

Q01 State Aid (Pass/Fail)

Legal advice has been sort and received on implications of any state aid in our proposal.

The advice given by the Councils Legal Services Section indicates that whilst the money will be given to a private company that is an economic operator the money will, however, be allocated and awarded in accordance with the Council's standing orders for procurement which ensure that there is no favouring of specific undertakings and no distortion of competition. Those who provide this type of service will be given the opportunity to tender/quote for the work.

Q02 Delivering Air Quality Benefits (20%): How does the project deliver improvements in air quality?

ECO Stars Fleet Recognition Schemes Programmes

Gedling Borough Council (GBC) is applying for Air Quality Grant under the Air Quality Grant scheme 2018-19 (funding reference: ITA_5020 Project_24571). The bid is for funding in order to continue the *Nottingham* ECO Stars Fleet Recognition Scheme and create a Gedling ECO Stars Taxi Recognition Scheme; these actions are listed within the Action Toolbox within LAQM.TG (16), under “vehicle efficiency”.

GBC has declared an air quality management area (AQMA) for exceedance of the annual mean objective for nitrogen dioxide (NO₂). This AQMA was declared 1st April 2011 (<https://uk-air.defra.gov.uk/aqma/>). GBC has published its own Air Quality Action Plan (AQAP) in 2012 and is about to go to consultation on a revision to the AQAP, which will be published in 2019 and run to 2024. The consultation draft is available on request. The latest monitoring data are contained within our Annual Status Reports, previously submitted to Defra, which confirm continuing exceedance within our AQMA.

Air quality modelling of road traffic emissions within the AQMA, undertaken for the source apportionment exercise for the revision to the AQAP; indicate that heavy goods vehicles (HGVs) account for 12% of all road transport related NO_x emissions, with diesel light duty vans account 19%. Buses account for 11% of NO_x emissions, diesel cars 50%, and petrol cars 7.5%. These are considered typical of urban areas. Emissions from the commercial fleet then make up 42% of NO_x emissions.

GBC also forms part of the Nottingham Urban Area Agglomeration (UK0008), which is one of the 5 original areas where Defra’s national air quality assessment identified an exceedance of the NO₂ objective¹.

In order to continue addressing emissions from heavy duty vehicles and vans, we submit a bid continuing the *Nottingham* ECO Stars Fleet Recognition Scheme, along with a bid for a Gedling ECO Stars Taxi Recognition Scheme.

The ECO Stars Fleet and Taxi Recognition schemes are a proven intervention – specifically targeting heavy duty vehicles (artic and rigid HGV, bus and coaches, vans) and taxis (Hackney and Private Hire) - to reduce vehicle emissions and, ultimately, air quality problems that are directly related to their contribution to local road traffic

The ECO Stars Fleet and Taxi Recognition schemes actively engage with fleet operators at a local level, with the specific aim of assisting and encouraging them to reduce the negative impact of their activities on air quality and the wider environment.

¹ *Air Quality Plan for tackling roadside nitrogen dioxide concentrations in Nottingham Urban Area, July 2017* https://uk-air.defra.gov.uk/assets/documents/no2ten/2017-zone-plans/AQplans_UK0008.pdf

They achieve this by undertaking, firstly, an assessment of operators' vehicles, then a review of their management practices; providing recognition for what they currently do and delivering support for further efficiency and environmental performance improvements.

As an environmental focused fuel management and operational efficiency support programme, the schemes help operators to reduce fuel consumption, thereby reducing oxides of nitrogen (NO_x), vehicle particulate and carbon emissions.

They provide the tools and ongoing support to help operators reduce operating costs, which makes the scheme highly attractive and beneficial to the local economy.

The schemes will be delivered through a third party contractor, following a competitive tendering exercise in line with GBC standing orders.

Further information on the scheme can be obtained from the ECO Stars website (<http://www.ecostars-uk.com/>), and the various ECO Stars schemes are well known to Defra, DfT and JAQU.

The ECO Stars schemes have been designed for operators to improve performance and thereby progress through the scheme's star ratings. Periodic follow-up with members is integral to scheme management, in order to confirm any improvements to the fleet, and to engage with members about the measures provided within their bespoke action plans. Low level ongoing support is provided where requested, and follow-up calls are made after members join the scheme, to confirm that the action plan is appropriate and note any changes to fleet profile.

Importantly for the impact on air quality, the schemes have a positive impact on reducing particulate and nitrogen oxides emissions (PM₁₀ and NO_x). Very importantly, the schemes also introduce the industry to low and zero emission vehicles and provide bespoke support through a specialist routing and scheduling software partner.

Furthermore, the University of West England Air Quality Management Resource Centre has created a Quantitative and Qualitative Assessment (Q&QA) Toolkit to assess the impact of membership of the scheme.

A number of operators have agreed to assess their membership of the scheme through the Q&QA Toolkit. Generally, most found it challenging to quantify changes in emissions due to the adoption of fuel management procedures, a quantification exercise of fuel management, telematics, anti-idling, driver training etc. all demonstrated fuel use reduction, which can have subsequent emission reduction benefit.

As way of an example, GBC membership of the scheme was assessed (July 2016) a copy of this report is available on request.

This reported a reduction of emissions (based on constant year on year mileage):

- CO₂ 12%
- NO_x 11%
- Particles 21%

- With an increase in fuel efficiency of 14% increase in mpg.

Other benefits of the fleet recognition scheme include:

- A means of engaging with fleet operators outside of the traditional regulatory channels
- A contributor to carbon and emissions reduction targets, as part of an Environmental or Air Quality Strategy
- Improved public health due to improved air quality

The benefits to fleet operators are:

- Recognition at both vehicle and management level for current operational practices
- Support in implementing measures which could help to improve performance, potentially leading to higher operational star ratings over time and help reduce costs and vehicle emissions
- Opportunities to raise operational and environmental profile, particularly in the eyes of other operators, customers and local communities.
- Star rating certificate for overall operation
- Individual star rating decals for vehicles
- Action plan for improved operational efficiency and environmental performance
- Advice from operational efficiency specialists
- Guidance to progress to higher star ratings
- Operating cost savings in fuel efficiency and insurance savings.
- Ongoing positive engagement with local authorities around the Nottingham Conurbation.

The key outputs are the continuation of the fleet recognition scheme (including reduction in the production of harmful emissions and improving air quality in the area).

GBC has exhausted all internal funding streams and so funding is not available for these two projects, hence this bid. GBC will provide the required match funding in the form of staffing resource in order to manage the project; 168 hours of officer time over the project period at a cost of £5,586 has been allocated.

The South Yorkshire LA's [whom oversee the scheme on a national level] are currently undertaking a project to develop an *ECO Stars Future Business Model Scheme*; the outputs from this project should hopefully find a way to make the scheme more self-sufficient in all operational areas whilst not having an adverse effect on membership.

Q03 Strategic alignment (20%): How does the project deliver against the objectives of the Air Quality Grant?

ECO Stars Fleet and Taxi Recognition schemes will help deliver compliance in the shortest possible time, and meet the requirements of Paragraphs 4.1 and 4.2 of the guidance, as both schemes enable action to be undertaken in the short term. Additionally, the schemes highlight to operators the environmental impacts of their operations and allows them to make changes to fleet, so improving environmental performance. The schemes, through assessment via the Q&QA Toolkit, have demonstrated potential emissions and carbon reduction, improving local air quality.

Due to these programmes being based on previous projects, which have been successfully delivered in the UK, both projects can proceed immediately funding has been transferred and a suitable provider has been appointed following a competitive tender procedure in line with Gedling Borough Council (GBC) Contract Standing Orders and financial procedures.

The strength of both of these schemes is that they can proceed quickly due to utilisation of previously established procedures and methodologies, helping to deliver reduction in local fleet emissions (especially diesel). On this basis therefore, we believe that both projects are able to deliver successfully and therefore should be given priority, as they both provide early intervention, compared to others.

The aim of the ECO Stars Fleet and Taxi Recognition schemes are to have a positive impact on local air quality by supporting and encouraging taxi, heavy duty and van fleet operators to reduce fuel consumption and harmful emissions by reviewing operational fleet vehicles and management practices and advising on efficiency and environmental improvements, based on industry best practice. This is a traditionally hard to reach sector and one which makes a significant contribution to poor air quality in the Gedling and wider Nottingham Conurbation.

The implementation of an ECO Stars fleet recognition scheme is included within the 2012 GBC Air Quality Action Plan ([LINK](#)) and continues in the 2019 revision of the Plan (consultation draft available on request).

The ECOSTars schemes works by:

- Providing advice via the tailored action plan provided upon joining the scheme, members are given practical advice on changes to their current operating processes, which can reduce fuel usage, particularly in the urban area.
- Promoting a culture of efficiency and environmental responsibility, the schemes aim to improve the fuel management methods of fleet operators and increase the number of operators promoting eco-driving skills among their workforce, as well as increase the number of taxi, heavy duty and light goods van vehicles using clean fuel technologies.
- Each individual action plan, bespoke for the operator, will focus on fleet composition, a fuel management programme, driver skills development, vehicle

specification/maintenance, the use of IT support systems and performance management.

ECO Stars Fleet and Taxi Recognition Schemes therefore, directly help attempts to deliver compliance with NO_x/NO₂ air quality objectives by reducing fuel use and emissions. Improved management practices can deliver instant, low cost results and can easily be delivered alongside other air quality interventions, without interference.

The proposal for the continuation of the *Nottingham* ECO Stars Fleet scheme will bring the focus on new recruitment back toward vehicles operating around GBC AQMA; whilst at the same time continue to support the existing membership base, which operate throughout the Nottingham Urban Area.

Whilst the ECO Stars Fleet and Taxi Recognition Schemes will be a local intervention seeking to address the air quality problems in Gedling, the benefits go beyond those boundaries. By their very nature, fleet operators travel outside of their immediate geographical home area into neighbouring authority areas (in the Nottingham Urban Area) and present the opportunity to reduce impact on air quality and the wider environment throughout that entire cross-boundary journey.

GBC already has in place a successful ECO Stars Fleet Recognition Scheme for commercial vehicles that has been running for 6 years, and has demonstrated emission reductions from its membership. There are currently 112 members operating over 7500 vehicles in the Nottingham Urban Area.

The scheme started in 2012 with Defra Grant money to seed the scheme in Gedling Borough. Following the success of this, the scheme then expanded using Local Sustainable Transport Plan funding to cover the Nottingham conurbation, hence why it is referred to as the Nottingham ECO Stars scheme. This funding lasted for a further 2 years; since then GBC has continued to fund the scheme, to a lesser degree, for the past three years (although the scheme remained the Nottingham ECO Stars scheme to prevent confusion with existing members).

GBC is, like many LA's in the UK, looking at its taxi licencing policies to try and drive emissions improvement in the fleet of vehicles licenced by the Council. This not only drives improvement in the local area but also in towns/cities where those vehicles may operate.

The proposal for the Taxi Recognition Scheme is to use the lessons learnt from existing schemes in the UK to assist Gedling's licenced taxi fleet to meet the challenges that are on the horizon operating in cities such as Nottingham. Also GBC has a number of licensed vehicles that operate as 'specialised transport', this area has, in the past, been a hard to reach sector. The scheme would work in the same way as the commercial fleet scheme but can also signpost vehicle owners to grants, which may be available from OLEV for example.

There are now **twenty eight** ECO Stars Fleet Recognition Schemes throughout the United Kingdom; and **five** ECO Stars Taxi Schemes. ECO Stars has been recognised by Defra within guidance (LAQM.TG (16)) as "a mechanism to reduce emissions from freight traffic".

In order to successfully deliver these schemes throughout the UK, on-going funding is required on a medium to long term basis. Whilst scheme managers have opportunity to bid for resource from various funding sources, a more sustainable and robust funding mechanism is required in order ensure on-going continuity, based upon minimising the requirement to bid for external funding, with the goal of making the scheme more self-funding. An exploration of alternative funding mechanisms is therefore currently being carried out by Barnsley MBC, as lead partner for the South Yorkshire ECO Stars scheme and chair of the National Steering Group.

Q04 Value for Money (20%): How will the project deliver value for money?

The costings below are based on experience from running the existing Fleet Recognition scheme and from liaison with LA's running Taxi Schemes in the UK. The funding requested from the authority is as follows:

ECO Stars Fleet Recognition Scheme and Taxi Scheme

1. ECO Stars Fleet Recognition Scheme

The level of funding sought for a twelve month ECO Stars Fleet scheme is £30,000 to include all contracted services described in this application. These will provide:

Item	Cost (£)
New Operator Recruitment	9000
New Operator Assessment	9000
Existing Operator re-engagement and re-assessment	6000
Production of tailored road maps	3000
Publicity and Promotion	1500
Evaluation	1500
Total	30,000

2. ECO Stars Taxi Recognition Scheme

The level of funding sought for a twelve month ECO Stars Taxi scheme is £25,000 to include all contracted services described in this application. This will provide:

Item	Cost (£)
New Operator Recruitment	10,000
New Operator Assessment	9,000
Production of tailored road maps	1,500
Publicity materials for the scheme	1,000
The scheme launch and supporting publicity	1,500
Evaluation of the scheme	2,000
Total	25,000

Total grant bid = £55,000

Procurement Strategy

Gedling Borough Council (GBC) will follow the Councils' contract standing orders in procuring the contract to deliver these projects. Potential suitable service providers will be identified by a review of similar delivered contracts, both locally and otherwise. We will follow policies and procedures detailed within GBC's standing orders for procurement. A purchaser specification will be drafted, detailing the requirements of the contracts to deliver these projects.

A procurement timescale will enable the service provider to be contracted to start the project in order to deliver a full twelve months project, including evaluation, taking into account the timescale detailed within the paragraph 2.1 of the guidance.

Assuming a funding award notification from Defra in w/c 28th January 2019, we propose the following timescale for award of the above detailed contracts and subsequent delivery of the project:

Item	Timescale
Invitation to Quote (the purchaser specification and supporting documents will have been drafted prior to this date “at risk” to the Council, in order to ensure a prompt start of the quotation process)	February 2019
Evaluation of the quotation responses	early March 2019
Award of contract	March 2019
Start of contract	1 st April 2019
Completion of the contract (including evaluation)	31 st March 2020

The level of funding and resources supplied by Gedling Borough Council

The relevant Council services will provide suitable staffing resources in order to manage the project, including required routine reporting to Defra, attendance at National Steering Groups etc., and overall management of the project. This will include at risk work prior to the grant award. This is expected to be a significant commitment; 168 hours of officer time over the project period at a cost of **£5,586** has been allocated.

Furthermore, our finance and legal officers have already been consulted regarding the Authority’s financial and legal requirements of the ITA, which subsequently do not present any issues.

Anticipated Benefits ECO Stars Scheme Projects

The primary benefits are reduction in NO_x/NO₂ and PM in the local and wider geographical area. This will be achieved by the adoption of newer less polluting vehicles with the fleet and the incorporation of operational practices as required and recommended by the Schemes.

Secondary benefits include:

- Reduced CO₂ levels
- Driver training opportunities contributing to improved road safety
- Non-regulatory engagement between the local authority and the fleet sector, leading to a dialogue on voluntary improvement opportunities
- Improved economic performance of fleet operators, including the opportunity to provide additional local employment

A significant factor in the adoption of the ECO Stars Fleet Recognition and Taxi Schemes is that the research, development, trialling and evaluation of the scheme have already been undertaken; making it a proven intervention of choice. The delivery of the schemes will be contracted out to a supplier requiring some resource input from the local authority. This will consist of a project officer to direct the scheme's steering group and to manage the contractor through periodic meetings and an agreed reporting mechanism.

The scheme's delivery agents will be contractually answerable to the Council with the additional support of the ECO Stars National Steering Group. The latter is made up of all the ECO Stars local authorities, meeting bi-monthly, which scrutinises each of the ECO Stars schemes outputs against determined targets.

The success of existing schemes in the UK will provide the National Steering Group with a benchmarking tool with which to manage the delivery of this proposed scheme.

Q05 Deliverability (20%): How will you ensure that the project delivers its objectives, to time and budget?

Governance Procedures

In order to deliver the ECO Stars scheme currently operating in Gedling, there is an established small Steering Group, consisting of the Air Quality Officer, Community Protection and Pollution Control Manager and Service Manger for Public Protection. For the new Taxi scheme the Taxi Licensing Officer would join this Steering Group. As the GBC scheme has been operational since 2012, this group has experience therefore of managing the operation of this scheme, and ensuring that the scheme is delivered successfully.

A project management timescale has been devised for these projects. As detailed in your guidance for this ITA (Q05, Page 37), we attach an Annex - Draft Detailed Project Plan.

Risks and Mitigation

The following table details the anticipated risks for these projects:

Risk	Mitigation	Additional risk after mitigation	Likelihood 1-5 (5 being highly likely)
Suitable contractor not identified to deliver the projects.	Mitigation: The competitive tender procedure will actively identify those companies which have either successfully delivered similar projects in the past, or are deemed to have the resources and ability to deliver these projects, if they have not delivered these projects in the past.	Tendering contractors do not meet the minimum specification of the tender requirements	1 – unlikely as contractors delivering the schemes elsewhere in the UK
Award of contract in sufficient time in order to deliver the twelve month contract.	Development of a timescale in order to ensure that the contract is awarded by 1 st April 2019, including GBC officers working at risk on tender purchaser specifications and internal delegated reports etc.	Preparatory “at risk” work not completed in sufficient time (due to internal Council resource diverted elsewhere)	3 – dependent on staffing resource being diverted elsewhere during this at risk period. However this work shall be programmed into officer work duties
Unsuccessful or unsatisfactory delivery of the contract	Contractor adherence to GBC contractual terms and conditions. Due diligence of contractor undertaken within the Invitation to Tender (ITT)	Unforeseen difficulties occur with delivering the contract	1 – unlikely, as the ITT will have identified contractors who have delivered schemes

	exercise. N.B. Similar ECO Stars contracts continue be delivered, so precedent of successful delivery has been set		elsewhere
Insufficient organisations signed up	As marketing activities will run concurrently with the ECO Stars fleet recruitment, there is opportunity for the re-focus of marketing and other activities in order to address the recruitment areas of weakness. Preparatory work shall also be undertaken by GBC officers to develop an inventory of organisations to be engaged for the projects. This work can also be undertaken at risk prior to any grant award.	Unwillingness of identified operators to engage with the scheme	2 – evidence from our existing scheme (operational since 2012) does not indicate that “saturation” has been reached.
Lack of sustained progress with the scheme	Contractor will be required to undertake work in accordance with clearly defined work packages.	Failure to deliver work in accordance with defined work packages	1 – contractor non-performance should be apparent early in the contract due to early non adherence in meeting targets. Appropriate remedial action can be taken at this point.

Targets and Risks

As a well-established scheme, risks to the success of the scheme are low. The greatest identified risk is a lower than expected number of operators expressing an interest and proceeding to full membership, thereby reducing the impact of the scheme.

To mitigate this risk, annual and monthly recruitment targets will be agreed with the scheme provider and adherence to these targets will form part of the bi-monthly (or more frequent) reporting process. It will then be obvious to the authority if recruitment, and thereby success of the local scheme, is at risk when the number of new members falls behind the monthly targets. Agreed targets will be based on contractor experience with similar schemes. A range of recruitment approaches will be utilised, including direct engagement, written information and website pages.

Q06 Monitoring, Evaluation and Knowledge Transfer (20%): How will you monitor delivery and measure the outcomes of the project?

Monitoring and Evaluation

It is proposed that a small Steering Group for both streams will meet on a quarterly basis during the course of the project to review progress, and initiate any remedial action required to ensure that the projects will continue as per the project plan. On-going monitoring of progress will be met within Gedling Borough Council (GBC) staffing resources. Costs for scheme evaluation are detailed within this bid for the proposed projects.

Baseline data for the proposed projects will be based on the following:

1. Scheme evaluation will focus on collecting data from all members such that the assessment of changes in fleets will be done on a mass basis for the ECO Stars schemes. This will be done nine months into scheme operation in order to meet agreed reporting deadlines. This will allow for a significant number of members to either join the scheme (or progress through the scheme) and to allow sufficient time for any recommended and implemented changes to have had a measurable impact on fuel consumption.
2. In addition, the bi-monthly report submitted by the contractor will include a breakdown of members by star rating, any recent changes in star ratings and notes of contacts made as recorded in the recruitment database. A summary of planned activity will also be given, along with any promotional opportunities. Concerns or alerts will be flagged within this report.
3. The Steering Group and the contractors for the schemes will meet formally for an inception meeting at the start of the contract, concluding with a final report at the end of the scheme. In addition, the contractor will also pay regular visits to the Scheme project officer when in the local area conducting on-site assessments.
4. The ECO Stars assessment process will use the data to extrapolate how the full membership might impact on emissions and in future years under further scheme growth.
5. The ECO Stars evaluation outputs will also include a summary report of marketing and promotional activities undertaken to date, and reflection on what has worked well in terms of meeting scheme objectives; these are to:
 - a. engage with fleet operators,
 - b. provide guidance to help reduction in cost of operations and environmental impacts,
 - c. Outlining changes in fleet composition and use of low emission technology or fuels.

Conclusions will be drawn on how effective the scheme has been in meeting its objectives and how it could develop in future years, including recommendations for next steps to be taken.

Knowledge Transfer

Clearly, dissemination of the knowledge and experiences gained, along with lessons learned to most appropriate stakeholders are essential to on-going success of both projects on a wider basis. As local authorities are required under LAQM to deliver air quality improvement there has to be effective engagement with other local authorities outside of the Scheme. As the below text relating to local authority engagement for ECO Stars demonstrates, GBC and its wider partners have good experience of dissemination of information.

ECO Stars has mature, established dissemination channels, created specifically to facilitate open discussion on best practice in taxi fleet, driver and vehicle management and to promote the scheme to other Local Authorities.

ECO Stars includes substantial marketing and communications activity that promotes the benefits of the scheme and the positive impacts of it and its recommended fuel management and fleet efficiency measures on air quality and the wider environment. This includes achieving editorial coverage in national trade publications, local press and on website pages. The Scheme is part of a wider, successful ECO Stars programme that is managed through a National Steering Group that has national ECO Stars Manager from Barnsley Metropolitan Borough Council.

The National Steering Group meets every second month (with dial-in facility) to discuss progress, joint initiatives, and dissemination channels. This Steering Group structure provides a forum for individual schemes to share their experiences, lessons learnt, successes and challenges. All Schemes have responsibility to participate in the Steering Group and the meetings provide a forum to ensure standardisation between schemes and correct overall governance.

Any local authorities who express an interest in starting their own ECO Stars scheme are also invited to attend to learn more about how the scheme is managed, gain feedback from the participating authorities and ask any questions they may have.

Q05 Gedling Borough Council, Annex, Draft Project Plan

Quarter 1 – 1st April 2019 to 30th June 2019

Quarter 2 – 1st July 2019 to 30th September 2019

Quarter 3 – 1st October 2019 to 31st December 2019

Quarter 4 – 1st January 2020 to 30th March 2020

ECO Stars Fleet Recognition Scheme

Period	Task	Objective	Owner	Milestone
2018-19 Quarter 4, 1 st January to 31 st March 2019	GBC Task 1. Invitation to quote and award of contract	Ensure that the project is ready to commence in Quarter 1 2019-20	Gedling Borough Council	1. Award of contract
Quarter 1	Task 1. Recruitment and Assessment Task 2. Marketing Task 3. Operator Follow-up Support to Implement Improvement Actions	Continue recruiting operators into scheme membership, processing applications and issuing action plans. To implement basic marketing plan (based on the existing marketing plan) for the Gedling (Nottingham) Fleet Recognition scheme that supports the recruitment effort and raises awareness of the scheme and its benefits To maintain contact with operator members, ensuring benefits from membership are clear and that members are encouraged to improve their fleets and performance and gain higher star ratings as a result.	Organisation contracted to manage the scheme following competitive quotation Steering Group to monitor progress of project	2. Recruitment and assessment targets met
Quarter 2	Task 1. Task 2. Task 3.		Organisation contracted to manage the scheme following competitive quotation Steering Group to monitor project	3. Recruitment and assessment targets met
Quarter 3	Task 1. Task 2. Task 3.		Organisation contracted to manage the scheme following competitive quotation Steering Group to monitor project	4. Recruitment and assessment targets met

<p>Quarter 4</p>	<p>Task 4. Evaluation</p> <p>Task 5. Reporting including Final Report</p>	<p>To evaluate the benefits of the scheme in respect to air quality and other benefits.</p> <p>To collate scheme status and report on progress.</p>	<p>Organisation contracted to manage the scheme following competitive quotation</p> <p>Steering Group to monitor project</p>	<p>5. Successful completion of evaluation and final report</p>
------------------	--	--	---	--

ECO Stars Taxi Scheme

Period	Task	Objective	Owner	Milestone
2018-19 Quarter 4, 1 st January to 31 st March 2019	GBC Task 1. Invitation to quote and award of contract	Ensure that the project is ready to commence in Quarter 1 2019-20	Gedling Borough Council	1. Award of contract
Quarter 1	Task 1. Progress Meetings and Project Management (including inception meeting Milestone 1) Task 2. Database Development and Scheme Administration Task 3. Marketing Task 4. Launch Task 5. Operator Recruitment and Operational Review	To implement project management processes and procedures. To set up scheme administration tools and processes. To implement basic marketing plan (based on the existing marketing plan) for the Gedling Taxi Fleet Recognition scheme that supports the recruitment effort and raises awareness of the scheme and its benefits Continue recruiting operators into scheme membership, processing applications and issuing action plans.	Organisation contracted to manage the scheme following competitive quotation Steering Group to monitor project	2. Establishment of Gedling ECO Stars taxis scheme, including launch
Quarter 2	Task 3. Marketing Task 5. Operator Recruitment and Operational Review Task 6. Operator Follow-up Support to Implement Improvement Actions	To maintain contact with operator members, ensuring benefits from membership are clear and that members are encouraged to improve their fleets and performance and gain higher star ratings as a result.	Organisation contracted to manage the scheme following competitive quotation Steering Group to monitor project	3. Recruitment and assessment targets met
Quarter 3	Task 3. Marketing Task 5. Operator Recruitment and Operational Review Task 6. Operator Follow-up Support to Implement Improvement Actions	To maintain contact with operator members, ensuring benefits from membership are clear and that members are encouraged to improve their fleets and performance and gain higher star ratings as a result.	Organisation contracted to manage the scheme following competitive quotation Steering Group to monitor project	4. Recruitment and assessment targets met

Quarter 4	Task 7. Evaluation Task 8. Reporting including Final Report	To evaluate the benefits of the scheme in respect to air quality and other benefits. To collate scheme status and report on progress	Organisation contracted to manage the scheme following competitive quotation Steering Group to monitor project.	5. Successful completion of evaluation and final report
-----------	--	---	--	---