

Cabinet

Wednesday 16 November 2022

10:00

Oak Room, County Buildings, Stafford

The meeting will be webcast live which can be viewed at any time here:

<https://staffordshire.public-i.tv/core/portal/home>

John Tradewell
Director of Corporate Services
8 November 2022

A G E N D A

1. **Apologies**
2. **Declarations of Interest in accordance with Standing Order 16**
3. **Decision notice of the meeting held on 19 October 2022** (Pages 1 - 12)
4. **Leader's Update**

Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 2 November 2022** (Pages 13 - 14)
6. **Staffordshire Means Back to Business - Oral Update**

Deputy Leader and Cabinet Member for Economy and Skills
7. **Climate Change Action Plan and Climate Change Annual Report** (Pages 15 - 70)

Cabinet Member for Environment, Infrastructure and Climate Change
8. **Half Yearly Treasury Management Report for the Period Ended 30 September 2022** (Pages 71 - 94)

Cabinet Member for Finance and Resources

9. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 95 - 96)
10. **Forward Plan of Key Decisions** (Pages 97 - 102)
11. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below”.

PART TWO

(All reports in this section are exempt)

Membership

Alan White (Chair)	Jonathan Price
Philip White	Mark Sutton
Mark Deaville	Simon Tagg
Julia Jessel	David Williams
Paul Northcott	Victoria Wilson
Ian Parry	

Notes for Members of the Press and Public

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Recording by Press and Public

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.



Minutes of the Cabinet Meeting held on 19 October 2022

Attendance	
Julia Jessel	Alan White (Chair)
Ian Parry	Philip White
Jonathan Price	David Williams
Mark Sutton	Victoria Wilson
Simon Tagg	

Cabinet Support Member in attendance: Paul Northcott

Apologies: Mark Deaville

PART ONE

46. Declarations of Interest in accordance with Standing Order 16

The following Member declared an interest in accordance with Standing Order 16.5:-

Member	Minute Nos.	Interest	Reason
Simon Tagg	62	Personal	Opposed to the sale of the Seabridge Centre and to the Planning Application.

47. Decision notice of the meeting held on 21 September 2022

Decision – That the notes of the meeting held on 21 September 2022 be approved.

48. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including the county council submitting bids to create investment zones on the A50/A500 corridor; the official opening of the new Bramshall Meadows First School in Uttoxeter; the We Are Staffordshire programme, through which the county council is working with businesses, universities, attractions and others to promote our great county as a place to invest, live, study and visit; the help available to Staffordshire households with the rising cost of living; the Council's Here to Help campaign which

includes advice for people to look after their wellbeing; and the publication of the Council's annual climate change report; be noted.

49. Minutes of the meeting of the Property Sub-Committee held on 5 October 2022

Decision – That the minutes of the meeting of the Property Sub-Committee held on 5 October 2022 be received.

50. Staffordshire Means Back to Business

Decision – That the oral report of the Deputy Leader and Cabinet Member for Economy and Skills giving an update on "Staffordshire Means Back to Business" activity including the following matters be noted:

- The Council's submission to central government, putting forward the A50 A500 Hydrogen Technologies Corridor, in Staffordshire, as a potential Investment Zone. (As part of that submission two key sites at Blythe Vale in Staffordshire Moorlands and Branston Locks in East Staffordshire have been included).
- The County Council's business support programmes which have already invested over half a million pounds in start-up support programmes. The Start Up And Step-Up businesses support is one of the main priorities in our economic development strategy. As a County Council we have made a commitment to invest a minimum of £100,000 per year in Start-up and Step-up business support programmes on an on-going basis. Given that global events continue to impact the local and national economy, primarily the war in Ukraine and the related increases in fuel and energy prices which are impacting local businesses, this support has never been more important.
- The current economic climate which presents a number of challenges to the local, regional and national economies in the short-term, with the Bank of England now predicting that we will enter recession this year and remain in contraction for some time.
- An increase in unemployment, with the number of work-related benefit claimants in Staffordshire increasing by 310 between August and September, primarily due to increases in fuel and energy prices leading to some businesses having to reduce staffing. Therefore it is more important than ever that the right business support is in place to help viable businesses survive during these challenging times, help people to start their own business and ensure that benefit claimants have the right support and skills to access the high number of jobs available in the local economy such as through the Government's 'Plan for Jobs'

schemes including Restart and Skills Bootcamps and help prevent them becoming long-term unemployed.

51. Integrated Performance Report - Quarter 2, 2022/23



"Creating the right conditions for businesses and our economy to grow and thrive remains a priority for the county council while managing the inflationary pressures we currently face.

We continue to do what is necessary to support those who need us most, however, increasing costs across the board along with the rising demand of social care for adults and children together with huge inflationary costs continues to put pressures on finances.

Demand for adult social care assessments and safeguarding remains high and we continue to prioritise individuals at the highest risk. Recruitment to the service has now started, however national recruitment and retention difficulties remains a key issue.

Work to transform our children's services is ongoing and we continue to face pressures including the rising cost, number and complexity of Child Protection & Children in Care. The Holiday Activity and Food programme ran through the summer supporting families by providing almost 47,000 places for children and young people. This quarter we also saw the opening of two new schools, Bramshall Meadows First School in Uttoxeter and Fradley Park Primary in Lichfield.

The Staffordshire Warmer Homes scheme continues to provide significant benefits to some of our more vulnerable residents, especially given the rising price of energy. Up to August 2022, 613 households had benefitted from 762 home installations, while over 2,300 people had received wrap around services.

We know that residents across the county remain worried about the rise in the cost of living. To date approximately 52,000 people (including children, families and pensioners) have benefitted from £5.5

million worth of help over the summer through the Household Support Fund. We also continue to direct people to support on things like managing debt, paying bills, food and essentials, staying warm and helping others.

Staffordshire businesses are also under pressure from rising costs. So we continue to support our local economy through the Staffordshire Means Business programme, which has already supported hundreds of local companies and the creation of 400 new apprenticeships.

Despite the inflationary pressures facing councils like ours, we will invest to keep growing the county in a sustainable way to make a positive difference in the lives of our residents. We want Staffordshire people to enjoy a better quality of life, in thriving communities, and live longer in good health.”

Alan White, Leader of the Council



“All council departments continue to deliver against their priorities, whilst progressing with activities in the organisation’s delivery plan.

Good progress has been made across the organisation during the quarter, however increasing costs and inflationary pressures across the organisation are having a significant impact. In addition, workforce capacity and recruitment, and demand challenges remain, particularly within Health and Care and Families and Communities.

The latest revenue forecast outturn shows a forecast overspend of £10.908m (1.9%), prior to additional funding for inflationary pressures being taken into account. Once this one-off funding is included and an allocation from the Inflation Reserve is assumed, the overspend reduces to £6.408m (1.1%). This is compared to an overspend of £3.643m reported at Quarter 1.

Like many local authorities, we still face financial challenges, but we continue to keep our finances in as strong a position as possible. Well managed finances ensures that we provide good value for

	<p>money for local tax-payers and means we can continue to invest in our future and growing our economy.”</p> <p>Ian Parry, Cabinet Member for Finance and Resources</p>
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Reasons for the Decision – To consider an overview of Staffordshire County Council’s progress, performance, and financial position in delivering against its Strategic Plan and Delivery Plan.

Decision – That the report be received.

52. Nexxus Trading Services Limited - Annual Report 21/22

	<p>“Nexxus was created to help care for the people of Staffordshire when there was no-one else to turn to.</p> <p>Since then, it has grown both in size and importance so that it is now provides vital care across the county, delivering home care where there are shortages in the private sector and maintaining residential care when needed.</p> <p>Turnover has increased by more than a third in 12 months, delivering a modest profit, and now employs 340 people, each essential to this success story.”</p> <p>Alan White, Leader of the Council</p>
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Reasons for the Decision – To consider an update on the activities and performance of Nexxus Trading Services Limited during 2021/2022.

Decision – (a) That the report be received.

(b) That the in-year trading profit of £18,791, which has been transferred to company reserves, be noted.

53. Final Recommendations for the Future Commissioning Arrangements for Supported Living Services in Staffordshire



“Supported living services give people with physical and learning disabilities, mental health issues the care and support they need, while also ensuring they can be as independent as they wish. It is important that the services provided offer good quality care, promote independence, and offer the best value for money.

After talking to our service users, providers and other stakeholders, it is clear they want us to ensure we get the best quality of care from our contracting arrangements, one that builds on people’s strengths, promotes independence, and allows them to achieve the outcomes they want”.

Julia Jessel, Cabinet Member for Health and Care

Reasons for the Decision – To consider the outcome of the engagement undertaken with stakeholders and final recommendations for the future commissioning arrangements for Supported Living Services in Staffordshire.

Decision – (a) That the outcome of the engagement undertaken as part of the recommissioning of Supported Living services in Staffordshire be noted.

(b) That the final recommendations for the future commissioning arrangements for Supported Living Services in Staffordshire, as set out in paragraphs 8 to 12 of the report, be approved.

(c) That the further extension of the Dynamic Purchasing System for commissioning Supported Living until 30th June 2024 be approved.

54. High Needs Provision Capital Allocation Funding



“We want all children with special educational needs and disabilities (SEND) to be able to reach their potential by receiving the right support at the right time in their own communities, at their local school or nearest suitable place of education.

Supporting these projects will allow schools to make extra provision and increase their capacity to provide support where it can make a real difference”.

Jonathan Price, Cabinet Member for Education (and SEND)

Reasons for the Decision – To consider proposals for the utilisation of High Needs Provision Capital Allocation funding within Staffordshire Educational settings.

Decision – (a) That approval be given to the utilisation of the funding within Staffordshire Educational settings to:

- (i) Increase access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision) with the development of resource bases.
- (ii) Increase the local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools.

(b) That the Director for Children and Families be given delegated authority to allocate the funding to the individual capital projects at educational settings.

55. Family Hubs in Staffordshire

	<p>“Our Family Hubs have been running successfully for many years. However, over the years we have realised that expectant parents, children and young people all need services that meet their needs and are easy to access. Our Family Hub Network proposes a new approach to bring together early help and intervention from not just the county council, but a variety of other organisations that work to make the lives of families better.</p> <p>This new way of working will ensure families have easy access to the services they need. It is crucial that we continue to work with children and young to ensure they feel safe within their home and the community and are able to get the right help at the right time.”</p> <p>Mark Sutton, Cabinet Member for Children and Young People</p>
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Reasons for the Decision – To consider an overview of the national context for Family Hubs, an overview of some of the local context that has been explored and an outline plan for the direction for Staffordshire.

Decision – (a) That the emerging Family Hub model, as detailed within the report, be endorsed and that officers be supported to further develop this working with partners and key stakeholders; and

(b) That this model be advocated and championed more broadly to help the Council to realise its ambitions locally.

56. Early Help Strategy 2022-2027

	<p>“As a county council we are committed to working with partners across Staffordshire to ensure that the welfare of children and young people is a top priority.</p> <p>This strategy sets out our joint approach to help ensure that young residents and their families get the right help at the right time and in the right place.”</p> <p>Mark Sutton, Cabinet Member for Children and Young People</p>
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Reasons for the Decision – To consider the proposed refresh of the Council’s early Help Strategy which has been developed as a partnership to reflect our shared principles and commitment to Staffordshire children and families.

Decision – (a) That the partnership’s Early Help Strategy be endorsed.

(b) That the Strategy be Advocated at every opportunity for the promotion of and implementation of Early Help.

57. Recommissioning Domestic Abuse Services

	<p>“By pooling our resources with Stoke-on-Trent and the Staffordshire Commissioner’s Office, we have been able to ensure services for victims and families are consistently available across the whole of Staffordshire.</p> <p>We want these services to really make a difference to victims, perpetrators and families, and the fact that we have been recognised nationally shows that the current arrangements are having a positive effect. This is why we are recommending the current arrangements are continued for at least the next three years to ensure victims of domestic</p>
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	<p>abuse are able to access the services they need, regardless of where they live in the county.”</p> <p>Victoria Wilson, Cabinet Member for Communities and Culture</p>
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Reasons for the Decision – To consider proposals for the joint commissioning, with Stoke-on-Trent City Council and the Staffordshire Commissioner Office, of Domestic Abuse Victim and Perpetrator Services.

Decision – That it be agreed that:

- (i) The Domestic Abuse victim and perpetrator services be re-commissioned and funded for up to five years, with an initial three-year contract with the potential to extend for a further two years, providing continuity and sustainability for this much-needed and valuable service.
- (ii) The commissioning be carried out jointly with Stoke-on-Trent City Council and the Staffordshire Commissioners Office (SCO) to procure Domestic Abuse Services across Staffordshire and Stoke-on-Trent, and for the Staffordshire Commissioners office to be the Lead Commissioner.
- (iii) The funding from Staffordshire County Council for the recommissioned service is maintained at the current level of £670,450 per annum; this will be increased in line with the County Council’s MTFS inflation assumptions and will therefore mean that £683,860 will be available for the start of the recommissioned Contract.

58. Procurement of a Framework Agreement for the Supply and Installation of Windows and Doors

	<p>“Getting the best product at the best value for taxpayers in Staffordshire underpins our approach to all our contracts.</p> <p>As a county council we own a number of buildings, so it is also important that we keep them in good order and fit for purpose.”</p> <p>Mark Deaville, Cabinet Member for Commercial Matters</p>
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Reasons for the Decision – To consider proceeding with the procurement of a framework agreement for the Supply and Installation of Window and

Doors and to secure approval for the award of the Framework Agreement and the subsequent award of any call-off contracts under the Framework Agreement.

Decision – (a) That Staffordshire County Council undertakes the procurement of a framework Agreement for the supply and installation of windows and doors.

(b) That the Deputy Chief Executive and Director of Corporate Services be given delegated authority to approve the contract awards to the framework agreement with successful suppliers and, subject to satisfactory performance, approve any framework agreement extensions;

(c) That it be noted that all subsequent call off contracts will be awarded in accordance with the council’s procurement regulations.

59. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 16 November 2022 to 15 March 2023, which detailed the following issues, was approved:

Subject Matter	Contact
Climate change action plan and climate change annual report	Name: Clive Thomson Tel: (01785) 276522
Treasury Management Half Year Report	Name: Rob Salmon Tel: (01785) 2776354
Strategic Plan and Medium Term Financial Strategy 2023 - 2028	Name: Rachel Spain Tel: (01785) 854455
Staffordshire County Council Local Flood Risk Management Strategy	Name: James Bailey Tel: (01785) 276591
Delivering a Future Vision for the Countryside Estate	Name: Catherine Mann Tel: (01785) 278320
Homes for Ukraine	Name: Natasha Moody Tel: 07976 191079
Framework Agreement for the Supply, Installation, Repairs and Maintenance of Tarmacadam and other Surfaces	Name: Ian Tuner Tel: (01785) 277228
Framework Agreement for the Supply, Delivery and Installation of Furniture	Name: Ian Tuner Tel: (01785) 277228
Review of Older People’s Nursing Home Demand and Capacity	Name: Helen Trousdale Tel: (01785) 277008
Adult Learning Disability Provider Services	Name: Kelly Gray Tel: 07815 999002
Integrated Performance Report - Quarter 3, 2022/23	Name: Kerry Dove Tel: 07855 679112

60. Exclusion of the Public

Decision – That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below.

The Cabinet then proceeded to consider the following matters:

PART TWO

61. Family Hubs in Staffordshire

(Exemption paragraph 3)

Reasons for the Decision – To consider proceeding with staffing consultations, to work with staff to design a model which is fit for the future Family Hub aspirations.

Decision – That the recommendations contained in the report be agreed.

62. Sale of Seabridge Centre Site

(Exemption paragraph 3)

Note by Clerk: Cllr Tagg declared a personal interest and left the room during consideration of this item.

Reasons for the Decision – To consider the sale of the surplus land at the site of the former Seabridge centre in Newcastle under Lyme.

Decision – That the recommendations contained in the report be agreed.

Alan White
Leader of the Council

Minutes of the Property Sub-Committee Meeting held on 2 November 2022

Present: Alan White (Chair)

Attendance	
Jonathan Price	Philip White (Vice-Chair)

Apologies: Mark Deaville and Ian Parry

PART ONE

32. Declarations of Interest

There were no declarations of interest on this occasion.

33. Minutes of the Meeting held on 5 October 2022

Resolved - That the minutes of the meeting held on 5 October 2022 be confirmed and signed by the Chairman.

34. Proposed Leases to Academies

A proposal was submitted to lease the site of an Academy to its Trust for a 125 year period at a peppercorn rental in line with the expectations of the Department for Education for those schools converting to Academy status.

Resolved – That approval be given to the lease on the terms indicated in the report.

35. Exclusion of the Public

Resolved - That the public be excluded from the meeting for the following item of business which involves the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 as indicated below.

36. Community Library Energy Costs (Exemption Paragraph 3)

The Sub-Committee considered proposals to amend the contractual arrangements for the County Councils contribution towards fuel costs for Community Managed Libraries (CMLs), from a fixed cost basis to a consumed units basis. The change was required to prevent the CMLs experiencing

unintended financial difficulties as a result of universal increases in fuel costs. Existing arrangements to monitor and control consumption would remain in place.

Resolved – that the current model and financial contribution by the County Council for utility costs for Community Managed Libraries be amended from a fixed cost (£) to annual usage (Kw/h) basis; the Assistant Director for Commercial and Assets to be authorised to take all action to implement this change in the lease agreements with the relevant organisations.

Chairman

Cabinet Meeting on Wednesday 16 November 2022

Climate Change Action Plan and Climate Change Annual Report



Cllr Simon Tagg, Cabinet Member for Environment, Infrastructure and Climate Change said,

“Staffordshire County Council has built on its successes and continued to make significant progress with climate change action, which is highlighted in the annual report.

The Council has continued in the right direction to achieve our net zero target by 2050.

We are on a mission to make Staffordshire Sustainable, and this is our second report since declaring the climate change emergency allowing us to celebrate our achievements and highlight our plans for the coming years.

We still have much to do and with the current energy and economic challenges, the road ahead will be tough. We are determined to build on our solid foundations built over the past few years to realise future success to mitigate and adapt to climate change.”

Report Summary:

Mitigating and adapting to Climate Change and becoming a net zero organisation by 2050 is a key priority for Staffordshire County Council and is a “green thread” throughout our Strategic Plan, we will tackle climate change, enhance our environment, and make Staffordshire more sustainable.

The Annual Report records the significant reduction that has been made in the Council’s carbon emissions since declaring a Climate Change Emergency in July 2019, with continued success in our second year.

Finally, the report seeks approval of the Climate Change Action Plan revision 2, November 2022 (CCAP) which contains specific actions to be undertaken by the Council prior to 2025 which will assist in our journey to become net carbon zero by 2050.

Recommendations

I recommend that Cabinet:

- a. Note the Council's Climate Change 2022 Annual Report which records the positive progress that has been made on our target to become net carbon zero by 2050.
- b. Approve the Climate Change Action Plan revision 2, November 2022 which lists our key climate change mitigating actions over the next 3 years.
- c. Agree with Corporate Overview and Scrutiny Members' view that the reports should be circulated to key Staffordshire stakeholders including, MPs, District and Borough Councils and Parish Councils.

Cabinet – Wednesday 16 November 2022

Climate Change Annual Report (2022) and Climate Change Action Plan, revision 2 (November 2022)

Recommendations

I recommend that Cabinet:

- a. Note the Council's Climate Change 2022 Annual Report which records the positive progress that has been made on our target to become net carbon zero by 2050.
- b. Approve the Climate Change Action Plan revision 2, November 2022 which lists our key climate change mitigating actions over the next 3 years.
- c. Agree with Corporate Overview and Scrutiny Members' view that the reports should be circulated to key Staffordshire stakeholders including, MPs, District and Borough Councils and Parish Councils.

Local Member Interest:

N/A

Report of the Director for Economy, Infrastructure and Skills

Background and Progress

1. The Climate Change Action Plan (CCAP 2) containing 33 specific actions was approved and launched at the end of October 2021 and the Climate Change Strategic Development Framework was approved by Cabinet in February 2021.
2. Strong progress is being made on the 33 specific actions contained in CCAP 2 and it should be noted that some actions have a timeframe of more than one year and are still present in this revision.
3. An internal project group, with officer representatives from all appropriate teams, has been meeting regularly since December 2020 and this group has been used to develop the initial Climate Change Action Plan revision in 2021. The CCAP is envisaged to be a plan which will be current until 2025, although it will be reviewed yearly to ensure that it continues to be fit for purpose.

4. It is clear that carbon sequestration will be key to the Council meeting its legal obligations. A study "Zero by Nature" has been commissioned and shall highlight areas where there is potential for carbon sequestration on the SCC property portfolio.
5. Work continues to take place with the District and Borough Councils to see how climate change efforts across the Staffordshire local authority network can be better co-ordinated for maximum impact. These discussions are tabled through the Staffordshire Sustainability Board, which was formed in January 2022.
6. The County Council recognises it has a wider leadership role to play in collaborating with public and private partners in supporting the county of Staffordshire become net zero.

Annual Climate Change Report

7. The annual climate change report is attached as **Appendix 1**.
8. The report notes a significant reduction in carbon emissions of c 5,282 tCo₂e from 2019/20 to 2020/21, a reduction of some 15%. This reduction is combination of the change in methods of calculating some of our emissions, the reduction in DEFRA conversion factors along with operational savings. It should be noted that this significant reduction in annual emissions is unlikely to be replicated going forward and future reporting is likely to show slower progress due to the nature of the challenge before the authority.
9. The report provides an indication of the carbon emissions by area of operation following an audit of the 2020/21 data. The format is consistent with the refresh of the 2018/19 carbon baseline carried out for Climate Change Strategic Development Framework.
10. The report also provides an overview of achievements around the five core themes contained in the Climate Change Strategic Development Framework which link to the actions in earlier versions of the CCAP.
11. The report provides details on the Climate Change Member Fund that continued into its second year, last year. As set out in the report, 216 grants were awarded and a total of £129,004 was given out in grants to community groups over the past two years.
12. The Council's second Annual Climate Change Report was reviewed by the Corporate Overview and Scrutiny Committee on the 25 October 2022. The committee praised the annual report's structure, format, and content. The committee suggested that Staffordshire County Council should share the template with partners/businesses as a demonstration of good practice.

Climate Change Action Plan (CCAP)

13. The CCAP is a corporate action plan owned and delivered by the whole organisation. The Sustainability Team, based in the Economy, Infrastructure and Skills Directorate has a role to co-ordinate and support the delivery of net zero, but it will only be achieved by the whole organisation. As both the annual review and the CCAP demonstrate, tackling Climate Change is everyone's responsibility.
14. The CCAP revision 2 was reviewed by the Corporate Overview and Scrutiny Committee on the 25 October 2022. The final version of CCAP revision 2 is attached as **Appendix 2**.
15. Corporate Overview and Scrutiny Committee Members did not suggest any changes or additions to the actions contained in the plan. The committee commented that the actions were ambitious and were in a timeframe which demonstrated urgency and a sense of pace.
16. As mentioned previously the CCAP includes actions until 2025 although it is intended that the plan will be reviewed annually to ensure that it remains relevant and fit for purpose.
17. As mentioned previously, the rate of progress towards net zero going forward is likely to be slower than in the last few years and this is reflected in the Programme Roadmap contained within the CCAP.
18. It is intended that progress on specific actions contained in the plan will be reviewed and recorded in subsequent climate change annual reports.
19. This will ensure that progress is tracked, and Members of the Corporate Overview and Scrutiny Committee have asked that the Climate Change Annual Report is presented on a yearly basis along with any intended changes to specific actions contained in CCAP 2.

Timescale

20. The Council has made a commitment to become net carbon zero by 2050. The developing roadmap shows this to be possible, but it is likely to be a major challenge which will require significant carbon sequestration to avoid carbon emissions that we cannot reduce.
21. The actions contained in the CCAP will in some cases take longer than one year to fully action, but it hoped that all will be completed by 2025.

22. It is proposed that the future Climate Change Annual Reports and any changes to the CCAP revision 2 will be presented to the Corporate Overview and Scrutiny Committee on an annual basis.
23. The Climate Change Members Action Fund (round 3) was launched on the 11th of July 2022.

Legal Implications

24. The Council has a legal obligation to become net carbon zero by 2050.
25. The measures outlined in this report will assist the Council in reaching governments desired aims set out in May 2019.

Risks Identified

26. The task of achieving net carbon zero for the authority by 2050 is going to be challenging and is likely to require significant carbon offsetting. The road map to achieve net zero is set out in the back of the CCAP and the Zero by Nature study that is currently in progress will identify opportunities for carbon sequestration on SCC owned land.
27. The aim of achieving net carbon zero for Staffordshire is a much bigger task as the Council emits less than 1% of the c.5.8m tonnes of carbon produced in Staffordshire annually. Action on that will need to be co-ordinated at a national, regional, and local level if this is to be achieved.
28. Financial provision has been made in the Council's Medium Term Financial Strategy (MTFS) which spans a period of five years. Future iterations of the MTFS will consider any long-term financial support requirements. Individual projects (such as sequestration) that require funding will have individual business cases.

Resource and Value for Money Implications

29. Budget provision has been made in the Council's Medium Term Financial Strategy (MTFS) to support climate change activities.
30. The budget available in 2022/23 (£596,700) is being used to support actions in CCAP and will be used to support CCAP revision activities once approved. The annual budgets can be referenced on page 14 of the CCAP.

Climate Change Implications

31. To reach net zero everyone within the organisation will have to play their role in reducing carbon emissions that lie within the financial boundary

of the Council. Although this CCAP will continue the organisation on a positive downward trend with our emissions, some technologies are yet to be developed at scale to allow us to consider them as feasible.

32. We should also bear in mind that some technologies are prohibitively expensive at this current time, to facilitate a rapid reduction in emissions across all sectors. We must therefore consider our target date to achieve Net zero with this in mind.

Summary

33. Positive progress has been made on the Climate Change agenda since our declaration.
34. The 2022 Annual Report outlines the main achievements made and records a significant reduction in the Council's carbon emissions from 2019/20 to 2020/21.
35. The attached CCAP is a considered list of actions which will assist the Council in reaching its ambition to become net carbon zero by 2050. The plan contains activities which will be relevant until 2025 although it is proposed to review annually to ensure that it remains fit for purpose.

List of Background Documents/Appendices:

- Appendix 1 – Climate Change Annual Report (2022)
Appendix 2 – Climate Change Action Plan, revision 2

Contact Details

Assistant Director: Clive Thomson, Assistant Director for Connectivity and Sustainability

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Climate Change

Annual Report 2021/22



Climate Change

Annual Report 2021/22

Foreword

To prevent damage to our ecosystems and infrastructure and to keep global warming within critical limits, we need to take urgent action to combat climate change.

Glasgow hosted COP26 in October 2021 which really helped to increase the profile of climate change on both a national and international scale.

In 2019, Staffordshire County Council declared a climate change emergency, and made a commitment to be Net Zero by 2050.

This is our second climate change annual report and I am pleased to say our carbon emissions have reduced by 43% since declaring our climate change emergency. The impacts of Covid 19 have delayed the delivery timescales for some projects. However, in spite of this we have still managed to successfully deliver projects that have encouraged active travel, improved the energy efficiency of our schools and our corporate estate as well as planting more trees to capture carbon and clean our air.

Each year, we monitor our carbon emissions, and we regularly review our plans to identify where carbon reductions can be made.

I am encouraged to see so much interest and action being taken at a local level. We've laid strong foundations in the fight against climate change, and the momentum is building. There are still many significant challenges ahead, but I'm optimistic that we are in a good position to reach our goal.

As well as looking internally, this year has seen the formation of the Staffordshire Sustainability Board. Working with our District and Borough Council partners we are looking beyond the immediate responsibilities of the councils to see how we can influence the reduction of Staffordshire's wider carbon emissions through the work of the Board.

Simon Tagg

Staffordshire County Council

*Cabinet Member for Environment,
Infrastructure and Climate Change*

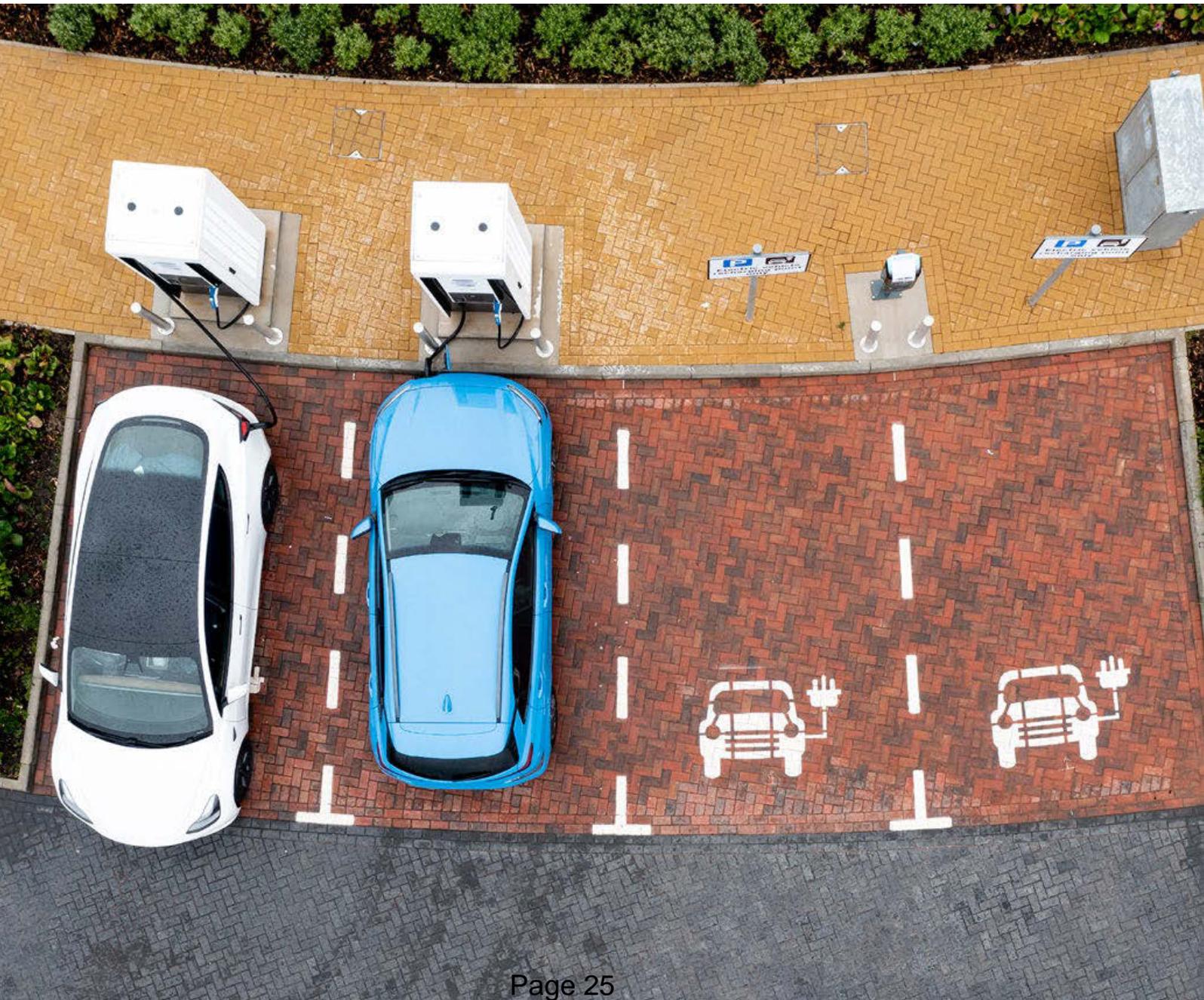


Introduction

This report provides a summary of the councils carbon emissions for 2020/21, reviews our achievements during 2021/22 and highlights some of our challenges and plans for future years.

In 2021, we reviewed our Climate Change Action Plan, and released an updated and ambitious five year plan. This Plan will be refreshed each year to make sure we remain on target to reach net

zero carbon emissions by 2050. The initial years of the Plan place significant focus on gathering and evaluating data to make sure we make the best use of public resources when implementing carbon reduction initiatives. It is recognised there is an urgency to take action and steps are being put in place for rolling out projects. This will not have an immediate significant impact, but lays the foundations for us to make the changes needed.



SCC Emissions

The carbon footprint contains information of our energy, fuel and transport emissions for buildings and assets within the council's reporting boundary. The methodology for calculating the Council's carbon footprint is outlined in Appendix 2. The emissions presented in this report represent the financial year 2020/21.

Total emissions for 2020/21 were 29,068 tonnes CO₂e representing a reduction of 23% from the previous year and 43% drop since declaring our net zero target, see Figure 1.

Figure 1 Staffordshire County Council Carbon emissions

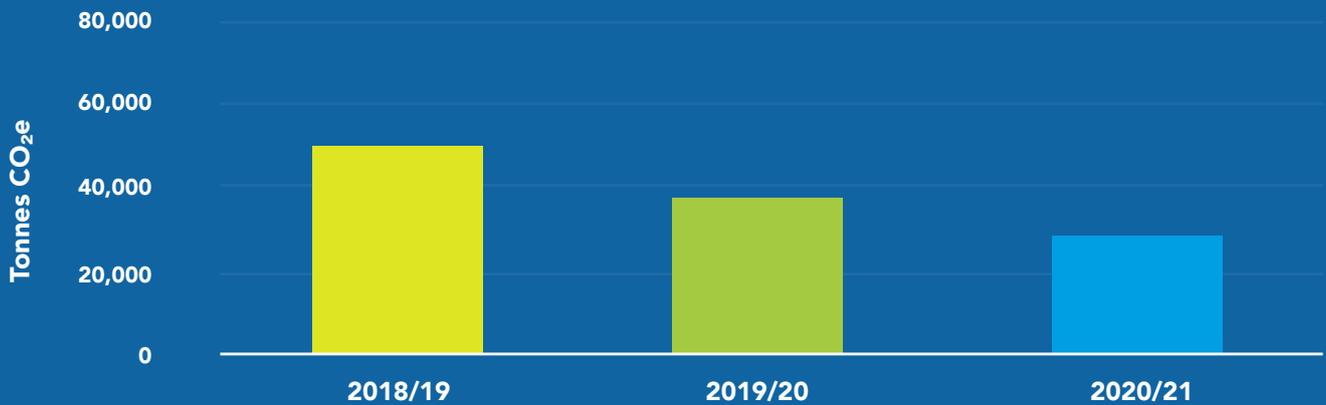
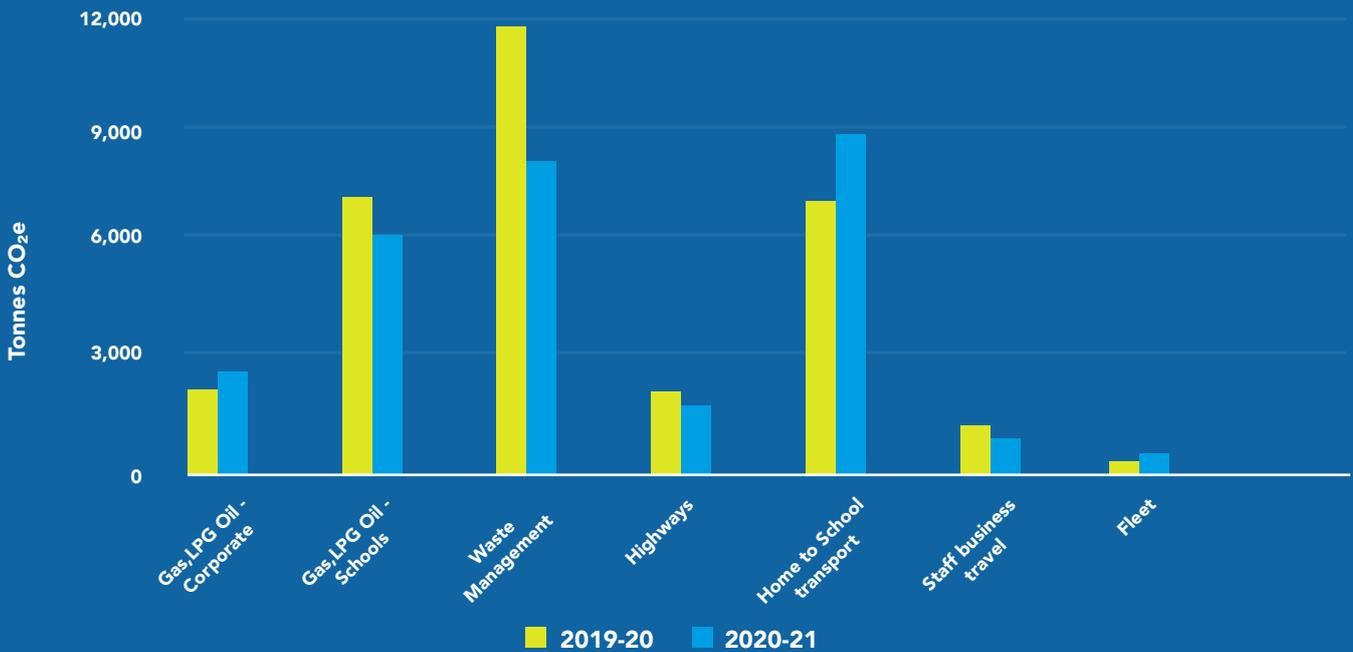
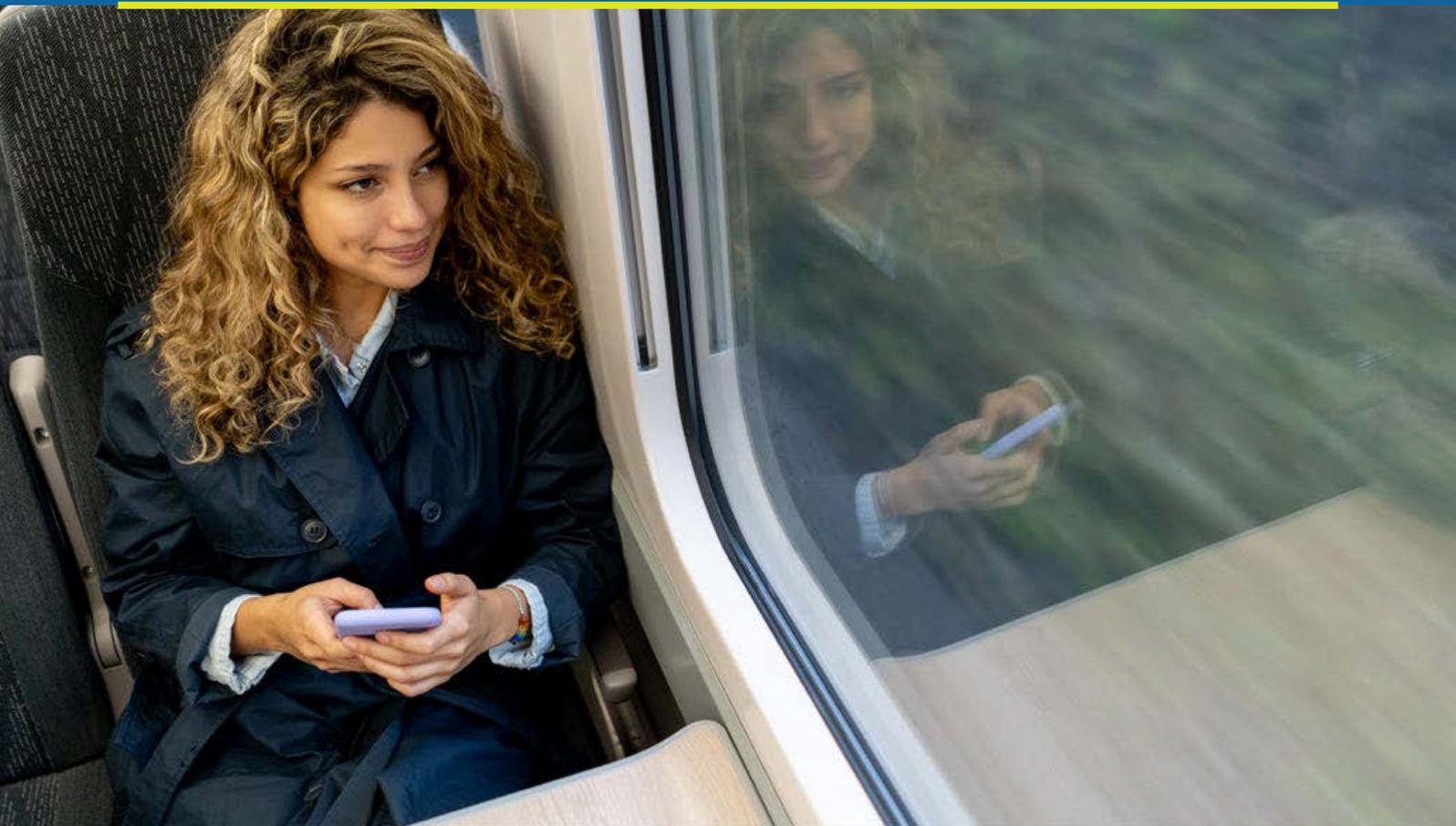


Figure two compares the emissions against 2019/20.

Figure 2 Carbon emissions comparison by area of operation





Energy efficient heating measures are being introduced across the corporate estate. Unfortunately, the work completed in 2020/21 has not been reflected in a reduction in the years annual energy consumption of the properties. This was due to Covid 19 measures, buildings had to be heated for skeleton staff with additional ventilation requiring higher energy use than under pre Covid conditions.

Similarly, this trend is also reflected in the schools energy usage. Even though pupils were not attending school for a period, the buildings were heated with extra ventilation for skeleton staff and students who needed to attend.

Although the graph shows a dip in schools CO₂e emissions in 2020/21, this can be attributed to some of our schools converting to academies and therefore are no longer included in the Council emissions. (see Appendix 2 on how we measure our carbon emissions).

Waste management is showing a considerable reduction. This represents a change in methodology for calculating the emissions to better reflect the Councils emissions from processing the waste. Total waste processed

and the methods used during this period was consistent with the previous year.

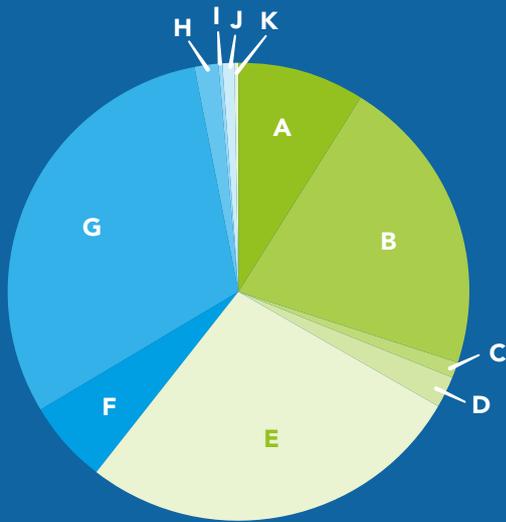
Home to school transport required an increased number of vehicles due to the Covid-19 social distancing requirements on transport. The increase in emissions reflects the increased number of vehicles required to run the service.

Staff business travel significantly reduced, largely due to the Covid 19 lockdown. However, with the easing of lockdown restrictions staff travel has continued at a lower level as online meetings have become an accepted standard practice. 2021/22 Active Travel Capability Funds have supported behaviour change activities for staff and the wider public in Stafford and Burton upon Trent. It is recognised that ongoing promotion of sustainable travel to work is essential.

Waste Management, home to school transport and heating of our corporate estate and schools continues to be the three highest areas of emissions. This collectively made up 88% of the Councils emissions for 2020/21, shown in Figure 3. These are some of the most challenging to address and our **Action Plan** identifies our approach to tackling these.



Figure 3 Carbon Emissions by area of operation for 2020/21 CO₂e



Area of Operation	tCO ₂ e
A. Gas.LPG Oil - Corporate	2,638
B. Gas.LPG Oil - Schools	6,100
C. Electricity (Corporate and Schools)	363
D. Street Lighting and ITS	603
E. Waste Management	7,909
F. Highways	1,754
G. Home to School transport	8,859
H. Staff business travel	482
I. Water	95
J. Fleet	254
K. Biomass heating	10

The CO₂e emissions associated with biomass heating has been recorded as 0 in line with the GHG Protocol Corporate Accounting and Reporting standards. This is due to the fuel source itself absorbing an equivalent amount of CO₂e during the growth phase as the amount of CO₂e released during combustion.

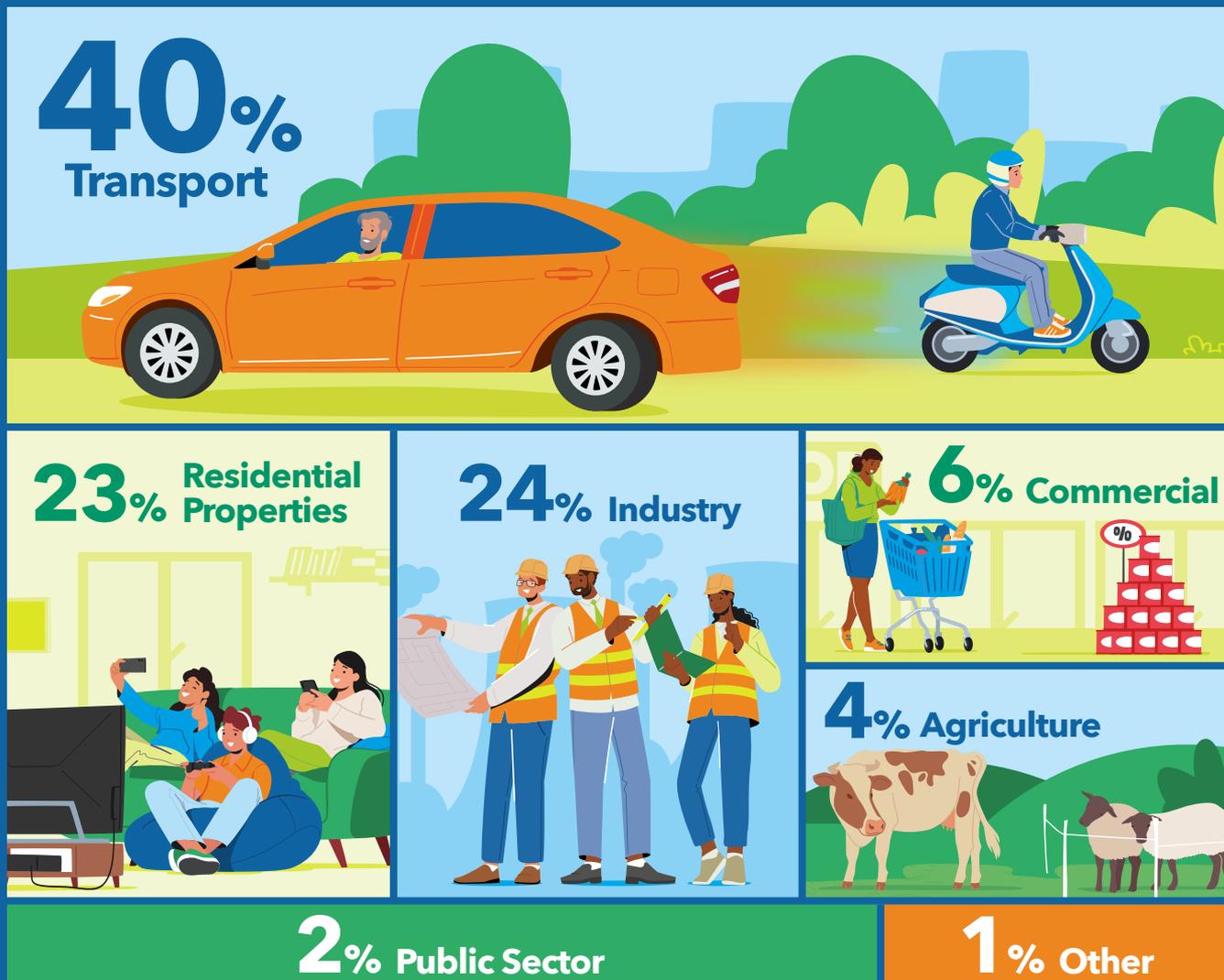
This combustion is estimated to be the equivalent of 213 tonnes of CO₂e and has been recorded as out of scope for the emissions footprint whilst acknowledging there are emissions from the combustion process. The emissions included with the Councils emissions from biomass relate to the other greenhouse gases of N₂O and CH₄ released during the combustion process.



Staffordshire Sustainability Board

Staffordshire County Council has made a formal commitment to be net carbon zero by 2050. We are also committed to using our influence to reduce the wider County's emissions of 5.8 million tonnes. The breakdown of the source of these emissions is outlined in Figure 4.

Figure 4 Staffordshire Carbon Emission breakdown



Source: UK local authority and regional carbon dioxide emissions national statistics, BEIS

Through the Staffordshire Leaders Board the Council led on establishing the Staffordshire Sustainability Board in January 2022. The aim of the Board is to encourage and support partnership working to identify climate change resilience in Staffordshire and reduce Staffordshire's carbon emissions footprint.

The Board is made up of elected members with a sustainability/climate change portfolio from

each of the Staffordshire authorities. The Board is supported by council directors and officers and reports to the Staffordshire Leaders Board.

In March 2022 the Board committed to developing a base pledge, with 10 commitments for action for formal approval and subsequent monitoring during 2022/23.





Achievements during 2021/22

Organisational carbon reduction

Energy generation - Solar photovoltaic panels are installed on 14 of our County Farms and 12 libraries. These generated 279,000 kwh over the year which is the equivalent of saving 70 tonnes of carbon from the grid average generated electricity. Investigations are ongoing where we can increase our photovoltaic generation.

Anti-Idling campaign - Highways Amey, the principal contractor for highways introduced an anti-idling campaign for staff on the importance of minimising idling in highways vehicles. Vehicle monitoring systems have shown that idling times were reduced by more than 50% which resulted in an annual saving of over 13 tonnes CO₂e.

A reduction in other tailpipe emissions also created less pollution and therefore improved local air quality. Software was also introduced to vehicles to monitor driving behaviour such as harsh braking and acceleration.

This monitoring software can be viewed by the driver in real-time, therefore encouraging more efficient driving behaviours and reducing fuel use.

Highway and Transport Capital Programme - Delivery of the 2021/22 highway and transport capital programme included investment of over £2.2m towards the development and construction of schemes that will improve the environment for walking and cycling in Staffordshire.

In 2021/22, the Council secured £7 million through successful bids for active travel schemes and we are awaiting announcements on bids for a further £5 million for active travel schemes through the Levelling up Fund, Social Prescribing Fund and Towns Fund. The County Council is also supporting District/Borough Councils on active travel schemes being delivered through Future High Street Funds, Levelling up Fund (round 1) and UK Shared Prosperity Fund.



Organisational carbon reduction cont...

An Approved Local Cycling and Walking Infrastructure Plan (LCWIP) - On 15 April 2021, Prosperous Staffordshire Select Committee was asked to review Staffordshire's Local Cycling and Walking Infrastructure Plan (LCWIP) and offer any further feedback for consideration before the Cabinet Member for Highways and Transport approved it for publication on 14th June 2021.

The production of an LCWIP is a government requirement and future funding for walking and cycling is unlikely to be secured without one.

Going forward, every opportunity will be sought to secure additional funding for walking and cycling and the LCWIP will be the basis of future funding bids. The LCWIP can also be used to help negotiate developer contributions through the planning consent process.

Day Care refurbishment - Marsh Court Day centre provides day care for people with specialist complex needs. This 1970s brick building was identified as being a priority for energy efficiency work.

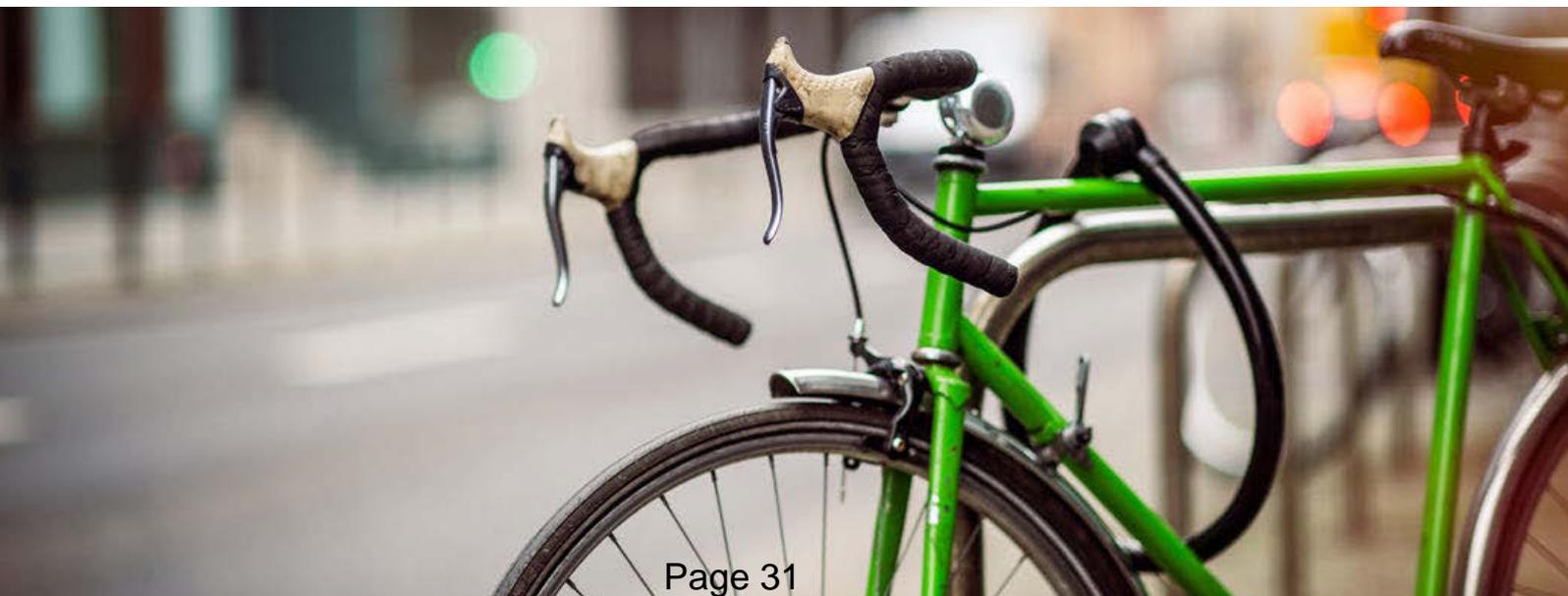
As part of a general refurbishment over £60,000 was allocated for energy efficiency work. A more efficient heating system was installed together with increased insulation in the roof and on pipework. Lighting was upgraded from very inefficient fluorescent lighting to LED. These changes not only made energy efficiencies it also provided a better environment for the users.

Energy Efficiency advice and funding for businesses - Over 100 businesses were engaged with through the Low carbon business evolution programme managed by Staffordshire business environment network (Sben). This programme offers businesses a fully funded energy review with energy efficiency recommendations.

In a year nearly 40 businesses received a full review and secured funding in excess of £145,000 to deliver energy efficiency measures recommended in the reports. This resulted in over 350 tonnes of carbon being saved through introducing the recommended funded energy efficiency measures.

Carbon tools for business - In April 21 the Environmental Sustainability GROWTHmapper was launched to help businesses identify the strengths and weaknesses and where changes could be made to be more sustainable. For example one company on completing the tool set a target to have all staff arriving by sustainable transport (electric car, bicycle, car share) by 2024 which would result in saving 55 tonnes of carbon.

The Council launched a carbon tracker for businesses in October 2021 to help identify and measure their carbon emissions and assist in achieving carbon reduction targets. Up to March 2022 60 businesses had completed the tool and commented the tool had helped to achieve funding support to implement energy saving measures and identify simple ways to reduce the footprint at little or no cost.



Organisational carbon reduction cont...

Electric vehicle trial - Under the Air Aware funded campaign in partnership with Amey, a trial of a leased Vauxhall Vivaro E fully electric van was completed. The trial and use of this vehicle will inform business areas across the authority of the benefits of switching to a fully electric vehicle and overcome common myths in real world use.

Under the trial we looked to address concerns raised around the performance range of a fully laden electric vehicle and how vehicle mileage could be impacted.

The trial covered 280 miles with 800kg being carried in the vehicle – it demonstrated that a fully electric van was better for the environment; if this vehicle were a diesel equivalent, it would have emitted 72.9kg of carbon*. An additional economic benefit to the trial was that even with premium rate charging, the electric van would still have been at a lower cost than the diesel equivalent.

The use of this of this vehicle has helped SCC to inform parts of the forthcoming Electric Vehicle Strategy. *Calculated using Vauxhall data

Climate change Action fund - Round two of the Climate change action fund ran from November 2021 to February 2022 with each Councillor having a £1,500 budget allocation to award in their area. Grants of £250-£500 per County Councillor were invited from schools, voluntary and community groups, societies, charities and parish councils. A maximum of £2,500 could be applied for if the project could demonstrate the project benefits could be realised across divisional areas.

117 funding requests were received, with £52,930 being awarded across 100 applicants.

Projects which were considered high priority to receive full funding included:

- **energy efficiency measures including LED lighting upgrades, improved insulation and improvements to glazing either to reduce excessive solar gain or improve thermal efficiency**
- **bike racks and scooter pods to encourage more active travel and reduced car use**
- **tree and shrub planting**



Natural Environment

Tree Planting - Cannock The Council worked in partnership with the Forest of Mercia to develop tree planting projects. £91,000 of funding was received for tree planting on two sites in the Cannock District. Over 17,500 native trees were planted on Kingswood Lakeside Employment Park and Pye Green Valley to create high density mini forests. This method of planting results in high levels of biomass within a small area and captures high levels of carbon.

Tree giveaway - An initiative which gave away 1000 trees to residents to plant at home was delivered in March. Residents could collect the trees from Cannock Chase country park during a one day event. With every tree collected, people got a leaflet about other ways to make their gardens at home more sustainable, tips to tackle climate change and help wildlife.

Flood risk management - The Flood Risk Management Team received £70,000 of funding from a grant to install new oversized drainage assets to better protect 18 residential properties in Hamstall Ridware. This Surface Flood

Mitigation project combined with Natural Flood Management by South Staffs water to install leaky dams. Modelling showed that in a 100 year flood event (defined as a 1 in 100 chance of being equalled or exceeded in any given year), the project would prevent 9,000m³ of surface water entering the village and reduce this water volume to just 33m³.

Collaborative working with landowners in Barton Under Needwood improved the regular maintenance regime of a watercourse running through private land. This reduced the impact of local flooding.



Waste

Christmas tree recycling - Over Christmas 2021 residents were encouraged to recycle their real Christmas trees at the Household Waste Recycling Centres. This resulted in an increase of over 100 tonnes of green waste recycling compared to the year before, which was the equivalent of capturing 4,400 trees. These trees were then recycled and turned into wood chips and compost.

Waste ambassadors - The council continues to support the 'waste savvy' volunteer programme and have 39 passionate volunteers who provide advice to the community on reducing household waste and recycling. Covid 19 restrictions in the first half of 2021 limited the number of face to face events the volunteers participated in, although still achieved attendance at 45

public events and delivered 49 presentations to voluntary groups and schools. If you might be interested in being one of our amazing Waste Savvy volunteers please contact the volunteer co-ordinator:

rwhitehouse@gardenorganic.org.uk



Air Quality



DEFRA funding enabled a targeted school and business engagement project focussed in Cannock, Leek and Burton. This engagement led to Heath Hayes Primary School winning the School of the Region for their active travel initiatives in Modeshift STARS Travel Planning for the third year. They have increased active travel from 27% to 50% reducing congestion on the local network and improving air quality around their school.

Through the Air Aware business travel network 3 bike surplus storage pods from Queens hospital Burton have been donated to another Air Aware engaged company in Cannock saving on waste and providing a safe cycle storage area for others.

Anti-Idling campaign - The air aware anti-idling campaign raised awareness countywide of the impacts of leaving an engine idling both in terms of air pollution and the costs of fuel wasted.

100 business sites received an anti-idling pack containing railing banners, staff and visitor information and signage. Digital information

shared with many more sites provided a wide-reaching campaign. Through public engagement and asking people to stop idling at Queens Hospital Burton on Clear Air Day 1kg of carbon was saved in just one day. One business which participated in the scheme provided feedback to say that suppliers and delivery drivers had commented that the signs had raised awareness and encouraged them to stop idling.

Traffic Management to improve air quality - The Council won funding in early 2020 to take part in the Live Labs project, funded by the Department for Transport (DFT) working alongside Amey, Keele University and the Connected Places Catapult. Over 130 SME's submitted applications to address mobility and air quality challenges. Colleagues from across the organisations worked together to select 10 projects during 2020/21 and 2021/22.

Now Wireless were a successful SME to aid the reduction in air quality, outside a care home on the inner ring road of Newcastle-Under-Lyme. Now wireless and the Council worked together during 2021/22 to implement the use of artificial intelligence to predict pollution an hour ahead of time. The results implemented special plans into SCC's Urban Traffic Control (UTC) system.

The plans enabled traffic to be held for a few seconds longer outside the town centre, to reduce pollution in the town centre. The project was successful with a reduction in air pollution whilst keeping journey times through the town centre similar to before the change.



Behavioural Change

Considering climate change in Cabinet reports - In 2021 a new requirement for Council cabinet reports to include an assessment on climate change was introduced to ensure climate change implications are integrated and fully considered in all decision making. During the assessment of a financial report the important consideration of where funds were invested was considered. This resulted in a positive outcome confirming investments are made only with companies with an environmental, social and governance (ESG) policy.

The assessment process also resulted in a new process being implemented requiring all subsequent SCC investments to be discussed and minuted at the Council's Treasury Management Panel. All existing investment counterparties

are being contacted to establish if they have any specific climate specific policies to underpin their ESG policy.

Pre-Loved Uniform Market – Staffordshire Libraries Approximately 350,000 tonnes of clothing are thrown away each year in the UK. Staffordshire Libraries; in partnership with The Salvation Army, launched a project to provide support for communities by helping families in the Cannock area to access good, quality pre-loved school uniform free of charge.

Since the inception of the pre-Loved market, 932 children have been gifted free school uniforms, saving families £46,150 during 2021/22. The Pre-Loved uniform market is supported by community donations of recycled clothing.





Cannock Chase Cultural Education Partnership – Global Change Makers - Cannock Chase Cultural Education Partnership (CCCEP) led by Staffordshire Libraries and Inspiring Healthy Lifestyles have received funding for a collaborate arts project, around the central themes of environment and place. Engaging with an active group of young people from schools across Cannock Chase, the project will explore the concept of “leaving no trace” on Cannock Chase. Working with partners across the district, the focus will be on increasing awareness and encouraging visitors to play a positive role in conserving the AONB, and to be good environmental ambassadors, in the Special Area of Conservation.

During 2022, young people will work with artists to create a body of cultural work which will be exhibited at an eco-arts festival in spring 2023.

Community climate change workshop -

The Community Learning service provided a free online workshop for families to learn more about

climate change. More than 60 families signed up to the course and were guided through fun activities on how to connect with nature and live a more sustainable lifestyle. This course provided a great platform for people to think about what changes they could make to help reduce the impacts of climate change. Following the course two families came together to open and run a ‘pre-loved’ pop up shop in Tamworth.

Keeping Staffordshire residents and staff informed -

Education is key to making greener changes. Each week, sustainability tips are sent to over 1,500 subscribers. This weekly email on average has an 80% engagement rate.

Training our staff - We are encouraging our staff to learn more about climate change and how they can do their bit to help the council achieve the net zero target. An online staff training module has been launched in 2021/22 and made available on the councils training hub for all staff and members to complete.



Next steps

The Climate Change Action Plan has set a solid foundation for the Council to deliver carbon reduction projects. These actions will continue to be reviewed and adapted as new technologies and information is released.

Adaptation - Our climate is changing, even if steps to substantially reduce global emissions occur, further warming of our climate is inevitable over the coming decades. It is essential that Staffordshire County Council put measures in place to build resilience into our properties and services. Over the next year we will develop a Countywide Adaptation Strategy in partnership with the District and Borough Councils and a County Council Adaptation Action Plan to identify how to respond to the risks and opportunities of climate change.

Flood risk management - Staffordshire County Council working jointly with Stoke, Walsall, Wolverhampton, Sandwell and Dudley have

been awarded £6.6 million from the Flood and coastal resilience innovation fund. The FAIR (Flood: Aware, Informed, Resilient) project aims to empower communities with the skills, knowledge and resources to actively participate in risk management and resilience activities alongside other partner agencies. You can read more about the FAIR project at A FAIR approach to community flood risk [Engage Environment Agency](#).

Over the course of the next 5 years the Flood Risk Management team also have an ambitious programme to deliver projects in Norton Canes, Great Wyrley, Bishops Wood, Endon Natural Flood Risk Management works, Cranberry, Cannock Pye Green. This project aims to better protect over 250 properties. If you want to know more about these projects please email: flood.team@staffordshire.gov.uk.



Electric Vehicle (EV) Strategy - The authority is committed to increasing the uptake of electric vehicles. We are currently developing an EV strategy covering authority and county electric vehicle uptake.

The EV strategy is being developed in partnership with the Staffordshire District and Borough Councils and will include feasibility studies and recommendations covering the current and future needs of the county.

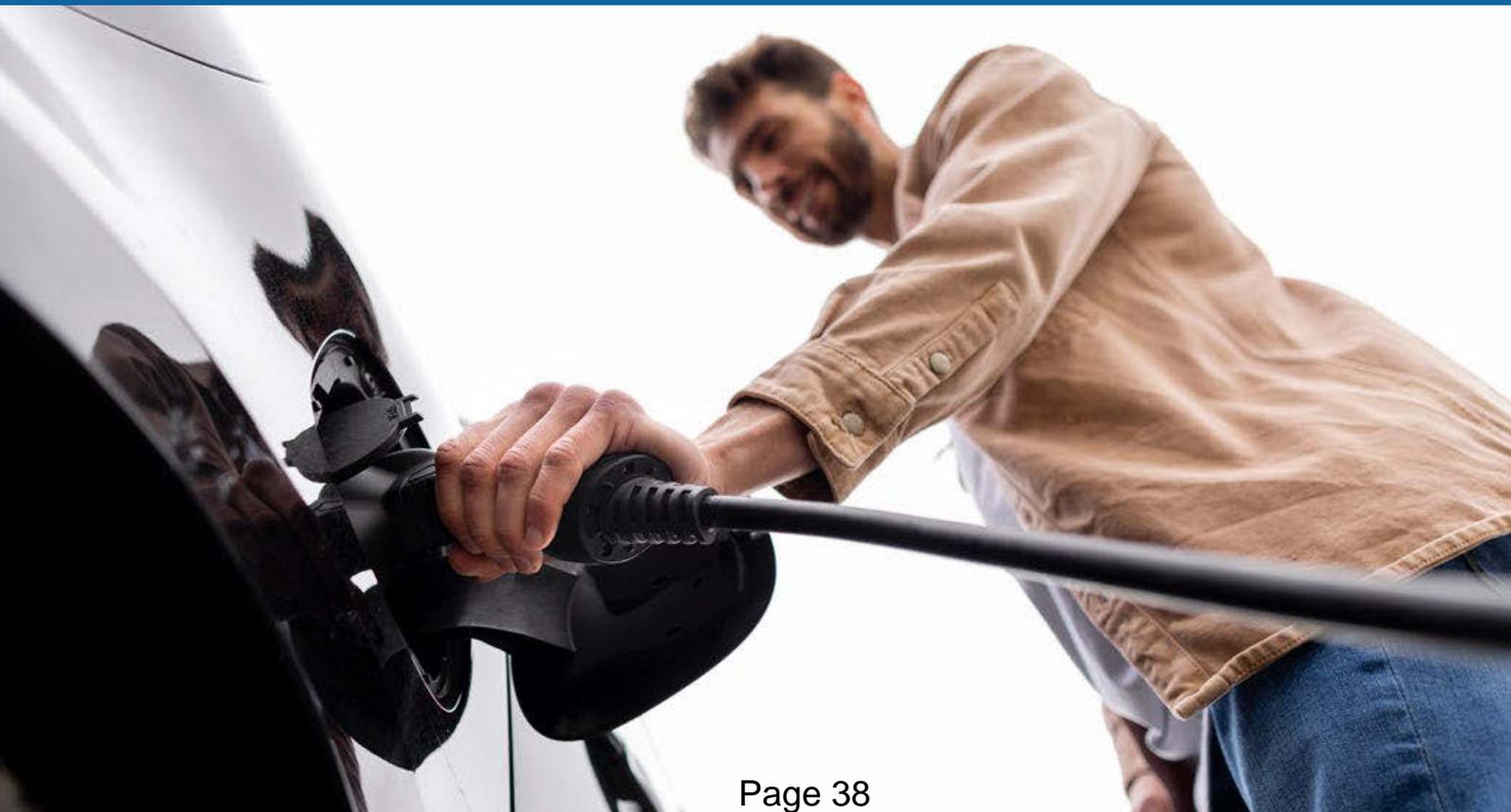
Staffordshire County Council has produced a public electric vehicle toolkit to assist the public with general guidance, FAQs and will soon be available on our website.

Staffordshire County Council has an on-going study taking place to understand the current environmental impacts of the authority fleet vehicles including cars, pick-ups and minibuses. The study will provide insights into total cost of ownership, emissions and charging requirements of switching to fully electric vehicles. The findings from the study will help the authority make informed business cases for electric vehicles and the supporting infrastructure across all service areas.

Transitional Low Carbon Fuel – Hydrotreated Vegetable Oil (HVO) - Staffordshire County Council are trialling HVO diesel in active service areas. The fuel is classified as a sustainable and renewable fuel alternative for conventional diesel. HVO can run in many modern vans, HGVs and plant equipment types without modification. The use of HVO diesel can deliver several benefits over conventional diesel, including emission savings of up to 90% Carbon Dioxide, 27% Nitrogen Dioxide and 84% in Particulate Matter.

HVO along with other emerging technologies is considered a viable transitional fuel on route to SCC's 2050 Net Zero target.

Amey are the principal contractor for Staffordshire Highways. A trial is underway to understand HVO compatibility amongst fleet, plant and machinery to facilitate the move to the low carbon fuel in the SCC Highways AMEY fleet. SCC are also exploring further businesses cases across the authority to increase the use of HVO diesel across the authority.



Appendix 1

Staffordshire County Council approach to Climate change

The County Council has championed the climate change agenda for many years and our carbon reduction strategy, Green Shoots, published in 2011 built on previous commitments to this agenda. Staffordshire County Council recognises that climate change is the biggest environmental challenge facing the world today and has reflected this by identifying climate change as one of the four key principles in the Councils Strategic Plan.

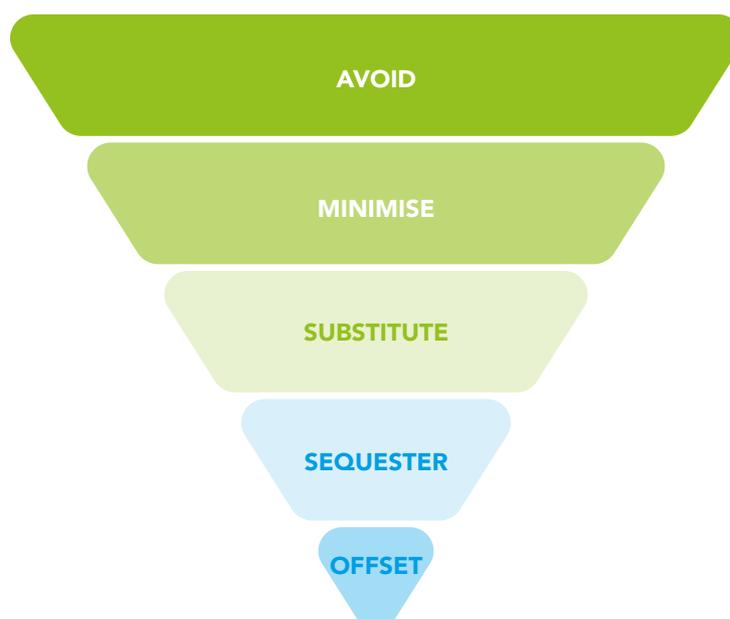
With the setting of new legislation in May 2019, through an amendment to the Climate Change Act 2008, the UK became the first major economy to pass a law requiring the country to bring all greenhouse gas emissions to net-zero by 2050. This means that the country needs to remove as much carbon from the atmosphere as it emits.

Following the publication of this new legislation, the County Council committed itself to this agenda by declaring a climate change

emergency in July 2019 to also achieve net zero emissions by 2050. This replaced the previous commitment to reduce carbon emissions to 80% of the 1990 baseline.

We have seen a considerable reduction in our carbon emissions from the initial 1990 baseline of 200,000 tonnes. This is partially attributed to many of our schools converting to academies which, once converted are not included as Council emissions. A number of carbon reduction measures have been implemented since this time which has reduced the carbon impact of our services.

The County Council recognises that a range of actions are needed to reduce the Council carbon emissions. We adhere to the carbon hierarchy principles of avoiding and reducing emissions as a priority, where emissions cannot be reasonably reduced any further we consider sequestering.



We also recognise that we need to put in measures so we can adapt to our changing climate.



Scope 1 – All direct emissions – these emissions arise as a direct result of our activities under our control. For Staffordshire County Council this includes

- **gas consumption from all maintained schools and corporate buildings**
- **liquified petroleum gas (LPG) usage from corporate buildings**
- **heating oil consumption from maintained schools**
- **fuel used for fleet vehicles**

Scope 2 – Indirect emissions – these emissions are our emissions associated with the consumption of electricity purchased for maintained schools and corporate buildings. Where the electricity is 100% sourced from a registered renewable supplier, only transmission and distribution emissions are included.

Scope 3 – All other indirect emissions – this includes a much wider remit and includes the activities which we do not own or directly control, for example services under contract. This includes:

- **business miles associated with staff travel**
- **passenger kilometres associated with staff travel via train**
- **water consumption (supply and treatment) from all maintained schools and corporate buildings**
- **contracted waste operations and processes**
- **electricity consumption associated with street lighting and ITS equipment**
- **fuel consumption associates with Amey (Highways) operation**
- **home to school transport.**





Climate Change

Action Plan
2021 - 2025

Revision 2 - November 2022

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Doing our Bit to make
Staffordshire Sustainable

Introduction

Staffordshire County Council recognises that climate change is the biggest environmental challenge facing the world today and has reflected this by identifying climate change as one of five key principles in the Council's Strategic Plan. Staffordshire County Council committed itself to this agenda by declaring a climate change emergency in July 2019 to also achieve net zero carbon emissions by 2050. The Strategic Development Framework released in February 2021 sets out how the authority will work towards achieving its carbon emissions target.



The County Council 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 that is already in the atmosphere (sequestration) or help communities and businesses prepare for the impact of a changing climate (adaptation). In achieving these actions, the authority will play its part in the global effort to reduce the impact of Climate Change and meet its net carbon zero target. The Council will monitor its carbon emissions each year, to track the success of these actions. Between 2018 and 2021 we have reduced our carbon emissions by 43%.

This is the first revision of the 2021-2025 action plan this updated plan reflects our completed actions, presents reviewed existing actions where appropriate and introduces some new actions to maintain our journey to net carbon zero.

Simon Tagg - Staffordshire County Council's Cabinet Member for Environment, Infrastructure and Climate Change

Key Themes

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Theme 1: Carbon Reduction

Theme 2: Air Quality

Theme 3: Natural Environment

Theme 4: Waste

Theme 5: Behavioural Change

Carbon Reduction

The Carbon Reduction theme has the most amount of actions within the plan. These actions cover internal staff training, resource use and efficient operation of services as well as starting to change the way that we work. The actions also look to include climate change thinking in policy and Governance processes.

Ref	Description	Action	Proposed Timeline
CR-01	Ensure climate change and sustainability impacts are considered in decision making, including land disposals and budgets.	<ul style="list-style-type: none"> • Business case templates to include financial benefits or consequences of delivering low carbon alternatives. • Procurement process to include consideration of the impacts on climate change. 	<ul style="list-style-type: none"> • Mar 2023 • Ongoing
CR-02	Ensure sufficient resources are available to support business areas in understanding and identifying carbon impacts and reduction opportunities.	<ul style="list-style-type: none"> • Identify the resources required to progress the climate change agenda across the council. • Climate Change team to provide expertise and support to business areas to develop ideas to deliver innovation. • Deliver DfT/ADEPT Live Labs 2 project (subject to funding approval) to consider opportunities for reducing carbon emissions in certain highways tasks 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Mar 2023
CR-03	Research carbon sequestration and other potential offsetting projects.	<ul style="list-style-type: none"> • Outline options and make recommendations for sequestration and/or offset projects. 	<ul style="list-style-type: none"> • Dec 2022

Carbon Reduction

Ref	Description	Action	Proposed Timeline
CR-04	Continued liaison with district and borough councils to discuss how planning considerations can include climate change mitigation and adaptation.	Provide advice to encourage Local Plan policies to have high regard to climate change mitigation and adaptation	<ul style="list-style-type: none"> Ongoing
CR-05	Review the SCC Policy Position to encourage renewable technologies in appropriate locations	<ul style="list-style-type: none"> Review the SCC policy position on renewable generation and consider the identification of targets 	<ul style="list-style-type: none"> April 2023
CR-06	Invest in improving driving styles to reduce preventative carbon emissions	<ul style="list-style-type: none"> Monitor driver behaviour and provide efficient driving information to staff 	<ul style="list-style-type: none"> Ongoing
CR-07	Make better use of Home to School transport by maximising use of every seat for entitled pupils	<ul style="list-style-type: none"> Develop an app to allow contracted services to monitor usage through the Smart Pass Evaluate results of Smart Pass use and consider if any service changes can be made 	<ul style="list-style-type: none"> Jun 2025 Jun 2025

Carbon Reduction

Ref	Description	Action	Proposed Timeline
CR -08	Maximise efficiency of the home to school and Special Education needs transport (SEN) services.	<ul style="list-style-type: none"> Investigate options for reducing the number of vehicles and the mileage travelled 	<ul style="list-style-type: none"> Sep 2023
CR-09	Increase the number of Electric Vehicle (EV) charging points.	<ul style="list-style-type: none"> Develop an EV charging infrastructure strategy in partnership with the Districts and Boroughs Develop a 2 year countywide EV charging implementation plan Develop an internal EV charging infrastructure strategy and implementation plan Investigate the potential to upgrade electricity supply in SCC building stock to facilitate EV charging in retained property portfolio and identify sites requiring upgrade. Work with Amey to roll out EV charging across highways depots where spare electrical capacity is available 	<ul style="list-style-type: none"> Dec 2022 Feb 2023 Feb 2023 Aug 2023 Ongoing
CR-10	Transition fleet to alternative fuels or more carbon efficient where appropriate by 2025	<ul style="list-style-type: none"> Implement HVO fuelling to all suitable Highways AMEY vehicles, plant, machinery and equipment Develop a Highways AMEY fleet plan for phasing in of EVs where suitable vehicles are available Where possible consider and implement a transition plan to full EV vehicles within the SCC fleet 	<ul style="list-style-type: none"> Apr 2023 Jun 2023 Oct 2023

Carbon Reduction

Ref	Description	Action	Proposed Timeline
CR-11	Maximise usage of properties by identifying properties for disposal and opportunities for change of retained properties.	<ul style="list-style-type: none"> Take a phased approach to complete a review of all SCC owned or leased buildings. Identify opportunities for change through the development of Business Asset Plans. 	<ul style="list-style-type: none"> Feb 2023 Ongoing
CR-12	Improve energy efficiency of SCC owned buildings where feasible	<ul style="list-style-type: none"> Collate data on running costs, energy usage, type and condition of lighting, boilers and insulation Develop a programme of work incorporating lower carbon and energy efficiency considerations as part of capital maintenance programs 	<ul style="list-style-type: none"> Jul 2023 Annual
CR-13	Prioritise sites to have Building Energy Management Systems (BEMS) installed	<ul style="list-style-type: none"> Achieve 7 BEM installations per year 	<ul style="list-style-type: none"> Jan 2023 - Phase 1
CR-14	Improve energy efficiency of highway infrastructure and equipment	<ul style="list-style-type: none"> Continue delivery of Street Lighting LED retrofit programme phase 1. Deliver annual Traffic Signals refurbishment/LED upgrade programme 	<ul style="list-style-type: none"> Mar 2025 Annual
CR-15	Improve understanding of embedded carbon in Highways activities to enable carbon reduction or mitigation	<ul style="list-style-type: none"> Participate in pilot project with Future Highways Research Group (FHRG) to develop a standardised carbon reporting tool for highways 	<ul style="list-style-type: none"> Ongoing
CR-16	Emissions monitoring	<ul style="list-style-type: none"> Continue to monitor and report the Councils annual carbon emissions. 	<ul style="list-style-type: none"> Annual

Air Quality

The Council aims to improve air quality by encouraging active travel and working with vehicle operators within the county to introduce efficient engines and use of low carbon fuels.

Ref	Description	Action	Proposed Timeline
AQ-01	Investigate the impact of introducing a standard requirement for Euro5 or better for home to school transport contracts.	<ul style="list-style-type: none"> Market test feasibility (cost & availability) of including Euro5 as a standard requirement. 	<ul style="list-style-type: none"> Jun 2023
AQ-02	Secure funding to work with local bus operators to improve the energy efficiency of public transport in Staffordshire	<ul style="list-style-type: none"> Agree Bus Service Improvement Plan with interested local bus operators with an agreed transition path to low emission buses. 	<ul style="list-style-type: none"> Ongoing
AQ-03	Deliver against objectives of the Local Cycling and Walking Infrastructure Plan (LCWIP)	<ul style="list-style-type: none"> Deliver and review active travel schemes in Stafford, Burton, Cannock, Lichfield, Newcastle and Tamworth Work with the District and Boroughs to support bids for sustainable travel delivery 	<ul style="list-style-type: none"> Oct 2024 Ongoing

Natural Environment

The natural environment is key to removing carbon out of the atmosphere, through carbon sequestration. The focus of this theme is to maximise the benefit the councils land holding has on the climate. New land management opportunities will be identified to further enhance the positive carbon impact of County land with additional benefits of enhanced biodiversity.

Ref	Description	Action	Proposed Timeline
NE-01	Commission a study to determine the current sequestration / storage of carbon in natural habitats on SCC landholdings and the potential to increase it through tree planting and habitat enhancement.	<ul style="list-style-type: none">Review report outcomes and recommendations and produce business case to take forward recommendations.	<ul style="list-style-type: none">Dec 2022
NE-02	Review policies that impact on our management of habitats	<ul style="list-style-type: none">Review land management policies and consider options to lower carbon intensity and/or improve biodiversity.	<ul style="list-style-type: none">Jun 2023

Waste

This section includes not only the emissions from the waste generated by the Council but also Staffordshire households. It measures the emissions from handling the waste at the recycling centres and the emissions from operating the energy recovery facilities for handling all of Staffordshire's household waste

Ref	Description	Action	Proposed Timeline
W-01	Consider the long term capacity needs for Energy Recovery Facilities (ERF) in Staffordshire.	<ul style="list-style-type: none"> Present an options appraisal for cabinet approval 	<ul style="list-style-type: none"> Jun 2024
W-02	Plateau growth in waste to 0% by 2025, using 2019 pre-pandemic tonnage as the baseline.	<ul style="list-style-type: none"> Deliver 4 communications campaigns a year focussed on waste education and waste reduction 	<ul style="list-style-type: none"> Ongoing
W-03	Reduce food waste and garden waste in the residual waste stream.	<ul style="list-style-type: none"> Complete procurement for a Countywide food waste treatment contract 	<ul style="list-style-type: none"> Apr 2023
W-04	Consider the potential for transitioning to alternative and low carbon fuels for the Recycling centres service	<ul style="list-style-type: none"> Where feasible transition site and supervisor vehicles from diesel to a lower carbon alternative Investigate the potential for transitioning outsourced vehicles to lower carbon alternatives 	<ul style="list-style-type: none"> Dec 2022 Jan 2023
W-05	Develop a Staffordshire Materials Recovery Facility (MRF) to reduce haulage requirements	<ul style="list-style-type: none"> Begin development of Strategic business case for long term management of dry mixed recycling in Staffordshire with support of local waste partnership 	<ul style="list-style-type: none"> Apr 2023
W-06	Investigate options for using closed landfill sites for climate change mitigation	<ul style="list-style-type: none"> Identify suitable technologies or changes to land management on closed landfill sites which could assist with climate change objectives 	<ul style="list-style-type: none"> Dec 2022

Behavioural Change

Climate change is a problem that is facing everyone. To tackle the issues it will need everyone to make changes to their daily lives. The council plan to work with business and other Councils within Staffordshire to produce a joined-up approach to tackling climate change that reaches beyond just the actions of the Authority.

Ref	Description	Action	Proposed Timeline
BC-01	Offer funding through the Climate change action fund.	<ul style="list-style-type: none"> Offer an annual fund for climate change projects for schools, parish councils and the local community 	<ul style="list-style-type: none"> Annual
BC-02	Raise awareness of climate change and encourage behavioural change through communication campaigns	<ul style="list-style-type: none"> Increase climate change awareness in all staff. Aim for 1000 members of staff to complete the course by March 2023. Increase climate change awareness of Staffordshire residents. Run a calendar of monthly hints and challenges. 	<ul style="list-style-type: none"> Ongoing Oct 2022
BC-03	Engage with communities to raise awareness and highlight opportunities for local action for waste and climate change	<ul style="list-style-type: none"> Hold a Climate Change & Waste Conference 	<ul style="list-style-type: none"> Annual
BC-04	Consider implications and how the changing climate of Staffordshire can be managed and mitigated	<ul style="list-style-type: none"> Develop a Countywide Adaptation Strategy Develop an SCC Adaptation Plan 	<ul style="list-style-type: none"> Mar 2023 Oct 2023
BC-05	Work with businesses to raise awareness and reduce their carbon footprint	<ul style="list-style-type: none"> Staffordshire Business Environment Network (sben) to encourage and provide assistance to install 25 solar PV on businesses sben to work with Staffordshire Wildlife Trust to promote small scale funded tree planting projects with a total of 120 trees across 20 businesses 	<ul style="list-style-type: none"> Apr 2024 Ongoing

Completed Actions

Carbon Reduction

- Revise the Cabinet Report standard template to include a section on Climate Change 
- Consider the outcome of the Renewable Energy Audit 
- Ensure Climate Change is a standing agenda item for Staffordshire Development Officers Group 
- Issue all school children with a Smart Pass to monitor Home to School transport usage to identify any inefficiencies in the system 
- Review SCC owned tools and equipment and usage and replace with battery powered where possible 
- Establish potential for battery operated tools to be specified in future ground maintenance contracts and apply if possible 

Natural Environment

- Engage with consultants to produce a review of land/habitats in Staffordshire (including carbon impact, carbon storage benefits, potential opportunities, other benefits ie social and GIS data) to determine the current sequestration / storage of carbon in natural habitats on SCC landholdings and the potential to increase it through tree planting and habitat enhancement. 
- Develop guidance and instructions for staff on GIS 

Completed Actions

Waste

- Investigate options for a single food waste procurement contract to encourage the Districts and Boroughs to introduce separate food waste collections ahead of proposed legislative changes



Behavioural Change

- Sben to roll out carbon calculator for businesses
- Staffordshire Sustainability Board to set a countywide strategic direction in ways of working to support the transition to Net Zero



Programme Funding

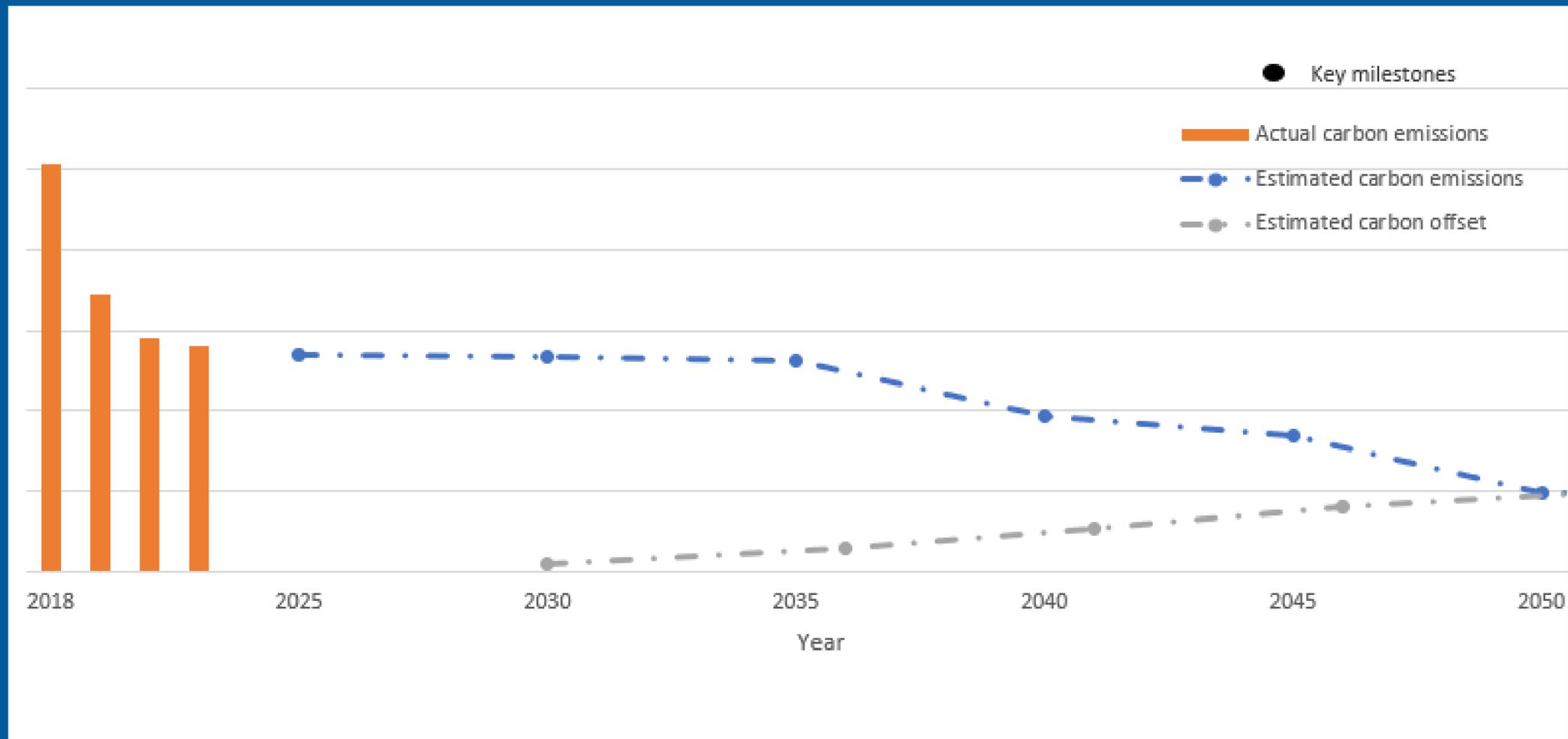
- The Council has dedicated and secured over £5.4m of support to our net carbon zero journey over and above usual budget allocations.
- A further £1m Investment Fund has been made available over a 5 year timeframe, specifically for Sustainability projects to support the climate change agenda, which will be subject to successful business case bids.
- The Council pledges to maximise external funding opportunities that will assist in the delivery of this plan.

County Council Climate Change Investment	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Investment
MTFS Budget - Internal Funding	£ 690,000	£ 585,580	£ 596,700	£ 546,700	£ 546,700	£ 546,700	£ 2,836,070
Public Sector Decarbonisation Scheme (External funding)	£ 0	£ 3,005,350	£ 0	£ 0	£ 0	£ 0	£ 3,005,350
Total Investment (Internal & External funding)	£ 690,000	£ 3,590,930	£ 596,700	£ 546,700	£ 546,700	£ 546,700	£ 6,817,730

Programme Roadmap

The Council has declared a commitment to be net carbon zero by 2050. Whilst our aspirations are high to reduce this as much as possible we acknowledge we can not reach net zero without some carbon sequestration or offsetting. This also forms a key role within the plan.

The Roadmap shows the projected reduction in Staffordshire County Council's operational emissions. The reduction is based around targets and legislative changes that have already been or will soon to be set by Central Government through consultations, industry developments and economic drivers. The authority understands that there will potentially be further changes to mechanisms the drive decarbonisation across the energy and transport sectors.



Community Impact Assessment

Climate change annual report and Climate change action plan, revision
2, November 2022

Author: James Cartwright – Sustainability Manager

Date: 16th November 2022

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have 'due regard' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a 'relevant protected characteristic' and people who don't.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Age - older and younger people</p>	<p>People of all ages will benefit from the County Council reducing carbon emissions through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.</p>	<p>No specific risks relating to different genders have been identified at this stage.</p>	<p>When engaging with communities to encourage and drive forward the climate change agenda, endeavor to do this in an accessible way to residents who are elderly, particularly those who are digitally excluded. Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>
<p>Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.</p>	<p>People with disabilities will benefit from the County Council reducing carbon emissions through enhanced quality of life and well-being for everyone through a cleaner, greener and more resilient local environment</p>	<p>No specific risks relating to people with disabilities.</p>	<p>When engaging with communities to encourage and drive forward the climate change agenda, endeavour to make it accessible to all, including those with disabilities such as visual impairment or learning disabilities. Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Gender reassignment - those people in the process of transitioning from one sex to another</p>	<p>People who have undergone gender reassignment or are transitioning will benefit from the County Council reducing carbon emissions through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.</p>	<p>No specific risks relating to gender reassignment have been identified at this stage.</p>	<p>Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>
<p>Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work</p>	<p>N/a</p>	<p>No specific risks relating to gender reassignment have been identified at this stage.</p>	<p>Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>
<p>Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers</p>	<p>Pregnant women will benefit from the County Council reducing carbon emissions through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.</p>	<p>No specific risks relating to gender reassignment have been identified at this stage.</p>	<p>Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins</p>	<p>People of all ethnicities will benefit from the County Council reducing carbon emissions through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.</p>	<p>No specific risks relating to race have been identified at this stage.</p>	<p>When engaging with communities to encourage and drive forward the climate change agenda, endeavour to do this in an accessible way to residents who do not have English as their first language.</p> <p>Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>
<p>Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered</p>	<p>People of all religions and beliefs will benefit from the County Council reducing carbon emissions through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.</p>	<p>No specific risks relating to religion or belief has been identified at this stage.</p>	<p>Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>
<p>Sex - men or women</p>	<p>People of all genders will benefit from the County Council reducing carbon emissions through enhanced quality of life and well-being through</p>	<p>No specific risks relating to different genders have been identified at this stage.</p>	<p>Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	a cleaner, greener and more resilient local environment.		
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	People of all sexual orientations will benefit from the County Council reducing carbon emissions through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.	No specific risks relating to gender reassignment have been identified at this stage.	Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.

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➤ Workforce Assessment

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
All staff	Staff who live/work in Staffordshire will benefit from the County Council reducing carbon	No specific risks to SCC staff	It is recommended that all staff take part in the climate change training module available on the Learning Hub.

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
	<p>emissions through enhanced quality of life and well-being. through a cleaner, greener and more resilient local environment.</p> <p>SMART/Agile working will result in increased flexibility for staff.</p>		<p>Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>

➤ **Health and Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
Active participants of low carbon impact travel	Greener travel such as cycling and walking which requires individuals to spend more time outside is proven to have positive benefits on mental health and wellbeing	Increased public use of roads and pathways may lead to increased, slips, trips and falls, due to these activities	<p>Communications around the availability of green travel options to be widely promoted.</p> <p>Staffordshire County Council is already actively engaged with walking and cycling, with the continued development and maintenance of cycleways and public footpaths. Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>

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➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
Enhanced education of Staffordshire children and encouragement of rural residents to take up opportunities of low carbon transport	Although climate change is part of the curriculum for primary and secondary schools projects such as bikeability and the Air	It will be harder for residents of rural communities to engage with low carbon impact travel, due to their	We shall be engaging with maintained schools as part of delivering the action plan, during these interactions we shall communicate effectively and

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>Aware campaign in targeted schools will enhance the learning.</p> <p>Travel by cycling/walking is proven to have positive health outcomes</p>	<p>geographic locality and access to resources.</p>	<p>positively with the leaders within the school community.</p> <p>If benefit can be drawn from our activities, to enhance the delivery of a "broad and balanced curriculum", then this shall be implemented.</p> <p>Effective communications will be entered into for the promotion of active travel, where there is infrastructure and opportunity for residents and communities</p>

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➤ Economic Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
Higher skilled workforce	<p>With the increased uptake of green technologies, this will lead to the growth and development of higher skilled jobs.</p>	<p>These jobs are created outside of Staffordshire or the West midlands</p>	<p>It is recommended that as green technologies are adopted on a larger scale, that the necessary resource is identified and implemented to capture the potential for growth and enhanced jobs within the reach of Staffordshire residents. Tenders</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
			for work to seek local suppliers where possible.

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Our climate is changing and over the coming years we shall all feel the effects of climatic extremes which will impact on our lives and businesses. The County council has committed to becoming net zero by 2050 and mitigate its carbon emissions in line with the Paris agreement to keep global warming below 1.5oC.</p>	<p>Whilst SCC leads a strategic pathway for Staffordshire in the mitigation of carbon emissions, there will be many benefits to residents and businesses across the County, that embrace the changes needed to achieve our target.</p>	<p>There is a risk that with underinvestment and without the proper policies in place, that we will not progress fast enough to keep on our pathway to net zero in 2050.</p>	<p>It is recommended that all of the actions of the Authority are scrutinised to allow us to adhere to our strategic plan and 'Tackle climate change, enhance our environment, and make Staffordshire more sustainable'</p>

➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Land-owners, tenants and users of rural open spaces are starting to have their use of the environment compromised due to climate change</p>	<p>By limiting the mean temperature rise of the climate. It is hoped that the impact of extremes in weather condition is kept to a minimum on the rural environment.</p>	<p>If we do not reduce our carbon emissions, then average climate temperature will rise above recognised maximums, which will result in more extreme weather events and which may result in a negative impact on the rural environment</p>	<p>Land management should consider how to maximise climate change resilience.</p> <p>Flooding has become an ever more frequent event recently and the increased occurrence of flooding can be attributed to climate change.</p> <p>Reducing our carbon emissions in line with national recommendations will minimise the potential for future environmental impact, which will impact on livelihoods and habitats.</p> <p>It is therefore recommended that we adopt all measures possible to achieve "net zero" carbon emissions.</p> <p>Working with the wider community is also a priority to reduce the counties wider emissions, for example through the Making</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
			Staffordshire sustainable campaign branding.

Cabinet Meeting on Wednesday 16 November 2022

Half Yearly Treasury Management Report for the Period Ended 30 September 2022



Cllr Ian Parry, Cabinet Member for Finance and Corporate Matters said,

“Staffordshire County Council is a well-run council, and we continue to manage our finances prudently while doing and spending what is required. By using cash reserves rather than borrowing more, we have been able to achieve substantial savings in what remain challenging times. As well as being prudent, our low-risk investment approach, which focuses on lending to low-risk institutions, means we have been well placed to deal with challenges arising from difficulties the current global economy presents. We remain committed to supporting local businesses along with providing access to funding, as we work to grow our economy. Like most Councils we face financial pressures, rising costs and uncertainty over the long-term funding of some services. We will continue to spend and invest where necessary, focusing our efforts and resources on where they are most needed while providing best value for money for local taxpayers.”

Report Summary:

1. This report provides a summary of the County Council’s borrowing and investment activities during the first six months of the year.
2. An analysis of the first half-year activities is set out in the report, but the key points to note are that:
 - the Treasury Management Panel, chaired by the County Treasurer and comprising other senior finance officers, met regularly to consider treasury matters.
 - all transactions were undertaken by authorised officers and within the limits approved.
 - all investments were to counterparties on the approved counterparty list and fully met the requirements of the relevant regulations; and
 - the County Council operated within the limits and Prudential Indicators set out in the County Council’s Treasury Management Practices and Annual Treasury Management Strategy, with the exception of the Upper Limit for variable rate interest exposure, the reasons for which will be addressed in this report.

3. The County Council maintained a cautious approach to investments. The policy of using cash instead of borrowing continues to generate savings, helping reduce the average interest the County Council pays on its debt.
4. Overall, the report demonstrates that the County Council's borrowing and investment activities are being undertaken prudently and in line with agreed strategies in a very challenging environment.

Local Members Interest	
N/A	N/A

CABINET – 16 NOVEMBER 2022

Treasury Management Report for the half-year ended 30 September 2022

Recommendation of the Cabinet Member for Finance and Corporate Matters

1. That Cabinet note the treasury management activities for the half-year ended 30 September 2022.
2. That Cabinet note the Prudential Indicators shown in **Appendix 2** and approve the increase to the Upper Limit of variable rate interest exposure from £316 million to £420 million as detailed in this report.
3. That Cabinet note and approve the proposed revision to the Non-Standard Investment limits to £100 million per asset class and £200 million in total as laid out in this report and detailed in **Appendix 5**.

Report of the County Treasurer

Reasons for Recommendations:

4. At their meeting on 18 January 2012, Cabinet adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code).
5. Treasury risk management at the County Council is conducted within the framework of the revised 2021 Edition of the CIPFA Code. This requires the County Council to approve a treasury management strategy before the start of each financial year and, as a minimum, provide a semi-annual and annual treasury outturn report. This report fulfils the County Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
6. This report provides a summary of the County Council's treasury management activities for the first half of 2022/23, in the context of the strategy for the year, which was agreed by Cabinet on 26 January 2022. It considers both the borrowing and investment decisions taken within the specified period in view of the interest rates and economic conditions prevailing at the time.

External Context

7. The first half of 2022/23 has seen increases in the bank base rate by both the Bank of England in the UK and the Federal Reserve in the US. UK base rates rose from 0.75% in March 2022 to 3.00% in November 2022 and US base rates rose from 0.50% to 4.00% in the equivalent period. It is expected that UK interest rates may peak at 5% in March 2024, as projected by Link the council's independent treasury adviser, and fall away after 12 months whilst the US interest rate may peak at 4.75% as both central banks endeavour to control inflation.

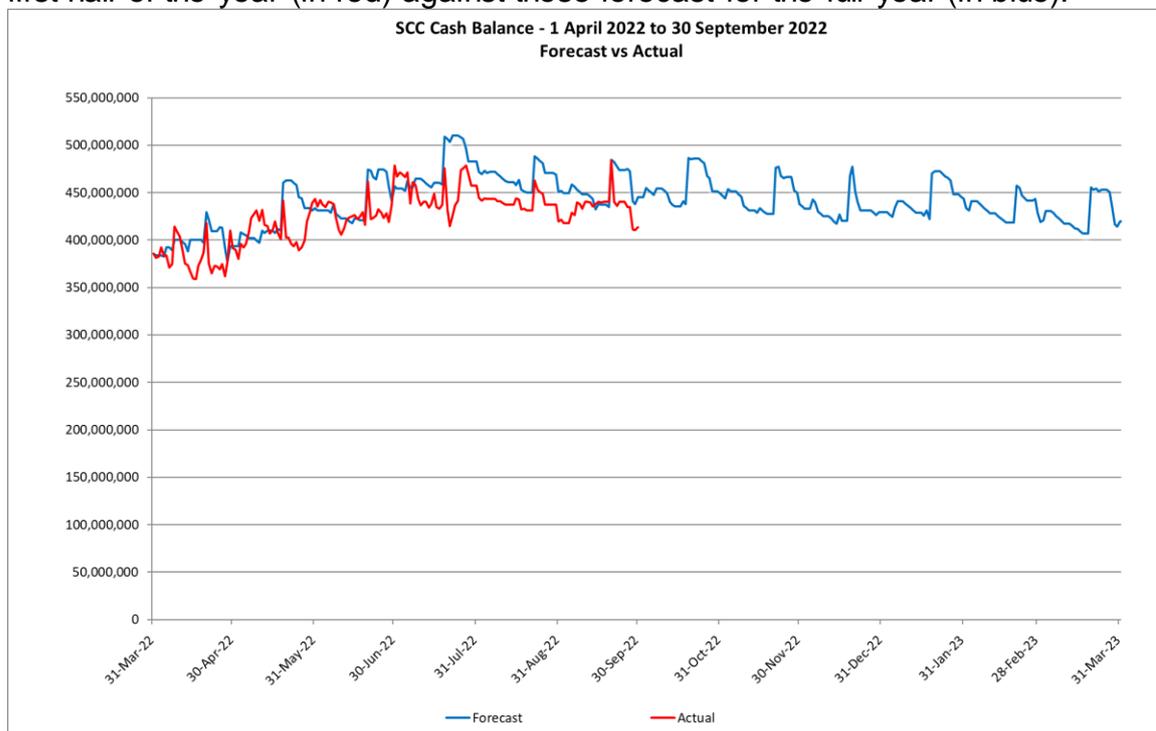
8. The direct effect of the UK interest rate rises is an increase in returns on investments. The link to borrowing is not as strong as PWLB rates are driven primarily by Gilt yields i.e. the cost of government borrowing. The strategy of using internal funding in lieu of borrowing adopted by the County Council still stands while investment returns are below short-term borrowing levels, known as the cost of carry. Increased interest rates may make early repayment of debt economically viable and officers within the Treasury Management function will monitor opportunities.
9. Gross Domestic Product (GDP) - The UK economy grew by 0.2% in Q1 2022/23, though revisions to historic data left it below pre-pandemic levels. Higher energy prices have created more persistent downward effects in economic activity. Industrial production and construction output fell in July 2022 for a second month in a row. With the drag on real activity from high inflation having increased, GDP is at risk of contracting through the autumn and winter months. Retail sales volumes fell in August 2022, which was the ninth fall in 10 months and there are signs that households are spending their excess savings in response to high prices.
10. Labour Market - The labour market remains tight but the data for July and August provided evidence that the weaker economy is leading to a cooling in labour demand. The Labour Force Survey showed that employment rose by 40,000 in the three months to July 2022, but the number of vacancies has started to level off from recent record highs. There are positive signs of a slowing in the upward momentum on wage growth, the rate of average earnings growth rose from 5.2% in June to 5.5% in July.
11. Consumer Price Inflation (CPI) - CPI eased from 10.1% in July to 9.9% in August, although inflation is forecast not to have peaked yet, CPI inflation is expected to peak close to 11%. The easing in the August inflation figures was mainly due to a decline in fuel prices reducing fuel inflation from 43.7% to 32.1%. Utility price inflation is expected to add 0.7% to CPI inflation in October when the Ofgem unit price cap increases. As the government has initially frozen utility prices at that level for 6 months, energy price inflation will fall sharply after October 2022 and have a big downward influence on CPI inflation. Nonetheless, the rise in services CPI inflation from 5.7% year on year in July to a 30-year high of 5.9% year on year in August suggests that domestic price pressures are showing little sign of abating.
12. The current economic situation has added to existing domestic inflationary pressures and will potentially leave a legacy of higher interest rates and public debt. Whilst the government's utility price freeze will reduce peak inflation, it remains to be seen how the market will view recent political events.
13. The economic context in which the County Council operates remains volatile and uncertain and the measured approach the County Council takes with its treasury activity in the financial markets reflects this.

Borrowing strategy update

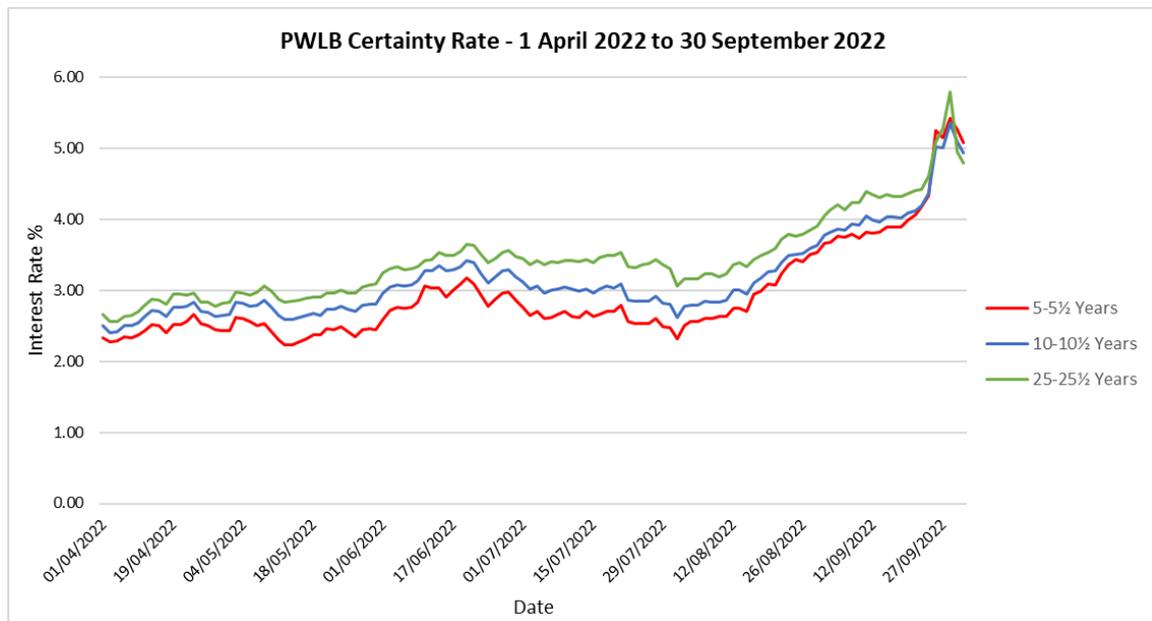
14. The Treasury Management Strategy Report for 2022/23 outlined the long-term borrowing strategy for the year stating that it was:

“more cost effective for the County Council to use its internal cash resources in lieu of borrowing”

15. In accordance with this, cash has continued to be used in lieu of borrowing and the County Council did not require new, or replacement loans, to be taken out in the first half of the year.
16. The strategy of using cash instead of borrowing has relied on two main factors; the Bank Rate (set by the Bank of England) remaining low, and cash balances being sufficient to meet the County Council’s day-to-day requirements.
17. The Bank of England (BoE) maintained Bank Rate of 0.1% from 19 March 2020 but since December 2021 has increased the rate incrementally to 2.25%. It is expected that this rate will continue to rise as the Bank of England attempts to reduce inflation. Historically though, this current level is still low.
18. In terms of the future, Link, the County Council’s treasury advisor, expects Bank Rate to rise in December 2022 to 4.00%, then again to 5.00% in March 2023. In March 2024 they expect rates to fall away to 4.50% and then gradually reduce to 2.5% in September 2025. As has been seen over the last 12 months the financial markets are extremely volatile and sentiment can change overnight impacting rates.
19. Currently interest rate returns are still lower than borrowing costs meaning that the strategy of using cash remains important and represents a cheap way of financing the capital programme. Overall, the short-term interest rate environment now and for future forecasts both still support the borrowing strategy adopted in 2022/23.
20. Cash balances have been sufficient to allow day to day cash management in the first half of the year. The following graph shows total actual cash balances for the first half of the year (in red) against those forecast for the full year (in blue).



21. It can be seen that the actual cash balances the County Council holds reflect the trendline of the forecast.
22. Cashflow forecasts indicate the County Council will have sufficient balances to fund its debt for 2022/23, without the need to take out further long-term loans. When loans are taken-up these are mainly sourced from the Public Works Loan Board (PWLB), whose loan interest rates reflect changes in Gilt yields in the UK Government bond market. The following chart shows three typical loan periods where rates have been adjusted to reflect the “certainty-rate” reduction of 0.20% which is available to all local authorities who register with the Government.



23. Gilt yields are very sensitive to the risk appetite of international investors and the low yields at the beginning of the year reflected the uncertain global financial environment. Ultra-low interest rates and the ‘flight to quality’ continued, keeping gilts yields low, but volatile, over that period. Rates dipped in July but have started to rise, the main driver of the increases was investors becoming progressively more concerned at the way that inflation was expected to rise. The ‘fiscal event’ announced by the government led markets to see the UK as a higher risk and increased gilt yields significantly in September 2022. As a result, this pushed PWLB rates higher making it more expensive for Local Authorities to borrow.
24. The County Council’s current external loans portfolio stands at £462 million and includes £51 million Lender Option Borrower Option (LOBO) loans. LOBO loans are long term loans where the lender has the option to increase the interest rate at pre-determined intervals; if the lender exercises its option to change the rate, the borrower’s option is triggered. The borrower must either accept the revised rate or they can repay the loan without penalty. LOBO loans were initially taken out by the County Council when their rates compared favourably to PWLB rates. It is unlikely that the holders of these loans will change rates unless the base rate rises become sustained.

25. The following table shows the interest rates incurred on the County Council's debt portfolio for 2021/22 and for this half year, including an adjustment reflecting the use of cash.

	2021/22 Full Year %	2022/23 Half Year %
Weighted average rate of interest for external loans	4.64	4.60
Adjusted for the use of cash	3.97	4.05

26. The average rate on external loans has fallen slightly, as a PWLB loan repaid had a slightly higher interest rate than the average. Once the utilisation of cash reserves is taken into account, the rate falls considerably. This illustrates that the County Council's policy of using cash instead of borrowing, while average borrowing rates are still higher than the interest rates paid on investments, is of real benefit and continues to generate significant savings. This policy is also helping to reduce the average interest paid on County Council debt and is estimated to have saved £1.068 million in interest payments in the first half of the financial year.
27. A graph illustrating the maturity profile of the long-term loans at 30 September 2022 is provided at **Appendix 3**.

Loan restructuring

28. Movements in interest rates over time may provide opportunities to restructure the loan portfolio in one of two ways:
- to replace existing loans with new loans at a lower rate (known as loan rescheduling); or
 - repay loans early, without replacing the loans. This would increase the use of cash.
29. The Treasury Strategy for 2022/23 approved loan rescheduling where this re-balances risk and approved repayment of loans with no replacement, where deemed appropriate.
30. A combination of factors has meant that PWLB loan restructuring has not been financially viable so far in 2022/23:
- gilt yields below borrowing rates mean that a penalty would be payable; and
 - Government policy, whereby a margin is applied to the early repayment of a PWLB loan, increases the penalty payable.
31. As interest rates continue to rise in the latter half of 2022/23 and gilt yields increase officers will be working with Link, the County Councils independent treasury advisors, to identify any opportunities which may arise.

32. The County Council holds cash, representing income received in advance of expenditure plus balances and reserves held. As shown in the chart at **paragraph 20**, the County Council's investment balances during the year have ranged between £359 million and £484 million, due to timing differences between income and expenditure.
33. The Annual Investment Strategy (AIS) forms part of the Treasury Management Strategy and sets out those parties the County Council will lend its money to. The AIS details the requirements of government guidance and the CIPFA Code, with both documents requiring the County Council to invest its funds prudently and to have regard to the following two prime risk issues over return:
- The security of capital; and
 - The liquidity of investments.
34. The resulting investment strategy adopted is characterised by:
- the use of selected counterparties (high level of security).
 - the use of diversified sterling "AAA" money market funds (high level of security and liquidity);
 - a maximum duration of 12 months (high level of security).
 - the use of same day liquidity accounts (high level of liquidity); and
 - the use of a Collective Investment Scheme.
35. The County Council has the ability to place unlimited funds with the UK Government, including Local Authorities (LAs) although investment in LAs is limited to £5 million per counterparty to ensure the investment diversification promoted by the Treasury Management Panel.

Treasury Investments

36. Approved investments stood at £413.710 million on 30 September 2022 (£385.566 million on 31 March 2022), these are analysed below:

<i>Long-term local authority</i>	£m
Derby City Council	15.000
Redcar and Cleveland Borough Council	15.000
<i>Short-term UK Government</i>	
Debt Management Office	50.000
<i>Banks and building societies</i>	
Lloyds Bank Plc (Business Banking)	3.510
Goldman Sachs	15.000
Lloyds Bank Plc Investment Banking	5.000
SMBC Bank International Plc	15.000
Standard Chartered Bank	15.000
<i>Money Market Funds</i>	
Aberdeen	53.800
Black Rock	50.000
Insight	103.500
Federated	27.900
State Street	25.000

Collective Investment Scheme

Royal London Cash Plus Fund	20.000
TOTAL	<u>413.710</u>

37. Both the CIPFA Code and government guidance require the County Council to invest its funds prudently, and to have regard to their security and liquidity before seeking a rate of return. The County Council's main objective when investing money is to minimise the risk of incurring losses from defaults. In the light of the global economic climate, the likelihood of unexpected calls on cash flow, further possibility of austerity measures and settlement uncertainty, the County Council has cash available at very short notice. Liquid cash is diversified over several counterparties and Money Market Funds, to manage both credit and liquidity risks. With interest rates rising the County Council has begun utilising term investments, by placing core cash into secure institutions as recommended by its treasury adviser (Link) for up to 6 months, to increase returns. With interest rates continuing to be lower than borrowing rates and many organisations holding onto cash the County Council has continued to utilise cash to realise savings on borrowing costs as reported in **paragraph 26**.
38. Given the current circumstances, the County Council is principally utilising its MMF's for daily liquidity and Government held Debt Management Office Account and Banks for periods longer than overnight.
39. The following table shows the County Council's investment returns in 2021/22 and 2022/23 to date.

	2021/22 Full Year	2022/23 Half Year
Average return on investments	0.41%	1.34%
7-day LIBID* (benchmark)	(0.04%)	NIL
SONIA** Overnight (revised benchmark)	NIL	1.24%
Additional return generated	0.37%	0.10%
Adjusted without long-term local authority investments	0.08%	1.12%

* LIBID (London Interbank BID interest rate)

** SONIA (Sterling Overnight Investment Average)

40. Albeit at the time, they were entered into as an alternative to repaying debt, returns on investments have benefited from the four long-term local authority investments detailed in **paragraph 36**, as these were entered into at an average rate of around 4.0%. As a result, the average return in 2022/23 has outperformed the benchmark. Returns were previously benchmarked against LIBID rates which were not transparent and these were discontinued in 2021/22. LIBID has been replaced with the SONIA rate which is set using actual returns on a historic basis. The use of the overnight SONIA reflects the current County Council policy of keeping substantial funds liquid and secure.

41. A copy of the counterparty list as at 30 September 2022 is provided at **Appendix 4**. This list is longer than in previous reports as it is a list of available counterparties rather than a shortened list of those we currently have investments with. Subject to undertaking further due diligence, the County Council can invest with more names than those listed, in line with the Credit Management Strategy within the Annual Investment Strategy.
42. The County Council has approval to use non-standard investments, which was granted by Cabinet on the 26 January 2022 via the Treasury Management Strategy Statement. Non-standard investments are all other types of approved investment counterparties that are not included in **Appendix 4** excluding the Collective Investment Scheme i.e., those investments that are used less frequently and may require further approval from the Treasury Management Panel or Members.
43. The non-standard investments approved for use are listed below. These cover a range of potential options, which would need to be considered on a case-by-case basis by the Treasury Management Panel, as to whether they were suitable for the County Council in terms of the risk / return metrics:
- Covered Bonds
 - Repurchase Agreements
 - UK Government Gilts
 - Multilateral Development Bonds
 - Collective Schemes
 - Real Estate Investment Trusts
44. Collective Schemes can offer better risk adjusted returns than deposits in either Money Market Funds or term deposits with banks, with similar risk levels. Examples of Collective Schemes also include property and equity funds, but these have very different risk and return profiles to a same day notice cash MMF and are not considered suitable for the County Council at this time. Although similar to same day access MMF's, enhanced cash MMF's are also considered to be Collective Schemes; they typically have a 2-5-day liquidity notice period, as they invest further along the yield curve. The County Council's only investment in a non-standard investment is in one of these funds, where the money is invested for a longer period to accrue greater yield benefit for slightly reduced liquidity.
45. Currently, non-standard investments have an individual investment cap amount per asset class of £50m (up to 10 years duration) with an overall cap of £150m for this group. These limits were set when the County Council held smaller cash balances and were considered to be a relevant and sensible proportion of that amount. Given the levels of cash the County Council holds, it is proposed that the limits are revised to £100m per asset class and £200m for this group in total. The revised investments authorised for use are shown at **Appendix 5**. Non-Standard Investments may then be considered more widely by the Treasury Management Panel for use where suitable.

Non-treasury investments

46. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the County Council as well as other non-financial assets which the County Council holds primarily for financial return. The

revised Investment Guidance from MHCLG (now Department for Levelling Up, Housing and Communities - DLUHC) broadened this definition further to include loans and investments for service purposes.

47. The County Council currently has one non-treasury investment. This non-treasury investment, which was made for service purposes, is a 49% share in the company Entrust which provides education support services to schools. On 31 March 2022, the County Council's share in Entrust had a nil value.

Compliance with Treasury Limits and Prudential Indicators

48. It can be certified that for the half year ended 30 September 2022:
- (i) in accordance with Financial Regulations, the Treasury Management Panel chaired by the County Treasurer and comprising other senior finance officers, met regularly to consider treasury matters.
 - (ii) all treasury related transactions were undertaken by authorised officers and within the limits approved by the County Council.
 - (iii) all investments were to counterparties on the Lending List current at the time and fully met the requirements of relevant legislation, and
 - (iv) all work carried out in respect of treasury management is subject to independent review and is programmed into external and internal audit plans.
49. As discussed previously in this report, the County Council is holding large cash balances for the financial year 2022/23. This has been discussed regularly by the Treasury Management Panel, to ensure the continued secure deposit of these cash balances, in line with the Annual Investment Strategy. The other impact of larger cash balances has been that the variable interest rate prudential limit was exceeded. This indicator is calculated based on the highest expected cash balance in the year which, because of additional grants and money received at the end of 2021/22, has been higher than forecast. The result of this is that approval is required to revise the indicator from £316 million to £420 million.
50. The latest position for Treasury Management Prudential Indicators is shown in **Appendix 2**.

Rob Salmon
County Treasurer

Background Documents

1. Treasury Management in the Public Services: Code of Practice (CIPFA) (2021)
2. Prudential Code for Capital Finance in Local Authorities (CIPFA) (2021)
3. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003
4. Statutory Guidance on Local Government Investments – Issued under Section 15(1) (a) of the Local Government Act 2003 (2018)
5. Statutory Guidance on Minimum Revenue Provision – Issued under section 21 (1A) of the Local Government Act 2003 (2018)
6. Localism Act 2011 – Guidance on the General Power of Competence in sections 1 to 6.

Contact Details

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Staffordshire County Council

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Equalities Implications – There are no equalities implications arising from this report.

Legal Implications – There are no legal implications arising from this report.

Resource and Value for Money Implications – The resource and value for money implications are contained within the body of the report.

Risk Implications – Counterparty and interest rate risk arising as a result of Treasury Management activity have been considered in the body of this report.

Climate Change Implications – There are no climate change implications arising from this report. Counterparties invested in by the County Council have ESG policies in place.

Health Impact Assessment screening – There are no health impact assessment implications arising from this report.

Staffordshire County Council

Cabinet
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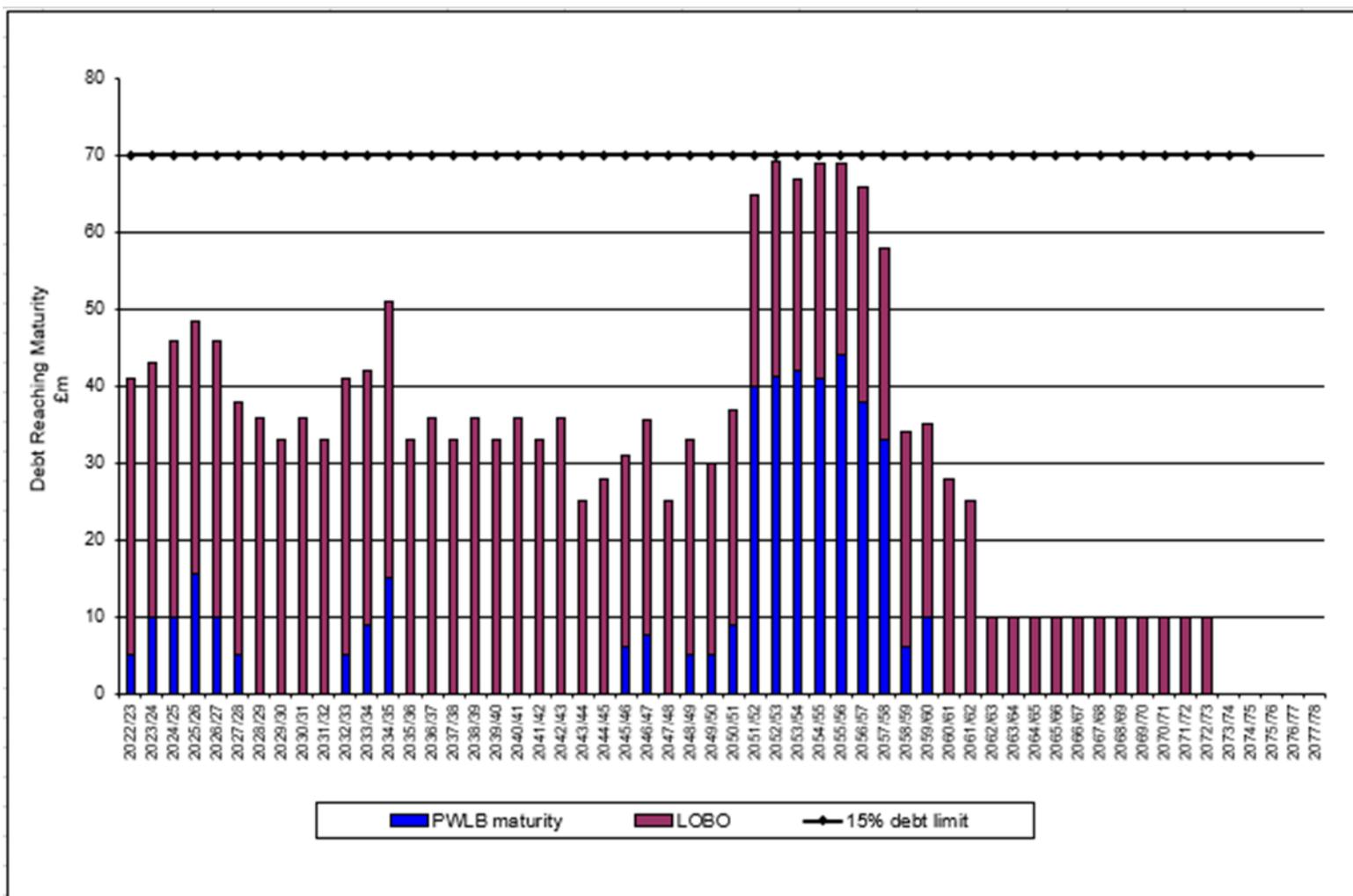
Prudential Indicators for Treasury Management

Indicator	Estimated Limit 2022/23	Actual Position at 30/09/22
1. External Debt		
Authorised Limit for borrowing	£662m	£462m
Authorised Limit for other liabilities	£258m	£226m
TOTAL	£920m	£688m
Operational Boundary for borrowing	£515m	£462m
Operational Boundary for other liabilities	£258m	£226m
TOTAL	£773m	£688m
External Loans	£721.6m	£688m
<p><i>The Authorised Limit is the maximum level of external borrowing which should not be exceeded. It is linked to the estimated level of borrowing assumed in the Capital Programme.</i></p> <p><i>The Operational Boundary represents the County Treasurer's estimate of the day-to-day limit for treasury management activity based on the most likely i.e. prudent but not worst-case scenario.</i></p> <p><i>"Other liabilities" relate to PFI schemes which are recorded in the County Council's accounts.</i></p>		
2. Interest Rate Exposures		
a. Upper Limit (Fixed)	£543m	£462m
b. Upper Limit (Variable)	(£316m)	(£414m)
<p><i>The County Council sets upper limits of fixed and variable borrowing and investments. The effect of setting these upper limits is to provide ranges within which the County Council will manage its exposure to fixed and variable rates of interest. Negative figures are shown in brackets; these relate to the "high-point" of investments at a variable rate which are not offset by variable borrowings. The exposure to variable rate movements has been reduced by the use of cash in lieu of borrowing.</i></p>		
3. Maturity Structure of Borrowing		
See Graph at Appendix 3		
<p><i>This indicator relates to the amount of loans maturing in specified periods. The overarching principle is that steps should be taken from a risk management point of view to limit exposure to significant refinancing risk in any short period of time. The County Council currently applies the practice of ensuring that no more than 15% of its total gross fixed rate loans mature in any one financial year.</i></p> <p><i>Because this is a complex situation for the County Council, involving PWLB loans, LOBO loans with uncertain call dates and the use of internal cash, specific indicators have not been set. Instead the County Council will manage its exposures within the limits shown on the graph at Appendix 3. This graph shows all LOBO call options on a cumulative basis; in fact the actual pattern of repayment, although uncertain, will not be of this magnitude.</i></p>		
4. Total principal sums invested for periods longer than a year	£195m	£30m
<p><i>Any investments made for over longer than a year will be in accordance with the County Council's limits on non-standard investments.</i></p>		

Staffordshire County Council

Cabinet
16 November 2022

County Council Loan Maturity Profile at 30 September 2022



**Staffordshire County Council
Cabinet**

**Lending List
16 November 2022**

Counterparty by Country	Maximum Investment Duration
Australia	Not Applicable
Australia and New Zealand Banking Group Ltd.	12 months
Commonwealth Bank of Australia	12 months
Macquarie Bank Ltd.	6 months
National Australia Bank Ltd.	12 months
Westpac Banking Corp.	12 months
Belgium	Not Applicable
BNP Paribas Fortis	6 months
KBC Bank N.V.	12 months
Canada	Not Applicable
Bank of Montreal	12 months
Bank of Nova Scotia	12 months
Canadian Imperial Bank of Commerce	12 months
National Bank of Canada	6 months
Royal Bank of Canada	12 months
Toronto-Dominion Bank	12 months
Denmark	Not Applicable
Danske A/S	6 months
Finland	Not Applicable
Nordea Bank Abp	12 months
France	Not Applicable
BNP Paribas	12 months
Credit Agricole Corporate and Investment Bank	12 months
Credit Agricole S.A.	12 months
Credit Industriel et Commercial	12 months
Societe Generale	6 months
Germany	Not Applicable
Bayerische Landesbank	6 months
DZ BANK AG Deutsche Zentral-Genossenschaftsbank	12 months
Landesbank Baden-Wuerttemberg	6 months
Landesbank Berlin AG	12 months
Landesbank Hessen-Thueringen Girozentrale	12 months
Landwirtschaftliche Rentenbank	24 months
Norddeutsche Landesbank Girozentrale	100 days
NRW.BANK	24 months

Netherlands	Not Applicable
ABN AMRO Bank N.V.	6 months
Bank Nederlandse Gemeenten N.V.	24 months
Cooperatieve Rabobank U.A.	12 months
ING Bank N.V.	12 months
Nederlandse Waterschapsbank N.V.	24 months
Singapore	Not Applicable
DBS Bank Ltd.	12 months
United Overseas Bank Ltd.	12 months
Sweden	Not Applicable
Skandinaviska Enskilda Banken AB	12 months
Svenska Handelsbanken AB	12 months
Swedbank AB	12 months
Switzerland	Not Applicable
UBS AG	12 months
United Kingdom	Not Applicable
Collateralised LA Deposit*	60 months
Debt Management Office	60 months
Multilateral Development Banks	60 months
Supranationals	60 months
UK Gilts	60 months
Bank of Scotland PLC (RFB)	6 months
Barclays Bank PLC (NRFB)	6 months
Barclays Bank UK PLC (RFB)	6 months
Goldman Sachs International Bank	6 months
Handelsbanken Plc	12 months
HSBC Bank PLC (NRFB)	12 months
HSBC UK Bank Plc (RFB)	12 months
Lloyds Bank Corporate Markets Plc (NRFB)	6 months
Lloyds Bank Plc (RFB)	6 months
NatWest Markets Plc (NRFB)	6 months
Santander Financial Services plc (NRFB)	6 months
Santander UK PLC	6 months
SMBC Bank International Plc	6 months
Standard Chartered Bank	6 months
Coventry Building Society	6 months
Leeds Building Society	100 days
Nationwide Building Society	6 months
Skipton Building Society	6 months
Yorkshire Building Society	100 days
National Westminster Bank PLC (RFB)	12 months
The Royal Bank of Scotland Plc (RFB)	12 months
United States	Not Applicable
Bank of America N.A.	12 months
Bank of New York Mellon, The	24 months
Citibank N.A.	12 months

JPMorgan Chase Bank N.A.	12 months
Wells Fargo Bank, NA	12 months
Money Market Funds	
Aberdeen	Overnight
Black Rock	Overnight
Insight	Overnight
Federated	Overnight
State Street	Overnight

Cabinet – 16 November 2022
Investment categories authorised for use 2022/23

Investment	Standard	Non-standard	Comments
UK Government - Debt Management Account Deposit Facility (DMADF) (regulation investment)	unlimited	x	6 months maximum available
UK Government - Treasury Bills (T-Bills) (regulation investment)	unlimited	x	6 months maximum available
UK local authorities term deposits (regulation investment) *	unlimited	£45m across these categories	Up to 40 years in duration (non-standard)
UK Government – Gilts	unlimited		
Money Market Funds	✓	x	100% of total investments in this category. Individual MMF - Lower of 0.50% of individual MMF size or 25% of total forecast cash balances per MMF
Term deposits with banks and building societies	✓	x	50% of total investments in this category. Lower of 5% (unsecured) or 10% (secured) of total forecast cash balances or £30m per counterparty
Certificates of deposit (banks / building societies)	x	Maximum £100m per investment category and £200m in total across all categories	Up to 10 years in duration (non-standard)
Bonds issued by Multilateral Development Banks	x		
Collective Investment Schemes	x		
Covered Bonds	x		
Real Estate Investment Trusts	x		
Repos (repurchase agreement)	x		

*Up to 12 months

Cabinet – 16 November 2022

Decisions Taken by Cabinet Members under Delegated Powers

Recommendation of the Leader of the Council

1. That the decisions taken by Cabinet Members under delegated powers, as detailed in paragraph 3 below, be noted.

Report of the Director for Corporate Services

Reasons for Recommendations

2. To inform Cabinet of recent decisions taken by Cabinet Members under delegated powers.

Background

3. Cabinet are requested to note the following decisions taken by Cabinet Members under delegated powers:

Cabinet Member	Decision
Cabinet Member for Children and Young People	In approving the proposed expenditure, volumes and delivery arrangements for the Household Support Fund, Education Support Fund in Staffordshire which is required to be fully spent by 31st March 2023
Cabinet Member for Children and Young People	In approving the proposed expenditure, volumes and delivery arrangements for the Household Support Fund in Staffordshire, along with approving the contract extensions with Beat the Cold and Community Foundation of Staffordshire on existing terms.

Report author:

Author's Name: Mike Bradbury
 Telephone No: (01785) 276133

List of Background Papers - Cabinet Member Delegated Decision No. 546 and 547.

FORWARD PLAN OF KEY DECISIONS
Period: 14 December 2022 - 19 April 2023

The Forward Plan of Key Decisions is prepared on a monthly basis and published at least 28 days before the start of the period covered. Key Decisions are defined as those Executive decisions which are likely:

- (a) to result in the County Council incurring expenditure which is, or the making of savings which are, significant having regard to the relevant budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the County's area.

The Forward Plan will contain **ALL** matters which the Leader of the Council has reason to believe will be the subject of a Key Decision to be taken by the Cabinet. It may also include decisions that are not key decisions but are intended to be determined by the Cabinet. Part of the Cabinet meetings listed in this Forward Plan may be held in private where a report for the meeting contains exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. If you would like to make representations about any particular decision to be conducted in private then please email: michael.bradbury@staffordshire.gov.uk. Such representations must be received in advance 6 clear working days before the date on which the decision is scheduled to be taken.

The Membership of the Cabinet consists of:

Leader of the County Council – Alan White
 Deputy Leader and Cabinet Member for Economy and Skills – Philip White
 Cabinet Member for Health and Care – Julia Jessel
 Cabinet Member for Environment, Infrastructure and Climate Change – Simon Tagg
 Cabinet Member for Commercial Matters – Mark Deaville
 Cabinet Member for Highways and Transport – David Williams
 Cabinet Member for Finance and Resources – Ian Parry
 Cabinet Member for Communities and Culture – Victoria Wilson
 Cabinet Member for Children and Young People – Mark Sutton
 Cabinet Member for Education (and SEND) – Jonathan Price

A copy of the Forward Plan of Key Decisions may be inspected, free of charge, at the Member and Democratic Services office, County Buildings, Martin Street, Stafford, during normal office hours Monday to Friday. A copy of the notice will also be available on Staffordshire County Council's Website at www.staffordshire.gov.uk.

Documents submitted for decision will be a formal report which will be available on the County Council's website at least 5 clear working days before the date the decision is to be made, unless that report is subject to any prohibition or restriction on its disclosure. Other relevant background documents used in compiling the report will also be made available in the same way unless they are subject to any prohibition or restriction on their disclosure. Minutes of Cabinet meetings will be published within three working days and will be subject to call-in. The call-in period lasts for three working days. If the decision is not called-in it will be implemented on the fourth working day. Special urgency items are exempt from call-in.

John Tradewell
Deputy Chief Executive and Director for Corporate Services

Forward Plan of Key Decisions
Period: 14 December 2022 - 19 April 2023

NOTE:

- (1) The Forward Plan of Key Decisions sets out all Key Decisions intended to be made by Cabinet during the above period.
- (2) The Cabinet date can be provisional and items may move/roll forward to another meeting date but this will be monitored.
- (3) Items should remain on the Notice until a decision is made by Cabinet or is formally removed.
- (4) Where there is an intention to make a decision in private the exemption paragraph relied upon will be included within this notice

Predicted Date of Decision	Public or Private Decision	Title and Description	Consultation	Contact Officer
December 2022	Public	<p>Strategic Plan and Medium Term Financial Strategy 2023 - 2028 (Cabinet Member for Finance and Resources (Ian Parry))</p> <p>To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.</p>	Any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy	<p>Rachel Spain (Tel: 01785 854455)</p> <p>Service Area: Finance</p>
December 2022	Public	<p>Delivering a Future Vision for the Countryside Estate (Cabinet Member for Communities and Culture (Victoria Wilson))</p> <p>To consider a new vision for the countryside estate, including country parks, local sites and greenways, and how it will be delivered.</p>	N/A	<p>Catherine Mann (Tel: 01785 278320)</p> <p>Service Area: Environment & Countryside</p>

Predicted Date of Decision	Public or Private Decision	Title and Description	Consultation	Contact Officer
December 2022	Public	<p>Homes for Ukraine (Cabinet Member for Communities and Culture (Victoria Wilson))</p> <p>This report will provide an overview on the Homes for Ukraine Scheme locally and our plan to ensure guests have the support required to reside in Staffordshire</p>	None	<p>Natasha Moody (Tel: 07976191079)</p> <p>Service Area: Children's Wellbeing and Partnerships</p>
December 2022	public	<p>Adult Learning Disability Provider Services (Cabinet Member for Health and Care (Julia Jessel))</p> <p>Provide an update to Cabinet about the development and transformation of learning disability Provider Services as part of the Community Offer Programme</p>	none at this stage	<p>Kelly Gray (Tel: 07815 999002)</p> <p>Service Area: Provider Services</p>
December 2022	Public	<p>Review of Older People's Nursing Home Capacity and Demand (Cabinet Member for Health and Care (Julia Jessel))</p> <p>Review of current issues affecting demand and available capacity of nursing care home provision with recommendations for future initiatives to meet need and assure market sustainability.</p>	NA	<p>Helen Trousdale (Tel: 01785 277008)</p> <p>Service Area: Health and Care</p>
December 2022	Public	<p>Framework Agreement - Tarmac (Cabinet Member for Commercial Matters (Mark Deaville))</p> <p>The framework is to provide Staffordshire County Council (and/or any partners who access this framework) with an agreed schedule of work rates to provide for the Supply, Installation, Repairs and Maintenance of Tarmacadam, and other Surfaces on Council owned buildings and grounds mainly within Staffordshire. The scope of the agreement also includes for, as a minimum, playground/surface markings, playgrounds, car parks, sports courts, pedestrian ways, traffic routes and associated fixed equipment (e.g.</p>	Non at this stage	<p>Ian Turner (Tel: 01785 277228)</p> <p>Service Area: Strategic Property</p>

Predicted Date of Decision	Public or Private Decision	Title and Description	Consultation	Contact Officer
		benches, canopies, lighting, charge points etc).		
December 2022	Public	Framework Agreement - Furniture (Cabinet Member for Commercial Matters (Mark Deaville)) Framework Agreement for the Supply, Delivery and Installation of Furniture - To include Office Furniture, Educational Furniture and Library Furniture	NA	Ian Turner (Tel: 01785 277228) Service Area: Strategic Property
December 2022	Public	Staffordshire County Council Local Flood Risk Management Strategy (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg)) An updated Staffordshire County Council Local Flood Risk Management Strategy	We are in process of consulting external partners - namely Water Companies and Environment Agency for comment	James Bailey (Tel: 01785 276591) Service Area: Flood Risk Management
December 2022	PRIVATE	Strategy for the Future Commissioning and Contracting for Extra Care Housing within Staffordshire (Cabinet Member for Health and Care (Julia Jessel)) A review of the current commissioning arrangements for extra care housing, evaluation of the nominations process and overview of the future contracting arrangements for care provision including proposals for direct awards of contracts.	Legal, Commercial, Finance.	Andrew Jepps (Tel: 01785 278557) Service Area: Care Commissioning
January	Public	Strategic Plan and Medium Term Financial Strategy	Any specific	Rachel Spain

Predicted Date of Decision	Public or Private Decision	Title and Description	Consultation	Contact Officer
2023		2023 - 2028 (Cabinet Member for Finance and Resources (Ian Parry)) To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.	consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy.	(Tel: 01785 854455) Service Area: Finance
January 2023	public	Staffordshire Sustainability Board Communications Plan 2023 (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg)) A joint communications plan has been developed with the Staffordshire Sustainability Board in conjunction with all district and borough councils to help residents to reduce their carbon emissions. During 2023, several joint activities have been planned across the county to promote national awareness days, increase residents carbon literacy, run local events and launch a consultation to hear our residents' thoughts on climate change and the barriers they face to be greener.	N/A	Clive Thomson (Tel: 01785 276522) Service Area: Climate Change and Sustainability (EI&S)
January 2023	Public	Future Highways Delivery Model (Cabinet Member for Highways and Transport (David Williams)) Update on recommissioning highways service delivery as a hybrid mixed economy operating model	None at this stage	James Bailey (Tel: 01785 276591) Service Area: Highways & Built County
January	Public	Staffordshire County Council's Electric Vehicle	NA	Clive Thomson

Predicted Date of Decision	Public or Private Decision	Title and Description	Consultation	Contact Officer
2023		<p>Charging Infrastructure Strategy (Cabinet Member for Highways and Transport (David Williams))</p> <p>This report details the work undertaken in developing a Staffordshire County Council Electric Vehicle Charging Infrastructure Strategy, and requests approval from Cabinet to the adoption and formal publication of the Strategy.</p>		<p>(Tel: 01785 276522)</p> <p>Service Area: Connected and Sustainable County</p>
February 2023	Public	<p>Integrated Performance Report - Quarter 3, 2022/23 (Cabinet Member for Finance and Resources (Ian Parry), Leader of the Council (Alan White))</p> <p>The quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance, and financial position in delivering against our Strategic Plan and Delivery Plan.</p>	n/a	<p>Kerry Dove (Tel: 07855 679112)</p> <p>Service Area: Corporate Services</p>
March 2023	Public	<p>Our People Strategy 2023 and Beyond (Leader of the Council (Alan White))</p> <p>To present Our People Strategy to Cabinet for approval.</p>	Employees, Trade Unions	<p>Sarah Getley (Tel: 01785 854265)</p> <p>Service Area: People Services. Corporate Services</p>
March 2023	Public	<p>Capital Programme for Schools 2023/ 2024 (Cabinet Member for Education (and SEND) (Jonathan Price))</p> <p>The Capital Programme for Schools 2023/ 2024 consists of SCC's Statement of Priorities for its schools and associated appendices for major projects and maintenance projects. Programme to be approved by Cabinet for commencement/ completion in 2023/ 2024.</p>	None at this stage	<p>Ian Turner (Tel: 01785 277228)</p> <p>Service Area: Strategic Property</p>