zones, low-emission zones and no stopping/parking zones) Encouraging all owners of the transport network to manage, maintain and develop with climate change in mind. 	<ul style="list-style-type: none"> Off-street On-street EV Forecourts EV Charging Hubs 	<ul style="list-style-type: none"> On-Street Residential Chargepoint Scheme 	Medium – 2 - 5 years +
Staffordshire Climate Change Action Plan 2021-2025	<p>SCC recognises that a range of actions are needed to stop or reduce the Council's carbon emissions. These actions are to either stop carbon emissions, develop ways to remove carbon emissions, or help communities and businesses prepare for the impact of a changing climate.</p> <p>The Council will monitor its carbon emissions each year, to track the success of these actions. This plan will be reviewed annually to ensure that it continues to deliver the Council's commitment to the climate change agenda.</p>	2021	<ul style="list-style-type: none"> Increase the number of EV charging points Investigate the transitions of Council fleet to alternative fuels or more carbon efficient options where appropriate by 2025. 	<ul style="list-style-type: none"> Work with district and borough councils to agree a consistent approach to EV infrastructure across Staffordshire. Investigate the potential to upgrade electricity supply in SCC building stock to facilitate EV charging in retained property portfolio. Develop an EV Infrastructure Strategy and Low Emissions Vehicle Infrastructure Action Plan Maximise opportunities to bid for Department for Transport funding, including workplace charging fund (at SCC buildings) and on street residential charging fund. Work with Amey to roll out EV charging across all highways depots. Ensure sufficient resources are available to support business areas in identifying opportunities and understanding carbon impacts. Continued liaison with district and borough councils to discuss how planning considerations can include climate change mitigation and adaptation. 		<ul style="list-style-type: none"> On-Street Residential Chargepoint Scheme 	Medium – 2 - 5 years +
Staffordshire Climate Change Strategic Development Framework	SCC committed itself to the climate change agenda by declaring a climate change emergency in 2019 and to also achieve net zero carbon emissions by 2050. The Strategic Development Framework sets out how the authority will work towards achieving its carbon emissions target.	February 2021	<ul style="list-style-type: none"> reduce vehicle emissions reduce our overall carbon impact 	<ul style="list-style-type: none"> Ensure all council services understand the need to reduce our carbon emissions and are committed to doing so. Be innovative, aspirational and positive leading by example. Be positive in our approach, embrace opportunities and build on our successes. Empower our staff and members to suggest solutions and commit to delivering the net zero target. Have transparent processes and make the best use of the resources we have. 	<ul style="list-style-type: none"> Off-street On-street EV Forecourts EV Charging Hubs 	<ul style="list-style-type: none"> On-Street Residential Chargepoint Scheme 	Long - 5 years +

Table F: Policies review - Local Policies

5. Demand Analysis

5.1. Methodology

The focus of the demand analysis is to use data to create unique insight into the propensity to use EVs. The propensity to use EVs is directly linked to the requirements for charging infrastructure. Through specific analysis of data related to Staffordshire and its' districts and boroughs, a charging network is proposed to meet anticipated demand, local strategic objectives and existing and upcoming UK policies.

The analysis focuses on collating and mapping relevant data onto a GIS (geographical information system). GIS offers a unique ability to combine data that would not usually have been analysed together. For example, combining points of interest with the number of households with more than one car allows us to suggest the types of journeys being made. The use of GIS allows for the best use of the available data and ensures the analysis is tailored for the Staffordshire districts and boroughs.

The first step is to create a high-level demographic profile of those most likely to use EVs, using specific Staffordshire data. A matrix is created to assess all types of demographic data and identify areas where there is a highest likelihood of potential EV users. The output from the analysis is a propensity map of Staffordshire showing the areas of high and low propensity to use EVs

Further analysis is then undertaken to consider the infrastructure and journey data across the Council.

This level of assessment has provided unique insight across the county and allows for a charging network to be recommended to that considers the county wide perspective and the individual district and borough requirements towards a transition to EVs.

Demographic Assessment

The demographic assessment uses 2011 census data (This document will be revised when the 2021 census data becomes during late 2022) and additional local data available to the Council. The table below outlines the key datasets, the target population demographic and the rationale for including this sector within the intended audience.

Data	Target	Reason
Age	25-54 being the most ideal ranges	Those between these ages are the most likely to adopt new technology.
Household income	Minimum of £25k	The current cost of an EV can be prohibitive to lower incomes, but the funding available to support purchases of EVs supports this - as a minimum.
Household access to a car	Minimum one car	SCC is looking to support the transition to EV but are also looking to support modal shift away from car use.
Household employment status	Employed or a third level student	Those in employment are more likely to be commuting by car in the districts and boroughs, whilst students are likely to generate charging demand in the future.

Table G: Key demographic datasets

These data sets are chosen as the most impactful for those likely to adopt an EV in the future. This is expected to change as the expense of owning a private EV lowers and with the development of charging networks. These areas are scored based on the level of target demographics in the areas. These scores

are combined in a weighted overall score to create a demographic relative propensity map across Staffordshire for EV uptake.

Journeys Assessment

Journey information assessment uses the Propensity to Cycle Tool (PTC), open street map, and SCC provided data. This data is used to map commuter journeys, school journeys and journey purpose (or driver), such as to supermarkets, workplaces and tourist destinations. The current commutes, school routes and the number of these journeys taken by car to establish the number of switchable trips to EV. Where journeys were not able to be mapped, journey drivers were analysed and trips that would most likely be made by car were inferred.

Infrastructure Assessment

Infrastructure data is taken from Western Power Distribution (WPD), open street map, Zap-Map and SCC data. The table below outlines the key data sets and the reason for their inclusion within the analysis.

Data	Reason
WPD capacity map	Establish the location of existing sub-stations
Car parks	Establish demand for short-term charging and the car-parks ability to deliver this
Land ownership	Establish whether installation would be within SCC control
Planning applications	Establish growth in the area and opportunity for growth of off-street and off-street residential charging in line with new policy requirements for chargepoint installation in new developments
Fuel Stations	Establish existing network of fuel stations and infer transition of those fuel stations to EV forecourts as EV demand increases during phase out of petrol and diesel cars. Establish capacity to add to charging network at these locations.
Existing chargers	Establish locations and types of existing chargepoints

Table H: Key infrastructure datasets

These data sets have the highest impact on the development of the charging network both in terms of capacity and available space.

Combined Assessment

The propensity map serves as the base for the combined assessment and, from this, facilitates a focus on the high propensity areas that enables individual assessments. At this individual assessment point, the infrastructure is examined to ensure available space and no overlap with existing chargepoints.

Commuting

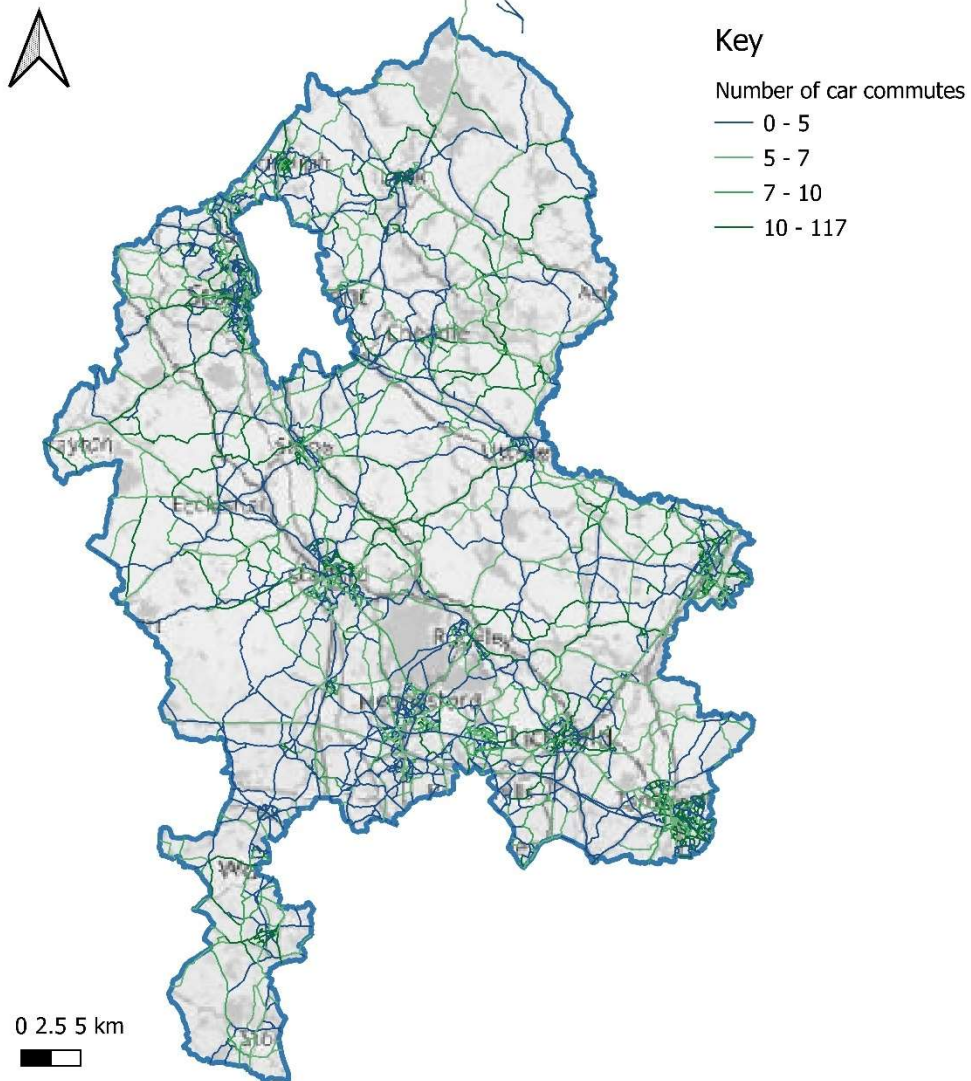


Figure 2: Staffordshire car commuting

The map shows the number of car commutes across Staffordshire. The data is sourced from the propensity to cycle map and shows general start and end points rather than door to door travel. This data is used to show both the number of commutes and the percentage of the commutes made by car. The areas with high car commutes are given the highest score as these areas would have the highest impact if switched to EV and would therefore require the largest number of chargepoints.

Points of Interest

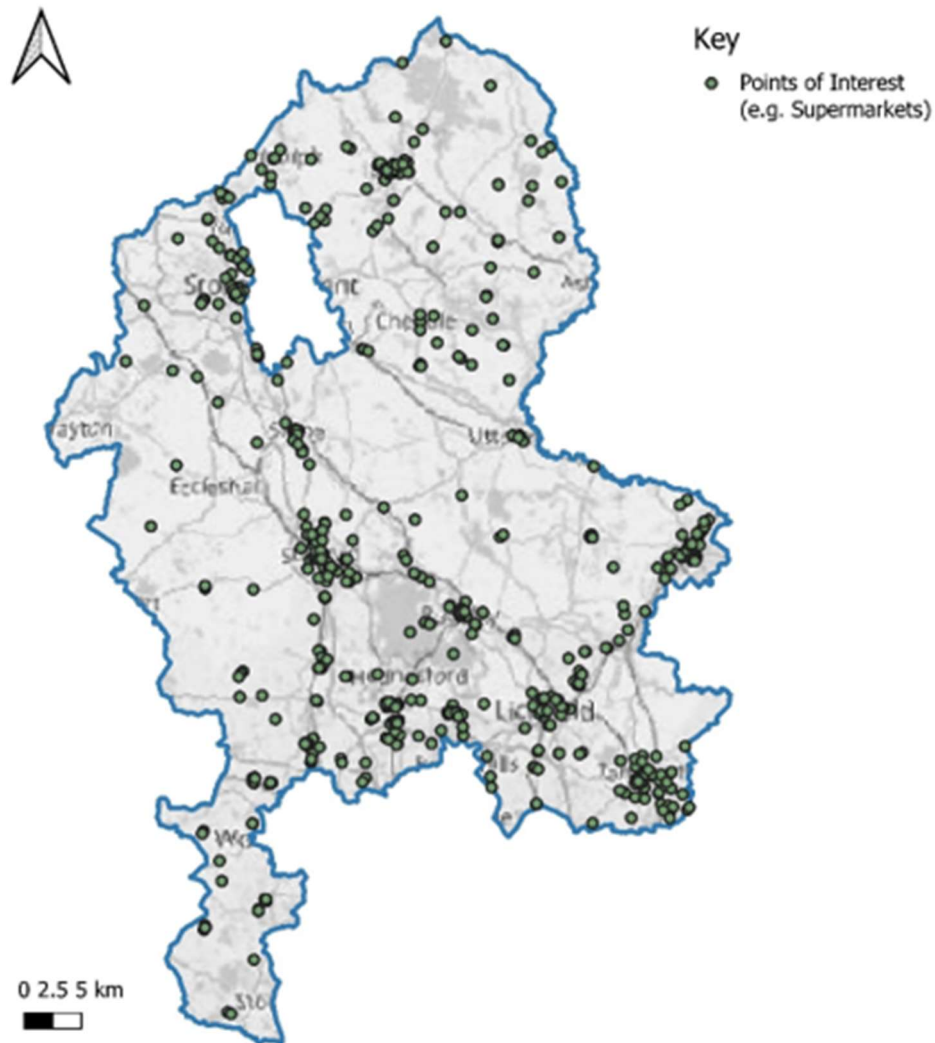


Figure 3: Staffordshire POI

The map shows a sample of points of interest that were mapped. The reason for mapping points of interest is to infer trip generators for example supermarkets, workplaces, tourists attractions. This has been undertaken due to the unavailability of live people movement data that would have shown the mode and destination of those points of interest that were most likely to have a high number of car journeys and were therefore given a higher score.

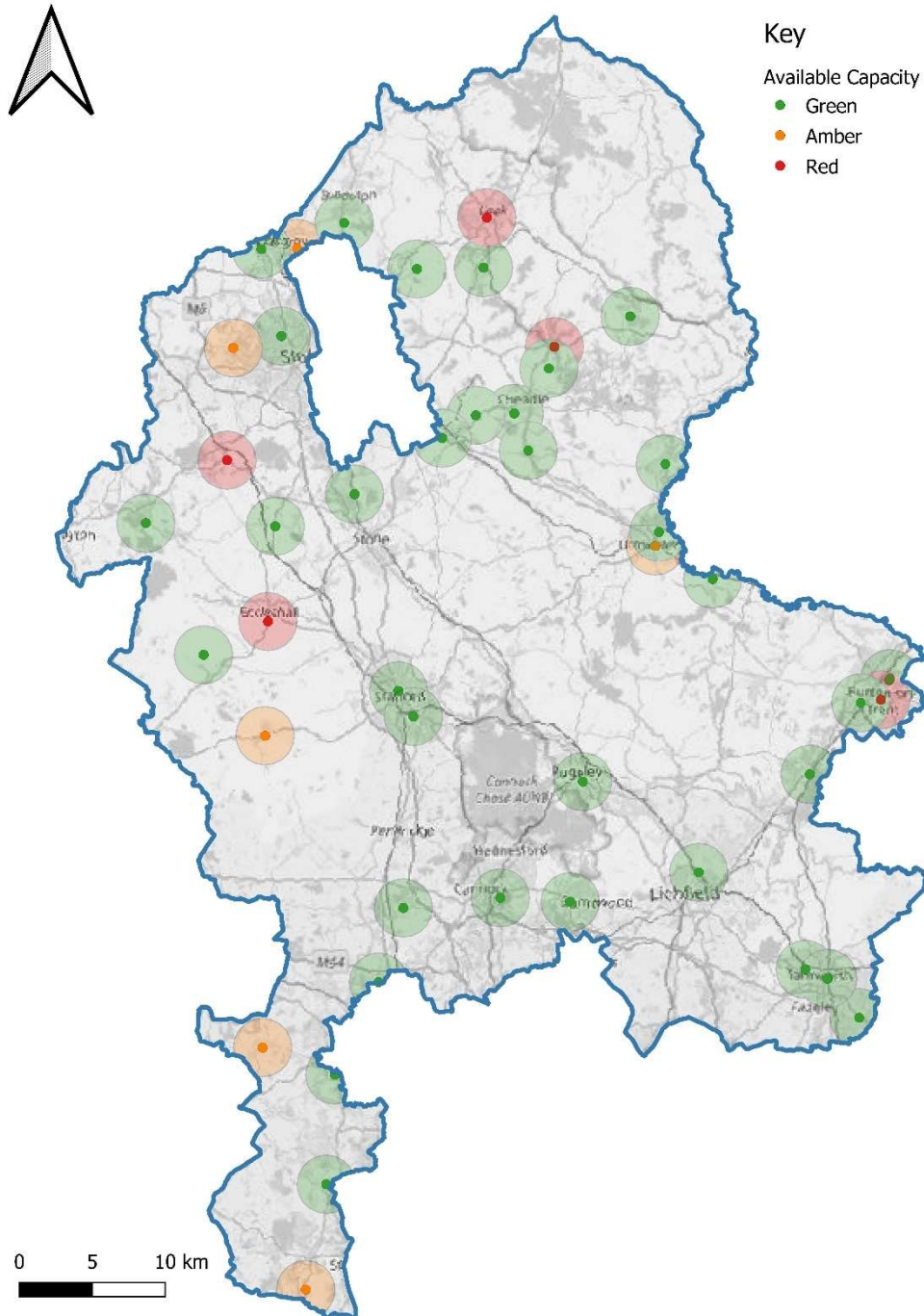


Figure 4: Sub-Station power capacity

The map shows all the Western Power sub-stations across Staffordshire; this gives some indication of where power is available across the power grid and where capacity may be more limited. This may be especially impactful when considering the location of rapid charging sites and hubs.

5.2. Demand Analysis – County Overview (2021/22)

Propensity map

The maps are divided up by districts or boroughs along the Lower Layer Super Output Areas (LSOA), these are government geographical areas also used for the Census, each LSOA area has an average of 1,500 people or 650 households.

It should be noted that the strongest likelihood of converting to EVs at this time is often in more affluent and rural areas, rather than in the more urban centres. Campaign targeting is guided by propensity; whilst EV charging infrastructure locations are more related to current and expected demand.

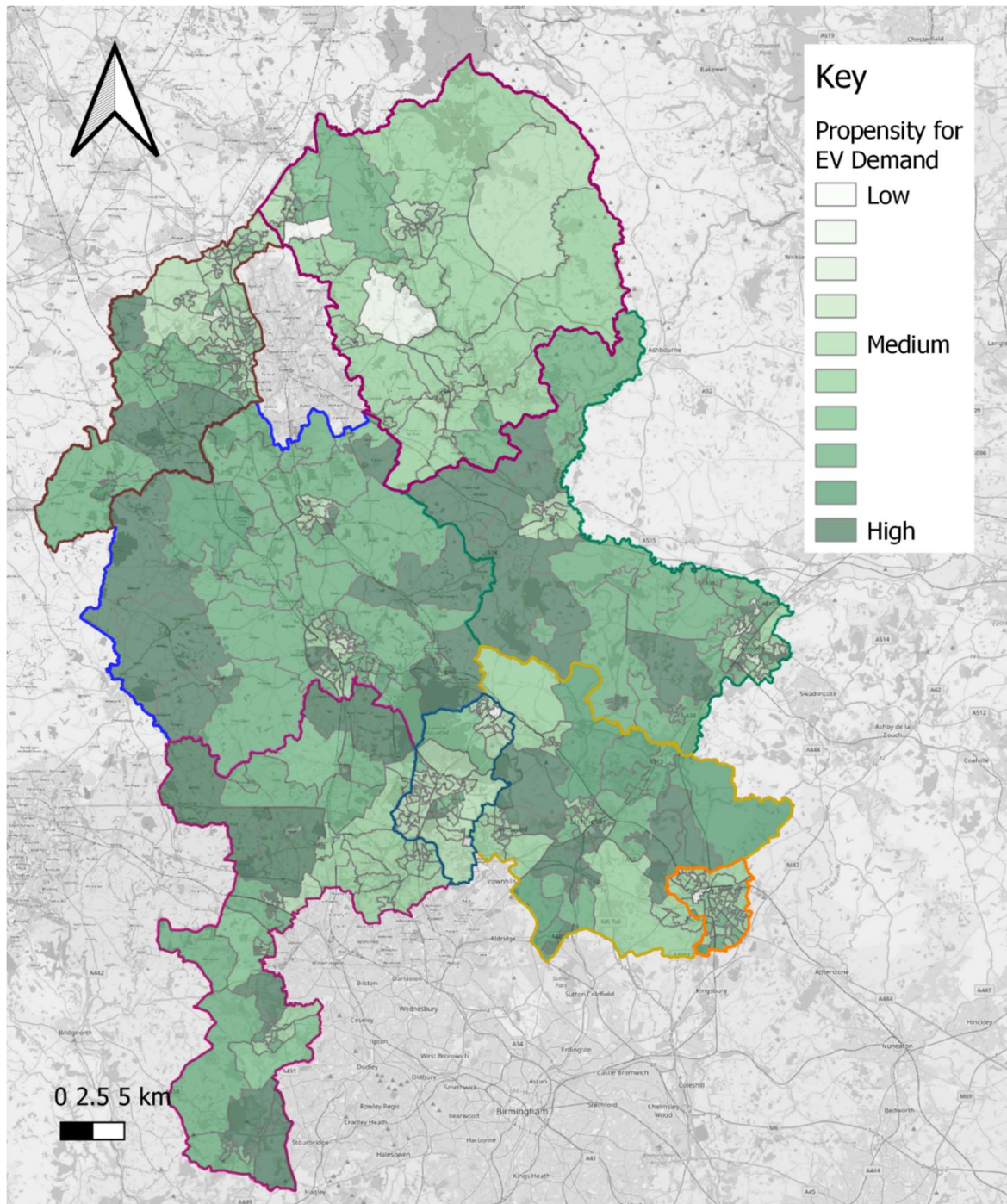


Figure 5: Staffordshire EV charging propensity

Suggested EV charging locations

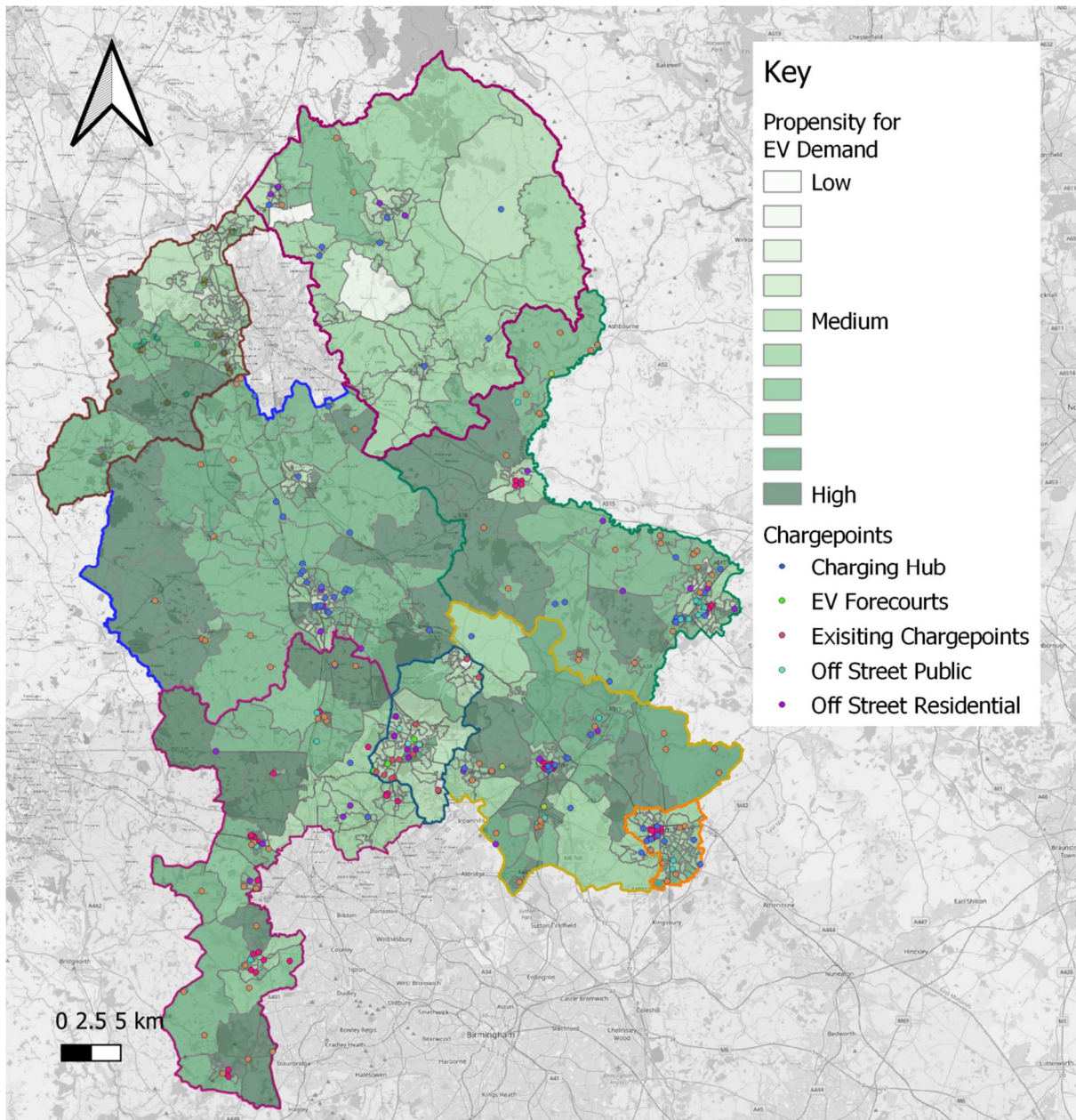


Figure 6: Staffordshire EV charging locations

Chargepoint Definitions:

- EV Charging Hub - Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations
- EV Forecourt – Existing fuel stations (highly likely to be converted to EV over the coming years)
- Off-street public – Suggested chargepoints at car parks
- Off-street residential – Suggested key council support areas for private chargepoints being installed at residences

For suggested chargepoints of off-street residential, EV charging hubs, and off-street residential the suggestions are locations within a 1km area

5.3. Demand Analysis – the District and Boroughs

Cannock Chase Propensity and Points of Interest

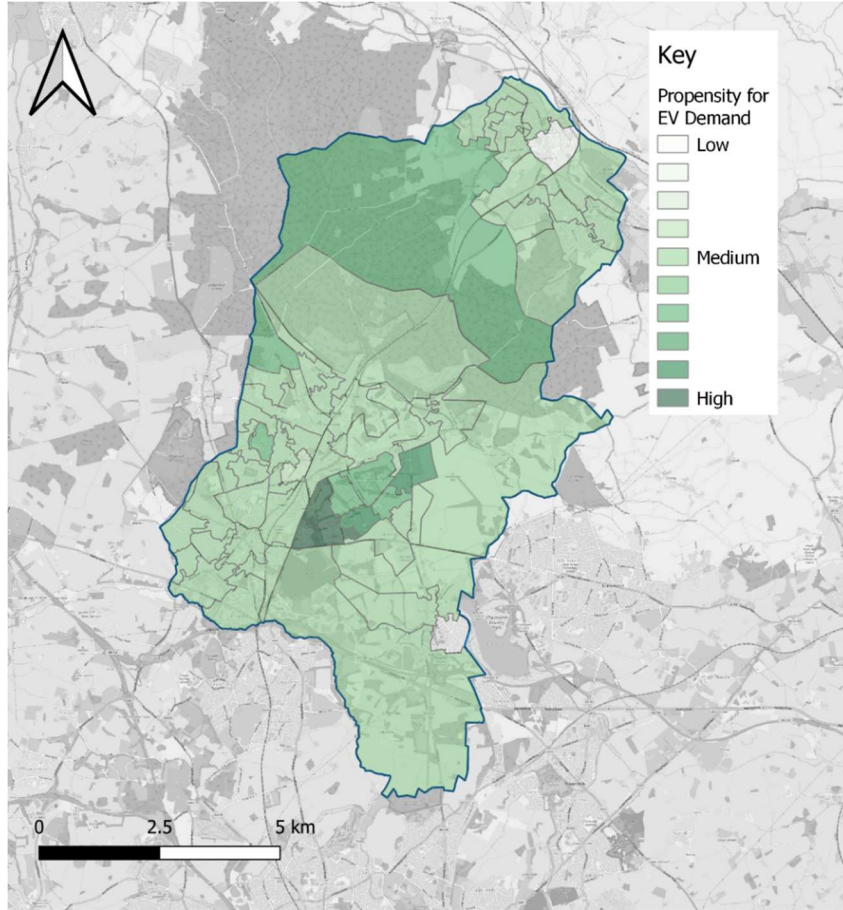


Figure 7: Cannock Chase Propensity

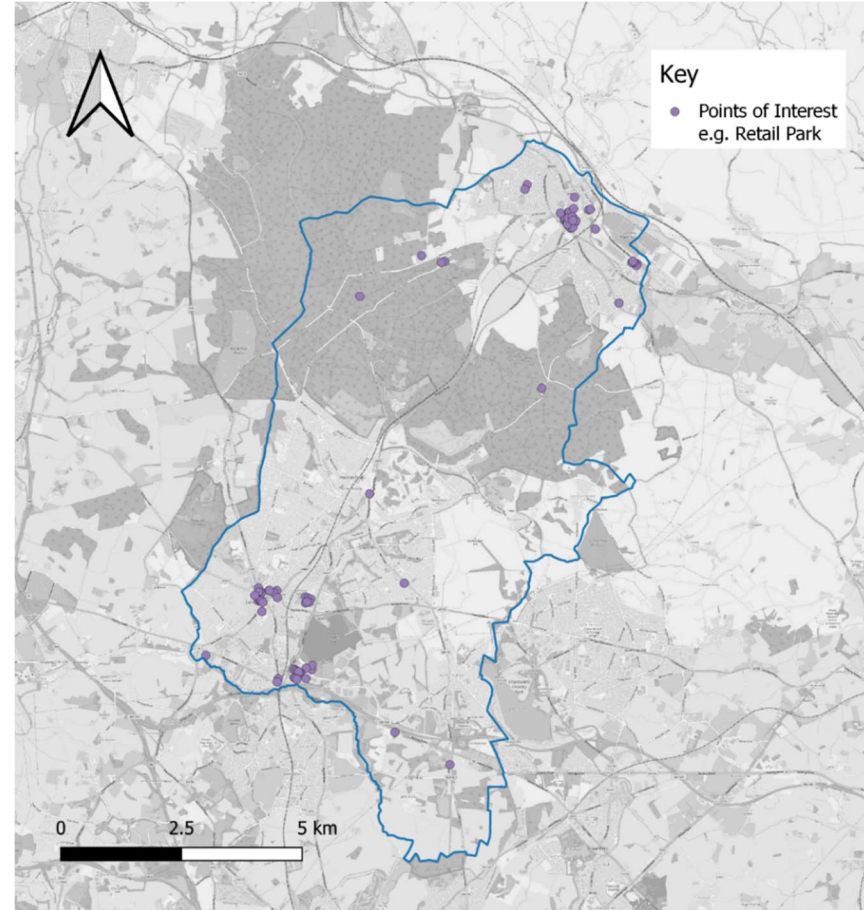


Figure 8: Cannock Chase Points of Interest

Cannock Chase – Proposed Locations

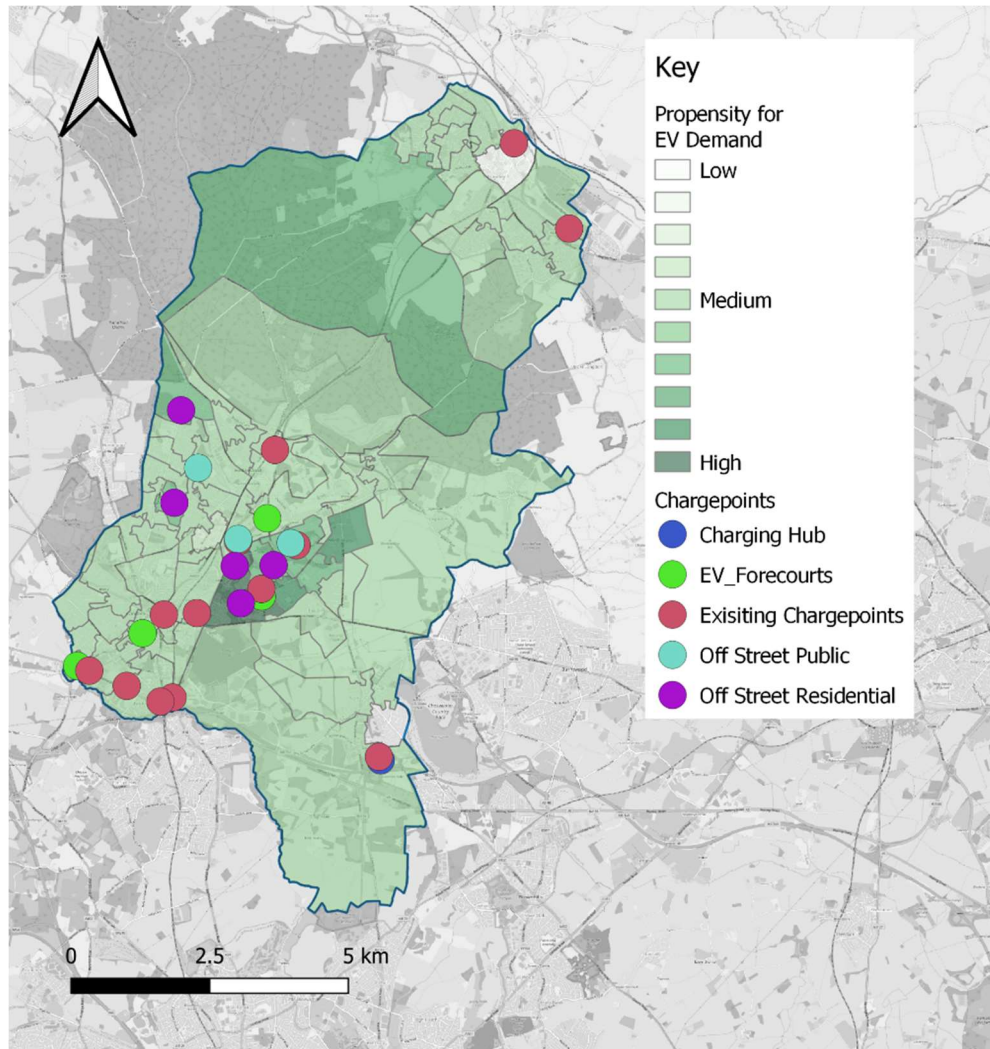


Figure 9: Cannock Chase - Proposed locations

EV Charging Hub	EV Forecourt	Off-street public	Off-street residential
Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations	Existing fuel stations (highly likely to be converted to EV over the coming years)	Suggested chargepoints at car parks	Main areas where private chargepoints should be encouraged at residences (e.g. on driveways)
Action: Investigate private operators to build and run an EV charging location / hub	Action: Engage with fuel stations to confirm their plans; avoid coordinating EV charging in close proximity	Action: Engage with the district council to ensure ownership and facilitate EV charging installation	Action: The district council should engage residents and support where possible
For suggested chargepoints: EV charging hubs, off-street public and off-street residential the suggestions are locations within a 1km area.			

East Staffordshire Propensity and Points of Interest

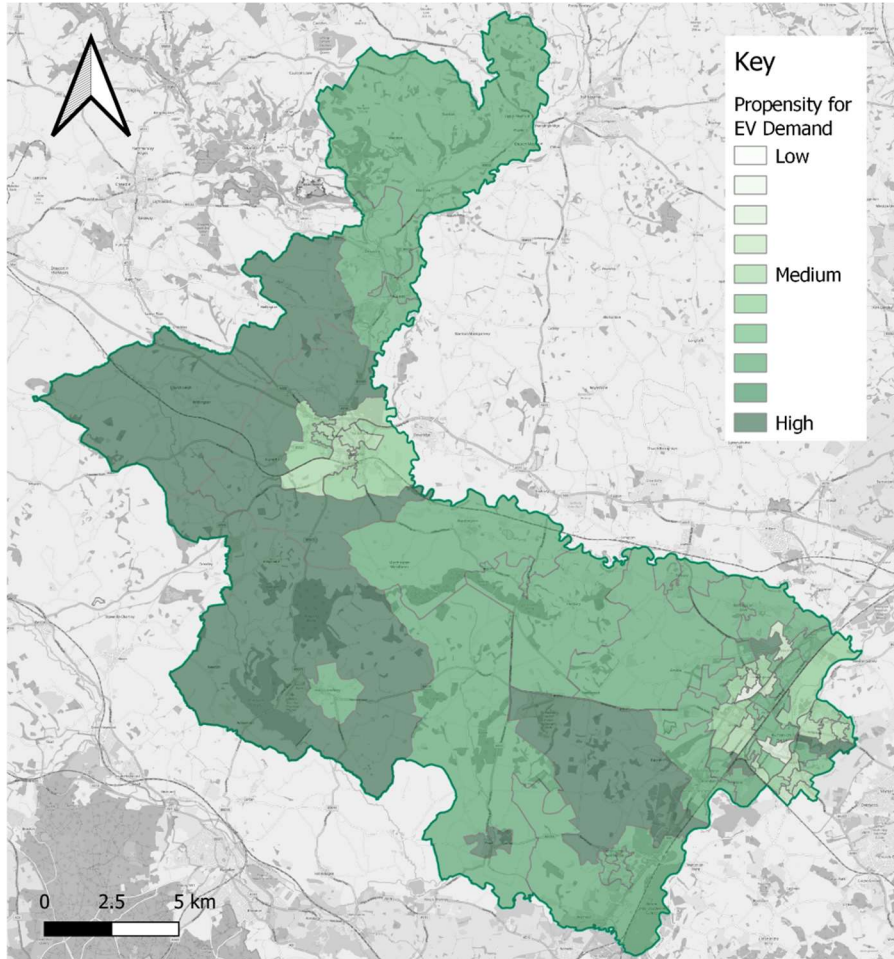


Figure 10: East Staffordshire propensity

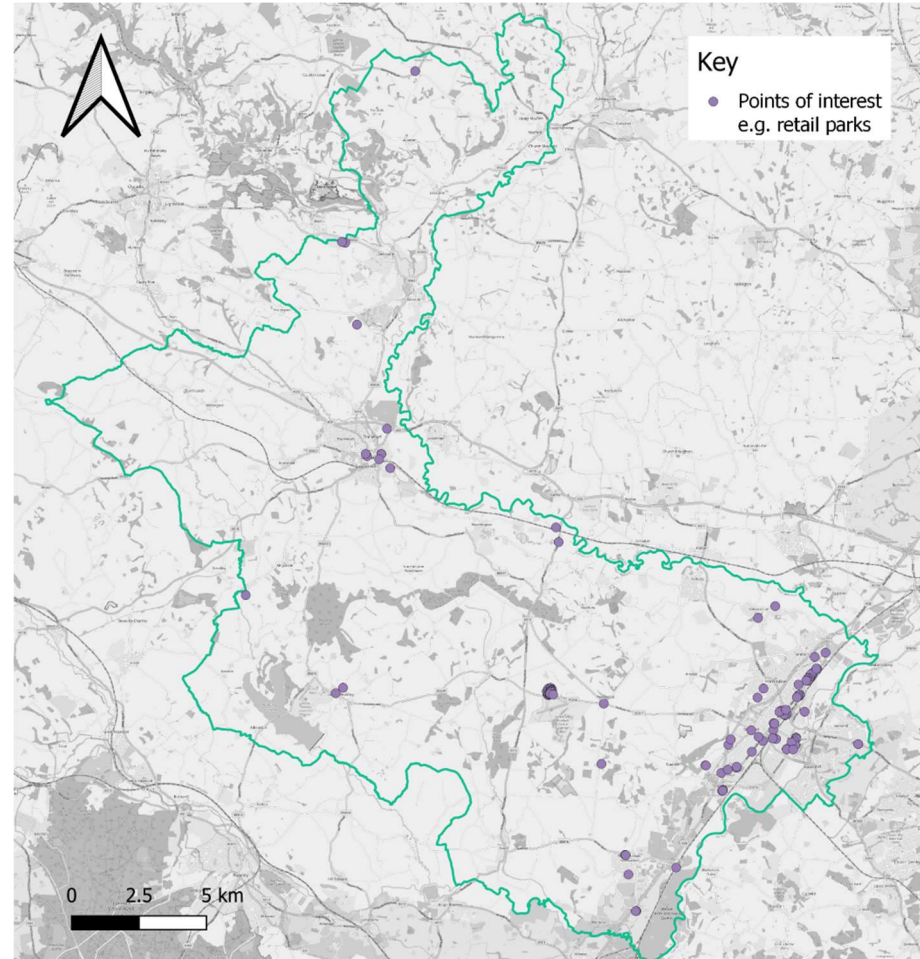


Figure 11: East Staffordshire Points of Interest

East Staffordshire – Proposed Locations

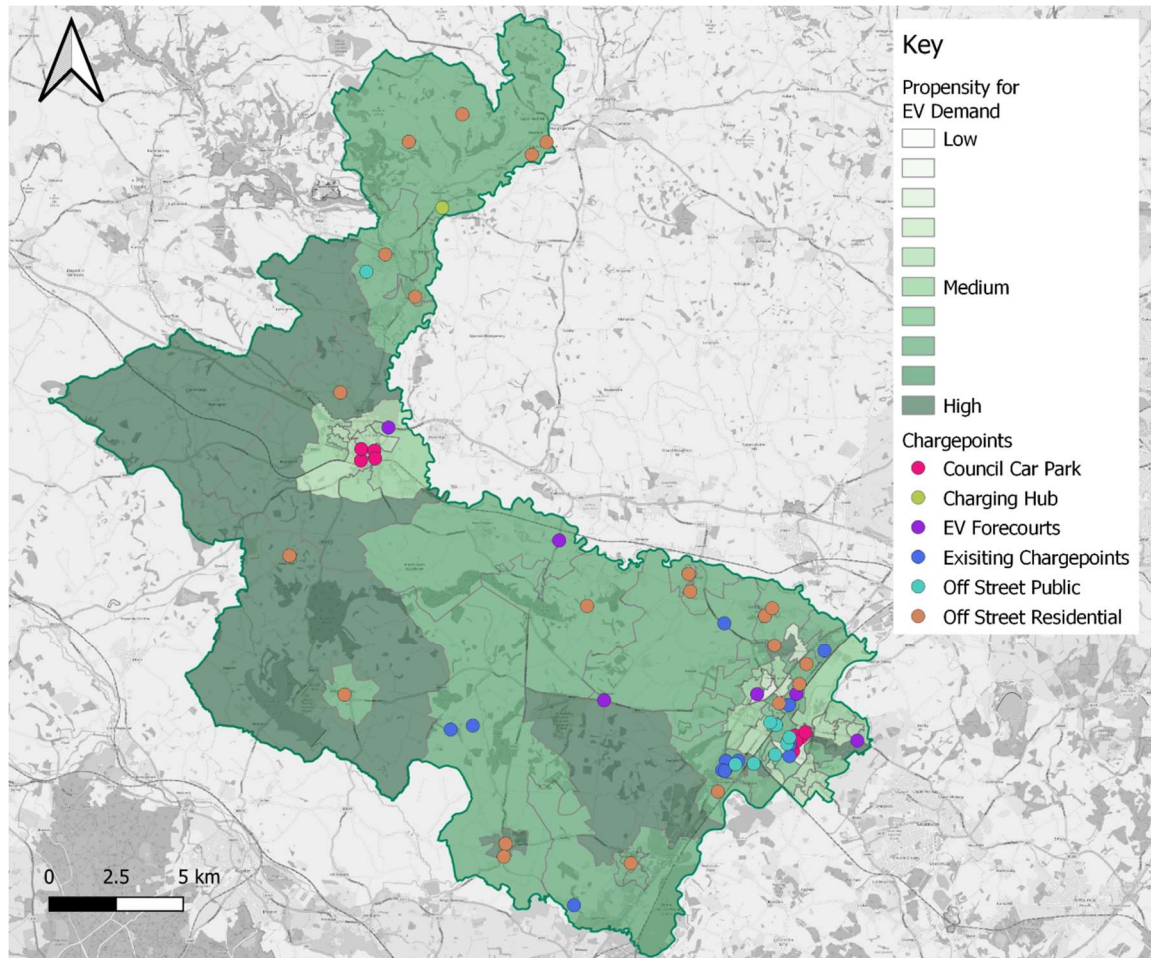


Figure 12: East Staffordshire Proposed locations

EV Charging Hub	EV Forecourt	Off-street public	Off-street residential
Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations	Existing fuel stations (highly likely to be converted to EV over the coming years)	Suggested chargepoints at car parks	Main areas where private chargepoints should be encouraged at residences (e.g. on driveways)
Action: Investigate private operators to build and run an EV charging location / hub	Action: Engage with fuel stations to confirm their plans; avoid coordinating EV charging in close proximity	Action: Engage with the borough council to ensure ownership and facilitate EV charging installation	Action: The borough council should engage residents and support where possible
Council Car Park - Action: Engage with the borough council to ensure ownership and provide support to facilitate EV charging installation.			
For suggested chargepoints: EV charging hubs, off-street public and off-street residential the suggestions are locations within a 1km area.			

Lichfield Propensity and Points of Interest

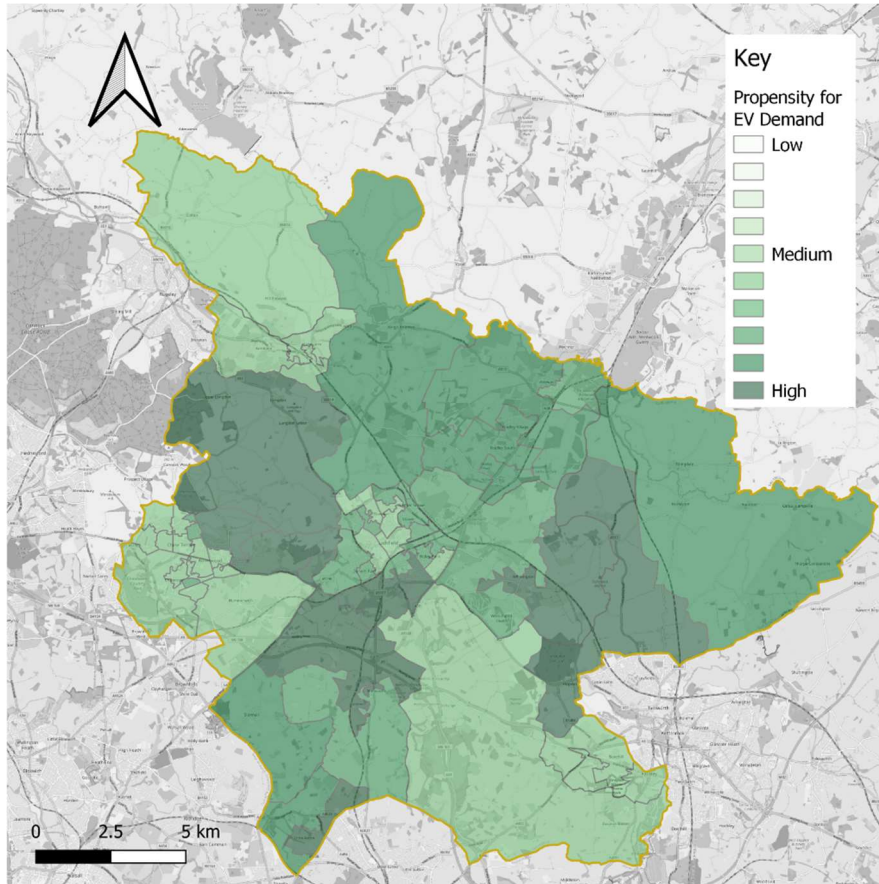


Figure 13: Lichfield Propensity

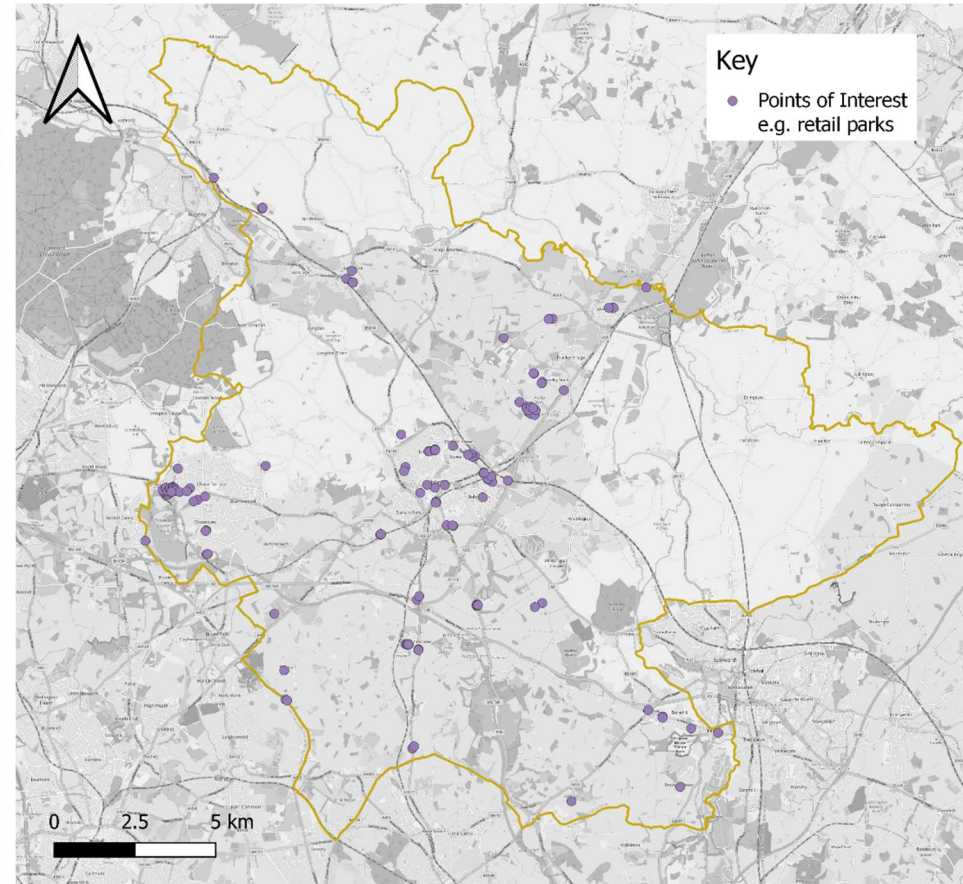


Figure 14: Lichfield Points of Interest

Lichfield – Proposed Locations

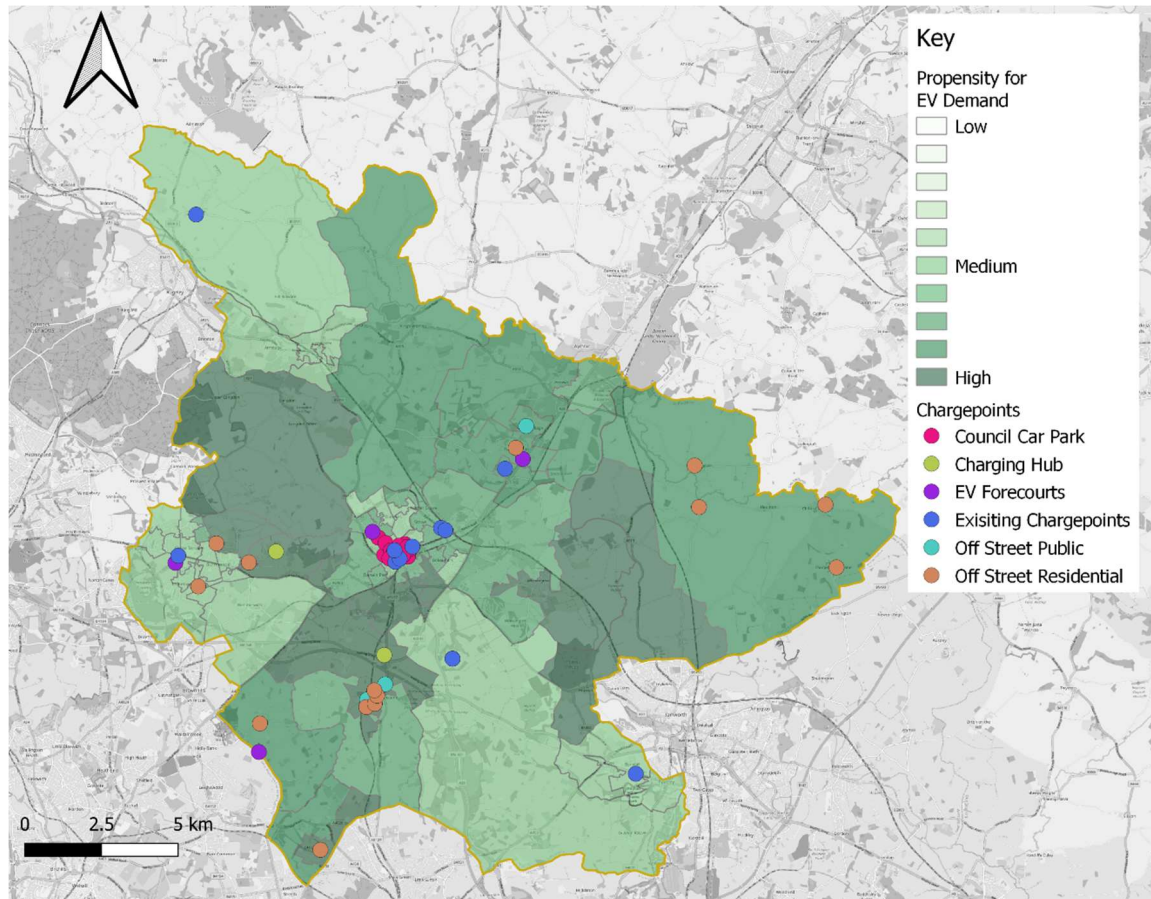


Figure 15: Lichfield - Proposed locations

EV Charging Hub	EV Forecourt	Off-street public	Off-street residential
Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations	Existing fuel stations (highly likely to be converted to EV over the coming years)	Suggested chargepoints at car parks	Main areas where private chargepoints should be encouraged at residences (e.g. on driveways)
Action: Investigate private operators to build and run an EV charging location / hub	Action: Engage with fuel stations to confirm their plans; avoid coordinating EV charging in close proximity	Action: Engage with the district council to ensure ownership and facilitate EV charging installation	Action: The district council should engage residents and support where possible
Council Car Park - Action: Engage with the district council to ensure ownership and provide support to facilitate EV charging installation.			
For suggested chargepoints: EV charging hubs, off-street public and off-street residential the suggestions are locations within a 1km area.			

Newcastle under Lyme Propensity and Points of Interest

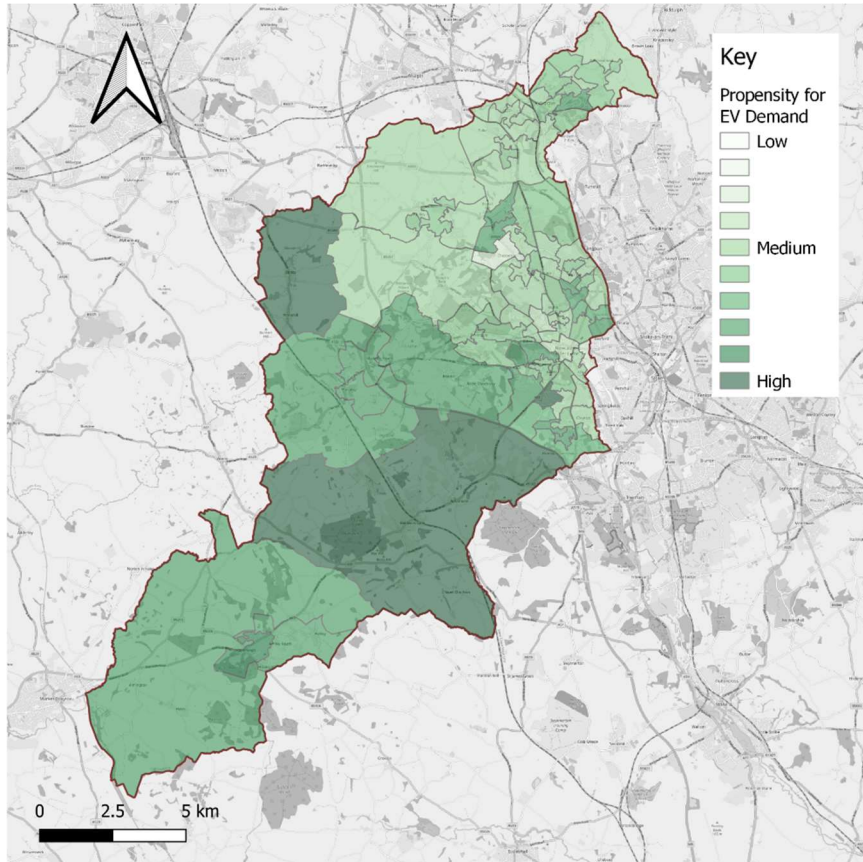


Figure 16: Newcastle under Lyme Propensity

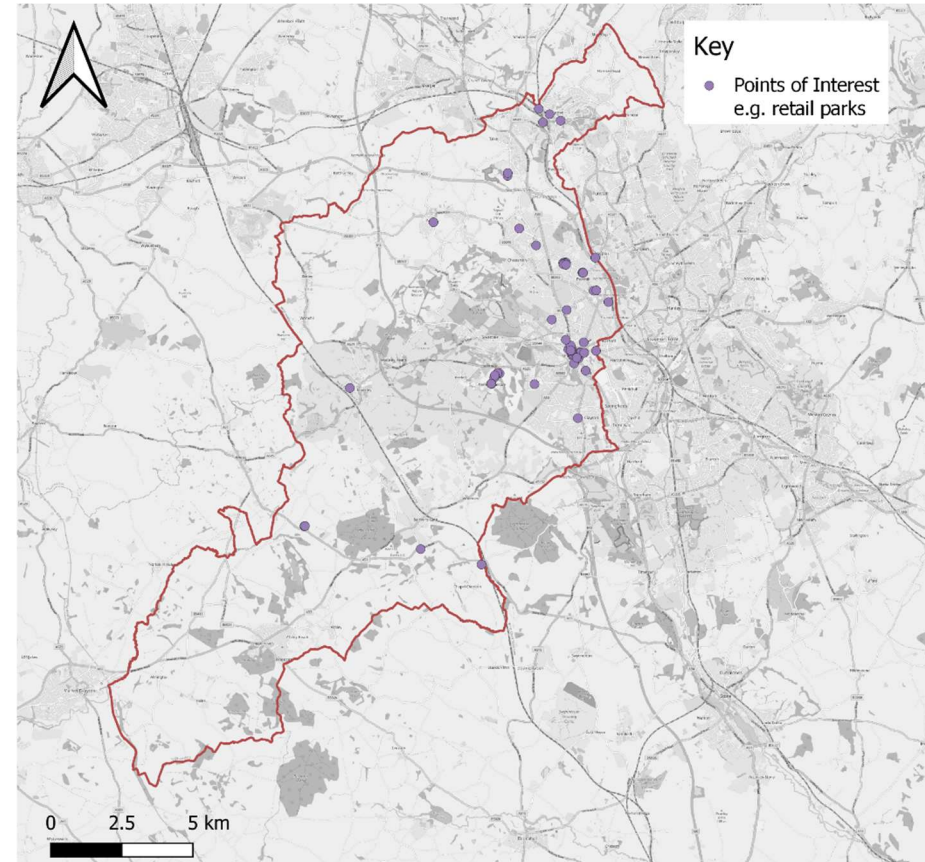
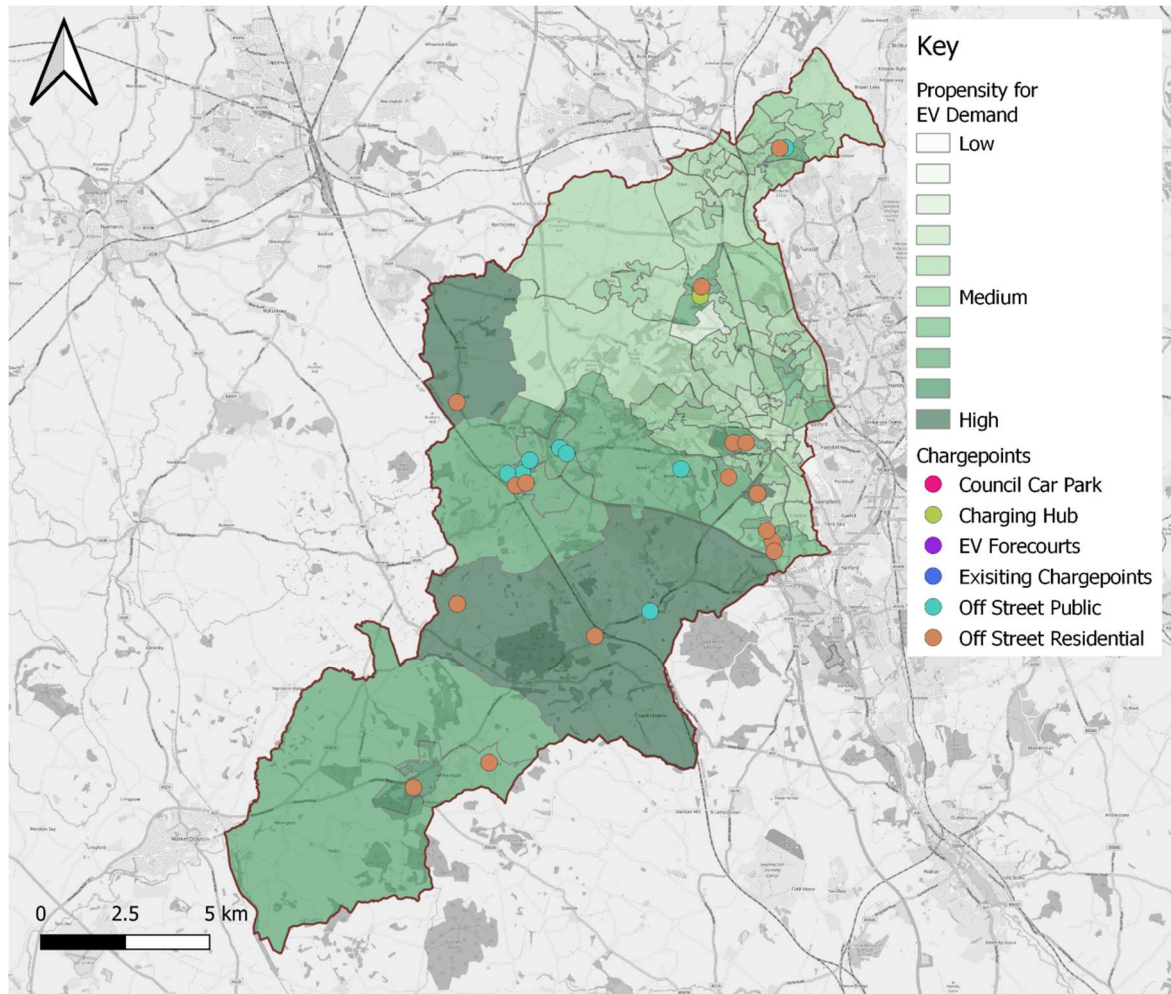


Figure 17: Newcastle under Lyme Points of Interest

Newcastle under Lyme – Proposed Locations



EV Charging Hub	EV Forecourt	Off-street public	Off-street residential
Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations	Existing fuel stations (highly likely to be converted to EV over the coming years)	Suggested chargepoints at car parks	Main areas where private chargepoints should be encouraged at residences (e.g. on driveways)
Action: Investigate private operators to build and run an EV charging location / hub	Action: Engage with fuel stations to confirm their plans; avoid coordinating EV charging in close proximity	Action: Engage with the borough council to ensure ownership and facilitate EV charging installation	Action: The borough council should engage residents and support where possible
Council Car Park - Action: Engage with the borough council to ensure ownership and provide support to facilitate EV charging installation.			
For suggested chargepoints: EV charging hubs, off-street public and off-street residential the suggestions are locations within a 1km area.			

Figure 18: Newcastle under Lyme Proposed locations

South Staffordshire Propensity and Points of Interest

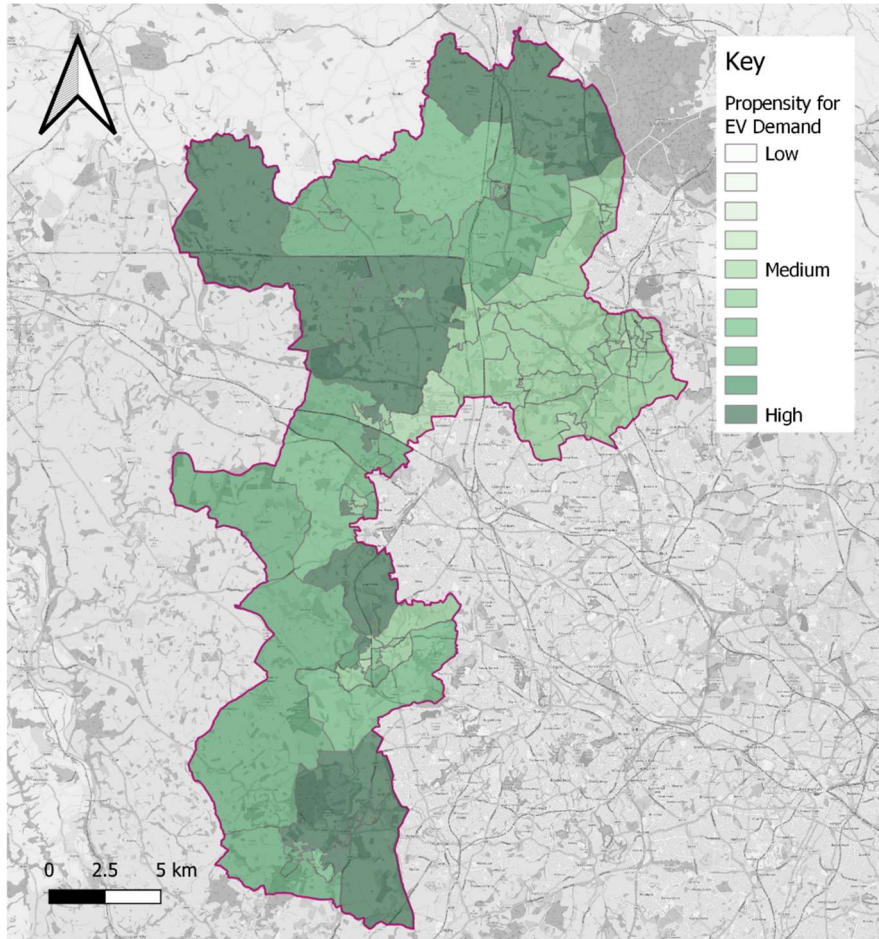


Figure 19: South Staffordshire Propensity

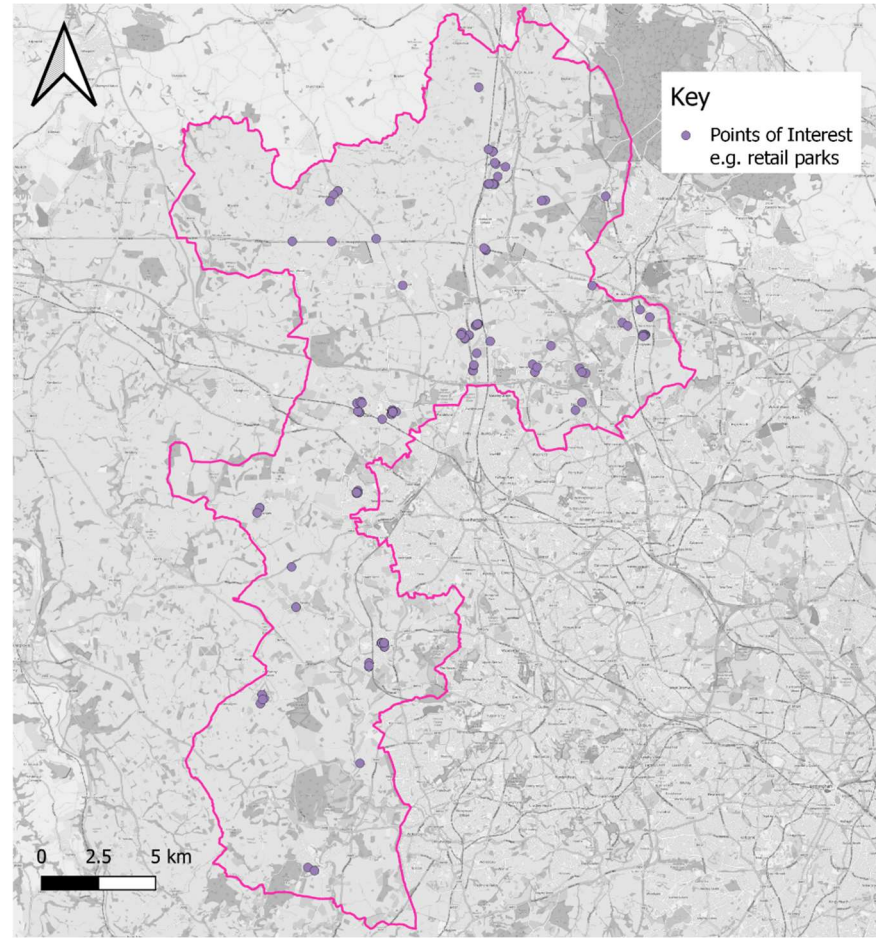


Figure 20: South Staffordshire Points of Interest

South Staffordshire – Proposed Locations

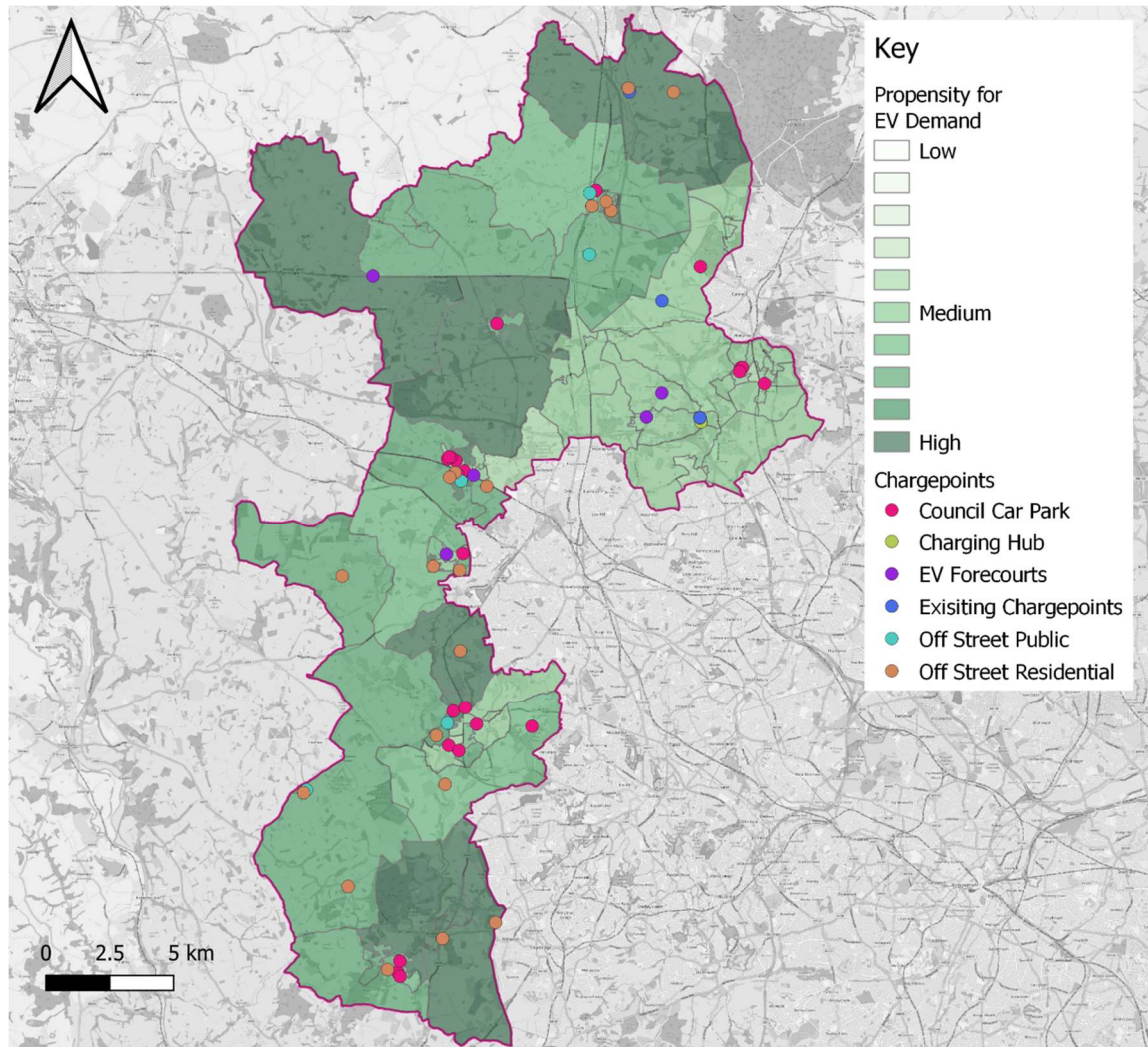


Figure 21: South Staffordshire Proposed locations

EV Charging Hub	EV Forecourt	Off-street public	Off-street residential
Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations	Existing fuel stations (highly likely to be converted to EV over the coming years)	Suggested chargepoints at car parks	Main areas where private chargepoints should be encouraged at residences (e.g. on driveways)
Action: Investigate private operators to build and run an EV charging location / hub	Action: Engage with fuel stations to confirm their plans; avoid coordinating EV charging in close proximity	Action: Engage with the district council to ensure ownership and facilitate EV charging installation	Action: The district council should engage residents and support where possible
Council Car Park - Action: Engage with the district council to ensure ownership and provide support to facilitate EV charging installation.			
For suggested chargepoints: EV charging hubs, off-street public and off-street residential the suggestions are locations within a 1km area.			

Stafford Propensity and Points of Interest

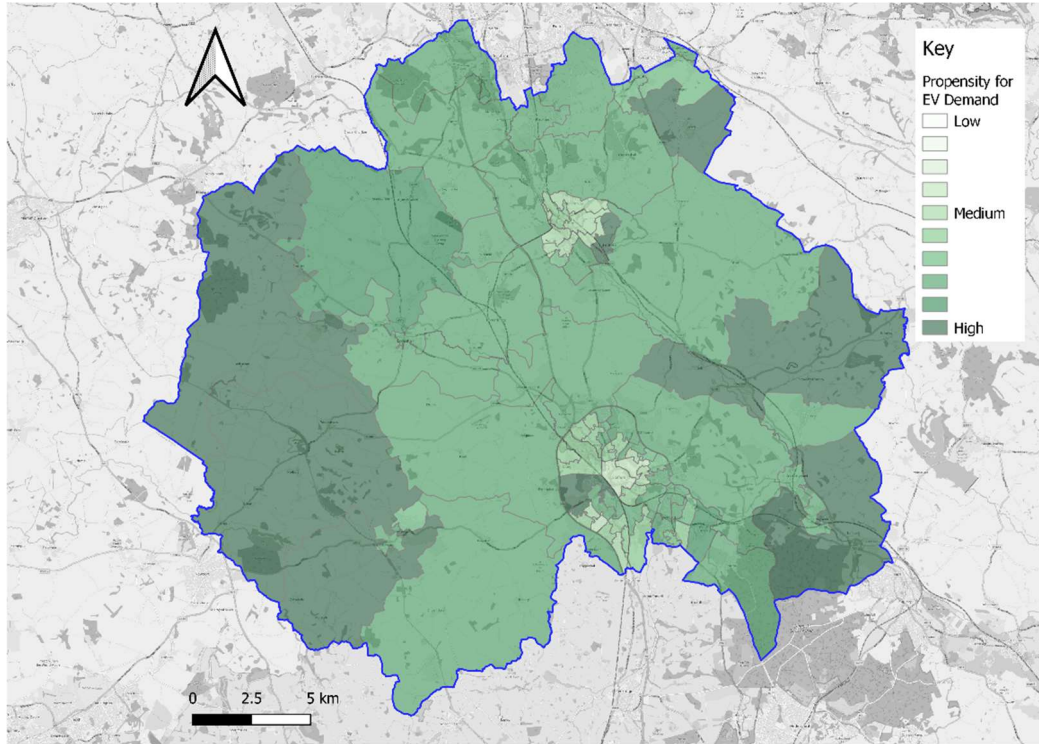


Figure 22: Stafford Propensity



Figure 23: Stafford Points of Interest

Stafford – Proposed Locations

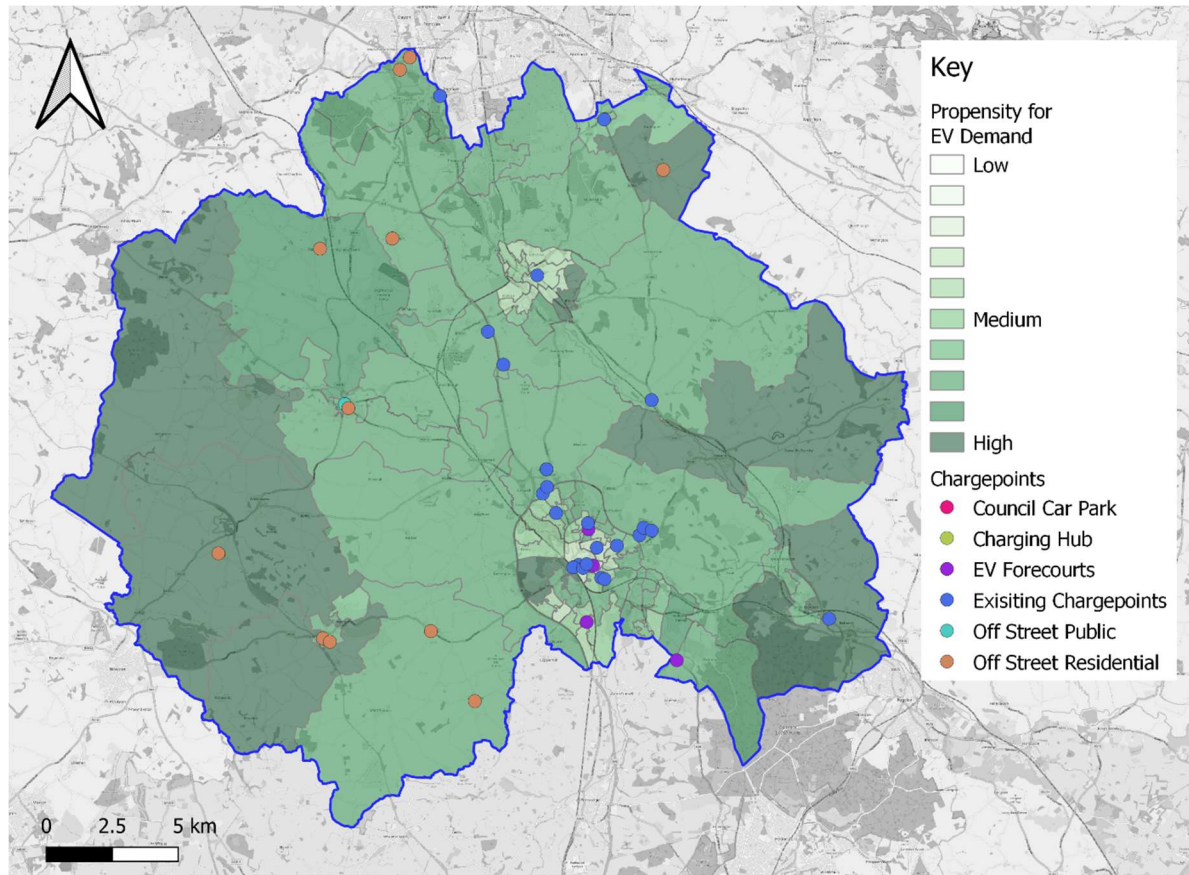


Figure 24: Stafford Proposed locations

EV Charging Hub	EV Forecourt	Off-street public	Off-street residential
Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations	Existing fuel stations (highly likely to be converted to EV over the coming years)	Suggested chargepoints at car parks	Main areas where private chargepoints should be encouraged at residences (e.g. on driveways)
Action: Investigate private operators to build and run an EV charging location / hub	Action: Engage with fuel stations to confirm their plans; avoid coordinating EV charging in close proximity	Action: Engage with the borough council to ensure ownership and facilitate EV charging installation	Action: the borough council should engage residents and support where possible
Council Car Park - Action: Engage with the borough council to ensure ownership and provide support to facilitate EV charging installation.			
For suggested chargepoints: EV charging hubs, off-street public and off-street residential the suggestions are locations within a 1km area.			

Staffordshire Moorlands Propensity and Points of Interest

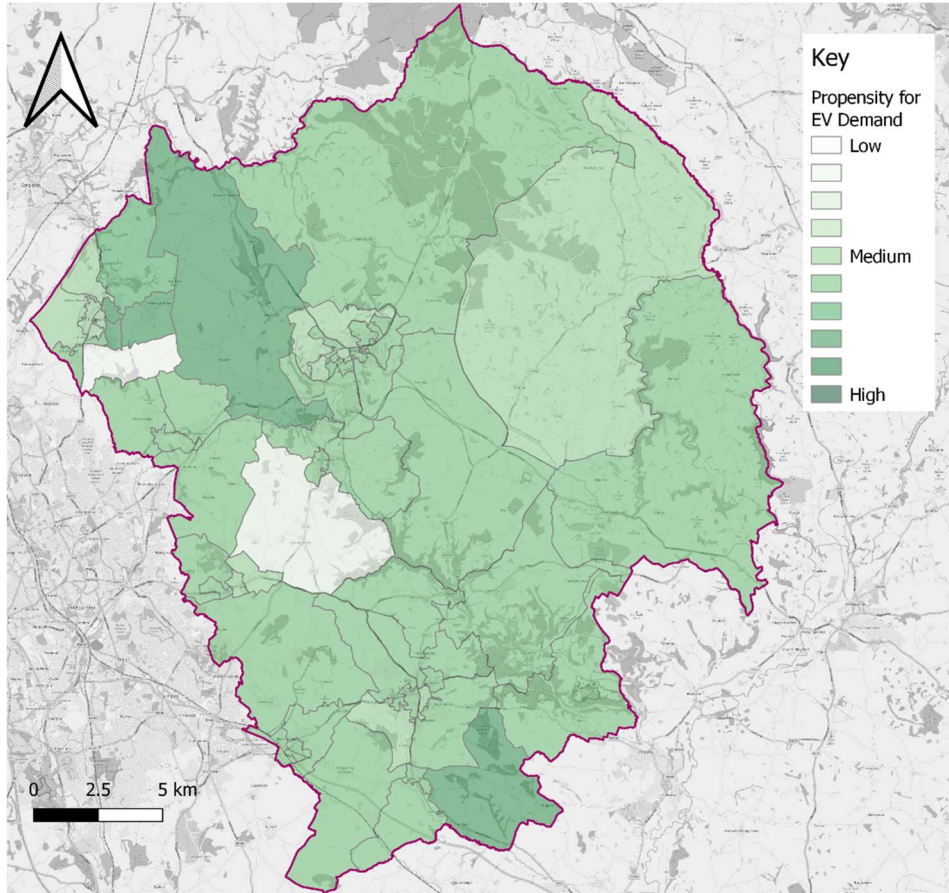


Figure 25: Staffordshire Moorlands Propensity

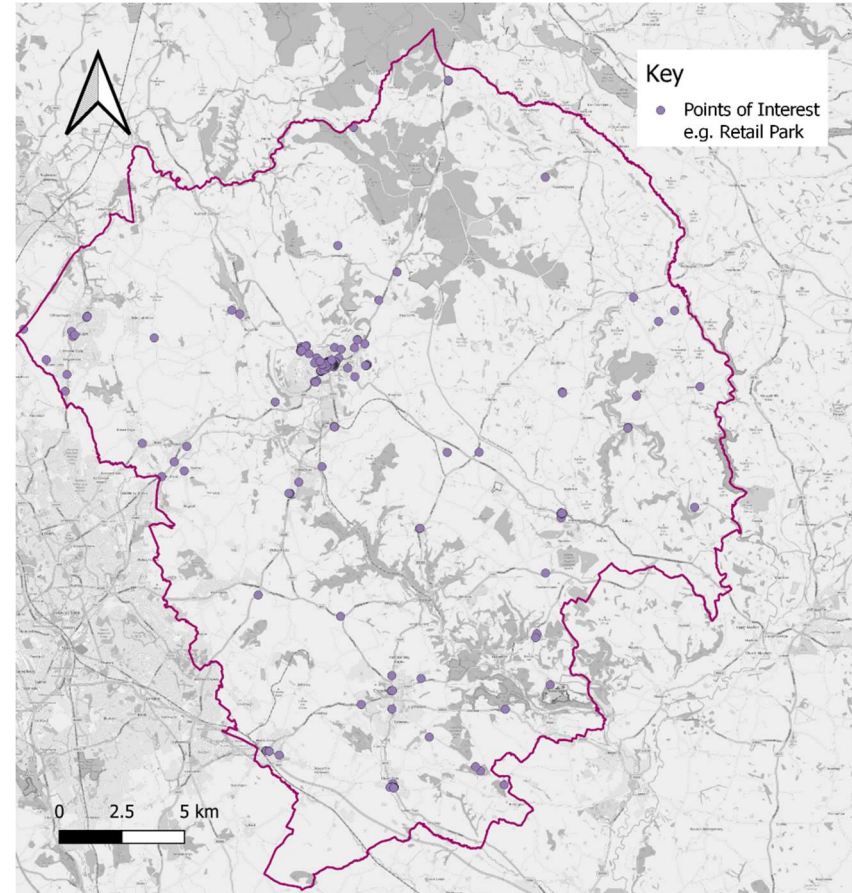


Figure 26: Staffordshire Moorlands Points of Interest

Staffordshire Moorlands – Proposed Locations

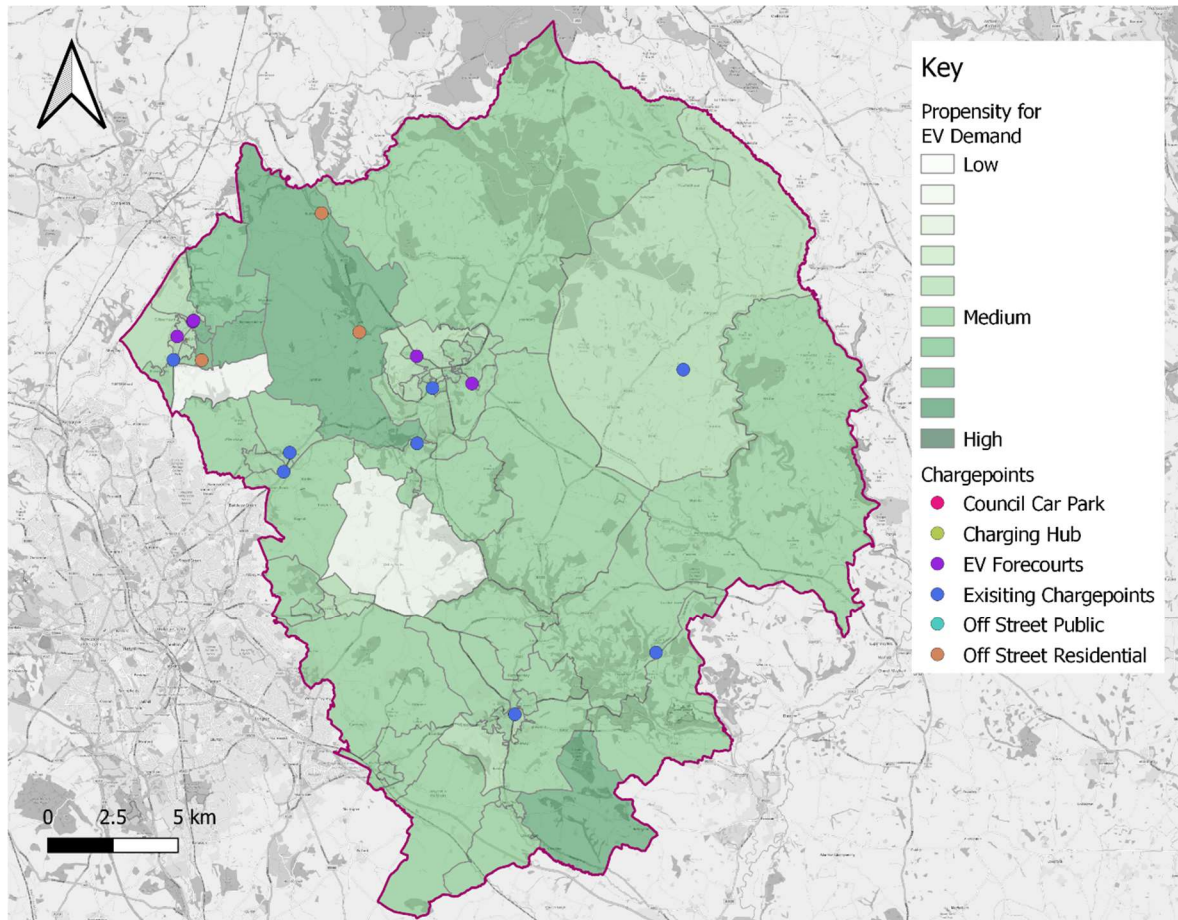


Figure 27: Staffordshire Moorlands – Proposed Locations

EV Charging Hub	EV Forecourt	Off-street public	Off-street residential
Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations	Existing fuel stations (highly likely to be converted to EV over the coming years)	Suggested chargepoints at car parks	Main areas where private chargepoints should be encouraged at residences (e.g. on driveways)
Action: Investigate private operators to build and run an EV charging location / hub	Action: Engage with fuel stations to confirm their plans; avoid coordinating EV charging in close proximity	Action: Engage with the district council to ensure ownership and facilitate EV charging infrastructure	Action: The district council should engage residents and support where possible
Council Car Park - Action: Engage with the district council to ensure ownership and provide support to facilitate EV charging installation.			
For suggested chargepoints: EV charging hubs, off-street public and off-street residential the suggestions are locations within a 1km area.			

Tamworth Propensity and Points of Interest

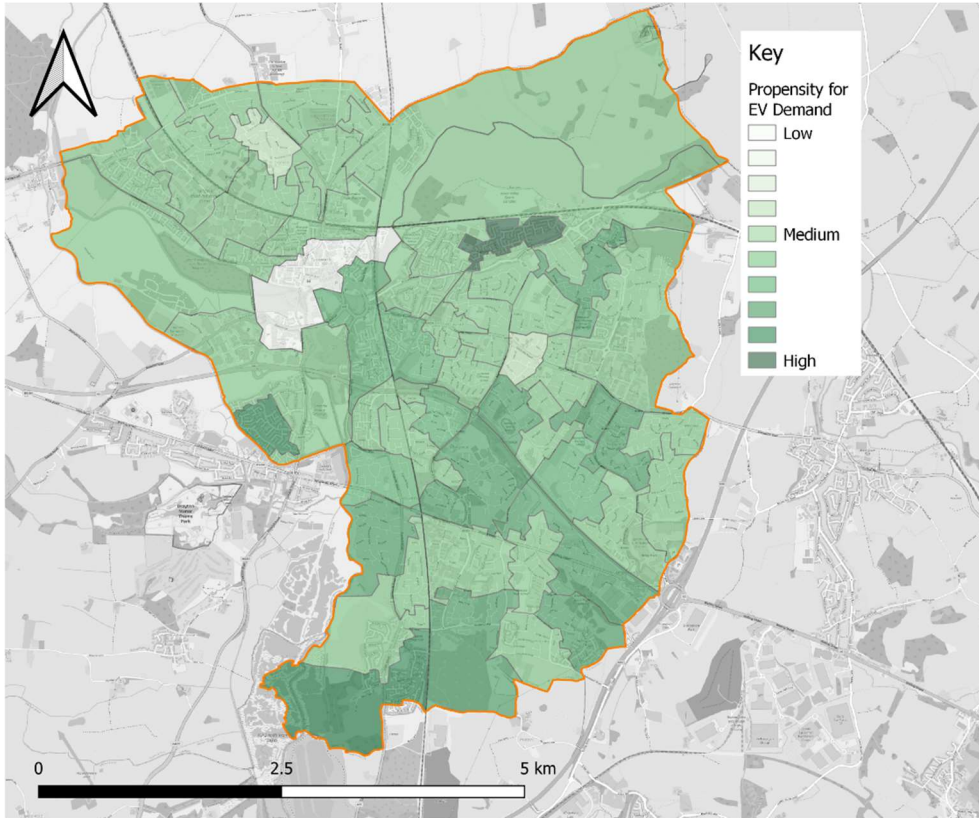


Figure 28: Tamworth Propensity



Figure 29: Tamworth Points of Interest

Tamworth – Proposed Locations

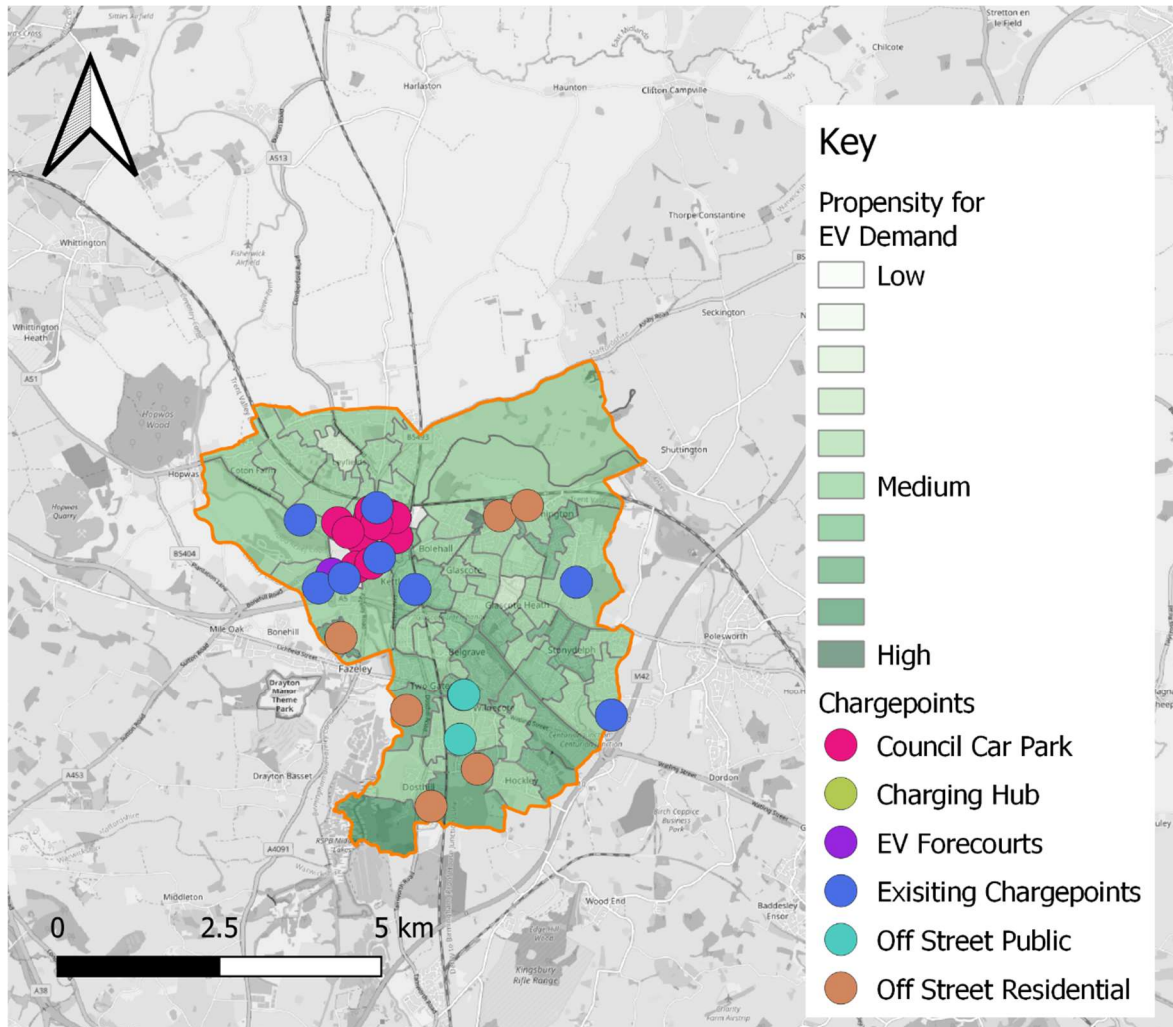
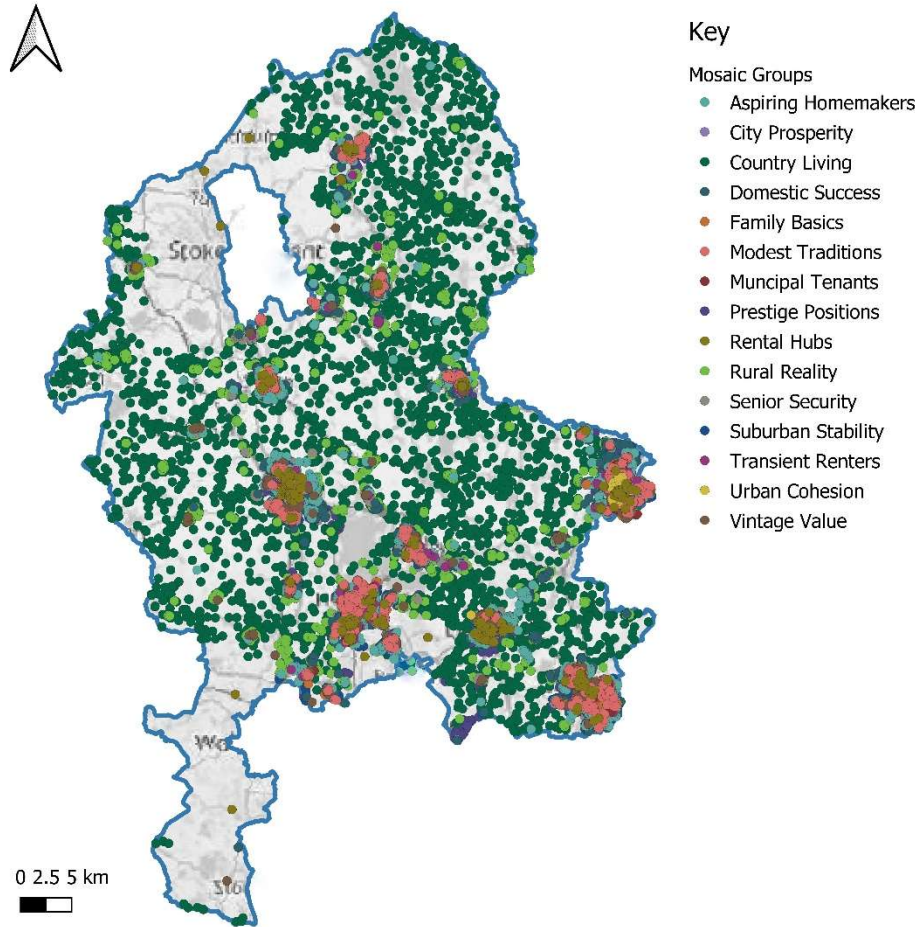


Figure 30: Tamworth - proposed locations

EV Charging Hub	EV Forecourt	Off-street public	Off-street residential
Suggested multiple fast, rapid, or ultra-rapid at specifically designed locations	Existing fuel stations (highly likely to be converted to EV over the coming years)	Suggested chargepoints at car parks	Main areas where private chargepoints should be encouraged at residences (e.g. on driveways)
Action: Investigate private operators to build and run an EV charging location / hub	Action: Engage with fuel stations to confirm their plans; avoid coordinating EV charging in close proximity	Action: Engage with the borough council to ensure ownership and facilitate EV charging installation	Action: The borough council should engage residents and support where possible
Council Car Park - Action: Engage with the borough council to ensure ownership and provide support to facilitate EV charging installation.			
For suggested chargepoints: EV charging hubs, off-street public and off-street residential the suggestions are locations within a 1km area.			

5.4. Demand Analysis – Mosaic



Mosaic is a geodemographic profiling tool which classifies residential postcodes into one of 15 Groups and 66 Types. It is based on data from Experian, Census (2011), Electoral Roll, Council Tax valuations, house sale prices, self-reported lifestyle surveys, OFCOM data and other consumer information.

All these datasets are aggregated to provide composite personas of the types of adults living in an area and an accurate understanding of the lifestyles and behaviours of households, this enhances the demographic data by helping to understand the likely behaviours of residents.

This information is better viewed and understood through the use of interactive GIS systems along with a full understanding of the category meanings; these maps are included as they help to illustrate the methodologies that can be employed.

Figure 31: Staffordshire Mosaic data

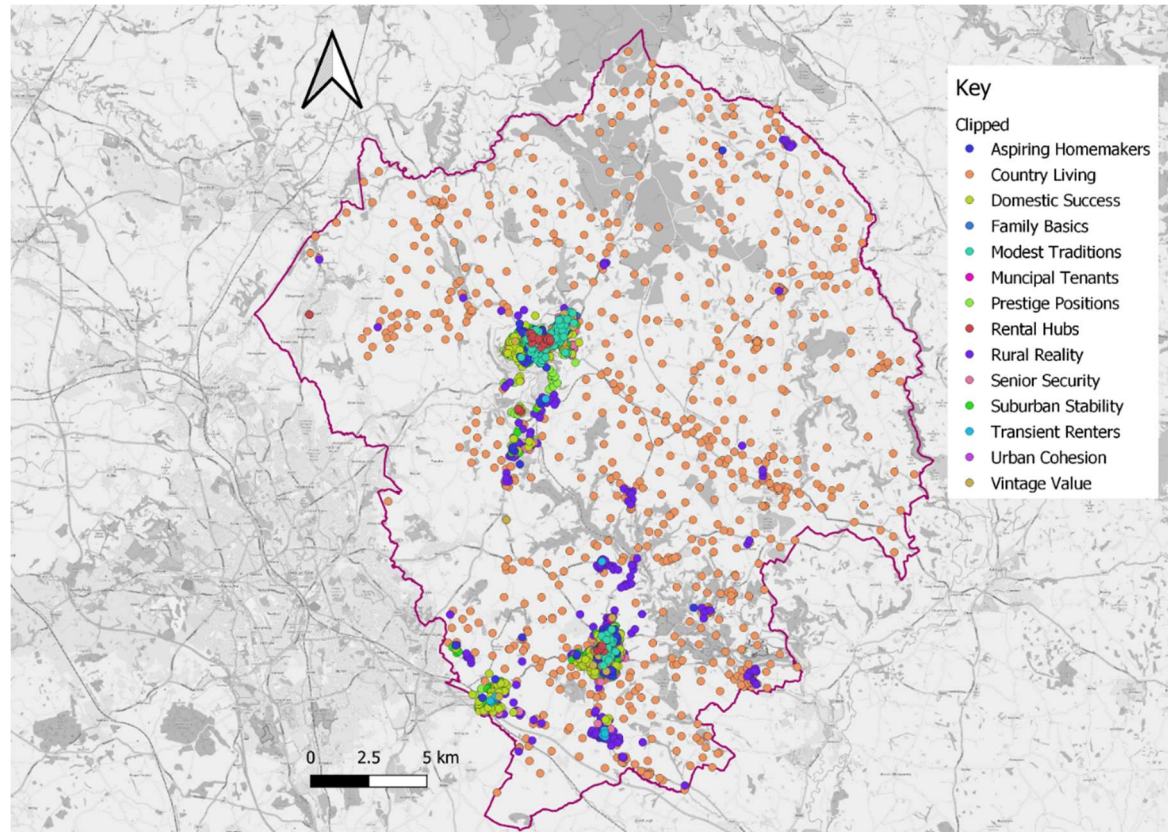


Figure 32: Example of Mosaic data applied to Staffordshire Moorland

Mosaic data and its' interpretation is an example of a deeper level of demand analysis that could be completed by the individual district and borough councils to identify more specific locations and to target campaigns.

5.5. Staffordshire County – Further analysis

From combining all of the datasets – largely represented by the maps above, each of the 'chargepoint services' have specific requirements and meet specific needs within the charging network. The table below outlines each of the primary charging solutions.

Chargepoint service	Typical chargepoint type	Location type	Demand met
EV charging hub	Rapid charging	4 or more chargers in the same location often with the opportunity to add other modes of transport or at transport hubs such as train stations	Depending on scale can support a community uptake in EVs or target high volume traffic routes such as the Strategic Road Network, to support longer EV journeys to or through the area
EV forecourt	Rapid charging	Existing petrol stations	Support the switch to EV while there is still a need for petrol vehicles. Often there are partnerships between oil companies and chargepoint operators for example BP now also provides and operates chargepoints
Residential off-street charging	Slow charging	Private residents with off-street parking	Support private car owners to switch to EV
Off-street charging	Fast / rapid charging	Charging in car parks both private and Council owned	Support destination charging
On-street charging	Fast / rapid charging	Residential areas where there is no or limited access to private driveways	Support private car owners switch to EV

Table 1: Charging Solutions for district and borough councils in Staffordshire

The available charging solutions are then analysed as a combined network across the county to ensure charging demand can be met. While the focus of this strategy is EV charging infrastructure, the entire transport network of Staffordshire is considered as it is important that EV charging infrastructure is part of the overall solution.

Consideration should also be made of how chargepoint locations could also link to public transport solutions such as the installation of chargepoints at stations, and how EV charging could support other agendas such as active travel.

5.6. Findings

The key findings from the demand analysis outline that there are opportunities to grow the use of EV in Staffordshire and this should be supported by assisting district and borough councils to develop a consistent charging network for the county. The ambition to achieve net zero by 2050 alongside the decarbonisation objectives will be supported by growing the use of EVs. In addition to the decarbonisation objectives, wider transport objectives were considered such as ensuring accessibility options when installing chargepoints and active travel.

All the provided maps help illustrate the location of current charging solutions and the potential areas to assist and coordinate EV charging solutions for the public. Locations are identified by markers, but it is important to note that the markers do not denote specific locations but approximate areas.

Significant insight into the challenges and potential of the county was seen through the analysis. Over 50% of households within Staffordshire have one or two cars and with 'commute by car' being the most

common transport mode. There is a demonstrable need for endorsing the switch to EV or other modes of transport where possible.

The suggested networks include a large proportion of off-street charging infrastructure solutions, both residential and based in public car parks. Analysing the current likely areas for EV ownership, it has been suggested that a large proportion of these could be best served through off-street residential solutions. Where off-street residential charging wasn't a suitable solution but there was high propensity for EV transition, EV hubs or off-street charging has been suggested. The number and capacity of car parks available also offers potential for planned growth of the charging network, through coordinating the installation of a small number of chargepoints to encourage growth and continuing to increase this as demand grows. To ensure futureproofing, reduce costs, and meet changes in policies - ducting and cabling for further chargepoints can be installed with the installation of the initial chargepoints. By also including larger scale EV charging hubs on key routes for those travelling through or to the county, drivers of EVs would have confidence that there would be chargepoints available. Those who may be residents on the outskirts of the county could even consider switching as the network grows.

The current level of EV ownership and charging infrastructure, depicts low EV ownership and the early stages of a sustainable and effective charging network. Overall, this indicates that the suggested network and its current capacity will need to be developed over a relatively short period of time and will need to be continually expanded by the time net zero ambition across Staffordshire are met around 2050. The analysis completed suggests that the focal points of the charging network be off-street residential and off-street charging, for example car parks. From there, EV hubs can be used to enhance the network. The assumption is that the private sector will drive the installation of chargepoints in EV forecourts.

Through the analysis, a suggested EV charging hierarchy has been developed. The hierarchy considers the propensity analysis, solution analysis and the specific solutions suited to the Council. The objective of the hierarchy is to enable SCC and district and borough councils to coordinate solutions best suited for Staffordshire. A review of On Street Charging has been provided in Appendix C.

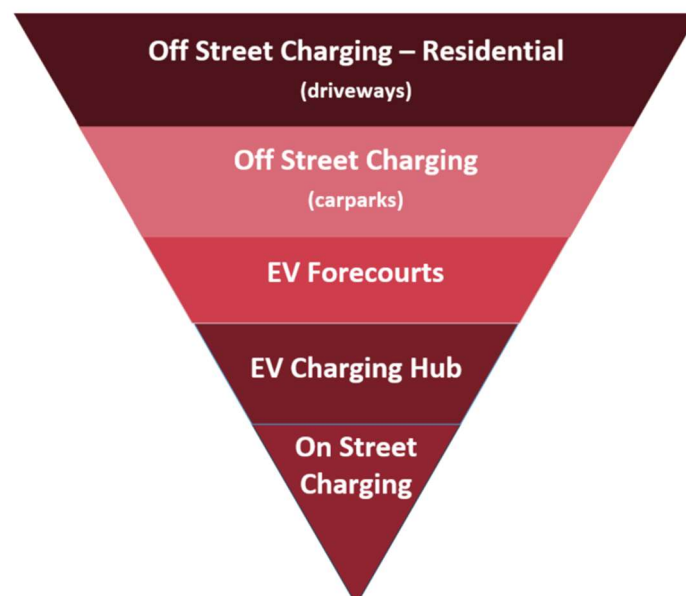


Figure 33: Hierarchy of Charging Options

SCC and district and borough councils should coordinate support and communications in the order displayed, though these priorities will change over the coming years as government initiatives are deployed, the market matures, and public demand patterns change over time. For local reasons the priorities may differ for each of the district and boroughs of Staffordshire.

6. Technology and Market Review

This section of the report forms a review of the existing and emerging EV charging technology, Appendix C contains a review of slow charging, on-street and lamppost charging and how these impact the choices and decisions made across the county.

6.1. Technology Overview

EV charging technology has primarily been driven by private companies focussed on developing and operating the charging infrastructure. With increased demand and market growth, there is increased benefit for these companies to explore faster and more innovative technology. There is a lack of standardised terminology from the speed of charging to the technological requirements to use a charger. For example, fast charging can refer to different kW across charging operators. This means a broad understanding of the underlying technology and requirements is essential for identifying suitable solutions. This has been achieved by establishing a baseline for charging infrastructure in modes, types and solutions.

In addition to the charging technology, consideration has also been given to developments in EV technology. Battery capacity continues to improve and become a key consideration in users purchasing choices. The battery capacity is a consideration in the development of charging infrastructure due how capacity impacts charge time. Furthermore, there are now around 100 EV models on the market. SCC understands that the number of models will continue to grow and will take this into account when facilitating the implementation of a charging network to ensure the widest compatibility.

Charging falls into two categories: Alternating Current (AC) and Direct Current (DC). AC provides alternating current to the vehicle and then technology within the vehicle converts it to DC for charging. Whereas a DC chargepoint converts an alternating current to a direct current within the chargepoint before providing it to the vehicle. While not always the case, DC chargepoints tend to be faster charging, use higher power, and therefore do not fit every solution, and are not compatible with all vehicles.

In addition to the categories of AC and DC charging, there is also tethered and untethered charging. Tethered charging is when the chargepoint has the cable hard-wired to it. Tethered charging is usually found at chargepoints installed at resident properties, and at DC chargepoints. Untethered charging refers to when the cable is not provided at the chargepoint and is usually stored within the vehicle.

While the charging technology itself is critical, is it also key to have an effective charging network integration with communications and management software so that links with back-office systems can be ensured. This will enable chargepoints to receive system updates, meaning compatibility with newer vehicles can be better ensured. Connectivity also allows data capture and monitoring which supports users, operators, and the Council to build insights for EV best practice. This connectivity also links to the access to the chargepoint whether it is free or paid for and gives users remote access.

For the purposes of this review, only options that are relevant within Staffordshire have been considered. Due to the evolving market, key innovations have also been highlighted to ensure the long-term futureproofing of a Staffordshire charging network.

6.2. EV Charging Modes

Alongside AC and DC types, the BS EN 61851-1 standard defines 4 'modes' for charging, effectively defining the chargepoints technology. Modes specify the type of circuit, the socket and therefore the power that can be utilised. It is important to understand that modes impact the speed of charging, and each mode is not necessarily compatible with all cars. As innovations enter the market these definitions and standards will continue to evolve.

Mode 1

Mode 1 covers the charging of an EV by plugging it into a 13amp / three-pin plug socket. This is the mode least recommended for public use as it offers little protection as there is no in-cable control box (ICCB) to provide communication between the outlet and the vehicle ensuring safe charging. Due to the low current this mode is more relevant to electric vehicles such as mopeds, and many newer EVs will not be compatible to charge through Mode 1.



Figure 34: Mode 1 Graphic

Mode 2

Mode 2 covers the use of a 13amp / three-pin plug socket, but the cable importantly incorporates an in-cable control and protective device (ICCPD). The ICCPD will ensure that the charging is set to a specific charging power and provides protection against injury by detecting any imbalance in the currents across the circuits and if detected cuts the power.

Mode 2 is most suitable for EVs that have moderate charging needs, for example PHEVs. It is also an important back-up charging option if there are no dedicated EV chargepoints. It is important to note that Mode 2 is still not a recommended charging option and, like Mode 1, not all EVs are compatible with the mode. Vehicles that are Mode 2 compatible are often supplied with a Mode 2 cable with Mode 3 as an optional extra. Mode 2 usually sees the charge limited to 2.4kw.

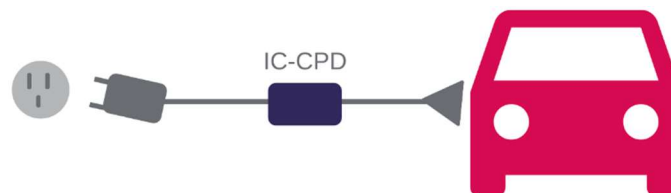


Figure 35: Mode 2 Graphic

Mode 3

Mode 3 uses a separate dedicated circuit and is suitable for residential, public and workplace charging. Mode 3 is provided through a dedicated chargepoint and has communication between the vehicle and the chargepoint. Mode 3 sees a broader range of charge that can be supplied to a vehicle and is the most suitable for charging BEVs. Due to the dedicated chargepoint, a tethered or untethered cable can be used. If tethered, this will usually be suited to the vehicle expected to be charged.

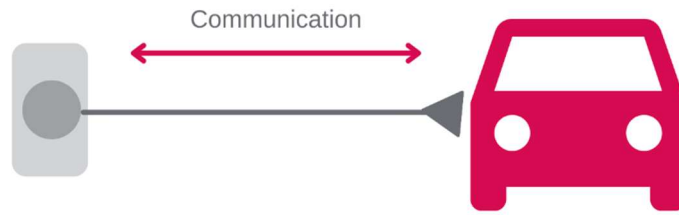


Figure 36: Mode 3 Graphic

Mode 4

Mode 4 is provided through dedicated EV equipment. Rather than providing AC, Mode 4 uses a charger built into the chargepoint to provide DC directly to the vehicle via a tethered cable. Mode 4 chargepoints are commonly in the 20-50kW range and charging in excess of 350kW level may be available in the medium term. This can see an EV charged to 80% in approximately 15 minutes. This approach requires enhanced infrastructure and currently Mode 4 is not available as residential charging.

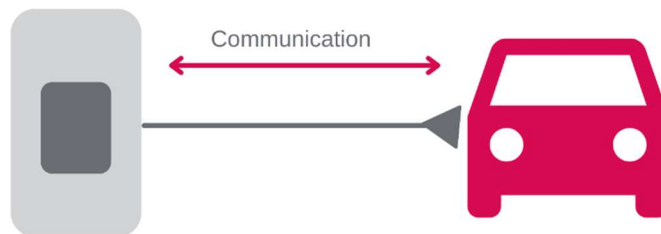












Figure 37: Mode 4 Graphic

6.3. EV Connector Type

As it currently stands, the EV charging market has not agreed to one connector type. There are 4 common types of connectors in the UK although Type 1 is now least common. The connectors impact the mode of charging and the maximum capacity.

The time to charge a vehicle is a key consideration for most users. There are situations when a slower charging period would be acceptable, for example at a residential off-street chargepoint overnight. However, a fast charge would be preferable at a shopping centre car park. It is therefore key to understand the compatibilities across the modes and type, and their optimum use cases.

Table J: Connector types and charge durations

Charging Speed	Power Output	Typical charging location	Charge Time*	Compatible connection types
Slow	3 to 7kW	Home, workplace, on-street (lamp column)	16 hours	Type 1 
				Type 2 
Fast	7 to 22kW	On-street, public car park, workplace	2 to 7 hours	Type 1 (max 7kW) 
				Type 2 
Rapid	Up to 50kW	On-street, public car park, forecourt, service station, EV Charging Hub	Up to 1 hour	Type 2 
				Combined Charging System (CCS) 
				CHAdeMO 
Ultra-rapid	120 - 350kW	Forecourt, service station, EV charging hub	Up to 40 minutes	Type 2 (Tesla adapted only) 
				Combined Charging System (CCS) 
				CHAdeMO 

* 0% to 80% of a standard 60kW EV battery

The table presents the connector types and the charging durations. The speed at which a vehicle can be charged is commonly termed; slow, fast, rapid or ultra-rapid. Across these speeds there are requirements based on mode and type, as well as vehicle compatibility.

6.4. EV Charging Solutions

Within this strategy five EV charging solutions have been identified, providing Staffordshire with the optimum network. The solutions are listed below, these solutions are explained through this document:

- EV hub
- EV forecourt
- Off-street residential charging
- Off-street charging
- On-street charging

These solutions are suitable based on several factors and the locations for these have been identified through the completed demand analysis. However, across each of these locations, multiple types of chargepoint could be implemented to meet requirements. A key factor as to the type of chargepoint recommended in each solution is the speed at which EVs could be charged and the compatibility across vehicle types. In this strategy we have identified three charging speeds: slow, fast and rapid/ultra-rapid. Across each of these speeds we have indicated the solution it best suits and the relevant types of chargepoint have been identified.

There are currently large investments in emerging EV technologies within in the UK. To ensure that Staffordshire charging infrastructure is futureproofed, key innovations have also been highlighted.

Slow Charging

The definition of a slow charging solution is a charge of 3kW – 7kW and either Mode 2 or Mode 3. Slow charging is often suited to off-street residential solutions, as in these cases vehicles can be charged overnight, and this aligns with the Department for Transport recommendations of charging overnight.

The decision to use the slower types of charging mechanisms is closely linked to the problem you are trying to resolve. The situation as it exists across Staffordshire has been considered in detail and is described in Appendix C.

Fast Charging

The definition of a fast charging is a charge of 7kW-22kW and modes 2, 3, CHAdeMO or Combined Charging System. Often when installing fast chargepoints, power supply upgrades can be required to ensure the required electrical infrastructure. Fast charging can be delivered through a variety of chargepoints, kerbside units, dedicated parking bays or residential charging units.

Fast charging can suit a variety of situation and use cases. Fast charging can support the top-up of EVs while visiting points of interest such as supermarkets, retail parks or tourist locations. In addition, fast charging can be used in off-street residential solutions and can be helpful in multiple EV households.

The benefit of the speed of fast charging is key and as EVs continue to develop more vehicles will be able to charge at the highest rate.

Rapid/Ultra rapid

The definition of rapid/ultra-rapid charging is a charge of 50kW or more and Modes 3, 4, CHAdeMO or Combined Charging System. Like fast charging installations, the electricity supply and capacity need to be examined before installation. This is critical if many rapid/ultra-rapid chargepoints are installed in one location. Across the UK rapid/ultra-rapid chargepoints are the smallest proportion of chargers. Currently off-street and on-street residential solutions cannot facilitate rapid/ultra-rapid charging and it is more commonly found at forecourts, charging hubs or at commercial locations.

Ultra-rapid charging is still relatively new technology and therefore is not compatible with all EVs. Rapid/ultra-rapid charging is provided through locations with dedicated parking bays. This charging offers a similar benefit as fast charging but providing a larger battery charge in a shorter period of time; especially at locations such as service stations, supermarkets or retail parks. Rapid/ultra-rapid charging can also be beneficial for EV users on longer distance journeys.

Electric Charging Hub

Electric charging hubs offer an opportunity to provide large scale publicly accessible charging. This is beneficial in the move to EVs in supporting the removal of charge anxiety on longer journeys and ensuring short charges provide enhanced benefit to EV users.

In addition to the scale of charging available at a hub the space can also provide other benefits such as community spaces, retail or food.

An example of a charging hub within the UK is Braintree near Essex with space for 36 vehicles to charge and the utilisation of solar and renewable energies.



Figure 38: GRIDVOLT charging hub

Innovation

Technology within the EV charging market is continually developing and endeavouring to meet user demands for convenience and speed while providing viable solutions.

Wireless charging, which is now commonplace for smart phone charging, and other at-home technology is now being explored for EV charging. The technology used is a similar form of inductive charging with the electrical charge passing through an air gap from one magnetic coil to the other. This could provide charging through charging bays with a stationary vehicle, while some companies are also exploring the possibility of charging while driving. This technology is not at implementation stage although there are several trials across the UK for example in Nottingham and Milton Keynes. This charging would be beneficial to not only private EVs but buses, taxis or commercial vehicles.

Another area of innovation is vehicle to vehicle (V2V) and vehicle to grid (V2G) charging and integration. This is possible when a charger includes the technology to allow current to flow bidirectionally. The benefit of vehicle to grid integration is that depending on the demands on the grid, power can flow either to or from the vehicle. This would allow EVs to support the grid during peak times. The benefits of vehicle-to-vehicle charging are similar in that EVs could support other EVs when charging is required. With this we are seeing that the development of EV charging infrastructure could be used to support wider infrastructure challenges.

There is substantial work developing around the use of solar energy and battery storage that will allow the harvesting of renewables such as daylight and wind power to supplement the grid and allow energy to be fed back into the grid, companies such as myenergi [4] have commercial solutions for home energy management.



Figure 39: Wireless in road charging

7. Commercial Models

When considering the installation of a charging network, several commercial models will often provide the best fit for both the charging solution across the county and for the individual districts and boroughs. If a range of charging infrastructure solutions are installed, this may lead to several commercial models being utilised.

Off-street residential charging can be considered separately, as this would not require council support, but instead would require investment from the intended user with two key costs. Firstly, an installation cost, which can be offset by applying for funding support such as OZEV's Electric Vehicle Homecharge Scheme. Secondly, there would then be the on-going electricity cost, and many electricity providers are now offering tariffs to cater for EV charging.

For off-street, on-street, EV charging hubs, and EV forecourts there are a variety of models that could be seen across Staffordshire to allow users to access the chargepoint. Authorities may choose to own and operate the chargepoints themselves and set the cost for charging a vehicle. There are examples where authorities choose to make chargepoints and/or parking free to EV users. Other models bring operators in to manage and install the chargepoints.

When considering the models utilised across Staffordshire, each authority will need to consider:

- Cost to the user
- Cost to the authority
- Customer service implications
- Marketing capability and requirements
- Capability and responsibility of installation
- Capability and responsibility to maintain chargepoints
- Ongoing support and management of EV charging systems and suppliers
- Ongoing support and management of infrastructure

7.1. Model Assessment

There are five key commercial models to be considered for public EV charging solutions across Staffordshire, excluding off-street residential. The table below outlines the key points of the different models and what should be considered in each case.

Model	Description	Key Considerations
Own and Operate	<ul style="list-style-type: none"> Local Authority (LA) tenders for a Chargepoint Operator to install chargepoints LA own the Chargepoints (gov. funding) LA takes revenue LA pays CPO to maintain Chargepoints. 	<ul style="list-style-type: none"> This model would involve LAs appointing suppliers to deliver and manage the chargepoint infrastructure for a set period with all revenue being retained.
Match Funding	<ul style="list-style-type: none"> The OZEV grant offers up to 60% of the funding for eligible costs. The remaining 40% will need to be provided by the LA or a third party i.e. CPO. This could also be achieved if government funding is not available, but the LA and the operator agree to match funding. 	<ul style="list-style-type: none"> Likely to reduce the revenue received and limiting the overall control the LA can exert on the facility.
Concession Framework	<ul style="list-style-type: none"> The operational costs and risks are shared in part or completely with the operator. This model is often a revenue share. 	<ul style="list-style-type: none"> The LAs safeguard their resources and revenue but then must accept diminished input in determining facility locations. This approach is best suited where demand is proven, or operators are confident of a return on investment.
Land Rental	<ul style="list-style-type: none"> Private sector investment, installing, maintaining the chargepoints while paying rent to the LA (or other) for land 	<ul style="list-style-type: none"> Revenue for the LAs would solely be from the land rental which would reduce some risks. However, operators would look to ensure demand.
Leasing/Hosting	<ul style="list-style-type: none"> Chargepoints leased to the LA for a monthly fee 	<ul style="list-style-type: none"> Provides control of location to the LAs and maintenance to the operator. LAs would not receive any revenue and would need to decide if monthly fees would be covered by cost to users.

Table K: Commercial Model Overview

It is likely that across Staffordshire, several of these commercial models could be utilised, depending on the type of infrastructure installed. The advantages and disadvantages of each model are outlined below.

Model	Advantages	Disadvantages
Own and Operate	<ul style="list-style-type: none"> All revenue is retained by the LA Locations selected by the LA Streamline procurement UK Government has established procurement frameworks to expedite process and encourage supplier confidence 	<ul style="list-style-type: none"> Funding would need to be identified On-going maintenance costs Updates to technology are the LA's responsibility Any key performance indicators and or contractual service level agreements may be difficult to enforce
Match Funding	<ul style="list-style-type: none"> Partner ownership incentivises better provision, improved quality of service for users Reduced risk and responsibility for maintenance costs The chargepoints can be futureproofed depending on the partnership agreement 	<ul style="list-style-type: none"> Reduced revenue share Contractual and financial arrangements may not suit all suppliers and so pool of available partners is reduced. Partners require confidence that revenue will be achieved in any locations
Concession Framework	<ul style="list-style-type: none"> Reduced risk and responsibility for maintenance costs The chargepoints can be futureproofed depending on the partnership agreement Depending on the agreement the council may retain ownership of the chargepoints or electrical connections 	<ul style="list-style-type: none"> Operators require confidence that revenue will be achieved and therefore locations would need to be agreed Delivery can be slowed due to negotiations and the time to make a contractual award Reduced revenue share
Land Rental	<ul style="list-style-type: none"> Reduced risk and responsibility for maintenance costs Agreed revenue through rent 	<ul style="list-style-type: none"> Operators require confidence that revenue will be achieved and therefore locations would need to be agreed Delivery can be slowed due to negotiations
Leasing/Hosting	<ul style="list-style-type: none"> Reduced risk and responsibility for maintenance costs The chargepoints can be futureproofed depending on the leasing agreement Locations selected by the councils 	<ul style="list-style-type: none"> No revenue share Delivery can be slowed due to negotiations and the time to make a contractual award Expected that the monthly cost would need to be covered by charges to users

Table L: Model assessment

7.2. Promoting charging infrastructure

There are a variety of methods to promote the creation of an EV charging network that does not require each council to lead on installation or location identification. This could include:

- Workplace charging points
- Trial implementations
- Development & planning considerations
- Vehicle trials

Workplace charging points

This could involve coordinating the deployment of charging facilities at workspaces for employees to utilise. This can be achieved by creating a framework through which standardised new charging infrastructure can be deployed for use at workplaces. Agreements in terms of the adoption, long-term maintenance etc. and the initial cost can be built into contracts between the operator and landowner in this instance the workplace. This can help provide the best rate to chargepoint users if there is a cost to charge.

For workplaces there are national schemes, such as the Workplace Charging Scheme which could be engaged with. Workplace chargepoints support local authorities to roll-out charging infrastructure across the county. In addition, many workplaces now have sustainability targets internally and by encouraging the uptake of EVs with their staff and visitors, these targets can be met.

Trial implementations

This would see the local authorities engage with chargepoint operators to trial the technology for a set amount of time. This is usually implemented in the case of innovations within the charging market, for example through a trial of pop-up chargers. The benefits are threefold as the local authority can test the demand for charging infrastructure, operators are able to trial new technology or back-office innovations and users are given access to new chargepoints. Depending on the trial agreement, installed equipment could be kept after the trial.

Development & Planning considerations

Planning policies and developments across the county offer an opportunity to grow the charging network. Section 106 agreements (between councils and a developer) should include provision for EV charging infrastructure and, assuming this is to be included within the wider adoption, a standard can be mandated. With the introduction of National Model Design Code guidance will be provided on how policies and design can be best utilised in the decarbonisation of transport. In addition, there are building regulations that should be implemented including requirements for EV charging infrastructure.

Vehicle trials

Through engagement with various suppliers, it is possible to facilitate the trial of an electric vehicle (private hire vehicles, vans and eCargo cycles) as a way to actively engage organisations to consider adoption of EV technology.

8. Recommendations & Next Steps

8.1. Engagement

Through developing this strategy document, SCC acknowledges the importance of engaging with district, borough and parish councils to facilitate a consistent and effective EV charging solution for the people of Staffordshire and its visitors.

It is important to bring both district and borough councils and the residents along with Staffordshire County Council on this journey to coordinate a solution for the benefit of all; the development and delivery of an engagement programme will be key. To support the work of the district and borough councils, an EV Toolkit [See Appendix B] has been developed. The EV Toolkit has been developed and delivered for SCC, and further explains the charging options and answers key questions for district and borough councils to use, to help inform and support.

Alongside this, each district and borough council have been provided with an EV Charging Action Plan that identifies most steps required to deploy and manage EV charging solutions [see Appendix A].

Through developing an improved understanding of current and future vehicles along with the associated infrastructure, district, borough, and parish councils will aim to provide residents with the confidence to switch and thereby increase the speed at which net zero is reached.

Parish councils have a strong connection with their local communities and can be instrumental in raising the local perception of EV charging. They should be encouraged to support initiatives such as car share schemes and installing charge points at local community buildings for the benefit of their local residents.

It is also expected that chargepoint operators operating across the county will engage with local users, taking onboard feedback and ensuring that the solutions meet demand and expectations. Each district and borough council should ensure that all engagement considers feedback received from users. It is expected that all operators engaged by the district and borough councils will have a Service Level Agreement that ensures the fit for purpose nature of their offering.

Each district and borough council will also be engaging external stakeholders such as developers, businesses, and landowners to support installation on their land and promote the new charge-point network where relevant.

Recommendation 8.1: Local authorities should review this EV Charging Strategy and ensure feedback they receive from chargepoint users and stakeholders at key delivery points is included in further plans and actions.

8.2. Procurement

There are several potential procurement routes available to each of the councils. To utilise the most effective procurement route, each council will need to engage with relevant stakeholders such as their procurement teams and Councillors, to agree the preferred approach. In addition, a review of any existing models utilised by the councils will need to be undertaken along with an in-depth review of the potential operational and commercial models to ensure that the procurement process will support the agreed objectives.

Recommendation 8.2: Local authorities should engage with their procurement teams to assess the appropriate avenues for procurement, taking into account the operating and commercial models that are optimal for each local authority. Continued assessment of appropriate and relevant funding for the councils to install chargepoints will support their residents in making the transition to EVs.

8.3. Locations and Feasibility

The demand analysis has identified suitable locations based on relative levels of demand and a high-level infrastructure analysis. Before any chargepoint solution is installed, a detailed feasibility of the proposed areas for EV charging sites is required. This would confirm location and solution suitability by completing:

- Site visits
- Electrical feasibility study
- Civils' feasibility study
- Detailed analysis of the users in the area
- Detailed assessment of installation cost
- Adhering to standardised installation processes (The IET Code of Practice for Electric Vehicle Charging Equipment Installation and Accessible Charging BSI PAS 1899:2022)

Accessibility will also be a consideration in all locations and chargepoint solutions. This should focus on ensuring that all users can, and also feel enabled, to utilise the facilities. For example, those who may have disabilities may have specific concerns or needs with regards to the type of charge-point installed, the amount and availability of pavement space or the implications of trailing cables. The accessibility review should also evaluate the local area with regards to lighting, general safety, CCTV and crime and disorder prevention alongside other general requirements being met.

Recommendation 8.3.1: Local authorities should ensure a feasibility study is undertaken that follows good practice with well-developed processes and procedures for installing any chargepoints that will be publicly accessible.

Recommendation 8.3.2: Staffordshire County Council will continue to engage with all district and borough councils to provide a consistent approach to EV rollout across Staffordshire.

8.4. Funding

As part of the strategy, a high-level funding review has been completed. In implementing the strategy, SCC will co-ordinate with district and borough councils to develop joint bids and gain access to relevant funding from UK Government, the Department for Transport and Office for Zero Emission Vehicles. This will allow each district and borough council to deploy funding to support the widest distribution of charge-point solutions. In addition to this form of funding, district and borough councils should also explore the commercial partnership opportunities which may be applicable with a particular focus on EV charging hubs.

District and borough councils should also help ensure that the residents of Staffordshire are kept up to date on funding that is available to them as private car owners for EV purchasing and chargepoint installation.

Recommendation 8.4: SCC should co-ordinate joint bids to maximise opportunities and each district and borough council should aim to support residents in staying up to date with relevant funding information.

8.5. Operators

Each district and borough council should ensure that operators in their area meet expectations in both the technology provided and through using Key Performance Indicators (KPI's). As with any type of service provision users' rights should be protected - Ofgem continues to ensure these rights and protections meet with new chargepoint services. Access to charging can be confusing with different operators using many different methods. The supplied EV Charging Toolkit should provide users with a clear source of information.

Recommendation 8.5: District and borough councils should engage as a group with private chargepoint operators to ensure they follow best practice and encourage charging solutions at locations tailored to the requirements of each area, for the benefit of as many citizens as possible.

8.6. Monitoring

Monitoring the chargepoint network should be a key responsibility of each district and borough council and their appointed operators. Monitoring will allow each council to understand usage and track demand which will then feed into enhancements to chargepoints or expanding the network. As the use of EVs and chargepoints grows, each council should aim to monitor the impact on air quality and emissions.

Recommendation 8.6: Each district and borough council should ensure a monitoring system is in place to review the impact of their EV charging strategy and feed this back to the public where relevant. When new data is available, the analysis should be updated. The developed EV Charging Action Plan should be adopted by each council and implemented against a common timeframe.

9. Conclusion

This Public EV Charging Strategy outlines a methodology to help district and borough councils meet the anticipated growth in demand. This is based on current data, predictions, and the impact of upcoming policies. Through coordinating development of the charging infrastructure networks across the county; SCC can support the local authorities in the creation of a sustainable charging network for the benefit of residents and visitors to the county; all of which will produce positive steps towards reaching net zero.

SCC has been clear in their objectives for decarbonisation and their commitment to supporting local authorities and residents in producing modal shift. The Public EV Charging Infrastructure Strategy considers not just existing EV users but potential users. It examines the transport network across Staffordshire and aims to facilitate modal shift to a more sustainable travel network for the future.

As EV use grows, this data led approach can be further updated and adapted to recognise where further charging demand and infrastructure is required. As policies continue to be implemented both UK wide and across Staffordshire, the implementation of this charging infrastructure strategy will ensure each of the district and borough councils are prepared to meet policy changes and the challenges ahead.

SCC's position should continue to be supporting the district and borough councils with information, consistent approaches, developing bids and broad support; whilst promoting options and funding choices for the public. Implementing all these steps will enable the successful growth of EV chargepoint installations across the county.

10. References

- [1] [UK Electric Vehicle Infrastructure Strategy \(GOV.UK\)](#) Accessed 13/06/2022
- [2] [EV Chargepoint Grant guidance for customers - GOV.UK \(www.gov.uk\)](#) Accessed 08/08/2022
- [3] [Midlands Connect | Supercharging the Midlands](#) Accessed 10/05/2022
- [4] [Renewable energy products made in Great Britain | myenergi](#) Accessed 13/06/2022
- [5] [How many charge points are there in the UK 2022 - Zap-Map](#) Accessed 13/06/2022
- [6] [Government announces tenfold expansion in charge points by 2030 - zap-map](#) Accessed 13/06/2022
- [7] [MC - STP Doc Digital \(midlandsconnect.uk\)](#) Accessed 13/06/2022
- [8] [The future of rural mobility report final \(midlandsconnect.uk\) \[pdf\]](#) Accessed 08/08/2022

Appendix A: EV Charging Action Plan

To support district and borough councils in their EV charging infrastructure journey, an action plan has been produced. This document sets out all the steps required and allows the capability to track and manage each EV charging project.

Electric Vehicle Charging - Action Plan
Public EV Charging Document
CONR-HSEQ-4D-SCS303 / Version 3.1
09/02/2022

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Introduction

The Action Plan sets out an indicative and high-level timetable of the most and medium-term measures which can encourage and support the deployment of an electric vehicle (EV) charging strategy.

Geographical context

The context of the EV Charging Strategy and the supporting action plan is limited to further develop and deliver EV charging across Staffordshire County Council (SCC) and the surrounding District and Borough authorities.

Staffordshire County Council is the over-riding council that includes the following authorities:

- East Staffordshire Borough Council
- Staffordshire Moorlands
- South Staffordshire Council
- Stafford
- Staffordshire Moorlands
- Tamworth
- Staffordshire Moorlands
- Stafford
- Staffordshire Moorlands
- Tamworth
- Staffordshire Moorlands
- Stafford
- Staffordshire Moorlands
- Tamworth

Context of proposed actions

In July 2019, SCC adopted a strategic energy strategy to reduce net carbon emissions by 2050 across all services and activities. The EV Charging Strategy represents an important part of the County Council's commitment to sustainability and low-carbon infrastructure and a sustainable benefits beyond just these positive health.

It is recognised that opportunities are highlighted and a common framework across the region, this Action Plan will outline a credible and a series of actions that should contribute to the rapid advancement of the overall EV charging across all of Staffordshire.

It is recognised that the use of a single traffic signal display for highlighting progress:

- Green
- Yellow
- Red

Green and Yellow status are pending an indication of a potential project timeline, these dates should be tailored to the needs of each council.

There are 2 clear and separate themes to EV charging:

- Delivering public EV charging both on and off-site (external/public)
- Delivering county-wide EV charging (internal)

Whilst the SCC EV strategy will try to work with the overall approach, the project team are based with working with the sites and Software Developer a consistent approach to an 'Internal to SCC' EV charging strategy.

10 High Level EV actions checklist

Action	Status	Priority	Progress	Date
1. Internal Stakeholder engagement	Green	High	Complete	01/02/2022
2. External Stakeholder engagement	Green	High	Complete	01/02/2022
3. Internal Stakeholder engagement	Green	High	Complete	01/02/2022
4. External Stakeholder engagement	Green	High	Complete	01/02/2022
5. Internal Stakeholder engagement	Green	High	Complete	01/02/2022
6. External Stakeholder engagement	Green	High	Complete	01/02/2022
7. Internal Stakeholder engagement	Green	High	Complete	01/02/2022
8. External Stakeholder engagement	Green	High	Complete	01/02/2022
9. Internal Stakeholder engagement	Green	High	Complete	01/02/2022
10. External Stakeholder engagement	Green	High	Complete	01/02/2022

Action table 1: Internal stakeholders

ID	Title	Status	Priority	Progress	Date
1	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
2	External Stakeholder engagement	Green	High	Complete	01/02/2022
3	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
4	External Stakeholder engagement	Green	High	Complete	01/02/2022
5	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
6	External Stakeholder engagement	Green	High	Complete	01/02/2022
7	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
8	External Stakeholder engagement	Green	High	Complete	01/02/2022
9	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
10	External Stakeholder engagement	Green	High	Complete	01/02/2022

Action table 2: External Stakeholders

ID	Title	Status	Priority	Progress	Date
1	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
2	External Stakeholder engagement	Green	High	Complete	01/02/2022
3	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
4	External Stakeholder engagement	Green	High	Complete	01/02/2022
5	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
6	External Stakeholder engagement	Green	High	Complete	01/02/2022
7	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
8	External Stakeholder engagement	Green	High	Complete	01/02/2022
9	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
10	External Stakeholder engagement	Green	High	Complete	01/02/2022

Action table 3: Gather evidence and consult

ID	Title	Status	Priority	Progress	Date
1	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
2	External Stakeholder engagement	Green	High	Complete	01/02/2022
3	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
4	External Stakeholder engagement	Green	High	Complete	01/02/2022
5	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
6	External Stakeholder engagement	Green	High	Complete	01/02/2022
7	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
8	External Stakeholder engagement	Green	High	Complete	01/02/2022
9	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
10	External Stakeholder engagement	Green	High	Complete	01/02/2022

Action table 4: Identify funding streams

ID	Title	Status	Priority	Progress	Date
1	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
2	External Stakeholder engagement	Green	High	Complete	01/02/2022
3	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
4	External Stakeholder engagement	Green	High	Complete	01/02/2022
5	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
6	External Stakeholder engagement	Green	High	Complete	01/02/2022
7	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
8	External Stakeholder engagement	Green	High	Complete	01/02/2022
9	Internal Stakeholder engagement	Green	High	Complete	01/02/2022
10	External Stakeholder engagement	Green	High	Complete	01/02/2022

Figure 40: Electric Vehicle charging plans

Appendix B: EV Charging Public toolkit

A toolkit has been provided for SCC that sets out key information that the public will want to know when it comes to owning and running an EV. This will be published on the county council's website as a resource for all to use.

How to charge an electric vehicle


Critical for any user of an electric vehicle is to understand how you can charge the vehicle. This includes the speed at which it charges, the compatibility of the charging cable and where you will be charging.

You should consider where you plan to charge your vehicle most of the time. This may be at home in a garage or on a driveway via a dedicated residential chargepoint; at work; or at a public chargepoint.

Charging at home is likely to be the cheapest option if you have access to a private driveway or garage and a dedicated chargepoint is highly recommended in this situation (you must not trail a cable across a public footpath!).

Although a new vehicle may be supplied with an electric vehicle equipment charging cable, which will enable charging via a standard 3-pin plug, this should be avoided except in an emergency. In no circumstances should an extension cable be used.

If you do opt to charge at home, consider smart charging to adjust the time of charge to take account of varying electricity tariffs, and potentially switch to a discounted electricity tariff suitable for electric vehicles.



Charging your electric vehicle

Where to charge an electric vehicle

There are a variety of locations to charge electric vehicles across Staffordshire and the UK. Generally, these can be split in to five categories:

1. Residential chargepoints where an EV owner has off-street parking to install their own chargepoint.
2. Off-street chargepoints in supermarkets, service stations or other types of carpark.
3. Forecourts - chargepoints at current fuel stations.
4. EV charging hubs - dedicated facilities to charge EVs typically using rapid or ultra-rapid chargepoints.
5. On-street chargepoints installed on the highway, primarily for residents.

How to pay for public charging

Publicly accessible chargepoints are available across Staffordshire, some chargepoints are free to use, but common methods of payment include:

- A monthly membership, accessed via a smartphone app or an RFID card
- Contactless payment to allow pay-as-you-go customers

There are a number of variables that impact the cost of charging at home or at public chargepoints such as what type of chargepoint is used, the cost of electricity or how much charge is required.

Zap-Map provides a tool to calculate the costs of charging for a specific make and model of vehicle which can be found here: <https://www.zap-map.com/tools/>

Staffordshire County Council

How to search for where there are EV chargepoints

Zap-Map is the most commonly used app and platform for EV drivers to search for chargepoints and plan for journeys. It is also a source of EV information and news.

Chargepoint accessibility

A large proportion of the publicly accessible chargepoints in Staffordshire are accessible at private or public car parks or retail parks. Generally, accessibility is relatively simple, but users should note any requirement to pay for parking as well as charging, so as not to be liable for additional fines or fees.

Many on street chargepoints and car parking facilities will give a minimum or a maximum parking time, which you should consider in relation to the amount of time you want to charge your vehicle and also ensuring you have enough time to return without incurring additional fines or fees.

Similarly, most chargepoint car park spaces require you to be actively charging your vehicle when in use. They are not designated as purely parking spots for electric vehicles, but charging bays, and fees or fines may be incurred if you choose only to park in a bay rather than park and charge.

[View our EV charging FAQ's](#)

Figure 41: EV Charging - public toolkit

Appendix C: Slow Charging Review

The definition of a slow charging solution is a charge of 3kW –7kW and either Mode 2 or Mode 3. The benefit of a slow charging solution is that it is unlikely to require enhancements to the electrical infrastructure to which it is connected.

Slow charging is best suited to off-street residential solutions, as in these cases vehicles can be charged overnight, and this aligns with the Department for Transport (DfT) recommendations of charging overnight. This type of solution would also be suitable of PHEVs which do not require a continuously available chargepoint.

Though Elexon regulatory approval is required, lamp column chargepoints use the adaptation of traditional lighting columns to provide charging. However, the cabling for streetlights can generally only support charging of between 3 – 5 kW. Lamp post charging relies on the lighting column being next to the road so that charging cables don't stretch across footways causing an obstruction. In common with many local authorities, and in line with best practice, Staffordshire County Council has undertaken a programme to move lighting columns to the back of the footway. This reduces street clutter and therefore improves visibility for drivers whilst making more space on footways for pedestrians, wheelchairs, buggies and those living with sight loss. The authority is very mindful that we need to ensure that our pavements are safe for all pedestrians (particularly those with visibility impairments) and other highway users, and that we don't expose the County Council or individuals to excessive liability or risk and therefore does not permit trailing cables across a footway.

Despite the relatively low level of power delivered by each unit, the cumulative impact means that generally only a small number of lamp posts can support charging on any one street which means that this solution isn't scalable.

Pop-up chargepoints fit within the category of charging infrastructure known as kerbside units. The key difference in this innovation is that the charging unit retracts into the kerb. This supports the removal of street clutter and street space can then be utilised by other users and support those who have accessibility concerns.

However, in an on-street location, it is recommended that each chargepoint installed needs to have a dedicated EV charging bay with it. This effectively provides a protected private parking space for the resident who has requested the chargepoint (if there are initially no other plug-in owners on the street). To bring in parking restrictions requires a residents' parking permit scheme which requires the support of a proportion of residents on the street.

Additionally, it would be unreasonable to require a resident to continue using a plug-in vehicle. With leasing now the dominant form of new car 'ownership' it is increasingly common for car users to swap vehicles after 12, 24 or 36 months. This means that whilst a resident may have a plug-in vehicle when they request a chargepoint, they are not required to keep doing so. This issue also applies to ownership/tenancy at the address, which again could not reasonably be conditioned. Whilst in theory any established bays could be used by a new owner/tenant of the property or new EV owners on the street, in practice additional EV owners are more likely to request a facility outside of their property and given current plug-in vehicle rates it is highly unlikely that any new owner/tenant will have a

qualifying vehicle. This would then mean that they wouldn't be able to park in front of their property even if the bay was unused.

In both the above cases scalability is an issue. This means that whilst the first few requests on a road may be met, subsequent requests could not. This is not equitable and doesn't deliver our goal of supporting EV take up at scale. A 7-kW charger is a meaningful additional electrical load. It is equivalent to half the total import capacity of a house with a 60-amp fuse and about one third of the import capacity for a house with a 100-amp fuse. From a technical point of view, if additional capacity is needed in a street, it can be provided. However, the cost of this varies significantly from street to street depending upon the existing electrical supply. In some cases, no upgrades will be required. In streets where upgrades are needed, the costs can vary from tens of thousands of pounds to hundreds of thousands of pounds, sometimes in adjoining streets. This creates a postcode lottery which would lead to some residents having requests rejected whilst neighbours may have requests accepted. Through the recommendation that on street facilities require a dedicated parking bay, this effectively creates a protected private parking space for one resident.

These solutions either require high user tariffs (and therefore are not equivalent to home charging options) or will require ongoing revenue support from the Council to cover the cost of operation and maintenance. As a core principle of the public network is that user tariffs should support day to day costs, we would have to implement a high tariff. This would make the on-street solution less attractive for users and mean that they are more likely to seek out cheaper charging alternatives which would lead to underuse of chargepoints and a shortfall in revenue. It would be unreasonable to require residents to commit to using an on-street charger they have requested on an ongoing basis. This leads to a high likelihood of stranded assets, ongoing financial liabilities with no income, and unused spaces which is likely to cause ongoing issues for residents. Providing dedicated private car parking spaces does not support the governments' long-term goal of reducing the need for private car ownership dependency and encouraging active modes of travel. This is particularly important in areas where there are existing issues with lack of space for car parking, limited footway space and congestion.

Public chargepoints can support multiple vehicles, this is particularly true for Rapid and Ultra-Rapid chargers but also applies to Fast chargers. On street residential chargers will generally support one vehicle. A ratio of one charger to one vehicle is resource inefficient and as such does not support Climate Change and Sustainability objectives, it will also hold back the uptake of EVs as one for one charger deployment will take far longer and cost far more than public facilities.

A socially equitable public charging network is needed to provide affordable alternatives to home charging to ensure that those without access to off-street parking are not disadvantaged. Failure to provide alternatives could delay the transition to EVs for many Staffordshire residents. For residents without the ability to charge EVs off-street a number of alternative options to home charging will be important in enabling a transition to EV use.

Workplace charging during the day will also be an important option. In locations with poor public transport accessibility and where employees are dependent on car travel; we will engage with both public and private sector employers to encourage them to make use of the Government Workplace Charging Grant to establish and expand a workplace EV charging offer as part of a wider review of workplace car parking requirements for employees. We will engage with large public sector employers such as hospitals, schools and colleges and medical centres with workplace car parking to determine

EV charging infrastructure requirements. Retail and leisure destination car parks with dwell times of an hour or more also offer an opportunity to provide alternative EV charging options. Working with district and borough councils, together we will investigate opportunities to expand the charging network in local authority owned car parks in town and district centres and at other local authority assets such as car parking at leisure centres, gyms, libraries, community and health centres and recreation / sports facilities.

We will engage and work with private EV charging infrastructure providers and operators to coordinate them to install chargepoints off-street in retail and leisure destinations and community charging hubs in residential areas could also provide an alternative option in some locations. Where there are residential areas with significant on-street car parking we will investigate opportunities to facilitate off-street community charging hubs on a case-by-case basis where appropriate locations can be found and look at options that will enable residents to use these facilities for overnight charging where possible. These community charging hubs could potentially include charging bays for EV Car Club vehicles as well as other mobility services such as cycle hire or e-bike hire facilities, offering residents alternatives to private car ownership.

Appendix D: National Policies

Policy Title	Summary	Date of publication	Charge-point impact	Key Considerations	Chargepoint solution	Funding Opportunities	Timeframe
National Policies							
Reducing emissions from road transport: Road to Zero Strategy - GOV.UK (www.gov.uk)	The Government's long-term strategy to transition to zero emission road transport	2018	<ul style="list-style-type: none"> • New street lighting columns to include charging points. • Highway Infrastructure Code of Practice and the Network Management of Traffic Equipment Code of Practice – that highway authorities refer to as part of the management and maintenance of their assets – to include a section on the benefits of introducing EV lamppost chargepoints. 	<ul style="list-style-type: none"> • A cohesive, integrated, and affordable net zero public transport network, designed for the needs of the passenger, will empower consumers to make sustainable end-to-end journeys and enable inclusive mobility. • Clean Air Zone cities should continue to be used as a tool to achieve net zero. 	<ul style="list-style-type: none"> • Off-street • On-street • EV Forecourts • EV Charging Hubs 	<ul style="list-style-type: none"> • On-street Residential Chargepoint Scheme (ORCS) for local authorities • EV Charging Infrastructure Investment Fund • Tax and grant support increasing EV uptake • EVHS grant 	Medium - 2 - 5 years
Automated and Electric Vehicles Act 2018	Regulation of consumer experience of charging infrastructure, including requirements and prohibitions	2018	<ul style="list-style-type: none"> • Regulations may impose requirements on operators of public charging or refuelling points in connection with— (a) the method of payment or other way by which access to the use of public charging or refuelling points may be obtained; (b) performance, maintenance and availability of public charging or refuelling points; (c) the components of public charging or refuelling points that provide the means by which vehicles connect to chargepoints. 	<ul style="list-style-type: none"> • The information considered likely to be useful to consumers and users or potential users of the chargepoint, for example information about— (a) the location of the chargepoint and its operating hours, (b) available charging or refuelling options, (c) the cost of obtaining access to the use of the chargepoint, (d) the method of payment or other way by which access to the use of the point may be obtained, (e) means of connection to the point, (f) whether the point is in working order, and (g) whether the point is in use. 	<ul style="list-style-type: none"> • Off-street • On-street • EV Forecourts • EV Charging Hubs 		Short - under two years

Policy Title	Summary	Date of publication	Charge-point impact	Key Considerations	Chargepoint solution	Funding Opportunities	Timeframe
				<ul style="list-style-type: none"> Building regulations may require operators to— <ul style="list-style-type: none"> (a) provide a prescribed method of payment or verification for obtaining access to the use of public charging or refuelling points; (b) co-operate with each other for the purposes of a requirement imposed by the regulations (for example, by sharing facilities or information); (c) take prescribed steps for the purposes of such a requirement (for example, to provide information to a prescribed person). 			
EV Charging in Residential and Non-Residential Buildings	The Government proposal on charging requirements for residential and non-residential buildings	2019	<ul style="list-style-type: none"> Every residential building undergoing major renovation with more than 10 car parking spaces to have cable routes for electric vehicle chargepoints in every car parking space. Every new non-residential building and every non-residential building undergoing a major renovation with more than 10 car parking spaces to have one chargepoint and cable routes for an electric vehicle chargepoint for one in five spaces. A requirement of at least one chargepoint in existing non-residential buildings with more than 20 spaces, applicable from 2025. 	<ul style="list-style-type: none"> Within Building Regulations, the government will apply a requirement for cable routes to be installed in all residential buildings with more than 10 parking spaces undergoing major renovation, with some exemptions. The Government will lay down requirements for the installation of a minimum number of chargepoints in all existing non-residential buildings with more than 20 parking spaces. This requirement must be set by March 2020 and will come into force by 1st Jan 2025. 	<ul style="list-style-type: none"> Off-street On-street 	<ul style="list-style-type: none"> OZEV 	Short - under two years

Policy Title	Summary	Date of publication	Charge-point impact	Key Considerations	Chargepoint solution	Funding Opportunities	Timeframe
Future of mobility: urban strategy - GOV.UK (www.gov.uk)	Outlining the benefits, the Government wants to see from mobility innovation.	2019	<ul style="list-style-type: none"> • New modes of transport and new mobility services must be safe and secure by design. • Mass transit must remain fundamental to an efficient transport system. 	<ul style="list-style-type: none"> • The marketplace for mobility must be open to stimulate innovation and give the best deal to consumers. • The commercial benefits of innovation in mobility must be available to all parts of the UK and all of society. • New mobility services must be designed to operate as part of an integrated transport system combining public, private and multiple modes for transport users. • Data from new mobility services must be shared where appropriate to improve choice and the operation of the transport system. • Preparing the urban environment, through publishing Building Regulations guidance to support local decisions about the design and allocation of urban space. 	<ul style="list-style-type: none"> • Off-street • On-street • EV Forecourts • EV Charging Hubs 	<ul style="list-style-type: none"> • £90 million of funding in Future Mobility Zones. • Unspecified support of the automotive industry to adapt, by continuing to fund the research and development of low carbon technologies. 	Medium - 2 - 5 years
Workplace Charging Scheme (WCS)	The scheme is a voucher-based scheme providing support towards the cost of the purchase and installation of chargepoints up to 75% of the costs and capped at £350 for each socket.	2020	<ul style="list-style-type: none"> • The minimum technical specification for the Workplace Charging Scheme has been updated. Chargepoint models under 'fast DC' with a charging output greater than 3.5kW and not greater than 22kW are now eligible. 			<ul style="list-style-type: none"> • 75% of chargepoint costs up to £350 per chargepoint and maximum 40 chargepoints. 	

Policy Title	Summary	Date of publication	Charge-point impact	Key Considerations	Chargepoint solution	Funding Opportunities	Timeframe
Transport Decarbonisation Plan	The plan that follows on from Decarbonising transport published in March 2020 which set out the scale of reductions from transport needed to deliver the carbon budgets and net zero. The plan now sets out the commitments and actions made to decarbonise the UK transport system.	2021	<ul style="list-style-type: none"> • A driver should never be more than 25 miles away from a rapid (50kW) chargepoint anywhere along England’s motorways and major A roads. • The Energy White Paper sets out framework to ensure that there is investment to power transition to EVs. 	<ul style="list-style-type: none"> • Ofgem is currently reviewing the ways EV charging infrastructure is allocated and has recently published a consultation proposing that all network reinforcement costs should be socialised across electricity bill payers, rather than falling on the individual connecting consumer. • The National Model Design Code sets out a process for developing local design codes and guides, with supporting design guidance on movement and public spaces including streets. It outlines an expectation that development should consist of a well-connected network of streets with good public transport and an emphasis on active travel modes including walking and cycling. • Manual for Streets aligns with these principles and is routinely used for plan making and decision taking to secure better outcomes for our streets and public realm. 	<ul style="list-style-type: none"> • Off-street • On-street • EV Forecourts • EV Charging Hubs 	<ul style="list-style-type: none"> • £120 million in zero emission buses through the Zero Emission Bus Regional Areas scheme • £50 million provided through the All-Electric Bus Town or City scheme • £1.3 billion to accelerate the roll out of charging infrastructure • £1.3 billion over the next four years for charging • A new £90 million Local EV Infrastructure Fund, opening in 2022, • £880 million Air Quality Grant • £4.8 billion Levelling-Up Fund • £1.5 billion between April 2015 to March 2021 to support the early market and remove barriers to EV ownership and £2.8 billion package of measures to support the switch to clean vehicles • £1 billion to build an internationally competitive electric vehicle supply chain at pace and scale in the 	Medium - 2 - 5 years

Policy Title	Summary	Date of publication	Charge-point impact	Key Considerations	Chargepoint solution	Funding Opportunities	Timeframe
						UK. • £582 million for new vehicle grants until 2022-23. • £1.5 billion - Transport decarbonisation R&D investment by mode • £1.5 billion - Transport decarbonisation R&D investment by strategic priority	
EV Smart Charging	The Government published its final response to the electric vehicle smart charging consultation that was closed in May 2020.	2021	<ul style="list-style-type: none"> Smart charging technology will be required of all new chargepoints, phase one focuses on domestic and some workplace charge-points. 	<ul style="list-style-type: none"> Interoperability allowing consumers to switch chargepoint operators will be required in Phase Two. Data share across operators is being explored for commercial opportunities by Government. 	<ul style="list-style-type: none"> Off-street On-street 		Short - under two years
Ofgem EV Strategy	Ofgem is the energy regulator and has launched a strategy aimed at supporting EV infrastructure and technology while ensuring consumers are protected.	2021	<ul style="list-style-type: none"> Support will be given to ensure the network capacity is in place to support the required charging infrastructure. Costs to large electric consumers such as EV charging infrastructure to be brought down when reinforcement is required. 	<ul style="list-style-type: none"> Support the development of vehicle to grid technologies where EV owners can earn money exporting electricity back to the grid. Support the adoption of EVs by working with the sector to ensure the widest range of products, tariffs and services are available. 	<ul style="list-style-type: none"> Off-street On-street EV Forecourts EV Charging Hubs 		Long - 5 years +

Policy Title	Summary	Date of publication	Charge-point impact	Key Considerations	Chargepoint solution	Funding Opportunities	Timeframe
Net Zero Strategy: Build Back Greener	The strategy outlines the steps to be taken to cut emissions, take advantage of economic opportunities and support private investment.	2021	<ul style="list-style-type: none"> • By early 2030s 25% of cars will be electric which will require a charging network to support. • Later in 2021 an EV infrastructure strategy will be published. • Support developments in smart charging. 	<ul style="list-style-type: none"> • Support the move to EV for goods deliveries. • In decarbonising the transport sector new employment opportunities will be created. • Local Transport Plans will set out place-based strategies for improving transport networks with focus on carbon reduction and a move to net zero. • Ensure consumers have access to the required technologies. 	<ul style="list-style-type: none"> • Off-street • On-street • EV Forecourts • EV Charging Hubs 	<ul style="list-style-type: none"> • £620 million for zero emission vehicle grants and EV Infrastructure, including further funding for local EV Infrastructure, with a focus on local on street residential charging • Allocating a further £350 million from the up to £1 billion Automotive Transformation Fund (ATF) to support the electrification of UK vehicles and their supply chains • £70 million to roll out home, on-street and workplace chargepoints 	Long - 5 years +
Rapid Charging Fund	The Rapid Charging Fund (RCF) will support motorway and major A road service operators prepare for net zero.	2021	<ul style="list-style-type: none"> • By 2023, to have at least 6 high-powered, open-access chargepoints (150-350 kW capable) at motorway service areas in England. • By 2030, we expect around 2,500 high-powered, open-access chargepoints across England's motorways and major A roads. • By 2035, we expect around 6,000 high-powered, open-access chargepoints across England's motorways and major A roads. 		<ul style="list-style-type: none"> • EV Charging Hubs 	<ul style="list-style-type: none"> • Fund £950 million 	Long - 5 years +
The Ten Point Plan for a Green Industrial Revolution	The Ten Point Plan outlines key areas of focus and targets for the	2021	<ul style="list-style-type: none"> • Targeted support on rapid charging points on motorways and major roads. 	<ul style="list-style-type: none"> • In 2021 a Green Paper was to be published which outlines the post-EU emissions regulations. 	<ul style="list-style-type: none"> • Off-street • On-street • EV Forecourts 		Long - 5 years +

Policy Title	Summary	Date of publication	Charge-point impact	Key Considerations	Chargepoint solution	Funding Opportunities	Timeframe
	continued development to net zero.			<ul style="list-style-type: none"> • A focus on building the EV manufacturing industry in the UK 	<ul style="list-style-type: none"> • EV Charging Hubs 		
Future of transport: regulatory review: zero emission vehicles	The reviews aim to address outdated transport policies. The review is seeking views on the introduction of requirements to chargepoints.	2021	<ul style="list-style-type: none"> • Statutory obligation to provide charging infrastructure. • Requirements to install chargepoints in non-residential car parks. • New powers supporting the delivery of the rapid charging fund. • Requirements to improve the experience for electric vehicle consumers. 	<ul style="list-style-type: none"> • The review will consult on whose duty it will be to enact the legislation. This may be local authorities, chargepoint operators or energy companies. • Provision of the chargepoints will likely fall on the landowners. • Accessibility and safety will be key consideration within the user experience. 	<ul style="list-style-type: none"> • Off-street 		Short – under two years
Plug-in Grant Scheme	From December 2021 the grant scheme for zero-emission vehicles was updated to target less expensive models.	2021	<ul style="list-style-type: none"> • There will be £1,500 for vehicles under £32,000 with vehicles that are wheelchair accessible being prioritised with a higher grant. • There are also changes to the Plug-in Van Grant making the scheme more sustainable. 	<ul style="list-style-type: none"> • The aim of the changes to the grant is to increase the speed of EV uptake. This will have an impact on the charging infrastructure requirements. 	<ul style="list-style-type: none"> • Off-street • On-street • EV Forecourts • EV Charging Hubs 	<ul style="list-style-type: none"> • Fund £620 million 	Short – under two years
Taking Charge: The Electric Vehicle Infrastructure Strategy	The strategy combines the aims, objectives and funding provided by the UK Government.	2022	Outlining the continues support and objectives for charging infrastructure across the UK.	<ul style="list-style-type: none"> • Outline the strategic aims and objectives of the UK Government for charging infrastructure. 	<ul style="list-style-type: none"> • Off-street • On-street • EV Forecourts • EV Charging Hubs 	<ul style="list-style-type: none"> • £450 million Local EV Infrastructure Fund (LEVI) • A further £50 million in LEVI funding local delivery support • £950 million rapid charging fund 	Long - 5 years +

Table M: National EV policies

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S
REPORT TO**

Cabinet
10 January 2023

Report Title: Staffordshire-wide Climate Change Communication Plan

Submitted by: Executive Director of Sustainable Environment

Portfolios: Environment & Recycling

Ward(s) affected: All

Purpose of the Report

To support the objectives and actions of the Staffordshire Sustainability Boards County –wide communications plan to help reduce emissions outputs to reach net zero targets.

Recommendation

That:

- 1. Cabinet formally adopts the Staffordshire Sustainability Boards County wide Communications Pan.**
- 2. The Council helps facilitate action on the County wide communications plan through its membership of the Staffordshire Sustainability Board (SSB)**

Reasons

Sustainability and Climate Change are serious issues facing us all, and there is a need to work as a collective across Staffordshire, to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in.

1. Background

- 1.1 At its meeting on 4th November 2020, Cabinet received and endorsed the Council's reviewed Medium Term Financial Strategy including a mid-term review of the Council Plan. Under Priority 3 – a Healthy, Active and Safe Borough, Cabinet reaffirmed its commitment to establish a Sustainable Environment Strategy for the Council and the Borough linked to Government targets.
- 1.2 Across Staffordshire, all ten local authorities have committed to similar strategies, and declarations of climate emergencies.
- 1.3 In order to provide a consistent and collaborative approach across the County of Staffordshire, The Staffordshire Leaders and Chief Executives Group has committed to work

collaboratively to successfully achieve net carbon zero in line with each of our independent authority's climate change declarations.

- 1.4 A Staffordshire Sustainability Board (SSB) has been set up to facilitate collaborative forum, consisting of member Portfolio Holders and senior officers with responsibility for sustainability, supported by a team of advisors drawn from across the authorities. The SSB works to influence change within its own individual organisations as well as other organisations and individuals to ensure that Staffordshire is net zero by at least 2050 or before.
- 1.5 In the Staffordshire Sustainability Board's 'Vision and Council Commitments 2022-2023' statement, we agreed that all councils will work together to contribute towards a countywide communications group, to deliver and manage a countywide communications plan, working together to drive our collective carbon reduction goals forward.
- 1.6 Communicating well is the responsibility of every member of Staffordshire's Sustainability Board and their respective organisations. It will be important for communication to be integrated at all levels.
- 1.7 Staffordshire is a relatively affluent area but has notable pockets of high deprivation in some urban areas.
- 1.8 Staffordshire has two well-renowned universities educating around 20,000 higher education students. Keele University is currently Global Sustainability Institution of the Year
- 1.9 There are a number of active climate change groups across Staffordshire, including Climate matters, The Globe Foundation, Staffordshire Moorlands Climate Action Group, Zero Carbon Rugeley, Sustainability Matters and No Planet B.

2. **Issues**

- 2.1 Staffordshire as a whole county emits approximately 5.8million tonnes of carbon a year. Staffordshire's collective local authorities contribute less than 2% of these carbon emissions.
- 2.2 The main carbon emissions in Staffordshire come from Transport (40%), Industry (24%), Residential Homes (23%), Commercial (6%), Agriculture (4%), Public sector (2%), Other (1%).
- 2.3 Over the last four years, the population in Staffordshire has increased by 6%. The number of new homes has increased by 6% and there is a 13% increase in car use nationally. The current resident population is 867,100, covering a large geographical area of over 1,010 square miles.
- 2.4 Research from the National Centre for Social Research 'British Social Attitudes' report has found that overall, Britain is relatively relaxed about climate change, and not strongly divided over it. There are more worried than there are sceptical individuals, but the majority in Britain appears to have middling attitudes towards climate change. They know about it, and acknowledge a human component, but are overall relatively indifferent and apathetic about climate change.
- 2.5 Differences by age and education are reasonably strong and consistent when it comes to beliefs and concerns about climate change and what the government should do about it. Other socio-demographic variables, such as sex, ethnicity, and income, are typically weak and sporadic.

2.6 On average, people in Britain are only “somewhat worried” about climate change, and do not feel a strong sense of personal responsibility to try to reduce it. Those who think climate change is mainly or entirely caused by humans feel more personally responsible for trying to mitigate it. However, most people do not think that climate change is mainly caused by humans or that the consequences will be very bad.

2.7 At the present time, we have limited knowledge of our residents’ thoughts and feelings about climate change. Further public engagement around climate change would be beneficial when planning activity in the future.

3. **Proposal**

3.1 A County wide communications plan has been developed, and is detailed in appendix 1. The plan will rely on the collective responsibility across the SSB members. The plan will rely on the collective responsibility and a distributed model of communication. The communications plan follows the OASIS framework (Objective, Audience, Strategy, Implementation, Scoring) which is a structured way of tackling a communications issue to achieve objectives.

3.2 the objective of the communication plan is –

- Engage with residents to increase understanding of climate change issues.
- Motivate residents to take practical steps to reduce their carbon emissions.

3.3 a consultation is proposed and will ask members of the public key questions around their understanding of climate change, how much they care, what kind of personal responsibility they feel and any barriers they face to being greener. The consultation aims to capture both quantitative and qualitative responses, allowing a deep understanding of what our residents think. The consultation will launch with an online digital questionnaire, and a number of in-person engagement sessions will be run in each district. A roadshow event developed as part of the communications plan, known as the ‘Carbon Bubble’ (detailed in Appendix 1) will also be used to engage residents, and capture their feedback.

3.4 It is proposed to launch the consultation in March 2023, continuing until the end of the summer. By the Autumn of 2023 we will then have a good picture of what our residents think about climate change and their personal responsibility to be greener. This will help us to plan for the 2024 communications activity.

3.5 The consultation results will provide a baseline to be able to monitor and measure changes in attitudes and behaviour. Any future communications plan will benefit greatly from more Staffordshire specific audience research about climate change and sustainability.

3.6 in the spirit of co-production all members of the board will work together on delivery of the plan, keeping themselves updated on activities and to amplify the agreed communications. In terms of the council, this work will be led by the Sustainable Environment development team. We will utilise our local advocates and influencers through the university and climate change action groups to share our messages.

4. **Reasons for Proposed Solution**

4.1 Sustainability and Climate Change are serious issues facing us all, and there is a need to work as a collective across Staffordshire, to address climate change adaptation measures

that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in.

5. **Options Considered**

5.1 The Council could just focus on and work in isolation in achieving its own targets as set out in the Sustainable Environment Strategy was approved by Cabinet. However, there are significant advantages in working collaboratively particularly around communications across Staffordshire, sharing best practice and innovation. It will present consistent messaging and help reduce duplication, therefore allowing all authorities in Staffordshire to move forward effectively, and meet individual challenges of becoming Net Zero organisations.

6. **Legal and Statutory Implications**

6.1 The Climate Change Act 2008 has the following provisions:

Carbon targets and carbon budgeting – The Act places the government under a legal duty to reduce greenhouse gas emissions by 80% below 1990 levels by 2050

The committee on Climate Change – The Act also establishes the Committee on Climate Change, an independent, expert body to advise government on the appropriate level for target, budgets, and on matters relating to mitigation and adaptation. The Committee will submit annual reports to parliament on progress towards the targets and government must respond to this report.

6.2 Councils Duty to reduce carbon emissions which are further legislated for as part of the Environment

6.3 All Local Authorities have a 'biodiversity duty' under the Natural Environment & Rural Communities Act 2006.

7. **Equality Impact Assessment**

7.1 There are no equality issues arising from this report. However there may be Equality impact assessments required going forward, as the communication plan are undertaken and developed.

8. **Financial and Resource Implications**

8.1 The total annual spend for the delivery of the communications will be £24,000 in total. Each member of the SSB has committed to contribute £3,000 towards delivery of the plan.

8.2 Financial support for this programme will be taken from the £100,000 per annum has been agreed through the Councils Borough Growth fund.

9. **Major Risks**

9.1 There are growing expectations that Councils take a leading and decisive role in this respect and there are reputational risks to the Council in not acting positively.

9.2 There are overarching risks of inaction in respect of the Councils response to the environmental threats caused by rising carbon emissions, habitat loss, plastic pollution and poor use of dwindling natural resources. As a result, Councils around the UK and Governments around the world are responding to these threats and public calls for a robust and rapid reduction and mitigation measures and need an effective communications plan to support those activities.

10. UN Sustainable Development Goals (UNSDG)

10.1 This report, and the base pledges contained within it support all of the UNSDG goals



11. Key Decision Information

11.1 This report is a key decision, as Climate Change has the potential to have a significant effect on communities living or working in an area.

12. Earlier Cabinet/Committee Resolutions

12.1 Cabinet approval to support the ten base pledges recommended by the SSB.

12.2 Cabinet approved the Councils Sustainable Environment Strategy at its December 2020 meeting.

13. List of Appendices

13.1 Staffordshire sustainability Board – Countywide Communications Plan. – Appendix 1

14. Background Papers

14.1 None.

Staffordshire's Sustainability Board

Draft County-wide Communications Plan

1. Introduction

Effective communications will help Staffordshire successfully reduce its carbon emission output to reach net zero.

In the Staffordshire Sustainability Board's 'Vision and Council Commitments 2022-2023' statement, we agreed that all councils will work together to contribute towards a countywide communications group, to deliver and manage a countywide communications plan, working together to drive our collective carbon reduction goals forward.

Communicating well is the responsibility of every member of Staffordshire's Sustainability Board and their respective organisations. It will be important for communication to be integrated at all levels.

This plan will rely on collective responsibility and a distributed model of communication.

In the spirit of co-production all members of the board and their communications team counterparts will work together to keep themselves updated on activities and to amplify the agreed communications.

This communications plan follows the OASIS framework (Objective, Audience, Strategy, Implementation, Scoring), which is a structured way of tackling a communications issue to achieve objectives.

2. The case for a county wide communications strategy to tackle climate change:

- 2.1. Staffordshire as a whole county emits approximately 5.8million tonnes of carbon a year. Staffordshire's collective local authorities contribute less than 2% of these carbon emissions.
- 2.2. Each local authority has a strategy to tackle their individual emissions. However, it is documented that collectively, councils could use their influence to impact a significant proportion of the total emissions. We want to use this influence to enable and facilitate change, where possible, throughout the whole of Staffordshire.
- 2.3. The main carbon emissions in Staffordshire come from Transport (40%), Industry (24%), Residential Homes (23%), Commercial (6%), Agriculture (4%), Public sector (2%), Other (1%).

- 2.4. Over the last four years, the population in Staffordshire has increased by 6%. The number of new homes has increased by 6% and there is a 13% increase in car use nationally.
- 2.5. The Staffordshire Leaders and Chief Executives Group has committed to work collaboratively to successfully achieve net carbon zero to reach net zero, we need to encourage residents to do their bit and help them to understand how they can reduce their carbon footprint.

3. Objective of communications activity

- 3.1. The objectives of our communication
 - 3.1.1. Engage with residents to increase understanding of climate change issues.
 - 3.1.2. Motivate residents to take practical steps to reduce their carbon emissions.

4. Audience

4.1. The Staffordshire Landscape

- 4.1.1. Staffordshire has a resident population of 867,100 and covers a large geographical area of over 1,010 square miles.
- 4.1.2. Like many other County areas, a major characteristic of Staffordshire is its growing, ageing population.
- 4.1.3. Tamworth and East Staffordshire are the only districts in Staffordshire that have a significantly younger population than the national average.
- 4.1.4. Around a quarter of residents live in rural areas. South Staffordshire (40%), Stafford (33%), Staffordshire Moorlands (31%) and Lichfield (31%) are particularly rural whilst Tamworth's population is classified as entirely urban.
- 4.1.5. Staffordshire is a relatively affluent area but has notable pockets of high deprivation in some urban areas.
- 4.1.6. Staffordshire has two well-renowned universities educating around 20,000 higher education students. Keele University is currently Global Sustainability Institution of the Year (International Green Gown Awards, 2021)
- 4.1.7. We have a number of active climate change groups across the county including Climate Matters, The Globe Foundation, Staffordshire Moorlands Climate Action Group, Zero Carbon Rugeley, Sustainability Matters and No Planet B.

4.2. Social Attitudes to Climate Change – Audience Insight

- 4.2.1. Research from the National Centre for Social Research 'British Social Attitudes' report has found that overall, Britain is relatively relaxed about climate change, and not strongly divided over it. There are more worried than there are sceptical individuals, but the majority in Britain appears to have middling attitudes towards climate change. They know about it, and acknowledge a human component, but are overall relatively indifferent and apathetic about climate change.
- 4.2.2. Differences by age and education are reasonably strong and consistent when it comes to beliefs and concerns about climate change and what the government should do about it. Other socio-demographic variables, such as sex, ethnicity, and income, are typically weak and sporadic.
- 4.2.3. On average, people in Britain are only “somewhat worried” about climate change, and do not feel a strong sense of personal responsibility to try to reduce it. Those who think climate change is mainly or entirely caused by humans feel more personally responsible for trying to mitigate it. However, most people do not think that climate change is mainly caused by humans or that the consequences will be very bad.
- 4.2.4. As well as differing in how worried they are about climate change, people may also feel different levels of personal responsibility to try to reduce climate change. Residents were asked on a scale of personal responsibility for helping with climate change, where 0 means no responsibility and 10 means feeling a great deal of responsibility. Responses were quite spread out across the scale, with scores from 5 to 8 being the most popular, showing that the majority feel a moderate personal responsibility to help reduce climate change. The 35 - 64 year-old age group felt the highest level of personal responsibility.

4.3. Audience conclusion

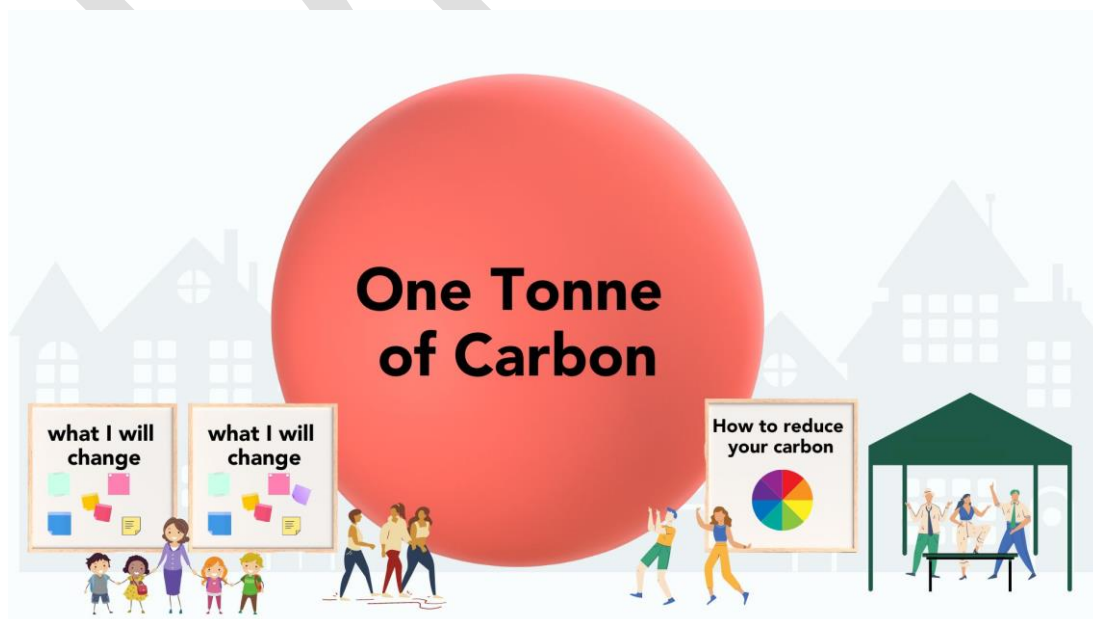
- 4.3.1. Given the objectives we want to achieve with our communication, and the above audience insight, keeping our audience group as wide as possible will help us to get the most reach and engagement.
- 4.3.2. A future communications plan would benefit greatly from more Staffordshire specific audience research about climate change and sustainability.
- 4.3.3. We will utilise our local advocates and influencers through our universities and climate action groups to share our messages.

5. Strategy

This section looks at what will do throughout the year to reach our objectives.

5.1. Carbon Bubble Roadshow

- 5.1.1. To increase resident engagement, throughout Spring/ Summer 2023 we will run a Carbon Bubble Roadshow. The 10m x10m orange inflatable bubble with the words 'One Tonne of Carbon' has been used nationwide by PWC as a successful climate change engagement tool and was trailed by Staffordshire County Council in 2022. The trial that took place on 'Earth Day' saw engagement both face to face in the town centre and on social media, as well as making regional news. Lessons learnt from the trial and feedback have allowed us to develop a clear plan for how we would run a road show of the bubble across the county to engage with as many residents as possible.
- 5.1.2. Most of the events will be held mid-week on a Wednesday during the working day. At the event we will have staff members from the district and borough councils educating people about their carbon footprint and what they can do to be greener.
- 5.1.3. We will collectively promote the events and invite along local schools and education settings.
- 5.1.4. We will ask residents to make a pledge on a community pledge board to say what they will do to reduce their carbon footprint. This information will then be saved and displayed in the local library.
- 5.1.5. On the stand we will help people to understand their carbon footprint by working them through a simple 'calculator' and give them a score between 'small footprint', 'medium footprint', 'large footprint. We will then give them tips on how they can reduce their personal footprint.



5.1.6. The below timetable sets out when and where the bubble roadshow will take place:

Local Authority Area	Location	Date
East Staffordshire	Burton Town Centre	Wednesday 3 rd May 2023
Newcastle	Market Square	Wednesday 17 th May 2023
Cannock	Cannock Chase Marquis Drive or Hednesford Park	Wednesday 7 th June
Stafford	Stafford in The World Festival - Victoria Park	Wednesday 2 nd June
Moorlands	Leek Market Square	Wednesday 5 th July
Lichfield	Market Square	Wednesday 19 th July
Tamworth	Castle Grounds	Wednesday 9 th August
South Staffordshire	Camp Bestival – Weston Park	Thursday 17 th – 20 th August

5.2. Joined up communications calendar

5.2.1. To maximise our reach and awareness raising, we have developed a joint communications calendar for 2023, where we will share a climate change and sustainability messages around key celebrations throughout the year such as Valentine’s Day, Easter, Halloween, Black Friday, Christmas, and Boxing Day.

5.2.2. Once a quarter we will also promote one climate change awareness day/week to support the agenda. The proposed climate change awareness days have been selected based on their ability to best share messages about climate change and carbon reduction as well as their location in the calendar.

Date	National Day	Key Messages
14 th February 2023	Valentine’s Day	Share informaton about how to ‘love your planet this Valentine’s Day’ and how to have a sustainable valenatines day. Recycling chocolate packets, chocolate wrappers, only buying what you need and other relevant climate change messages.
9 -10 th April 2023	Easter	Share information about how to have a sustainable Easter. Linking into how climate change is jepordising chocolate production. So to make sure we have chocolate, we need to do our bit to be greener. With some suggestions of how people can have a sustainable easter by recycling boxes, and buying eggs with less packaging.
22 nd April 2023	Earth Day	Sharing the national earth day messages
5 th June 2023	World Environment Day	Sharing the national World Environment Day Messages
1 st – 7 th July 2023	Net Zero Week	Sharing the national Net Zero Week messages
24 th – 2 nd October 2023	Big Green Week	Sharing the national Big Green Week messages
31 st October 2023	Halloween	Develop a Halloween campaign to tell people how to have a sustainable Halloween, based on swapping costumes, reducing pumpkin

		waste.To reduce textile and food waste.
26 th November	Black Friday	Develop a Black Friday campaign encouraging people to think twice before buying in the sales and if they do buy something, what they can do with their old items, for example donating them to charity or HWRC'S.
1 st – 12 th December	12 Days of Christmas	Developing a 12 days of Christmas campaign to share how people can have a sustainable Christmas

5.2.3. A secondary list of relevant awareness days has been collated below for information. We will support these days on an ad hoc basis by sharing and amplifying the national messages. However, we will not run specific campaigns around these days.

Secondary Awareness Days 2023	Earth Day -22 nd April World Environment Day – 5 th June Net Zero Week – 1 st – 7 th July Big Green Week – 24 th September – 2 nd October Recycle Week – 19 th – 25 th September National Clean Air Day – 8 th October International Compost Awareness Week 1 st – 7 th May No Mow May – 1 st – 31 st May Walk to School Week – 20 th May – 25 th May National Refill Day – 19 th June Plastic Free July – 1 st – 31 st July Cycle to Work month – August Zero Waste Week – 1 st - 7 th September World Electric Vehicles Day – 9 th September Zero Emissions Day – 21 st September International Walk To School Month – October National Tree Week – Last week of November
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5.3. Consultation

- 5.3.1. At the present time, we have limited knowledge of our residents’ thoughts and feelings about climate change. A public consultation around climate change would be beneficial when planning activity in the future.
- 5.3.2. The consultation will ask the members of the public key questions around their understanding of climate change, how much they care, what kind of personal responsibility they feel and any barriers they face to being greener.
- 5.3.3. The consultation results will give us a good baseline to be able to monitor and measure and changes in attitudes and behaviour.
- 5.3.4. The consultation will capture both quantitative and qualitative responses so we can get a deep understanding of our residents. To do this, we will launch an online digital questionnaire, run a handful of in-person engagement sessions in each area, as well as using the carbon bubble road show events to really listen

to residents and capture their feedback.

5.3.5. We propose that the consultation launches in March 2023 and then continues until the end of the Summer. By the Autumn of 2023 we will then have a good picture of what our residents think about climate change and their personal responsibility to be greener. This will help us to plan for the 2024 communications activity.

5.4. Summary of activity

The below yearly calendar plots out when all of our joint communications throughout 2023 as part of the climate change and sustainability agenda.



6. Budget

- 6.1. Each district and borough council is requested to contribute £3,000 alongside a £25,000 contribution from the county council. The funding will be used to deliver the carbon bubble roadshows, consultation activity and events, and social media activity.

7. Scoring and evaluation

- 7.1. The Communications representatives will meet monthly to discuss the ongoing work, and upcoming plans.
- 7.2. Each quarter Communications will report back to the Sustainability Board on the below:

Activity that has taken place during the quarter
Website clicks (using Bitly)
Media coverage
Social media engagement (reach, likes, comments)
Summer: How many people engaged with at the Carbon Bubble event
Summer: How many pledges were made at the Carbon Bubble event
Summer: Photographs from the Carbon Bubble Events
How many people worked out their carbon footprint using the calculator
How many people signed up to the Make Staffordshire Sustainable email
What activity is coming up

Cabinet Forward Plan

This plan gives notice of decisions that [Cabinet](#) is expecting to take over the next few months. It also gives, except in cases of urgency, at least 28 days notice of all “Key Decisions” that will be taken. “Key Decisions” are decisions about “executive” functions that will:-

- A) result in the Council incurring expenditure or making savings of £100,000 or more (revenue), and/or £250,000 or more (capital); and/or
- B) be significant in terms of the effects on communities living or working in an area comprising two or more wards of the Borough.

We have to take some Cabinet decisions in private because they deal with confidential or “exempt” information. That is information described in one or more of the following categories set out in Schedule 12A of the Local Government Act 1972.

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals an authority proposes;
 - a. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b. to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime

If we intend to take a decision in private, we will tell you why in the plan below. If you disagree with our reasons, you can tell us why using the contact details below. We will respond to you directly and will publish our response in the meeting agenda. If we have published the meeting agenda before we can respond, we will respond verbally at the meeting and record the response in the minutes.

You can find more information about Cabinet, Cabinet Members and their portfolios, agendas, reports and minutes [here](#).

More information on Cabinet procedures, executive functions, Key Decisions, urgent decisions and access to information is available in our [Constitution](#).

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if applicable)	Key Decision Yes/No
Draft Revenue and Capital Budgets and Strategies 2023/24	To consider the Draft Revenue and Capital Budgets and Strategies for the forthcoming year	Finance, Town Centres and Growth	Cabinet – 10 January	Finance, Assets and Performance	All Wards	N/A	Y
Schedule of Fees and Charges 2023/24 A confidential appendix will be considered alongside this report. It will be considered under Part 2 of the agenda by virtue of paragraph 3 of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.	To consider the proposed schedule of fees and charges for the forthcoming year	Finance, Town Centres and Growth	Cabinet – 10 January	Finance, Assets and Performance	All Wards	3	Y
Staffordshire Wide Climate	To consider a report on a climate change	Environment and	Cabinet – 10 January	Health, Wellbeing and Environment	All Wards		N

Change Communication Plan	communications plan	Recycling					
Electric Vehicle Charging Strategy	To consider a report on a charging strategy	Environment and Recycling, Finance, Town Centres and Growth	Cabinet – 10 January	Finance, Assets and Performance	All Wards		N
York Place contract – progress report	To consider a progress report on the York Place contract	Finance, Town Centres and Growth	Cabinet – 10 January	Economy and Place	All Wards		Y
Multi Storey Car Park – Newcastle under Lyme – progress report	To consider a progress report on the contract for the car park in Newcastle under Lyme	Finance, Town Centres and Growth	Cabinet – 10 January	Economy and Place	All Wards		Y
Walley's Quarry	To consider a report on Walley's Quarry	One Council, People and Partnerships, Environment and Recycling	Cabinet – 10 January	Health, Wellbeing and Environment	All Wards	N/A	N
Quarter 3 Budget and Performance Report	To consider the budget and performance report for Quarter 3 – October – December 2022	Finance, Town Centres and Growth, One Council, People and Partnerships	Cabinet – 7 February	Finance, Assets and Performance	All Wards		Y
Revenue and Capital Budgets and Strategies 2023/24	To consider the draft revenue and capital budget and strategies	Finance, Town Centres and Growth	Cabinet – 7 February	Finance, Assets and Performance	All Wards		Y
Astley International	To consider a report updating on the Astley	Leisure, Culture and	Cabinet – 7 February	Health, Wellbeing and Environment	All Wards		Y

Centre for Performing Arts	International Centre for Performing Arts	Heritage					
Walley's Quarry	To consider a report on Walley's Quarry	One Council, People and Partnerships, Environment and Recycling	Cabinet – 7 February	Health, Wellbeing and Environment	All Wards	N/A	N
Irrecoverable Items 2022/23. A confidential appendix will be considered alongside this report. It will be considered under Part 2 of the agenda by virtue of paragraph 3 of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.	To consider a report outlining irrecoverable items	Finance, Town Centres and Growth	Cabinet – 14 March	Finance, Assets and Performance	All Wards	3	Y
Walley's Quarry	To consider a report on Walley's Quarry	One Council, People and Partnerships, Environment and Recycling	Cabinet – 14 March	Health, Wellbeing and Environment	All Wards	N/A	N

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

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