

# Public Document Pack

**Date of meeting**      **Wednesday, 14th November, 2012**

**Time**                      **7.00 pm**

**Venue**                      **Council Chamber. Civic Offices, Merrial Street,  
Newcastle Under Lyme, Staffordshire ST5 2AG**

**Contact**                      **Julia Cleary 01782 742227**

## **Cabinet**

### **AGENDA**

#### **PART 1- OPEN AGENDA**

- 1      Apologies**
- 2      DECLARATIONS OF INTEREST**  
To receive declarations of interest from Members on items included in the agenda.
- 3      MINUTES OF PREVIOUS MEETING**                      **(Pages 1 - 6)**  
To consider the minutes of the meeting held on 17<sup>th</sup> October 2012.
- 4      Stronger and Safer Communities Strategy 2012 - 2017**                      **(Pages 7 - 56)**
- 5      Procurement of the Reporter**                      **(Pages 57 - 60)**
- 6      Clayton Sports Centre**                      **(Pages 61 - 66)**
- 7      Kidsgrove Sports Centre**                      **(Pages 67 - 70)**
- 8      Jubilee 2 Combined Heat and Power Unit - Appointment of  
Services and Maintenance Contractor**                      **(Pages 71 - 74)**
- 9      Football Pitch Drainage Scheme for Wolstanton Marsh**                      **(Pages 75 - 84)**
- 10     Commercial Recycling and Waste Service**                      **(Pages 85 - 92)**
- 11     Allotments Service - Review of Policy Issues and Options  
Paper**                      **(Pages 93 - 100)**
- 12     Newcastle under Lyme Arts Strategy**                      **(Pages 101 - 106)**
- 13     URGENT BUSINESS**  
To consider any business which is urgent within the meaning of Section 100B(4) of the  
Local Government Act 1972.

**Members:**      Councillors Mrs Bates, Mrs Beech, Boden, Kearon, Snell, Stubbs and  
Williams

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

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

## CABINET

Wednesday, 17th October, 2012

**Present:-** Cllr Snell – in the Chair

Councillors Mrs Bates, Mrs Beech, Boden, Snell, Stubbs and Williams

15. **APOLOGIES**

Apologies were received from Cllr Kearon.

16. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

17. **MINUTES OF THE MEETING HELD ON WEDNESDAY 19TH SEPTEMBER 2012.**

That the minutes be agreed as a correct record.

18. **PROPOSED REFURBISHMENT AND RE-USE OF THE FORMER ST GILES AND ST GEORGES SCHOOL, NEWCASTLE TOWN CENTRE.**

A report was submitted requesting Cabinet to consider the options available to the Council to bring forward the refurbishment and re-use of the former St Giles & St Georges School building in Newcastle Town Centre.

The Portfolio Holder for Regeneration, Planning and Town Centres stated that the issue had been debated by the Economic Development Overview and Scrutiny Committee. The Chair of that Committee confirmed that a good discussion had taken place of all the available options and that the main consensus of the Committee was that the building should not be demolished but that it was understood that this could be a last resort should all other options fail.

Members considered that the building would be ideally suited to apartments and agreed that demolition was not desirable option.

The Portfolio Holder Recommended that Option (a) be agreed but that Officers continue to keep an eye on the housing market with a view to marketing the building for apartments in the future. .

**Resolved:** (a) That Option (a) be adopted:

Market the building again in its current condition – i.e. without Council money being expended on it, but without any requirement for community use or public access. However, it should be noted that Newcastle Town Centre has plenty of available buildings that organisations and businesses could lease/buy, most of which do not have such a large upfront refurbishment cost attached to them. That said the building is inherently attractive and distinctive, occupying a prominent position, with direct access onto the ring road and with on-site car parking.

(b) That Officers continue to at other available options including housing.

**19. MEDIUM TERM FINANCIAL STRATEGY**

Members received a report to provide the background on the financial strategy for the Council over the next five years in the light of the national and local financial situation and taking account of the Council's priorities.

A Budget Review Group had been established, chaired by the Cabinet Portfolio Holder for Finance and Budget Management. The remit of the group was to oversee all aspects of the budget process, including service review and challenge, longer term planning, development of budget options, agreeing consultation arrangements and consideration of feedback and seeking to deliver service models that drove improvement to front-line services whilst offering value for money. At the present time the budgetary shortfalls for upcoming years were as follows:

2013/14 £1.627m  
2014/15 £0.810m  
2015/16 £0.797m  
2016/17 £0.655m  
2017/18 £0.657m

These were however only estimates and procedural and legislative changes were expected in the future

**Resolved:** (a) That the Medium Term Financial Strategy for 2013/14 to 2017/18 be agreed.  
(b) That the report be referred to the Transformation and Resources Overview and Scrutiny Committee for comment.

**20. BUSINESS RATES RETENTION AND POOLING**

A report was presented outlining the new arrangements for business rates retention, which would replace the current National Non domestic Rates (NNDR) grant element of formula grant, and a proposal to form a business rates pool for Staffordshire.

It was stated that the process was not intended to leave any authority worse off than at present and that it was hoped that any concerns would be mitigated through the pooling of risk. The Portfolio Holder for Planning, Regeneration and Town Centres and negotiated a good deal for Newcastle Borough Council and investment plans had been signed off by the Council Leader.

**Resolved:** (a) That the proposed new arrangements be noted.  
(b) That Newcastle Borough Council participates in the Stoke on Trent and Staffordshire business rates pool.  
(c) That the final version of the Memorandum of Understanding be agreed by the Council Leader and the Portfolio Holder for Finance and Budget Management in consultation with the Chief Executive and the Executive Director (Resources and Support Services).

21. **REVIEW OF COMMUNITY CENTRE PROVISION**

A report was submitted to seek authority to commence a review of Community Centres provided by the Council and to establish a project group to undertake this work.

The Portfolio Holder confirmed that the Officer team and cross party scrutiny working party had now been constituted and that the first meeting of the Scrutiny Group would be on 31<sup>st</sup> October.

The Portfolio Holder for Stronger and Active Communities stated that there would be a press release (which would also be circulated to all Community Centres) to state that the Council was no intending to close any community Centres.

**Resolved:** (a) That the brief of the Community Centre review be agreed.

(b) That the Council Leader, Portfolio Holder for Stronger and Active Neighbourhoods, the Executive Director for Operations and Head of Communications approve the consultation programme.

(c) That a future report in relation to the modernisation of Community Centre Provision within the Borough be brought to Cabinet.

22. **BATESWOOD LOCAL NATURE RESERVE - OUTCOME OF PUBLIC CONSULTATION**

Cabinet received a report detailing the Active and Cohesive Communities Overview and Scrutiny Committee's recommendations regarding requests from the community for additional bridle route provision and use of part of the main pool for fishing in Bateswood Local Nature Reserve.

The Chair of the Active and Cohesive Overview and Scrutiny Committee highlighted the findings of the Committee including the recommendation that fishing be allowed in a designated area but that it be managed by an experienced fishing club. The Leader thanked the Scrutiny Committee for the hard work undertaken regarding the review. The Chair of the Scrutiny Committee agreed that the working group had done well and thanked Louise Stevenson, Scrutiny Officer for her hard work.

**Resolved:** (a) That the report detailing the recommendations of the Active and Cohesive Communities Overview and Scrutiny Committee be received.

(b) That Cabinet support the use of part of the main pool for fishing in principle.

(c) That fishing be allowed in a designated area of the main pool but be managed by an experienced and responsible fishing club.

(d) That Cabinet decide not to support additional bridle route provision in principle on the routes which were subject to public consultation.

(e) That the proposed Management Plan for the site be approved

(f) That Cabinet endorses The Ethical Fishing Guidelines for angling facilities within the Council's control which had been implemented following consultation with appropriate stakeholders.

**23. UNIVERSAL CREDIT**

A report was received informing Cabinet Members of an intention to develop amended and updated working practices to assist with the implementation of Universal Credit and other welfare benefit changes. Members discussed the importance of the Council meeting this issue head on and commended how officers were already going out of their way to include partner organisations regarding the delivery of any scheme. Partners approached so far included the Job Centre Plus and Aspire Housing.

**Resolved:** That working practices to assist citizens with the introduction of Universal Credit and other welfare reform changes be explored and introduced where practicable.

**24. REPLACEMENT OF CORPORATE ICT DATA STORAGE FACILITIES**

Approval was sought for the procurement of replacement networked data storage devices within the ICT corporate infrastructure.

Cabinet considered the various options outlined in the report and it was confirmed that option 4 was now the preferred route and that money had already been set aside to provide for this.

**Resolved:** That ICT undertake a procurement exercise to source replacements for the existing end of life SANs to take advantage of the benefits detailed in the report.

**25. OUTCOMES FOLLOWING THE COMMISSIONING PROCESS WITH THE THIRD SECTOR**

A report was submitted on the outcome of the Council's Third Sector Commissioning Framework's process in June 2012.

The Commissioning process with the voluntary/community (third sector) for 2012/13 had now concluded after evaluation by the Commissioning Board, and the contracts for five services awarded. Returns for the sixth service 'Rough Sleepers Outreach Service' had also been received in June 2012 having been collaboratively commissioned with the City Council and duly awarded. The contracts commenced from 1 July, 2012 and 1 August 2012 respectively.

**Resolved:** That the report be noted.

26. **MADELEY CONSERVATION AREA APPRAISAL AND MANAGEMENT PLAN SUPPLEMENTARY PLANNING DOCUMENT**

Cabinet considered the recommendations of the Planning Committee that Cabinet adopt a Supplementary Planning Document (SPD) relating to the Madeley Conservation Area Appraisal and Management Plan. The SPD was available for viewing upon request from Member Services.

**Resolved:** That the Supplementary Planning Document relating to Madeley Conservation Area Appraisal and Management Plan, as submitted, be adopted.

27. **DEVELOPING WARMZONE TO MAXIMISE FUTURE OPPORTUNITIES**

A report was submitted which outlined the types of assistance that were planned and the mechanisms that the Council could consider to support local delivery regarding the development of WarmZone.

The Government was changing the way in which assistance was given to people to improve the energy efficiency of their home. In October the national Green Deal would be launched which was intended to assist home owners to improve their home through financial assistance in the form of a loan or grant. To complement Green Deal finance additional (ECO) grant funding could be targeted on five designated low income areas as well as low income households in rural settlements of fewer than 10,000 inhabitants.

**Resolved:** (a) That the Council continues to support North Staffordshire Warm Zone to enable it to maximise the uptake of funds which will be on offer from the national Green Deal and ECO energy efficiency programmes.

(b) That officers discuss the level of funding required with Warm Zone with a view to the funding being allocated as part of the Housing Capital Programme alongside the 2013/14 budget setting process.

28. **REVIEW OF INTEGRATED RECYCLING AND WASTE STRATEGY 2016**

Cabinet received a report to which highlighted the requirement to commence a review of the current Integrated Recycling and Waste Strategy, to agree an outline basic timetable for the review and subsequent procurement phases and to outline a proposal for a cross party Cabinet Panel to be established to review the current strategy, consider options and risks for future provision and develop a new Strategy to be recommended to Cabinet.

Clarity was sought regarding the cross party Cabinet Panel and it was confirmed that the Panel would be politically balanced and would not be replacing any scrutiny involvement in the process.

**Resolved:** (a) That Cabinet agree the outline and timetable for the review and subsequent procurement of the Integrated Recycling and Waste Strategy.

**Cabinet - 17/10/12**

(b) That Cabinet agree to form a representative cross party Cabinet Panel to review options for the future service provision and risks and develop the new Strategy.

**29. URGENT BUSINESS**

There was no urgent business.

**Chair**



## **STRONGER & SAFER COMMUNITIES STRATEGY 2012 - 2017**

**Submitted by:** Head of Business Improvement and Partnerships – Mark Bailey

**Portfolios:** Safer Communities/Stronger and Active Neighbourhoods

**Ward(s) affected:** All

### **Purpose of the Report**

To provide the Cabinet with the latest draft of the Stronger and Safer Communities Strategy 2012-2017.

The Strategy has been developed in line with the other key Borough Council strategies on Economic Development and Health and Well-Being.

A version of this report was presented to the Cleaner, Greener and Safer Communities Overview & Scrutiny Committee on 5<sup>th</sup> October 2012, following previous presentations of the Strategy at the Scrutiny Committee in February 2012 and at Cabinet in March 2012. The document has also been out for public consultation between May and August 2012, and has been amended as a result

Cabinet is asked to consider the Strategy and approve it as a final version prior to public distribution.

### **Recommendations**

- (a) That the Cabinet notes the contents of the Strategy.**
- (b) That the Cabinet makes any further amendments or suggestions to the content of the Strategy.**
- (c) That the Cabinet approves the Strategy and requests that it is made available throughout the Borough via the Council website and also in hard copy format where necessary.**

### **Reasons**

The Strategy provides the main framework for the work being done by the Borough Council in conjunction with its partners, communities and other key stakeholders in seeking to develop stronger and safer communities in the Borough and beyond.

The Strategy brings together previously disparate areas of work and provides a common basis for future work programmes as well as providing a set of key indicators and outcomes which those projects listed in the Strategy seeks to deliver.

## **1. Background**

- 1.1 An initial brief for the Borough Council's Stronger and Safer Communities Strategy 2012-2017 was presented to the Cleaner, Greener, Safer Overview and Scrutiny Committee in November 2011. A draft version of the Strategy was then presented to the Committee in February 2012 and was also presented at Cabinet in March 2012.
- 1.2 The Strategy itself focuses on developing stronger and safer communities in Newcastle and brings together existing developing areas of work designed to deliver the Council's vision

and also to assist communities through partnership and community based activity. The Strategy links with the Council's developing outcome-based performance management framework and provides the basis for the organisation's policy framework together with economic development and health.

- 1.3 Following comments from the Scrutiny Committee and from the then-Cabinet, a series of changes were made to the Strategy in key areas such as performance management. A further draft version of the Strategy was then put out for public consultation between May and August 2012. The consultation was Compact complaint and the consultation was open on the Newcastle Borough Council and Newcastle Partnership website, was sent out via email to a number of groups including Partnership groups, Heads of Service, Locality Action Partnerships and a small number of copies were delivered into key locations across the borough along with a postcard identifying where the consultation documents could be located.
- 1.4 In total, 24 responses were received via the consultation process, and, following the consultation, a series of amendments were made to the Strategy.
- 1.5 The Strategy is presented here in its latest draft form at Appendix A. It is planned that further work will take place with communities, partners and others to establish whether those areas included in the Strategy for delivery are achievable within the timescales (2012-2017) and whether any other aspects of the Strategy needs to be developed. Some of the work around health, for example, is generational and may require a wider focus as a result.

## 2. **Issues**

- 2.1 The Stronger and Safer Communities Strategy 2012-2017 itself has been developed along a number of key lines of enquiry/development.
- 2.2 There are a number of key drivers listed in the Strategy, including: -
  - National developments
  - Evidence/data
  - Other plans/strategies developed in the Borough
  - Previous experience
  - Resource issues/prioritisation
- 2.3 Based on these drivers and the clear focus on delivery now demanded by communities and partners, the Strategy is focused heavily on action planning, and Appendix B of the document provides the outline of this action plan.
- 2.4 As with the other key strategies being developed by the Borough Council, this Strategy responds to the issue often raised by the public and others that there are too many plans and too many strategies in place and not enough delivery. There are a range of existing plans in place for the Borough, including partnership plans and individual organisational plans. This Strategy seeks to codify large amounts of this work – putting the key areas in one Strategy in order to focus attention on the key projects developed on the basis of evidence and political priorities.
- 2.5 It is clear that, with the economic downturn in recent years and the subsequent tightening of the public finances, not everything can be done in terms of addressing the issues of the Borough. As a result, a clear focus has been made in this Strategy on a clear set of objectives, allied to the key priorities identified by the Newcastle Partnership of economic

growth and vulnerability. The next step will be to secure commitment from partners and others in terms of delivering the key aspects of the Strategy itself over the next 4-5 years.

### 3. **Options**

- 3.1 There are no options to be considered at this stage. Cabinet is asked to consider the draft version of the Strategy and to make any comments as required prior to approving distribution of the final version of the Strategy around the Borough via the Council's website and in other formats.

### 4. **Proposal**

- 4.1 It is proposed Cabinet consider the Strategy and make comments and changes, as set out in this report, prior to approving final sign off of the Strategy.
- 4.2 It is proposed that the Strategy becomes the overarching document for work in these key areas of activity over the five year period up to and including 2017.

### 5. **Reasons for Preferred Solution**

- 5.1 The Strategy has been developed in order to organise the work being done under the headings of 'Stronger' and 'Safer' communities. The Strategy has taken note of key drivers as set out in this report and has also taken into account the restrictions placed on organisations and individuals due to the prevailing economic situation. The Strategy forms the basis for ongoing work in these areas over the next few years and provides a structure and coherence which will assist in moving forward in the areas covered by the Strategy.

### 6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 The Strategy has potential to help deliver key outcomes across all the priorities of the Borough Council and a number of the priorities set out in the Sustainable Community Strategy for the Borough.

### 7. **Legal and Statutory Implications**

- 7.1 None at present – there is no statutory requirement to provide this Strategy, although it remains a statutory requirement to produce a Sustainable Community Strategy.

### 8. **Equality Impact Assessment**

- 8.1 An Equality Impact Assessment is being developed for the Strategy.

### 9. **Financial and Resource Implications**

- 9.1 There are a range of resource implications in terms of delivering the Strategy and these have been referred to in this report and elsewhere.

### 10. **Major Risks**

- 10.1 The GRACE risk assessment for the Strategy is being developed. The key risks include not committing enough resources to these areas of work and the community and Borough continuing to deal with the ongoing issues as a result.

11. **Sustainability and Climate Change Implications**
  - 11.1 No direct implications, although these issues will be part of the projects set out in the Strategy.
12. **Key Decision Information**
  - 12.1 This item is included in the forward plan.
13. **Earlier Cabinet/Committee Resolutions**

Cleaner, Greener and Safer Communities Overview and Scrutiny Committee – 9 November 2011  
Cleaner, Greener and Safer Communities Overview and Scrutiny Committee – 29 February 2012  
Cleaner, Greener and Safer Communities Overview and Scrutiny Committee – 5 October 2012  
Cabinet – 14 March 2012
14. **List of Appendices**

Appendix A - Stronger and Safer Strategy 2012-2017  
Appendix B - Action Plan
15. **Background Papers**

None.

## NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER &amp; SAFER COMMUNITIES STRATEGY 2012-2017

**Newcastle under Lyme B.C. Stronger and Safer Communities Strategy 2012-2017****Introduction**

Developing and creating stronger and safer communities is the key to developing a Borough which is “prosperous, clean, healthy and safe” (as stated in the vision for Newcastle under Lyme Borough Council in its latest Council Plan).

The Newcastle Borough Council Stronger and Safer Communities Strategy 2012-2017 aims to create a community centred around the Council’s vision – a community that: -

- Is strong, resilient and supportive and which encourages people to take responsibility for their own lives, whilst supporting them through the difficult times in their lives
- Is free from crime, disorder and danger
- Lives, works and studies in areas which are organised and planned effectively and therefore allow equal access to all services and facilities

Newcastle under Lyme Borough Council is working towards being a co-operative council, which means we are working together with our residents, partners and local organisations to collectively delivery the best we can using the resources we have.

This Strategy seeks to set out the main issues and drivers underpinning the work being done and planned by the Borough Council and its key partners in pursuit of delivering the vision and key objectives set out above. We believe that partnership working between local authorities and key partners, such as health providers, can produce great benefits for people.

In doing so, we aim to develop community capacity in the Borough, so they are better able to plan and develop approaches to identifying their own issues and priorities; deal with them in partnership with all public sector agencies and have the ability to react effectively to any issues they have to confront.

Cllr Tony Kearon  
Cabinet Member for Safer Communities  
Newcastle under Lyme B.C.

Cllr John Williams  
Cabinet Member for Stronger and Active Neighbourhoods  
Newcastle under Lyme B.C.

## NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER &amp; SAFER COMMUNITIES STRATEGY 2012-2017

**How this Strategy Works**

The Stronger and Safer Communities Strategy 2012-2017 is the key document which sets out how Newcastle-under-Lyme Borough Council and its partners will deliver key aspects of work relating to community development, community safety and community empowerment in seeking to deliver the vision “to create a Borough that is prosperous, clean, healthy and safe”.

The Strategy sets out those **issues** and **evidence** which the Borough is dealing with - based on an overview of the Borough, including its key demographics and other key areas of data.

In doing so, this Strategy details those **existing plans and initiatives**, which have formed the basis of the positive work already done by the Council and its partners in addressing the major issues faced by the Borough. It is intended that this work is built on, wherever possible.

The Strategy refers, where relevant, to the **developing national agenda**, in areas such as community safety, Localism, Troubled Families and other key relevant areas such as reforms to the NHS and changes to the benefit system. In taking into account these national factors, together with the focus on local issues, it is envisaged that the Strategy will reflect a mix of local and national priorities and factors.

Based on these key drivers – key data/issues; national/local priorities; existing work in locality/partnership working, community safety and community development; and relating to other key strategies such as the Newcastle under Lyme Borough Council Plan; the Borough’s Sustainable Community Strategy and Health and Well-Being/Economic Development Strategies, this Strategy outlines **pathways** to developing stronger and safer communities in the Borough of Newcastle-under-Lyme.

This Strategy is based on: -

- **Evidence** – responding to and developing our key areas of policy and action based on evidence.
- **Experience**, building on what has worked well in the past as well as using good examples from elsewhere and developing our own innovative approaches.
- **Effectiveness** - focused on partnership working and community engagement (primarily through our Locality Action Partnerships – LAPs) and also focused on our collective priorities in partnership with other agencies and the community as a whole.
- **Engagement** - allowing communities both to articulate their own vision for the future and communicate it to public agencies, and also receive effective feedback on the issues raised.
- **Evaluation** - taking account of risks, building on strengths and learning lessons

**NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER COMMUNITIES STRATEGY 2012-2017**

We will seek to **deliver** positive outcomes for our Borough and **enhance** the lives of the people we serve and represent. In doing so, we will set out the actions identified to deliver our vision and key objectives and support these actions with plans which are measurable, accountable and which are open to scrutiny.

'We are working to:

- Bring more public services together so that people get what they need at the right place and at the right time
- Encourage more involvement from local people and our staff in planning and running services
- Support our communities better and encourage people to do more to help their own communities

Whilst we still face budget cuts the council is making sure local people are more involved in reducing our costs and challenging what we spend

We are involving the community and business leaders in developing our future plans, drawing on the skills and expertise that exists in the borough.'

## NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER &amp; SAFER COMMUNITIES STRATEGY 2012-2017

**Evidence Base – could this be reviewed to ensure that it is up to date?**

To better understand our issues and the needs of our communities, it is important we know what the key data tells us about our Borough and the communities within it. We recognise that it is not always enough to use data and statistics as they often only tell part of a story – it is vital to ‘get behind’ statistics and focus information gathering and problem solving on communities, families and individuals based largely on their levels of vulnerability and the risks they are exposed to.

This section provides an overview of the Borough, including key demographics, and more in-depth qualitative issues before linking the Strategy with other areas of policy, including developing national and local (Staffordshire and Newcastle) priorities. A key example of the challenge we face in dealing proactively with our issues is that of fear of crime and levels of crime – the former remains relatively high whilst the latter is decreasing. We need to deal with issues like this and develop greater understanding.

**Background Analysis***Profile of the Borough of Newcastle-under-Lyme*

The Borough of Newcastle-under-Lyme is in North Staffordshire and has, as its primary focus, the town of Newcastle-under-Lyme itself. The Borough is also made up of Kidsgrove (to the north) and villages and other settlements to the west and south of the two main towns. The Borough is semi-urban (20% of the land and 80% of the population could be described as ‘urban’), with the eastern part of the town of Newcastle bordering with Stoke on Trent as the major city in Staffordshire.

The Borough is also the location for Keele University, as well as Newcastle College of Further and Higher Education and a number of schools and other learning institutions.

Transport networks are reasonably good in the Borough, with the M6, A500 and A34 running through at least part of the Borough and train stations located nearby in Stoke on Trent and Kidsgrove.

The population of the Borough stands at around 124,000 and is projected to grow by around 12% to around 140,300 in 2035. This population is ageing - it is estimated that the number of residents over retirement age will increase by 54% over the next twenty years.

*Major Issues/Trends***Deprivation**



**NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER COMMUNITIES STRATEGY 2012-2017**

Newcastle has several wards where levels of deprivation are high (within the top 20% most deprived in the country). Residents in these areas are experiencing higher levels of deprivation relating to income, employment, health and education than elsewhere in the Borough. Conversely, there are areas in the Borough where the levels of deprivation are some of the lowest in the country.

According to the IMD 2010, approximately 15,500 residents in Newcastle live in the top 20% most income deprived areas - approximately a quarter (4,200) of these residents are likely to be experiencing income deprivation. Approximately 2,700 residents aged 0-15 live in the top 20% income deprived areas in the Country- around a half of these young people are likely to be experiencing income deprivation. Around 1,000 older residents live in the top 20% most income deprived areas - just over a third of these people are likely to be experiencing income deprivation.

**Worklessness/Economy**

As at September 2012, the rate of Job Seeker’s Allowance claimants in Newcastle was 2.7%. This was lower than the national rate of 3.8%; however there are variations across the wards and in smaller areas of the Borough. Cross Heath had a claimant count rate of 4.9% - and in one area in that ward the rate was as high as 9.8%. The rate of JSA claimants in Loggerheads and Whitmore was 1.5%.

Young people are disproportionately suffering from unemployment across the country, and this is also true in some areas of Newcastle. In September 2012 the overall rate of youth unemployment (young people under the age of 24 claiming JSA) in the Borough was 3.8%; this is lower than the Staffordshire rate 4.7% and the rate across the country 5.8%. However, the following five wards have significantly higher rates of youth unemployment:

Holditch	6.7%
Silverdale & Parksite	6.6%
Cross Heath	5.8%
Ravenscliffe	5.8%
Talke	5.7%

Job Seeker’s Allowance only gives us an indication of the number of people who are available for work but who cannot find a job. Worklessness due to incapacity is also an important measure and one which also gives an insight into the health of Newcastle’s residents. In February 2012 the overall rate of people claiming benefits due to their incapacity to work because of ill-health\* was 7.5%. As is the case with JSA, there are significant differences in the rate of claims across the Borough with rates ranging from 11.7% in Holditch, to just 0.6% in Keele. Generally between one third and a half of all claimants are receiving their benefit due to a mental health condition.

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\* Incapacity Benefit, Severe Disablement Allowance and Employment Support Allowance as at May 2011. Source: NOMIS

**NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER COMMUNITIES STRATEGY 2012-2017****Health**

People in Newcastle-under-Lyme generally consider themselves to be in good health. According to the 2001 Census, two thirds (66.1%) of people rated their health as 'good' compared to 68.8% for England as a whole.

However, there are inequalities in health experience, illustrated by variations in life expectancy (9.9 years lower for men and 10 years lower for women in the most deprived areas of Newcastle than in the least deprived areas - based on the Slope Index of Inequality in 2012).

Most recent published data shows that teenage pregnancy rates in the Borough are higher than the national average with particularly high rates in Knutton & Silverdale, Cross Heath, Butt Lane, Silverdale & Parksite and Holditch.

Alcohol-specific mortality rates for men in Newcastle are higher than the national average.

Finally, mental health remains a major issue in the Borough and elsewhere in Staffordshire, and is a major risk factor in relation to areas such as domestic abuse, offending and re-offending and anti-social behaviour.

**Crime/Community Safety**

Performance in the Borough in terms of crime is good, with many of the main crime headings seeing reductions in recent years.

Examples of these reductions include a 21% reduction in serious acquisitive crime in 2012-13 (compared to 2011-12); a 26% reduction in domestic burglaries.

Despite these results, a wide range of challenges remain.

A key example of this is that fear of crime remains high, despite the reductions referred to above. In addition, and despite improvements, domestic violence remains a major issue in the Borough, as does anti-social behaviour.

In responding to these issues, the Newcastle Community Safety Partnership uses the Newcastle Borough Community Safety Strategic Assessment 2011<sup>1</sup> to develop 'problem orientated' approach to determining the key priorities for the partnership for the coming financial year.

The current community safety priorities for the Partnership are:

- Tackling the harm caused by alcohol;

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<sup>1</sup> <http://www.staffordshireobservatory.org.uk/IAS/strategicassessment2011>

**NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER COMMUNITIES STRATEGY 2012-2017**

- A focus on locality working and vulnerable localities;
- Improving support for vulnerable victims;
- Improving offender management.

In addition, the focus of community safety work recognises that – whilst improvements have been felt across the board in terms of crime and disorder – hotspots remain and these hotspots have witnessed higher levels of crime, anti-social behaviour and misuse of alcohol and offending than other areas. The list includes: -

- Newcastle Town Centre
- Wolstanton
- Chesterton
- Kidsgrove

Vulnerable people and those susceptible to harm continue to be a priority in Newcastle. Deprivation remains a key factor in terms of offending and also in relation to being victims of crime. Figures from the Strategic Assessment show that 40% of all victims of domestic abuse tend to come from areas described as ‘lower income’. Misuse of alcohol and drugs remains a key factor in relation to issues of ‘hidden harm’. Overall, there remains a need to deal with actual crime and disorder issues, but also to help to keep the vulnerable members of society – children and adults – safe and also to work with families in tackling a range of issues faced by them.

**Housing**

There are approximately 54,110 dwellings in the borough, of which 74% are owner occupied, 20% are social rented and 6% are properties in the private rented sector.

The Council has a joint housing register with Aspire Housing. In March 2012, there were 2996 applicants registered for housing. There has been an 11% increase of the number of applicants on the housing register from the previous year, indicating an increased demand for social housing in the Borough, Recent economic, social and political change has generated greater uncertainty in the housing options available for many people.

In the Borough customers are able to obtain advice and assistance on what housing options are available to them; during 2011 – 2012 there were 2663 enquiries from customers seeking housing advice from the Newcastle Housing Advice Service. The numbers of housing advice enquiries has increased year on year since the service began.

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It is widely recognised that by offering advice and assistance on housing options, homelessness can be prevented. In 2011 – 2012 there were 466 successful cases where preventative action was taken by the Housing Advice Service to avert people from becoming homeless.

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### Context

This Strategy builds on previous work done by the Borough Council and its partners. This work has been in the form of previously developed plans and strategies and has also been in the form of projects and tasks completed which has both created the framework for dealing with the issues set out in the previous section and also has delivered improvements in the life of the Borough. This section sets out the main plans and strategies which this Strategy has been built on and which have also contributed to this Strategy.

### The Local Context

This Strategy has been developed in part by referring to and building on existing and ongoing plans and strategies. It should be noted that some of these – the SCS, example – are currently under review.

### *Sustainable Community Strategy*

The key over-arching document for the Borough has been the **Sustainable Community Strategy (SCS)**. This was agreed by the then-Local Strategic Partnership in Newcastle-under-Lyme in 2008.

The SCS set out a triangulated approach to identifying priorities for the Borough, based on: -

- Community Priorities
- Evidence Based Need
- Organisational Priorities

In focusing on these three areas, a range of consultation and research work was carried out in order to establish priorities for the Borough as a whole.

The priorities were then organised in the SCS under three headings: -

- People
- Places
- Prosperity

The final list of priorities under the three headings above included 21 priorities in all, covering a range of different areas of work and covering many different issues.

*Council Plan*

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The Council Plan is the main planning document for Newcastle under Lyme B.C.

The Plan sets out the Council's vision – “a borough that is prosperous, clean, healthy and safe”.

In seeking to deliver this vision, the Plan sets out four key priorities for the Council: -

- Creating a clean, safe and sustainable Borough
- Creating a borough of opportunity
- Creating a healthy and active Community
- Becoming a co-operative council which delivers high quality, community driven services.

The Plan is monitored by elected Members of the Borough Council to ensure that delivery against the objectives set out in it are being delivered.

*Other Plans/Strategies*

In addition to the major plans set out above, there are a number of other plans and strategies which are delivered by organisations both alone and in partnership. These include: -

- Newcastle Safer Communities Partnership Plan 2011-14
- Newcastle under Lyme B.C. Asset Management Strategy 2011/12-2013/4
- Community Engagement & Involvement Strategy 2007-2011
- Third Sector Commissioning Framework
- Alcohol Harm Reduction Strategy 2009-2012
- Newcastle under Lyme B.C. Housing Strategy 2011 - 2016
- Newcastle under Lyme B.C. Homelessness Strategy 2010 -2015

This is not an exhaustive list, but does offer some idea of the work which is being done across a range of different areas of work. In addition to these plans and strategies, the Borough Council is also developing three overarching strategies for delivering improvements and support in key areas. This Stronger and Safer Strategy is one of these; the other two are the Health and Well-Being and Economic Development Strategies.

*Key Tasks and Projects*

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These plans and strategies are only a part of addressing the key issues facing the Borough our main focus is on delivery, which we have done in a number of areas in recent years, including: -

- University of the First Age - offering young people the opportunity of being part of a ‘university’ at an early age to raise their aspirations and increase the likelihood that they will go on to further and higher education
- Staffordshire Youth Service have, supported by the Newcastle Partnership secured ‘My Place’ funding that will provide a state of the art Youth Service facility in Chesterton.
- The MACs Place project targeted teenagers not in education, employment or training (NEETs).
- Staffordshire Fire and Rescue Service operated the Student Firefighter programme within Newcastle.
- Invested in the expansion of the provision of the Home Safety Equipment scheme in Newcastle-under-Lyme.
- The PCT offered Chlamydia screening for 15-24 year olds from pharmacies
- 11 pharmacies in Newcastle are trained to provide Tier two Emergency Hormonal Contraception (EHC) and one is trained to provide Tier one EHC
- NHS North Staffordshire commissioned a Cervical Screening Advance campaign which toured around target areas within Newcastle-under-Lyme to promote cervical screening amongst young women
- Community Pride events were held in a number of areas offering communities services around community safety including skips to clear waste and recycling, fly posting enforcement
- The Respect programme of work has been piloted in Knutton and Cross Heath with various work, drama and dance going into schools to provide alternative ways of educating local children around ‘Respecting Others’
- Carbon Crush - a local community based initiative managed by Newcastle Countryside Project which offers energy themed workshops, energy and fuel saving ideas, support to plan community projects, and help to run the project
- Encouraged inward investment via initiatives such as the ‘Make It’ scheme

As already said, this is not an exhaustive list and a number of these areas will be built upon by this Strategy and also pursued and developed by the Health and Well-Being and Economic Development Strategies referred to above.

The National Context

The Strategy should also be read in relation to the Government’s developing national agenda around localism and the ongoing reforms relating to the health and community safety frameworks, as well as taking note of the economic circumstances facing the country as a whole and the focus of central government on particular issues – for example tackling troublesome families.

*Legislative Framework*

The major legislative developments which have influenced the policy framework underpinning this Strategy are: -

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- Localism Act 2011
- Police and Social Responsibility Act 2011

These and other areas of legislation and policy at the national level provide the policy framework for this Strategy.

In the last 10-20 years, national government has viewed the development of communities and the need for partnership working to deliver safer and stronger solutions in different ways. The Governments of 1997-2010, for instance, introduced a range of different initiatives designed at ensuring that partnership working formed the basis of public sector delivery. The Crime and Disorder Act 1998, for example, promoted the practice of partnership working in reducing crime and disorder and placed a statutory duty on police forces and local authorities to develop and implement a strategy to tackle problems in their areas, being required to work in partnership with a range of other local public, private, community and voluntary groups and with the community itself.

In addition, the Local Government Act 2000 set up Local Strategic Partnerships, whilst the Local Government and Public Involvement in Health Act 2007 placed increased emphasis on involving local communities and people in the design and delivery of local services, in particular through a 'duty to involve'.

Since the election of the national 'coalition' government in May 2010, there has been a change of emphasis in terms of the national drivers for safer and stronger work.

This change has been encapsulated in the two pieces of legislation set out above. In detail, these Acts have covered the following: -

**Localism Act 2011**

Will devolve greater powers to councils and neighbourhoods and give local communities more control over housing and planning decisions.

Key areas

- Giving councils a general power of competence
- Giving residents the power to instigate local referendums on any local issue and the power to veto excessive council tax increases
- Allowing councils more discretion over business rate relief
- Providing new powers for local communities around, for example, the right to challenge local authorities over their services (Community Right to Challenge)
- Allow local authorities to discharge their duties to homeless people by using private rented accommodation
- Give local authorities the power to limit who can apply for social housing within their areas
- Amend the way in which a social tenant can make a complaint about their landlord
- Improve the ability of social tenants to move to different areas



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- Amend the Community Infrastructure Levy (CIL), which allows councils to charge developers to pay for infrastructure. Some of the revenue will be available for the local community
- Provide for neighbourhood plans, which would be approved if they receive 50% of the votes cast in a referendum
- Provide for neighbourhood development orders to allow communities to approve development without requiring normal planning consent

**Police Reform and Social Responsibility Act 2011**

Covers five distinct policy areas: police accountability and governance; alcohol licensing; the regulation of protests around Parliament Square; misuse of drugs; and the issue of arrest warrants in respect of private prosecutions for universal jurisdiction offences.

Key areas

- Replaces police authorities with directly elected Police and Crime Commissioners, with the aim of improving police accountability
- Amends and supplements the Licensing Act 2003 with the intention of ‘rebalancing’ it in favour of local authorities, the police and local communities
- Enables the Home Secretary to temporarily ban drugs for up to a year and removes the statutory requirement for the Advisory Council on the Misuse of Drugs to include members with experience in specified activities

*Policy Framework*

Taken together, and including other initiatives such as the Troubled Family Initiative (developing approaches to dealing with issues created by 120,000 families across the UK); community budgets and guidance issued by government around how authorities should support and fund the voluntary sector (Best Value Guidance – September 2011), there is a clear signal from national government towards developing solutions which: -

- Are local, usually at the sub-local authority level;
- Are based on evidence and assessment of need;
- Involve engagement with local communities and consultation with key stakeholders;
- Place the community at the centre of policy development and delivery; and
- Recognise partnership working as the basis for service delivery and support for local communities

*Other Key Areas*

In terms of the key objectives of the Strategy, a key focus is on the development of effectively organised and planned areas, which are safer and healthier.

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The planning context as set out by Government includes PPS1 (Delivering Sustainable Development), which says that development should promote communities which are inclusive, healthy, safe and crime-free, whilst respecting the diverse needs of the community and the special needs of particular sectors of the community.

In terms of these policies, therefore, PPS1 makes clear that a key objective for new developments should be that they create safe and accessible environments where crime and disorder or fear of crime does not undermine quality of life or community cohesion. Design and access statements for outline and detailed applications should therefore demonstrate how crime prevention measures have been considered in the design of the proposal and how the design reflects the attributes of safe, sustainable places.

A key desire of the Borough Council and partners, therefore, is that local policies and decisions contribute to crime reduction through the planning system.

*Partnership Approaches*

There are 2 key focus areas and mechanisms for the promotion of stronger communities in Newcastle-under-Lyme. These are partnership working and locality working.

In the case of partnership working, like all other local authority areas, Newcastle-under-Lyme established a Local Strategic Partnership (LSP) following the process set out in the Local Government Act 2000 (amended in the Local Government and Public Involvement in Health Act 2007).

The LSP, as originally constituted, was made up of an Executive Board, together with a Communities Forum and a Voluntary Sector Forum. Underneath this, there were five themes, represented as a series of standing groups – Children and Young People; Safer and Stronger Communities (also the Crime and Disorder Reduction Partnership); Economic Development & Enterprise; Healthier Communities and Older People; and Sustainable Development.

The LSP structure was reviewed in 2006, and was amended accordingly. In 2010, national government effectively abolished LSPs and – as a result – the structure in Newcastle-under-Lyme was reviewed again and simplified so as to remove the five theme groups and replace them with a much smaller set of standing groups. This structure was further reviewed in late 2011 and a proposal to develop a single Strategic Board (incorporating the former CDRP Board), together with a minimum of standing groups and a range of task and finish groups is currently being considered by partners.

Together with the partnership structure set out above, the Borough has also developed a locality working structure, based on the issues raised in the Borough Council's **Community Engagement and Involvement Strategy 2007-2011**.

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The Borough Council, along with the other partners, is signed up to the **Staffordshire Compact** that sets out guidelines for the relationship between the public sector and the voluntary & community sector.

The locality based structure for the Borough was rolled out in April 2009, based on the successes of the Knutton & Cross Heath Neighbourhood Management Pathfinder.

The approach to locality working has focused on Locality Action Partnerships (LAPs). These may include: -

- Newcastle under Lyme B.C.
- Local Councillors
- Residents Associations/Community Groups/Individuals
- Community & Voluntary Organisations
- Staffordshire County Council
- Staffordshire Police
- NHS North Staffs
- Aspire housing and other registered housing providers who operate in the Borough
- Staffordshire Fire & Rescue Service
- Parish/Town Councils (where applicable)
- Schools/College
- Local businesses

This approach was designed to enable positive partnership working within localities (eleven LAPs were set up across Newcastle Borough). The LAPs were designed to provide the opportunity to identify issues based initially on primary evidence and create the environment to support communities.

Most of the intervention will be implemented at the level of need within each area - street/streets; estates; or any other locality.

As part of an ongoing desire to ensure that LAPs remain relevant and deliver against their aims, a review of locality working in the Borough took place from February 2010 onwards.

The review has included consultation and engagement with a variety of key stakeholders and has focused on a number of key areas including: -

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- General functions of LAPs
- Resourcing LAPs
- Communications
- Community Pride
- Funding of LAPs
- Future Development

In a number of key documents, most notably the **Story of Our Place** – the LAPs review has looked at the fundamental structure of LAPs and has set out a range of changes in order to enhance their ability to deliver and also areas of potential future development, including the responsibilities set out in the 2011 Localism Act.

The partnerships and locality working ‘arms’ make up the framework for the Borough’s approach to developing ‘stronger’ communities. Further areas of work in this area include the Council’s innovative **Third Sector Commissioning Framework**, which was established in 2008 to provide a more robust approach to apportioning funding and other resources to third sector organisations by the Borough Council, based on the fundamental principles of performance management (investment v. output). This supplements the grants provided by the Borough Council to voluntary and community groups under a range of headings and administered by the Grants Assessment Panel of the Borough Council.

#### *Priorities*

In addressing those issues presented to us by data and other sources of evidence and seeking to deliver improvements in the areas outlined above, we must accept that we cannot do everything.

In coming to this acceptance, most organisations have formulated a set of priorities for action within their own plans and strategies in recent years. In addition, central government has its own priorities. In so doing, each organisation recognises that their finite resources need to be directed into the most pressing areas, based on evidence and other key drivers, including political, financial, legislative and environmental factors.

In relation to this Strategy, there are a number of national and local (Staffordshire) priorities which have been taken into account in terms of developing the key actions. These include:-

- Developing a thriving economy (national/Staffordshire/Newcastle priority)
- Providing a safe and healthy place to live (Staffordshire priority)
- Focusing on families and their issues (National priority)
- Tackling vulnerability (Newcastle Partnership priority)
- Creating active and cohesive communities (Newcastle Borough Council priority)

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These priorities form the basis for the focus of this Strategy and where resources will be directed in terms of the actions set out here.

Based on our priorities and what we are seeing from research done both locally and at a county level, a number of areas of vulnerability can be identified and can also help us define what we mean by the term. These are: -

- Health issues – how the state of our health can make us more vulnerable
- Age – that at certain times of our life we are more vulnerable than others
- Location – certain locations within the Borough are more vulnerable than others due to factors such as economic hardship or physical layout
- Lifestyle – the choices we make can increase our levels of vulnerability, e.g. around use of alcohol or drugs
- Economic factors – that we are more vulnerable due to economic issues such as levels of income
- Education – that a lack of education (formal and informal) can make people more vulnerable
- Housing – homelessness or poor / insecure housing conditions can make people more vulnerable

Taken together with the information presented in this section, we can see that those communities, families and individuals who are deemed to be vulnerable in any of these areas of focus can therefore be at risk of criminal activity; decreased life expectancy; hardship; exploitation by others and being the victims of crime. The purpose of this Strategy is to seek to reduce or mitigate these levels of vulnerability so that people's lives are not harmed and also so that the decreasing resources available to the public sector can be directed at the areas of most need.

Whilst building on the existing elements of its work in this way, however, the Borough Council and its partners have adopted priority based approaches to dealing with the key issues. This is recognition that no organisation or group of organisations can hope to do everything and – in an era of resource rationalisation – this especially rings true at the present time. It also recognises that very little can be done by one organisation alone without the input of others and also that the role of organisations will vary depending on the issue at hand. In addition, such priority setting can allow us to identify clearly where our main challenges lie in relation to vulnerability and what we can do to address these challenges.

Historically, this list of priorities for partnership and locality working in the Borough has been a relatively long one. As mentioned earlier, for example, the existing SCS has a list of 21 priorities underpinning it. In addition to the partnership priorities, the different organisations involved in the Newcastle Partnership (created following the demise of the LSP) each have had their own organisational priorities.

This potential for a lack of focus, lack of understanding and 'anti-prioritisation' through overloading priorities has been addressed in the various reviews of partnership and locality working outlined above.

The result of these reviews is that partners are now keen to have only two key priorities guiding their partnership working: -

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- Enhancing economic growth; and
- Tackling vulnerability

This much sharper focus is an explicit recognition from agencies that resources are tight and also reflects a desire to deliver positive outcomes based on the most pressing areas of need for the Borough.

Allied to a changed partnership structure, therefore, this reduction in the list of priorities is a key part of building stronger and safer communities in the short to medium terms for the Borough of Newcastle-under-Lyme.

This focus on two key priorities is also geared to identifying more easily those definitive risks in relation to not meeting priorities, identifying which partner will be responsible for managing the risks and also recognising any missed opportunities in terms of developing things further.

### *Outcome Focus*

It can be seen that the existing work undertaken by the Borough Council and its partners under the headings of 'stronger and safer' communities has relied heavily on the fundamental principles of partnership working and locality working. It can also be seen that this locality and partnership working has sought to recognise and build on examples of best practice, where available, and also to performance manage the work done in order to establish that the impact of various initiatives has been positive and is worth continuing with. The intention is to continue to adhere to these key principles in moving forward to an outcome focused approach to monitor the impacts and activities against the chosen set of outcomes.

The focus on prioritisation is clearly linked with delivering key outcomes for the Borough. In targeting scarce resources in particular areas, it is envisaged that this will have a positive impact on key outcomes. The key outcomes for this strategy are:

- People are part of an active, local community and involved in how public services are delivered.
- People live, work and prosper in safe environments, free from crime, and the causes of crime.
- People have a supportive family life and a decent place to live.
- People enjoy longer, healthier and rewarding lives.

In terms of these key outcomes, the following list provides a flavour of the areas covered by this Strategy that the Borough would also wish to impact on –

- Reduced deprivation and inequalities and increased social mobility

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- Greater empowerment of communities
- More integrated and resilient communities
- Greater levels of participation in social action and decision making
- Increased social investment and giving
- Increased attractiveness of places to live, work and visit
- Increased volunteering and reciprocity
- Increased healthy life expectancy
- Reduced differences in life expectancy between communities
- Reductions in the levels of crime and the fear of crime
- Realising economic potential and better employment opportunities for young people
- Better educated and more skilled communities

This is by no means an exhaustive list, and should be read in conjunction with the key indicators and information provided in the tables on pages 20-23 of this Strategy, together with the following key dimensions of vulnerability identified by this Strategy: -

- Health
- Age
- Location
- Lifestyle
- Economic Factors
- Education
- Housing

It is envisaged that – under the vision for this Strategy and the key aims and objectives set out for this Strategy that delivery against these key outcomes will signify a measure of success for the approaches set out in this document.

**Objectives of the Strategy**

The vision of this Strategy is taken from the Newcastle under Lyme Borough Council Plan – “to create a borough that is prosperous, clean, healthy and safe”.

This Strategy seeks to bring the vision to life and has a number of aims which it is seeking to deliver. These aim to create a Borough which:

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- Is strong, resilient and supportive and which encourages people to take responsibility for their own lives, whilst supporting them through the difficult times in their lives
- Is free from crime, disorder and danger
- Is made up of communities which live, work and study in areas organised and planned effectively and allowing equal access to all services and facilities

Whilst it is accepted that achieving all of these is not necessarily possible, even within the timeframe of this Strategy (five years between 2012 and 2017), it is important however that any Strategy remains largely aspirational in nature.

Reflecting the evidence base already set out in this Strategy, therefore, and also reflecting the priorities set out previously, the Strategy has four main objectives in mind when seeking to order its actions for delivery.

These objectives are: -

- Creating a strong, resilient and supportive Borough and creating organised and planned areas - *building a strong community*
- Creating a Borough which is free from crime and disorder - *tackling crime and disorder*
- Creating a Borough which is free from danger - *developing a safe place to live*
- Encouraging responsibility, supporting people and allowing equal access to services - *protecting vulnerable people and families*

The Strategy's main actions can be ordered under each of these headings.

*Action Plans*

In taking forward these areas, under each of the four main objectives for this Strategy, an action planning approach is to be utilised. To this end, therefore, these areas can be found at Appendix A, organised into the main areas of focus for delivery.

*Key Measures of Success*

In addressing the key areas outlined in the previous section, we are seeking to achieve improvement in performance and delivery. To this end, we have – via a range of our already established strategies and work programmes – identified a number of performance indicators which we would expect to see improvement in as a result of delivering this Strategy. These measures are listed in the following tables and show the linkages between the priorities, outcomes and objectives detailed in this document.



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**Outcome 1 –What will this mean for people of the Borough?**

People are part of an active, local community and involved in how public services are delivered.

**Objective 1 – How will we undertake this?**

By creating a strong, resilient and supportive Borough and creating organised and planned areas - building a strong community

<b>Actions – What will we do to build a strong community?</b>	Develop communities around the localism agenda
	Focus on dealing with troubled families and enhancing community involvement and self-reliance
	Investigate opportunities to develop a Partnership Social Enterprise.
	Complete review of locality working and Locality Action Partnerships
	Further Community Pride events to deal with community issues
	Promoting community integration - enabling communities to live and work together effectively
	Build on relationships with the voluntary and community sector in delivering key services to local people
<b>Key Performance Indicators - How will we measure success?</b>	Increased engagement with, and take up of activities and services.
	Increase in the number of residents, community and voluntary sector groups engaged with LAPs.
	Number of training sessions to support and develop community capacity, involvement and confidence.

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**Outcome 2: What will this mean for residents of the Borough?**

People live, work and prosper in safe environments, free from crime, and the causes of crime.

**Objective 2 - How will we undertake this?**

By creating a Borough which is free from crime and disorder - tackling crime and disorder

<b>Actions – What will we do to tackle crime and disorder?</b>	Improve support for potential and actual victims of anti-social behaviour and domestic violence
	Introduce online reporting of anti-social behaviour incidents
	Developing the existing multi-agency conference system to address the problems faced by vulnerable people
	Tackling victimisation of vulnerable residents – working with partners and other organisations to tackle crime committed against the vulnerable including anti-social behaviour
	Explore the potential for tracking perpetrators of domestic violence using the Integrated Offender Management Scheme
	Continue to discuss trans-border cases with neighbouring authorities where relevant and appropriate, including anti-social behaviour and domestic violence cases
	Family Employment Initiative
	Enhancing the Business Crime Initiative – working with local businesses and partners to deal with crime and to seek to prevent it.
	Tackling Hate Crime – working with partner organisations and key groups, together with communities to raise awareness of and deal with incidents of hate crime in the Borough and elsewhere.
<b>Key Performance Indicators - How will we measure success?</b>	Reduction in incidents of violence with injury.
	Reduction in incidents of anti-social behaviour.
	Reduction in incidents of serious acquisitive crime.

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	Reduction in incidents of domestic abuse.
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**Outcome 3 –What will this mean for people of the Borough?**  
 People have a supportive family life and a decent place to live.

**Objective 3 - How will we undertake this?**  
 By creating a Borough which is free from danger - developing a safe place to live

<b>Actions – What will we do to develop a safe place to live?</b>	Develop our approaches to working with the new Police & Crime Commissioner in developing key areas of work in community safety in the future.
	Promote good behaviour amongst tenants.
	Roll out prevention materials for all aspects of domestic violence and anti-social behaviour activity.
	Develop the Neighbourhood Watch scheme in the Borough.
	Raise awareness of Safeguarding Vulnerable Children and Adults across the borough.
	Introduction of a Passport to Safety scheme for younger drinkers.
	Work with the Partnership Against Business Crime to enhance enforcement.
	Introduction of the Street Pastors scheme in the Borough.
	Encourage and enhance the provision of information to residents on how to avoid domestic fires – in conjunction with FARS and other partners.
	Develop the first aid triage process in the town centre and elsewhere for dealing with people injured or ill during nights out and at other times.
	Complete the gating off of problematic alleyways under the Green Routes scheme.
	Continue the I'll Be Des scheme designed to prevent drink driving.

<b>Key Performance Indicators - How will</b>	Reduction in re-offending rates.
	Reduction in the number of young people entering the justice system.

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<b>we measure success?</b>	
	Reduction in the number of people killed or seriously injured in road accidents
	Improved results for relevant Feel the Difference Survey indicators..

**Outcome 4 –What will this mean for people of the Borough?**

People enjoy longer, healthier and rewarding lives.

**Objective 4 - How will we undertake this?**

By encouraging responsibility, supporting people and allowing equal access to services - protecting vulnerable people and families

<b>Actions – What will we do to protect vulnerable people and families?</b>	Rolling out the Let’s Work Together project across the Borough, aimed at all organisations and individuals being able to refer cases of vulnerability.
	Develop approaches with the Families First teams at Staffordshire County Council to deal with issues of vulnerability affecting families in the Borough.
	Develop health promotion work in areas of greatest need.
	Map vulnerability across the Borough and its neighbourhoods to target services more effectively.
	Continue to work on Financial Inclusion intervention with the joint Stoke-on-Trent and Newcastle-under-Lyme Financial Inclusion Group.
	Introduce devices for vulnerable people to use in protecting themselves.
	Support winter car advice for young people in further and higher education.
	Develop educational approaches to dealing with areas of risk around behaviour and attitudes in young people.
	Supporting vulnerable residents in housing.

<b>Key Performance indicators - How will we measure our performance?</b>	Reduction in the number of children living in poverty.
	Reduction in the gap between identified groups of disadvantaged pupils and their peers (boys, free school meals, ethnic minority groups and looked after children).
	Reduced numbers of people with preventable ill-health.

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	Reduction in the rates of premature deaths - reducing the gap between communities.
	Reduction in the rate of unemployment amongst young people aged 16-24.
	Reduction in the rate of people claiming out-of-work benefits.

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APPENDIX B – NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER STRATEGY 2012-2017 ACTION PLAN

Objective		Key Subject Areas		
<i>Building a strong community</i>		Localism Community Cohesion/Integration Locality Working Troubled families Housing		
Action	Lead Organisation	Others involved	Timeframe	Comments
Promoting community integration and developing ways of enabling communities to live and work together effectively	Newcastle Partnership	Locality Action Partnerships (LAPs)  Town and Parish Councils	April 2014 - April 2017	Initial assessment to be carried out, based on work being done by the Staffordshire Observatory and Aspire via work on Neighbourhood Plans. Actions to be developed based on this analysis.
Complete the ongoing review of locality working and LAPs in the Borough	Newcastle Partnership	Parish and Town Councils	April 2012 – April 2013	Develop strategic framework for LAPs as part of the wider Newcastle Partnership.
Developing communities to encourage participation in the localism agenda as set out in the Localism Act in key areas such as community right to challenge	Newcastle Borough Council	LAPs (Community Right to Challenge)	Legislative timeframe (April 2012 onwards)	Heads of Service Reports to EMT and

APPENDIX B – NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER STRATEGY 2012-2017 ACTION PLAN

		<p>Newcastle Borough Council (Tenancy Strategy)</p> <p>Town and Parish Councils (Neighbourhood Plans)</p> <p>Aspire (Community Right to Bid for residents)</p>		<p>Cabinet.</p> <p>Key areas embedded into existing and new NBC policies and procedures.</p> <p>Aspire to work with residents around community premises.</p>
Further development of Community Pride events in order to both deal with issues facing local communities and also prevent further issues from arising	Newcastle Partnership	<p>LAPs</p> <p>Town and Parish Councils</p>	May 2012 - March 2013 (initially)	Ongoing review of focus of Community Pride work.
Focus on dealing with troubled families and enhancing community involvement and self-reliance	Staffordshire County Council	Newcastle Partnership	April 2012 - April 2013 (initial milestone to establish processes and approaches)	<p>To assess the evidence base and develop approaches to research and identification.</p> <p>To develop case conference approaches to family intervention, including prevention and education work</p>



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				as well as problem solving.
Investigate opportunities to develop Social Enterprises.	Newcastle Partnership	Other partners to be involved where relevant and where required	April 2013 - April 2015	Investigate funding available and support from partners
Building on relationships with the voluntary and community sector in delivering key services to local people	Voluntary and Community Sector.	Newcastle Partnership	April 2013 – April 2014	Further LAP development and funding.  Developing infrastructure support commissioned through the Third Sector Commissioning Framework

Objective		Key Subject Areas		
<i>Tackling Crime and Disorder</i>		Safer Nights Business Crime Hate Crime Anti-Social Behaviour Vulnerability Information Sharing Domestic Violence Housing		
Action	Lead Organisation	Others involved	Timeframe	Comments
Expansion of the Safer Nights programme to tackle the problems raised by alcohol use and other activities in the town centre and elsewhere  Focusing on key issues such as alcohol harm reduction and drugs. Key components of the campaign include K9 Drugs Dog, Ion Track Operations, Street Pastors, First Aid Triage Operations, Test Purchase Operations and Covert Surveillance Operations.	Newcastle Borough Council  Staffordshire Police	Trading Standards  West Midlands Ambulance Service (WMAS)  Staffordshire Fire & Rescue Services (FARS)  St Johns Ambulance  Red Cross  Churches and Street Pastors	April 2012 - March 2013	Street Pastors scheme in development.  Expanded triage service in development.  Work closely with key agencies to ensure alcohol and drug related crime and disorder in Newcastle Town Centre is reduced
Enhancing the Business Crime Initiative – working with local businesses and partners to deal with crime and to seek to	Partnership Against	Staffordshire Police	April 2012- April 2013	Work with Newcastle

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prevent it	Business Crime	Newcastle BC  Newcastle business community		Partnership Against Business Crime (PABC) specifically to support the Business Crime Manager with Pubwatch and assist in developing way to maximise their membership. Also to continue to help with the facilitation & management of the CCTV Volunteer Pilot scheme
Tackling Hate Crime – working with partner organisations and key groups, together with communities to raise awareness of and deal with incidents of hate crime in the Borough and, where relevant, elsewhere	Challenge North Staffs	Staffordshire Police  Newcastle BC  Staffordshire County Council  Aspire Housing and other Registered Housing Providers who	April 2013- April 2016	Initial assessment/ research into the issue to take place during 2012-13 including liaison with the key agencies

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		operate in the Borough  Newcastle business community		
Tackling victimisation of vulnerable residents – working with partners and other organisations to tackle crime committed against the vulnerable including serious acquisitive crime.	Staffordshire Police	Newcastle Borough Council  Staffordshire County Council  Public Health  Mental Health providers (including the above)  Third Sector providers  Aspire Housing and other Registered Housing Providers who operate in the Borough	April 2013 – April 2017	To build on existing initiatives around case conferences and multi-agency approaches  To develop approaches to research and develop proactive approaches to problem solving
Continue to develop links with the Integrated Offender Management Scheme	Newcastle Partnership	Staffordshire Probation Service	April 2012 to April 2015	Explore feasibility through discussions with partners

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				<p>(April-Oct 2013)</p> <p>If appropriate, initiate a pilot scheme (January 2013-June 2013)</p> <p>Evaluate success and explore potential roll-out (June 2013-January 2014)</p> <p>Initiate programme across the Borough (January 2014-January 2015)</p> <p>Will link with ongoing national work.</p>
Continue to discuss trans-border cases with neighbouring authorities where relevant and appropriate, including anti-social behaviour and domestic violence cases.	Newcastle Partnership	Other relevant partners	April 2013 – April 2014	<p>Agree parameters of joint working</p> <p>Maintain contacts through networking</p> <p>Ensure</p>

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				appropriate information sharing in line with protocols and good practice
Building on the existing multi-agency conference system to address the problems faced by vulnerable victims	Newcastle Partnership	Third Sector Providers	January 2013 – December 2013	Need to examine support arrangements for these conferences  May look to link in with other multi-agency approaches set out above
Improve – where possible – support for victims of anti-social behaviour and domestic violence	Newcastle Partnership		April 2013 – April 2017	Continue to review the systems in place and refine where necessary
Family Employment Initiative	Newcastle Borough Council	Coalfields Regeneration Trust  European Regional Development Fund  Staffordshire	April 2012 – April 2015	Part of a wider national programme which works in some of the most disadvantaged former coalfield areas.

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		<p>County Council</p> <p>Newcastle Business Community</p>	<p>Launched in February 2009 and has now helped more than 240 people into work and 480 into training.</p> <p>Seeking to continue to develop the scheme and promote it with partners in the Borough.</p>
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APPENDIX B – NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER STRATEGY 2012-2017 ACTION PLAN

Objective		Key Subject Areas		
A Safe Place to Live		Prevention Safeguarding Engagement Commissioning Safety Treatment Housing		
Action	Lead Organisation	Others involved	Timeframe	Comments
Work with the Partnership Against Business Crime to enhance enforcement	Partnership Against Business Crime (PABC)	Newcastle BC  Staffordshire Police  Newcastle Business community	January 2013 – December 2013	Undertake continual assessment of key issues relating to business crime predominantly on Newcastle Town Centre  Work with developing & supporting the Town Centre Partnership and the PABC in identifying and reducing business crime
Introduction of the Street Pastors scheme in the Borough	Newcastle Borough Council  Street Pastors	Staffordshire Police  Church leaders	April 2012 – April 2013	Links to Safer Nights initiative above  Initiation of



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		Ascension Trust		<p>pilot project (December 2012)</p> <p>Ongoing evaluation of pilot and implementation of scheme (January 2013)</p>
Roll out prevention materials for all aspects of domestic violence and anti-social behaviour activity	Staffordshire County Council	<p>Newcastle BC</p> <p>Third Sector Providers</p> <p>Housing Providers in the Borough</p> <p>Public Health</p>	April 2013 onwards	<p>Assess provision of materials currently and gaps in provision</p> <p>Work with Staffordshire County Council commissioners to develop further materials to aid promotion of activity</p>
Roll out alcohol harm reduction projects within Newcastle Borough. This will include introducing a schools-based Alcohol Intervention programme, parental rule setting, social norming approaches, Intervention & Brief Advice, Strengthening Families LST training, developing a focused communications plan, controlling access to alcohol and developing a strengthening families course around offender management	Staffordshire County Council	Newcastle Partnership	April 2012 - April 2013	<p>Liaise with Alcohol Change Lead and assist locally where necessary.</p> <p>Possibly adopt local</p>

APPENDIX B – NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER STRATEGY 2012-2017 ACTION PLAN

				governance arrangements, monitor progress and suggest changes where appropriate
Encourage and enhance the provision of information to residents on how to avoid domestic fires – in conjunction with FARS and other partners	Staffordshire Fire and Rescue Service (FARS)	Newcastle BC Staffordshire County Council Staffordshire Police Aspire Housing and other Housing Providers in the Borough	April 2012 - April 2013	Assess provision of information and work with partners to identify gaps.  Links to the Lets Work Together initiative and existing referrals systems (e.g. through Aspire)
Develop our approaches to working with the new Police & Crime Commissioner in developing key areas of work in community safety in the future	Newcastle Partnership		June 2012 onwards	Evaluate current approaches and services with a view to the future and value for money  Identify and implement good practice

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				Seek to engage and work in partnership
Develop the first aid triage process in the town centre and elsewhere for dealing with people injured or ill during nights out and at other times	Newcastle BC	Staffordshire Police  Combined Healthcare/UHNS  FARS  Business community  PABC  St Johns Ambulance  Red Cross  West Midlands Ambulance Service (WMAS)	April 2013 – April 2014	Explore feasibility of enhancing the scheme with additional health professionals and resources  Explore potential funding streams  Map key nights for 2012-13 that the service should be run, especially with a view to major sporting and social events  Seek to pilot enhanced service offer
Complete the gating off of problematic alleyways under the Green Routes scheme	Newcastle Partnership		April 2013 – April 2014	Complete this for identified Red Routes as far as possible

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<p>Raise awareness of Safeguarding Vulnerable Children and Adults across the borough.</p>	<p>Staffordshire County Council</p>	<p>Staffordshire Safeguarding Children Board  Let's Work Together Steering Group</p>	<p>April 2013 – April 2014</p>	<p>Raise awareness of referral pathways and criteria etc</p>
<p>Promoting good behaviour amongst tenants</p>	<p>Newcastle Borough Council</p>	<p>All Registered Housing Providers in the Borough</p>	<p>April 2012 onwards</p>	<p>Reducing the need for re-housing when anti-social behaviour occurs in social and private housing.</p>

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Objective		Key Subject Areas		
<i>Protecting Vulnerable People and Families</i>		Information sharing Families focused Education Promotion Protection Housing		
Action	Lead Organisation	Others involved	Timeframe	Comments
Introduce devices for vulnerable people to use in protecting themselves	Staffordshire Police	Newcastle BC  Staffordshire County Council  FARS	April 2012- April 2013	Staffordshire Police are planning to review arrangements for these kinds of devices across county.
Rolling out the Let's Work Together project across the Borough, aimed at all organisations and individuals being able to refer cases of vulnerability	Newcastle Partnership	Registered Social Landlords  LAPs  Town and Parish Councils	April 2012 – November 2012	Will be rolled out in November 2012  Designed to ensure that home visitors refer individuals at risk to appropriate organisations.
Road Safety, including supporting winter car advice for young people in further and higher education; improved crossings for schools and more facilities for rural areas where possible and where identified	FARS, through Road Safety group	Newcastle College  Keele University	April 2012- April 2013	Identify potential locations and key audience

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		Staffordshire County Council  LAPs		Identify and secure funding for further winter advice sessions  Deliver project  Evaluate impact
Map vulnerability across the Borough and its neighbourhoods to target services more effectively	Staffordshire County Council	Newcastle BC  Staffordshire Police  NHS  Aspire Housing and other Registered Housing Providers in the Borough	December 2012 onwards	Work done by Staffordshire Observatory and other agencies such as Aspire  Will continue to work together to develop evidence base for use in multi- agency approaches.
Develop approaches with the Families First teams at Staffordshire County Council to deal with issues of vulnerability affecting families in the Borough	Staffordshire County Council	Newcastle BC  Staffordshire Police  Staffordshire Probation Service  NHS	April 2012 onwards	To work with the Families First team to identify key areas of risk and develop approaches designed to deal with these areas.

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<p>Develop educational approaches to dealing with areas of risk around behaviour and attitudes in young people including use of alcohol and drugs</p>	<p>Staffordshire County Council (schools)</p>	<p>Newcastle BC Newcastle College Aspire Housing and other Registered Housing Providers in the Borough</p>	<p>April 2013 onwards</p>	<p>To identify opportunities for working with younger people and providing educational facilities.  Working with schools in developing approaches to community based working to help young people.</p>
<p>Develop health promotion work in areas of greatest need such as alcohol and drugs work</p>	<p>Public Health</p>	<p>Staffordshire Director of Public Health Staffordshire County Council Newcastle Borough Council</p>	<p>April 2012- April 2013</p>	<p>Assess existing approaches and identify areas for development in the first instance, including focus on work around alcohol and drugs (the recovery agenda)  Focused work through Newcastle</p>

			<p>Partnership Strategic Board.</p> <p>Closer working relations with Public Health, Health and Wellbeing Board and Clinical Commissioning Groups.</p> <p>Analysis of the Joint Strategic Needs Assessment.</p> <p>Dedicated resource from Newcastle Borough Council to the Staffordshire Public Health Team.</p> <p>Development of a Health and Wellbeing Strategy. Continued promotion of Jubilee 2.</p>
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**APPENDIX B – NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER STRATEGY 2012-2017 ACTION PLAN**

Continue to work on Financial Inclusion intervention with the joint Stoke-on-Trent and Newcastle-under-Lyme Financial Inclusion Group.	Newcastle Borough Council	Aspire Housing Staffordshire Credit Union Moneyline Pertemps Beat the Cold Warmzone Citizens Advice Illegal Money lending Team	April 2012- April 2013	Assessment of existing approaches and identification of opportunities for additional working and new initiatives.  Work with other partners and organisations to identify solutions
Supporting vulnerable residents in housing	Newcastle Borough Council	All Registered Housing Providers who operate in the Borough	April 2012 onwards	Supporting vulnerable residents

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## PROCUREMENT OF THE REPORTER

**Submitted by:** Head of Communications

**Portfolio:** Communications, Transformation and Partnerships

**Ward(s) affected:** All

### **Purpose of the Report**

To inform Cabinet of the final outcome of the procurement process for printing the council's newspaper the Reporter.

### **Recommendation**

**That Cabinet notes the outcome of the procurement process and accepts the appointment of print and distribution providers for the Reporter.**

### **Reasons**

The outcome of the tender process has to be reported to Cabinet in line with the borough council's Standing Orders in Relation to Contracts' section 10 (Standards and Award Criteria) paragraphs (e) and (h).

#### **1. Background**

- 1.1 In May 2009, Cabinet received a report outlining the results of a procurement process for the print and distribution of the borough council's newspaper the Reporter.
- 1.2 Contracts were awarded to two separate companies – one to provide print services and the other to provide distribution services. These contracts were for an initial two-year period with the option for negotiations with the contract providers for two separate 12-month extensions.
- 1.3 These options were exercised with both providers and this has therefore meant that the same print and distribution companies have been involved with the borough council for the last four years.
- 1.4 The contracts with both service providers – Harmsworth Printing (Staffordshire Sentinel Newspapers) for print and The National Leaflet Company for distribution - expire when the March edition of the Reporter is printed and distributed in 2013.
- 1.5 On 19 September 2012 Cabinet received a report which confirmed a procurement process had taken place to recruit new services providers for print and distribution for when existing agreements expire.
- 1.6 Although that process had resulted in a distribution provider being secured, there were concerns that only one company had come forward for the print element and because of this there were concerns that the council could demonstrate it would be getting value for money if it proceeded to appoint.
- 1.7 Cabinet agreed for a second print procurement process to go ahead at the earliest opportunity and for the results of that process to be reported back in due course.

## 2. **Issues**

- 2.1 Officers from the council's Business Improvement and Partnerships Department and also the Audit Department worked alongside and supported officers in the Communications Department in the original procurement process which involved placing a notice on the MyTenders website and this also feeds through to "Contracts Finder" which is the Government's recommended portal for advertising all contracts which are below the Official Journal of the European Union (OJEU) thresholds for procuring public sector services.
- 2.2 It was decided that the second procurement process should go down a separate route to try and generate greater interest from the market.
- 2.3 This involved liaison with other councils to see if their print service providers would be interested in the borough council's contract; liaison with companies which have previously worked with the council on printing the Reporter; contacting companies on a print procurement framework supplied by another council.
- 2.4 The borough council also simplified the tender documentation and produced a new "Invitation to Quote."
- 2.5 As a result of the approach outlined above, a total of nine companies supplied tenders.
- 2.6 An evaluation panel was set up and following discussion with the Business Improvement and Partnerships team, completed a detailed and comprehensive assessment of all the bids using best practice guidelines.
- 2.7 The criteria used to assess bids was:-  
  
50 per cent cost  
50 per cent quality  
  
The quality component was broken down into:-  
  
(a) Fulfilment of specification 40 per cent  
(b) Experience 30 per cent  
(c) References 15 per cent  
(d) Environmental factors 15 per cent

## 3. **Proposal and reasons for preferred option**

- 3.1 As a result of the procurement process, Yorkshire Web – a company which is based in Barnsley – has been awarded the contract for printing the Reporter.
- 3.2 The contract will run for two years and will begin on 1 April 2013 with the first Reporter under the new contract scheduled for print on 16 May 2013.
- 3.3 The contract will run for an initial two years and will have the option of two further 12 month extensions. The initial part of the contract will be fixed in price and subject to negotiation over pricing on subsequent years. Failure to reach a satisfactory outcome following these negotiations will allow either party to end the contract.
- 3.4 Members may recall the National Leaflet Company has secured the contract to distribute the Reporter in an agreement which mirrors the terms outlined above regarding print in 3.3.

- 3.5 Cabinet may wish to note that the agreement which has been secured with Yorkshire Web will ensure an increase of around 30 per cent in the number of pages printed in the Reporter each year without the need to increase the Reporter print budgets.
- 3.6 The total number of pages in the four Reporters produced during 2012 will total 44 by the time the November edition is distributed (February and July were eight pages; May was 16 pages and November will be 12 pages).
- 3.7 It is anticipated that pricing agreed in the Yorkshire Web contract will result in 56 pages each year – two 16-page papers and two 12-page papers. This will enable the council to increase the amount of information it makes available to residents about the council, its policies, services and activities. And it may also present the council with an opportunity to increase some advertising revenues which help to offset the costs incurred in producing the Reporter.

#### **4. Outcomes linked to Sustainable Community Strategy and Corporate Priorities**

- 4.1 The Reporter is a key communications channel which engages, involves and informs stakeholders about policies, services, events and activities delivered in support of the Sustainable Community Strategy and the borough council's corporate priorities.
- 4.2 Not sharing this information could have a detrimental impact on delivery of the Strategy and the corporate priorities.

#### **5. Legal and Statutory Implications**

There is no legal or statutory duty on the council to produce a civic newspaper.

#### **6. Equality Impact Assessment**

- 6.1 An Equality Impact Assessment which covers the Reporter has been produced as part of the Council's Communications Strategy which was approved by Cabinet in March 2012.

#### **7. Financial and Resource Implications**

- 7.1 Price proposals submitted as part of the Yorkshire Web tender documentation ensure an enhanced print service can be provided from within existing budgets (see 3.6 and 3.7).
- 7.2 The current annual Reporter budget is £31,120 and it is important in the current difficult financial situation that distribution, print and typesetting services stay within that financial envelope. The appointment of Yorkshire Web will undoubtedly contribute to this goal.
- 7.3 One of the key changes to the Reporter in recent times has been the introduction of some paid-for commercial advertising from local businesses as well as some paid-for content from partner organisations.
- 7.4 Together these two areas generated £16,834 in external income during the financial year 2011/12 – more than half the total Reporter costs for the year. Another £3,992 in internal income was generated.
- 7.5 Although current income generation will be down on the levels of 2011/12 due to pressures within the local economy, the increased annual pagination outlined in this report for the Reporter could offer more opportunities for local advertisers and could therefore result in advertising revenue increasing.

- 7.6 Deducting the external income generated by the Reporter of £16,834 from the £32,125 spent in the last financial year on print, distribution and typesetting leaves a total of £15,291. This means the net cost to each household in the borough for each edition of the Reporter during the last year was around seven pence.

## 8. **Major Risks**

- 8.1 There are no major risks associated with the proposals included in this report at this stage. However, the potential risks associated with progressing or not progressing the proposals are:-

### Risks if not progressed

- Resident “satisfaction and informed” levels throughout the borough could be adversely affected if the Reporter is not produced and distributed free of charge to the majority of households in Newcastle-under-Lyme.
- Involvement and engagement with council services and activities could be impaired.
- Key information is not widely distributed among residents.

### 8.2 Risks if progressed

- Pressure on Reporter budgets from service providers.
- Reputation damage to the council if – in the current difficult economic times – service providers succumb to pressures and go out of business resulting in no production of the Reporter.
- Qualified and trained council staff leave and are not replaced resulting in a skills gap around Reporter production.

## 9. **Earlier Cabinet/Committee Resolutions**

- 9.1 The Cabinet report of 19 September 2012 is relevant to this report.

## 10. **Background Papers**

Papers from the evaluation panel have been submitted to the Business Improvement and Partnerships Team for their consideration and evaluation.

The revised “Invitation to Tender” document is also available on request from the Head of Communications.

The evaluation report is confidential as it contains commercially sensitive information. However, it is available for Cabinet Members on request from the Head of Communications.

## CLAYTON SPORTS CENTRE

**Submitted by:** Executive Director – Operational Services

**Portfolio:** Culture and Leisure

**Ward(s) affected:** All (particularly Clayton )

### **Purpose of the Report**

To provide Cabinet with an overview on the strategic significance of Clayton Sports Centre and the key issues concerning the long term sustainability.

To make Members aware of an opportunity to secure external funding to improve the structure and quality of the centre and the implications of the Council acting as an applicant in this respect.

### **Recommendations**

**(a) That the strategic significance of the sports centre be recognised and the Councils role as the applicant for grant funding for the project be noted .**

**(b) That a further report be submitted to Cabinet in the spring of 2013 reporting progress made on the project and the outcome of external funding applications.**

### **Reasons**

To ensure the continuity of service delivered from Clayton Sports Centre which benefits the residents of the borough as well as meeting the Councils and partners strategic objectives for sports and healthy and active lifestyles.

## **1. Background**

- 1.1 On 29 September 1970 the Council entered into a one hundred year ground lease with Stone and District Sports Association (SDSA), for a plot of land fronting Lilleshall Road, Clayton, and Newcastle-under-Lyme Staffordshire. As a condition of both parties entering into a ground lease the SDSA constructed a sports facility, consisting of, a five court sports hall, spectator gallery, associated changing rooms, two meeting rooms, kitchen area, and shared parking arrangements with the cricket club adjacent to the centre.
- 1.2 The facility has strategic significance in terms of the provision of a multi use publicly accessible sports hall which can be used for a range of sports such as football, badminton, cricket and others. The location of this facility, within the same general location as Newcastle Rugby Club, Newcastle and Hartshill Cricket Club, Newcastle Town Football Club and the cycling velodrome, with all the associated sports development activities that take place, increases the importance of the venue.
- 1.3 For the past forty two years Clayton Sports Centre has been directly managed by the SDSA as a charitable trust. During this period the centre has been exceptionally well used by the local community, and has an annual footfall of circa 35,000.
- 1.4 In the Spring of 2012 the board of trustees requested the support of your officers to try and secure the long term sustainability of the centre as it was feared that elements of the building were coming to the end of their useful life, coupled with the fact the SDSA did not have the financial resources to undertake the repairs required.

2. **Issues/Progress Update**

2.1 Over the past six months your Officers have been working closely with the board of trustees for the SDSA in an attempt to identify the best way forward to secure the long term sustainability for Clayton Sports Centre. In summary the key issues identified are as follows:

- The Council owns the freehold for the plot of land with the SDSA having a ground lease for a further 58 years. Currently the SDSA own the asset but should they fold or the centre becomes inoperable due to a building failure the sports centre could revert back into the Council's ownership.
- Clayton Sports Centre has significant strategic value to the Council and national governing bodies for sport, given that the facilities available are critical for the development of the badminton & cricket within the county as well as contributing nationally to Sport England targets which the Council is assessed against as part of the Active People Survey.
- It has been identified that key elements of the sports centre are no longer fit for purpose in particular the roof to the sports hall and the associated changing areas. A cost plan has been developed which has indentified the centre would require an investment of circa £250,000 inclusive of fees and contingency to secure the longevity of the facility. Without the investment it is possible that the sports centre could face closure within the next 18 months due to building failure.
- Your officers have been working in conjunction with the board of trustees for the centre, Staffordshire County Cricket Board, The England and Wales Cricket Board (ECB), and Badminton England to identify potential funding opportunities and have identified that external funding is potentially available from the following funding bodies, the SDSA, Sport England, the England a Wales Cricket Board and Staffordshire County Council Cricket Board. Subject to funding applications being made and approved your officers are confident that the level of capital funding required can be secured.
- The Councils involvement in the project as the applicant provides the opportunity to apply for greater levels of grant funding than the SDSA could themselves. Therefore the Councils role in this proposed project is pivotal in securing the required level of investment to deal with the issues identified with the centre.
- However, it is important also to recognise that the implications of acting as the applicant in such matters could place future obligations on the Council in terms of a liability for any claw back of grant funding should the centre cease to operate within a given timescale of the grant being awarded.
- Your officers submitted a funding application to Sport England in September 2012. It is envisaged that a funding application to the ECB will be submitted by the end of November 2012. At this stage the submission of the funding applications will not put the Council at any risk as the applications can be withdrawn at any time and the SDSA are aware of this. It should be noted that there would be liability for the claw back of funds for a period of up to fifteen years.

Should the grant applications for funding not be successful it is possible that SDSA would have to consider winding up the operation of the sports centre in the event of building failure and the centre could therefore revert back into the Council's ownership. At this point the Council could become liable for the holding/demolition costs of the sports centre estimated to be in the region of £40,000.

2.2 In order to address the issues above a small working group of Officers has been established. The group are currently working in partnership with the SDSA to finalise the following pieces



of work by the end of February 2103 which will minimise the risk of the Council entering into funding agreements in relation to Clayton sports Centre:

- To establish the most appropriate procurement route to ensure value for money.
- To renegotiate the lease with the SDSA to ensure the recovery of VAT for the project, that strong governance arrangements are in place for the management of the centre, and the key outcomes of external funding bodies are achieved.
- To have a legal contract in place with the SDSA, in order to ensure no financial burden is placed on the Council as a direct result of the project.
- To identify and put in place measures to protect the Council from any potential claw back liabilities.
- To agree and draft a comprehensive specification for the works and contractual documentation.

2.3 Consultation has taken place with the Portfolio Holder for Culture and Leisure, local ward members, and the Council's Capital Programme Review Group who were supportive of the project.

### 3 **Proposal**

3.1 The Cabinet note the information contained within this report, and agrees to receive a further report in the spring of 2013 outlining the outcome of the external funding applications and progress with the issues outlined in 2.2 of this report.

### 4. **Reasons for the Preferred Solution**

4.1 To ensure the continuity of service delivered from Clayton Sports Centre which benefits the residents of the borough as well as meeting the Councils and partners strategic objectives.

### 5. **Financial and Resource Implications**

5.1 The SDSA have been informed that the Council does not have capital resources to contribute towards the project. However it should be noted that should Clayton Sports Centre revert back into the Council direct ownership this potentially would incur holding/demolition costs of up to £40,000 which the Council would have to absorb from the Councils revenue budgets.

### 6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

6.1 The long term sustainability of Clayton Sports Centre will contribute towards the delivery of the Council's Strategic Priorities as set out in the Council Plan for sport, healthy and active communities.

### 7. **Legal and Statutory Implications**

7.1 The Council has powers, under the Local Government Act 2000, to improve the social, economic and environmental well-being of the Borough's residents.

### 8. **Equality Impact Assessment (EIA)**

8.1 Despite Clayton Sports Centre not being owned or operated by the Council, your officers have noted that there are some accessibility issues with the design of the centre and it is envisaged that these will be addressed as part of the project, where reasonably practicable to do so, in order to optimise access from all sections of the community.

9. **Major Risks**

9.1 A full risk assessment/log has been developed in conjunction with the Council's Corporate Risk Manager and the contract will be subject to regular review.

10. **Key Decision Information**

10.1 The operation of Clayton Sports Centre which is operated by the SDSA is a well used sports facility with an annual attendances of circa 35,000 per annum. The centre not only contributes to the Council's strategic priorities but is also vital for the development of cricket and badminton within the County.

11. **Previous Cabinet Decisions**

None

12. **List of Appendices**

Appendix A - Risk Log

## Clayton Sports Centre

as at 15/10/12

Risk Identified	Potential Consequences	Impact	Likelihood	Risk Rating	Control Measure	Final Impact	Final Likelihood	Final Risk Rating	Further Action Required	Owner	Target Date
Risk Count: 1											
Clayton Sports Centre											
<p>The facility is failing due to the need for refurbishment to the roof and other areas of the centre. There are 3 possible scenarios:</p> <ol style="list-style-type: none"> <li>1. Do nothing - the building will fail</li> <li>2. Carry on as it is - allow the District Cricket Club to apply for funding</li> <li>3. NBC become the applicant for funding</li> </ol> <p>If scenario 1 is followed, the District Club will fold, and the building will revert back into Council ownership incurring majority of the listed consequences.</p> <p>Scenario 2 - allow the District Club to make the application although this would result in a financial deficit of grant funding - ultimately requiring further funding in future years, with the possibility of the centre still failing and scenario 1 would happen.</p> <p>Scenario 3 - NBC become the applicants for the funding to the Sport England and the ECB - this will enable NBC to procure the services for the refurbishment and to provide a community facility to remain open and functioning (alleviating any challenge from the Community Right to Buy, Right to Challenge)</p>	<p>Failure of community group Financial implications to the council - demolition, NNDR, maintenance, landscaping, refurbishment Reputation damage Community Right to Challenge, Right to Buy</p>	3	2	6	<p>Management committee Match funding Stock condition survey Working group established Actuarial review completed on site Portfolio Holder and CPRG approval given</p>	3	2	6	Diarise monthly meetings with the Working Group	Arnott, Andy (Leisure Strategy Manager)	31/10/12
									Develop contingency plan should funding applications be unsuccessful - as if these fail, the property would revert back to the council should Stone & District Sports Association wind up their business	Beeby, Louise (Property Manager)	30/11/12
									Information paper to be submitted to Cabinet	Arnott, Andy (Leisure Strategy Manager)	20/11/12
									Submit the England Cricket Board funding application	Arnott, Andy (Leisure Strategy Manager)	31/12/12
									Look at Terms of Reference for the Lease	Beeby, Louise (Property Manager)	31/12/12
									Submit planning application	Arnott, Andy (Leisure Strategy Manager)	31/12/12
Devise draft specification for the works to be completed	Lythgoe, Julian (Facilities Manager)	31/01/13									
Decide the procurement strategy	Sowerby, Simon (Business Improvement Manager)	31/01/13									

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## KIDSGROVE SPORTS CENTRE

**Submitted by:** Executive Director, Operational Services – Dave Adams/  
Head of Leisure and Cultural Services – Robert Foster

**Portfolio:** Culture and Leisure

**Ward(s) affected:** All

### **Purpose of the Report**

To update Members on the re-opening of the Swimming Pool at Kidsgrove Sports Centre and to outline current and future development opportunities for sports facilities in Kidsgrove.

### **Recommendations**

**It is recommended that Cabinet:**

- (a) Approves the approach to providing quality indoor and all weather sports facilities in Kidsgrove as outlined.**
- (b) Agrees to receive further reports as the options are developed to direct the strategic planning and provision of sports facilities in Kidsgrove.**

### **Reasons**

To ensure that quality sports facilities are provided, in the right place, for the right people, the Council has adopted a community leadership role to bring together the perspectives of the different organisations involved in the provision of sports facilities in Kidsgrove under a comprehensive plan for the area.

## **1. Background**

- 1.1 Kidsgrove Sports Centre is owned by Staffordshire County Council and was opened in 1976, being last refurbished in 1999. Approaching 40 years old, the centre is at the end of its lifespan. This became apparent in October 2011 when the swimming pool had to close as a result of structural failure of the ceiling cladding due to water ingress through the roof.
- 1.2 The County Council are in the process of completing repairs to the pool hall building envelope, including a new roof and internal ceiling so that the Borough Council can re-commission the pool plant and reopen the pools to the public.

It was originally hoped to re-open the pools in time for the October half term break, however, in the process of re-commissioning the plant and equipment, further unexpected and essential works were identified which had to be undertaken before the re-opening could take place. In addition, during the closure the Borough Council has also replaced the showers throughout the centre

## **2. Issues**

- 2.1 The immediate success of the centre now relies on sufficient numbers of swimmers, gym and class users returning and using the facility and the avoidance of further building failures. In any event the centre requires a sizeable subsidy and due to the current range of facilities

and general condition of the building and fittings, fails to provide a quality experience, by comparison to the Council's other leisure site.

There is a long-term shared aspiration with the County Council to provide accessible and fit for purpose leisure and recreational facilities that support the high school offer that serves the communities of Kidsgrove. One potential route to the funding required to bring this aspiration to fruition is through the realisation of land value left over after the school has been replaced with funding from the Private Finance Initiative on a much smaller footprint.

However the government are not due to commence dialogue with the school until the second quarter of 2015. Therefore there is a need in the meantime to plan how best to ensure continuity of provision and duty of care, for users of the centre.

### 3. **Options Considered**

- 3.1 The full replacement cost of the sports centre is estimated to be around £6,000,000 in the current climate and requires a large capital receipt to fund, which may in the longer term be supported through the realisation of land value by the County Council associated with a replacement school project.
- 3.2 A full refurbishment of the sports centre has been estimated at £4,500,000. Part of the refurbishment scheme would involve reducing the pool water volume and increasing the fitness area thus significantly reducing the operating costs and improving income generating opportunities. Dependant on the scope and detail of the refurbishment scheme, savings up to an average of £178,000 pa over 5 years compared to current budgeted operating costs may be achievable.
- 3.3 Following the work recently undertaken to re-open the pool, a reduced refurbishment scheme has been value engineered from the full refurbishment scheme and has been estimated at the reduced sum of £2,500,000. This option would give the sports centre around a 12 year lifespan, but does not address the synthetic turf pitches.
- 3.4 A further approach is to seek to undertake the elements of the reduced refurbishment scheme on a phased approach if and when grant-led funding opportunities are identified.

An application had recently been submitted to the Sport England Improvement Fund for the funding to refurbish the existing changing rooms and outdoor synthetic turf pitches. If successful, the project would have brought in excess of £500,000 worth of investment. Unfortunately, the Council has been informed that its bid has been unsuccessful as the Sport England fund was six times over-subscribed.

- 3.5 Further discussions are also being explored with the Health Sector and Stoke City Council in relation to potential funding or joint provision.

### 4. **Proposal**

- 4.1 It is proposed to continue to develop options and seek opportunities to secure the long term future of quality sports facilities for the Kidsgrove area. Whilst at present there are no known short or medium term sources of the significant funding required to achieve any of the 3 main options included in this report, in the context of the overall condition of the building, it is important that over this period officers continue to identify and seek opportunities to secure grant-led funding where available to maintain the current range of facilities

5. **Reasons for Preferred Solution**

- 5.1 To ensure that we provide quality sports facilities, in the right place, for the right people, the Council has adopted a community leadership role to bring together the perspectives of the different organisations involved in the provision of sports facilities in Kidsgrove under a comprehensive plan for the area.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 The case for increasing participation in physical activity and sport is compelling. New sports facilities bring many benefits to an area - through encouraging positive participation they will result in people being in better health - with the resulting reduced healthcare costs.
- 6.2 They will contribute to the development of individuals at all ages and help to build strong communities. Furthermore it will be seen to generate economic benefits and, most importantly, contribute to people's quality of life.

7. **Legal and Statutory Implications**

- 7.1 The Council has the power to provide sport and recreation facilities.

8. **Equality Impact Assessment**

- 8.1 The current facilities do not comply with existing access regulations. These issues would be fully addressed in any redevelopment work, or part addressed where work is undertaken on a phased basis.

9. **Financial and Resource Implications**

- 9.1 There are no direct financial implications arising from this report. Further reports will be brought to Cabinet as options are developed, including any financial implications for the Council.

10. **Major Risks**

- 10.1 The risk of not having a development plan in place is that the building could fail and be forced to close again, with the associated cost of repair, loss of income and availability of local facilities.

11. **Sustainability and Climate Change Implications**

None

12. **Key Decision Information**

This is a key decision and appears on the Council's Forward Plan

13. **Earlier Cabinet/Committee Resolutions**

None

14. **List of Appendices**

None

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## **JUBILEE 2 COMBINED HEAT AND POWER UNIT - APPOINTMENT OF SERVICES AND MAINTENANCE CONTRACTOR**

**Submitted by:** Executive Director – Operational Services

**Portfolio:** Culture and Leisure

**Ward(s) affected:** All (particularly Town)

### **Purpose of the Report**

To seek approval to enter into a five or ten year contract with an external provider to maintain and service the combined heat and power unit at Jubilee 2

### **Recommendations**

**(a) That a contract is entered into for the servicing and maintenance of the combined heat and power unit at Jubilee 2.**

**(b) That the Executive Director – Operational Services is authorised to accept the most economically advantageous tender following consultation with the Portfolio Holder for Culture and Leisure.**

### **Reasons**

To ensure the continuity of service of the Combined heat and power unit at Jubilee 2, resulting in the efficient use of energy, reduce revenue expenditure and assist the Council in reducing its carbon footprint.

## **1. Background**

- 1.1 As part of the design and development of Jubilee2 coupled with the commitment by the Council to reduce the level of carbon emissions produced by its services, officers explored a variety of sustainable energy solutions as part of the design process. As a result it was determined that one of the most effective solutions was to include a gas fired combined heat and power (CHP) unit.

The benefits of including a CHP unit into the design of Jubilee 2 included the provision of heating to the building, the production of electricity as a bi product of the units operation, thus limiting the need to import electricity directly from the national grid during the day to day operation of Jubilee 2, delivering a reduction in carbon emissions on behalf of the authority.

The combined heat and power unit was commissioned during the handover period of Jubilee 2 in December 2011. At the time your Officers explored a number of options in maintaining the CHP unit and it was determined that the best option was to enter into a one year maintenance agreement with the manufacturer of the CHP unit, 'Ener-g', at a cost of circa £5,000, the contract for which will expire in December 2012, in association with the initial warranty period.

## **2. Issues/Progress Update**

- 2.1 The CHP is currently operated in the region of seventeen hours a day as it has been identified that that it is more cost effective to import electricity when the Jubilee 2 facility is closed to the public.

- 2.2 Since the commissioning of the CHP unit in December 2011; to date the unit has generated 298,468 Kwh of electricity, 444,716 Kwh of heat, and delivered a carbon saving of 168,530KgC, and a revenue saving of around £28,000, contributing to the effective and efficient operation of the Jubilee 2 facility.
- 2.3 As previously noted in this report the current arrangements for the maintenance and servicing of the CHP unit are due to expire in early December 2012. Based on this information a procurement process has now commenced to appoint a contractor to maintain the CHP unit for a five or ten year period. It is envisaged the cost to enter into a contract with an external provider for the periods identified will be in the region of £50,000 - £100,000, dependant on the most advantageous contract term.
- 2.4 Given the significance of this appointment the procurement procedure has followed best practice guidelines with the opportunity being advertised nationally through contracts finder. The selection criteria for the appointment of the service provider will be based upon best practice and the Most Economically Advantageous Tender (M.E.A.T.) evaluating both quality and price. In this instance the ratio between quality and price was agreed at 60% quality and 40% price.

A detailed breakdown of the shortlisted companies will be provided for consideration at your meeting, where your Officers will recommend following completion of the evaluation the preferred Contractor seeking your endorsement. Officers have agreed as part of the procurement process and prior to formal award of contract to utilise a ten day standstill period.

### 3 **Proposal**

- 3.1 That Cabinet endorse the appointment of the successful contractor to service and maintain the CHP unit at Jubilee 2 for either a five or ten year period.

### 4. **Reasons for the Preferred Solution**

- 4.1 To ensure the continuity of service of the combined heat and power unit at Jubilee 2, contribute to the efficient use of energy, reduce revenue expenditure and assist the Council in reducing its Carbon footprint

### 5. **Financial and Resource Implications**

- 5.1 It is estimated that the annual cost of a maintenance and servicing contract will be in the region of £10,000. This can be met from the provision made within the annual revenue budget for Jubilee2.

The estimated cost is expected to be between £50,000 and £100,000 depending on whether a five or ten year contract term is chosen.

### 6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 The effective operation and maintenance of the CHP unit contributes to the delivery of the Council's Strategic Priorities as set out in the Corporate Plan, in reducing the negative impacts the Council has on the environment.

### 7. **Legal and Statutory Implications**

- 7.1 The Council has a statutory obligation under the Climate Change Act to explore and

implement initiatives to reduce their Carbon emissions where applicable to do so.

8. **Equality Impact Assessment (EIA)**

8.1 Jubilee 2 has been designed as an inclusive facility that will seek to optimise access from all sections of the community. The decision in relation to appoint a contractor to maintain the CHP unit will not have any detrimental impact on the accessibility of services provided.

9. **Major Risks**

9.1 A full risk assessment/log will be developed in conjunction with the Council's Corporate Risk Manager and the contract will be subject to regular review and can be supplied on request.

10. **Key Decision Information**

10.1 The estimated total cost of £50,000-£100,000 for maintaining and servicing the CHP unit over a five or ten year contract will be met on a pro rata basis from the revenue budget as per the previously agreed business plan for Jubilee2.

11. **Previous Cabinet Decisions**

None

12. **List of Appendices**

None

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## **FOOTBALL PITCH DRAINAGE SCHEME FOR WOLSTANTON MARSH**

**Submitted by:** Roger Tait - Head of Operations

**Portfolio:** Environment and Recycling

**Ward(s) affected:** May Bank and Wolstanton

### **Purpose of the Report**

To request that Cabinet grant a waiver to Standing Orders to allow the use of a proprietary drainage system for the implementation of a drainage scheme for two football pitches at Wolstanton Marsh.

To seek approval to utilise funding secured from a Section 106 Agreement to implement the drainage scheme to the pitch for which funding is currently unallocated.

### **Recommendations**

(a) That cabinet approves the use of Section 106 Agreement funding secured for the Lily Street Development for the installation of a drainage scheme to one full size football on the area identified as 'pitch drainage area A'.

(b) That the findings of the Value for Money assessment in relation to the proposed specialist drainage contractor be accepted.

(c) That, subject to the approval of recommendation b), Cabinet grant a waiver of part 3 of Standing Orders, section 8, paragraph (f) on the grounds that there would be no genuine competition in the supply of the service, as the preferred method is the use of the proprietary Hydraway Pitch Drainage system

(d) That the Executive Director – Operational Services be authorised to enter into a contract with Turfdry Ltd for the installation of drainage systems to both pitch areas A and B.

### **Reasons**

To meet the identified needs of the community in relation to football pitch drainage at Wolstanton Marsh in the most appropriate way.

#### 1. **Background**

1.1 At the Cabinet meeting of 15 June 2011, a report on the proposed improvement project for Wolstanton Marsh was considered and the following was resolved:

'(c) That Option 2 as detailed in the report be accepted to be undertaken within the limits of the current available funding.'

1.2 Option 2 comprised all of the Wolstanton Marsh Improvement Projects with the exception (due to the limit of available funds) of drainage for football pitch Area A. Drainage of Area A was the most expensive project but was ranked the second most important of the seven projects covered namely:

- 1st - Shrub planting adjacent to the cricket club wall.
- 2nd - Drainage to Area A

- 3rd (joint) - Installation of avenue tree planting
- 3rd (joint) - Drainage of Area B
- 5th - Minor Improvements to play area B
- 6th - Improvements to play area A
- 7th - New wildflower meadow

1.3 Following the cabinet approval of 15 June 2011 pre-contract work on the pitch drainage element of the project has progressed. It is intended to utilise a specialist drainage system and contractor for the work which would necessitate the waiving of standing orders. A Value for Money Assessment has been undertaken to support this proposal and a copy of the assessment is appended to this report.

## 2. Issues

2.1 Additional Section 106 Agreement funding has recently become available totalling £32,373.00.

2.2 The original proposal for pitch A (discounted from Option 2 due to limit of available funds) comprised the drainage (and levels alterations) to an area sufficient to cover:

- 2x FA mini soccer (u9-u10)
- 2x FA mini soccer (u7-u8)

2.3 An expression of interest form for an application to secure potential match funding from the Football Foundation to facilitate drainage of the entire area A project was unsuccessful.

2.4 The basic scheme for pitch A which would comprise drainage of the single existing pitch, (rather than an area sufficient to accommodate 4 junior pitches) would not require alterations to levels, and could now be accommodated within the funds that are available with the additional Section 106 Agreement.

2.5 The two existing full size pitches were used by four clubs last season.

2.6 The approval of the Duchy of Lancaster (cabinet minutes 15<sup>th</sup> June 2012 resolution e) has now been obtained and the license to alter agreement has been drawn up and signed by the council and the Duchy.

2.7 Cabinet are being asked to consider the grant of a waiver of part 3 of Standing Orders, (section 8, para.[f]), which requires that competitive tenders for the completion of the works should be invited, on the grounds that there would be no genuine competition in the supply of the service as the preferred method is the use of the proprietary Hydraway Pitch Drainage system.

2.8 A VFM assessment (attached to this report as appendix A), has also been used to demonstrate that the Turfdry system using the Hydraway Sports Drain meets the following requirements:

- Performance: Outperforms other available systems.
- Availability: Cannot be provided by other suppliers.

2.9 Subject to cabinet approval both pitch drainage projects would be implemented under the same contract resulting in better value for money in terms of officer supervision and set up costs.

3. **Options Considered**

- 3.1 Option 1: Utilise the additional funding from the recent Section 106 Agreement to fund the drainage of the existing pitch A at Wolstanton Marsh.
- 3.2 Option 2: Seek match funding for the drainage of a larger area at Pitch A to accommodate mini soccer pitches. This option has been explored and no currently available source of match funding can be found.
- 3.3 Option 3. Implement the previously approved scheme and do not progress with the drainage of pitch A.

4. **Proposal**

- 4.1 That cabinet approves the use of Section 106 Agreement funding secured for the Lily Street Development for the installation of a drainage scheme to one full size football on the area identified as 'pitch drainage area A'.
- 4.2 That the findings of the Value for Money assessment in relation to the proposed specialist drainage contractor be accepted.
- 4.3 That subject to the approval of the above, Cabinet grant a waiver of part 3 of Standing Orders, section 8, paragraph (f) on the grounds that there would be no genuine competition in the supply of the service as the preferred method is the use of the proprietary Hydraway Pitch Drainage system.
- 4.4 That the Executive Director – Operational Services be authorised to enter into a contract with Turfdry Ltd for the installation of drainage systems to both pitch areas A and B.

5. **Reasons for Preferred Solution**

- 5.1 The drainage of area A meets the identified needs of the community in relation to environmental improvement works on Wolstanton Marsh in the most appropriate way.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 Creating a cleaner, safer and sustainable borough
- 6.2 Creating a healthy and active community

7. **Legal and Statutory Implications**

- 7.1 The council is empowered to provide recreational facilities by a number of statutes relating to open space, public health, miscellaneous provision and well-being.
- 7.2 The approval of the landowner, the Duchy of Lancaster, has been obtained, and a license to alter has been drawn up and signed by council and duchy solicitors.
- 7.3 The Commons Regulation (Wolstanton Marsh) Provisional Order Confirmation Act 1898 applies to Wolstanton Marsh. The Borough Council are conservators and under this act have the power to drain and level the common.

8. **Equality Impact Assessment**

8.1 It is considered that there would be a positive differential impact resulting from the project if it proceeds as it would provide accessible recreational facilities for children and young people in a locality which suffers from deficiency in provision.

9. **Financial and Resource Implications**

9.1 The Value for Money (VFM) assessment has been used to demonstrate that rates obtained for pitch drainage works provide value for money.

9.2 Costs for the drainage of Pitch A were calculated using the existing schedule of rates for pitch B.

9.3 There are no financial implications for the council arising from the project as it is to be entirely funded from Section 106 Agreements. This capital sum has been secured to contribute to the provision or improvement of play and youth facilities including drainage in the locality.

9.4 The cost of staff time for managing the project will be capitalised and funded from the Section 106 Agreement monies available.

10. **Major Risks**

10.1 A full risk assessment has been prepared and is provided in appendix B.

10.2 There are no remaining high risks.

10.3 The remaining medium risks are:

- Possible challenge to Cabinets decision, from residents opposing the improvements to facilities.
- Injury to users of the marsh.

10.4 The remaining low risks are:

- Failure to minimise adverse environmental impacts of project.
- Hostility from local residents who oppose the project.
- Failure to ensure income and expenditure is contained within agreed budget.

11. **Sustainability and Climate Change Implications**

11.1 **Sustainability**

The project will have benefits for economic sustainability in improving the locality for residents and businesses.

11.2 **Climate Change**

The projects if undertaken be installed in accordance with Sustainable Urban Drainage techniques and will involve construction of a soak-away to control the level of flow from the pitches into the existing drainage system.



12. **Key Decision Information**

- 12.1 The proposal does not involve significant expenditure or saving of Council resources.
- 12.2 The project impacts two wards directly and has been included in the Forward Plan.

13. **Earlier Cabinet/Committee Resolutions**

Resolution Cabinet 15 May 2011 ref (5)  
Resolution Cabinet 13 January 2010 ref (623/10)  
Resolution Cabinet 24 March 2010 ref (850/10)  
Resolution Scrutiny Committee 12 May 2011.

14. **List of Appendices**

Appendix A - Value for Money Assessment.  
Appendix B - Risk Assessment.

15. **Background Papers**

The Wolstanton Marsh improvements masterplan is available upon request.

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**VALUE FOR MONEY ASSESSMENT**  
**FOR PROPOSED DRAINAGE WORKS AT WOLSTANTON MARSH**

The purpose of this report is to demonstrate that the Turfdry system using Hydraway Sports drain meets the following requirements:

- **Performance**  
Outperforms other available systems
- **Availability**  
Can't be provided by other suppliers.

**Performance**

A description of the Hydraway Sportsdrain System, which is provided and installed by Turfdry Ltd is provided on pages 8-15 of the brochure (Appendix 1).

(a) Advantages of the Turfdry system include:

- (i) Our own proven track record: In the 8 years since Newcastle Borough Councils first pitch was installed, none of our 7 sites have required any additional maintenance over and above regular mowing. We rely on this proven solution to perform with very low future input as there are presently no allocated funds for additional maintenance.
- (ii) A proven track record for other installations: Independently produced telephone survey undertaken in 2003 by STRI (Sports Turf Research Institute) covering one in five of all Turfdry Drainage Schemes installed over an 11 year period reported that 100% of the clients found the system to be effective.

A Testimonial statement from the Head at Freeston High School, Normanton who has also received a successful solution over the past seven years (Appendix 2).

- (iii) Efficiency: Our seven pitches have remained dry and playable despite some particularly wet periods particularly over the last few winters.
- (iv) Efficiency: The Turfdry system is a unique innovative system, designed to reduce clogging. Clogging of traditional plastic pipe land drainage systems can be a disruptive and expensive problem to solve. Should this occur on one of Newcastle's pitches there could be a risk of a lack of available funds for rectifying, negative publicity and reputational damage.
- (v) Disruption: The turfdry system causes a lower level of disruption during installation when compared with other drainage types, as a significantly narrower trench is used, meaning that the construction is much less visually disruptive. This is particularly important on a sensitive and visually prominent site such as Wolstanton Marsh
- (vi) Disruption: The low level of disruption caused in the installation can mean that existing pitches can be quickly returned to use following the installation.

(b) Market Research

Following market research your officers are able to supply the following information:

- (i) Wakefield Council Case Study: Wakefield Council recently completed a procurement exercise which commenced with a market engagement exercise following a 'PIN' notice on OJEU (August 2010) 20 Organisations expressed any interest at the onset, offering a range of solutions to deliver 'Sustainable Drainage Solutions for Playing Pitches'. This market

sounding was undertaken between August and September 2010 and was followed by a procurement process which ran between Nov 2010 and March 2011.

(ii) Wakefields weighted tender was based upon:

20% Price  
80% Quality (sub divided as follows)  
40% Delivery of outcomes  
25% Innovation  
15% Environmental sustainability.

(iii) The scores achieved out of 100 by each of the 8 tenderers in the process were:

91.69  
90.82  
79.13  
73.95  
72.16  
64.22  
59.97  
53.04

The successful provider 'Turfdry' achieved a score of 91.69 (out of 100) and commenced work in May 2011.

**Availability**

The Hydraway sports drains system cannot be supplied and installed by any other supplier as Turfdry is the sole UK approved and certified installer.

**Costs**

Costs for the drainage of Pitch B were calculated using the Wakefield 'Schedule of Rates', which works out at £30,174 + vat.

These costs are demonstrated on the attached spreadsheet (appendix 3)

Our quotation for the work obtained in November 2010 was £30,109 + vat, (based on previous completed projects for Newcastle Borough Council, updated for inflation). Our updated quotation is slightly lower when compared with the Wakefield rates. This demonstrates that the prices that we have received are comparable with those that were offered to Wakefield.

**Conclusion**

Should an alternative standard pitch drainage scheme be used there may be some risk of clogging which could lead to expensive and disruptive repairs with pitches being inaccessible throughout the duration of repairs.

By making a comparison with the Wakefield competitive tender of 2011, it can be demonstrated that our quotation represents value for money in comparison with other drainage options and is value for money in terms of price and quality.

## Wolstanton Project

as at 23/10/12

Business Objectives	Corporate Risks	Risk Identified	Potential Consequences	Impact	Likelihood	Risk Rating	Control Measure	Final Impact	Final Likelihood	Final Risk Rating	Further Action Required	Owner	Target Date
Wolstanton and May Bank Play Area													Risk Count: 5
		Possible further challenge to Cabinet's decision from resident's opposing the project	Increased cost to the council. Reputational damage. Customer dissatisfaction. Failure to deliver project's objectives. Failure to provide play facilities in Wolstanton. Stakeholder expectations not managed. Residents dissatisfaction.	3	1	3	Detailed community consultation undertaken	3	1	3	Monitor usage of new facilities when construction completed	Allen, Rebecca (Landscape Manager)	31/03/13
		Injury to users of the marsh	Fatality/serious injury to users. Litigation against the council. Increased costs to the council. Adverse press publicity. Investigation by the Health and Safety Executive.	3	2	6	CDM regulations complied with	3	1	3	Monitor usage of projects when construction completed	Allen, Rebecca (Landscape Manager)	31/03/13
		Hostility from local residents who oppose the project	Increased cost to the council. Reputational damage. Residents dissatisfaction. Failure to deliver on project's objectives. Failure to provide facilities in Wolstanton.	2	3	8	Community needs have been identified Detailed community consultation undertaken	2	1	2	Monitor usage of area when construction completed	Allen, Rebecca (Landscape Manager)	31/12/12
		Failure to ensure income and expenditure is contained within agreed budget	Project failure. Late/inaccurate payment to contractor. Failure to complete project within S106 timescales. Reputational damage.	2	2	5	Staff have received Project Management training Compliance with financial regulations and standing orders	2	1	2	Management of project	Allen, Rebecca (Landscape Manager)	30/09/13
		Failure to minimise adverse environmental impacts of project	Negative impact on land management at Wolstanton Marsh.	2	2	5	Management plan already exists for the area Ground investigations already undertaken	2	1	2	Implement investigation findings with Drainage Engineers, Severn Trent Water and Grounds Maintenance Team.	Allen, Rebecca (Landscape Manager)	31/12/12

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## **COMMERCIAL RECYCLING AND WASTE SERVICE**

**Submitted by:** Trevor Nicoll / Andrew Bird

**Portfolio:** Environment & Recycling

**Ward(s) affected:** All

### **Purpose of the Report**

To present recommendations to develop the Councils Commercial Recycling and Waste Service to ensure it provides customers with a cost effective high quality service.

### **Recommendations**

- (a) That Cabinet formally adopts the Staffordshire and Stoke-on-Trent Waste Boards' recommendations for a collaborative approach to develop the Councils Commercial Recycling and Waste Service with partner authorities in Staffordshire, to include the development of a trade recycling service.**
- (b) To agree the principle of common pricing structure across partnering authorities.**
- (c) To agree with the development of a collaborative marketing campaign for the service.**

### **Reasons**

Commercial Recycling and Waste collections are one of the few areas where local authorities have the potential to provide additional valuable income and additional resources into their waste management service. However authorities working on their own are limited in their ability and capacity to develop effective and efficient services which deliver well respected services and positive revenue contributions.

## **1. Background**

- 1.1 Last year (2011) saw the publication of the Governments Review of Waste policy in England, and contained, as one of its principle commitments, support to Local Authorities and the Waste Industry in improving the collection of waste from businesses through the removal of landfill allowance targets designed to encourage local authorities to collect commercial waste, with a particular focus on small and medium sized enterprises (SME's).
- 1.2 Under current arrangements it is difficult to see how individual authorities can help achieve this principle over and above what they are already doing, particularly in light of the Governments Comprehensive spending review and increasing pressure on competition for financial resources.
- 1.3 With the focus for many years being on increasing performance in recycling and composting of household waste, many authorities simply have not had the resources to develop their commercial waste services, although a number of local authorities nationally, and a few authorities in Staffordshire do provide commercial recycling services.
- 1.4 The Staffordshire Waste Officers Group (SWOG) identified that commercial recycling and waste collections needed to be developed, and therefore a project should be undertaken to include all the authorities within Staffordshire, including the County Council.

- 1.5 Although not a collection authority, The County Council have a role to play in terms of providing cost effective disposal which is not reliant on landfill, as well as being able to offer a service for small businesses, such as jobbing builders through their household waste recycling centres located throughout the County, all of which are licensed to accept household and commercial waste.
- 1.6 As part of the process SWOG agreed for Newcastle Borough Council to be the project lead, and in order to facilitate moving forward with the project the Council made a successful bid for £40k of funding from Improvement & Efficiency West Midlands (IEWM) to provide specialist resource to deliver the project.
- 1.7 The project itself has been divided into three phases, as detailed below:

#### **Phase 1a**

Phase 1a was to commission a report outlining the current position and future options for trade waste services in Staffordshire. This report is now complete.

The report looked at the following areas:-

The current trade waste services offered by the waste collection authorities in Staffordshire including:-

- Pricing structure
- Customer base
- Costs
- Service provision

The services provided by the private sector contractors; much of this information was gathered as a mystery shopper exercise:

- Pricing structure
- Customer base
- Costs
- Service provision
- Coverage of operation

The final part of the report was to develop a series of options for the future development of local authority trade waste services in Staffordshire.

#### **Phase 1b**

It would be intended to have agreement on a single pricing structure with options across Staffordshire, prior to budget setting for the fiscal period 2012/13, and the formal agreement by all partner authorities to allow cross border working.

It is also intended the all pricing will be treated as commercial sensitive by all member of the partnership, with pricing not being published on open fees and charges, as this would help level the playing field with the private sector as they do not publish their price list.

#### **Phase 2**

A marketing strategy will need to be developed along with a targeted action plan to increase market share, focusing on areas where a surplus capacity of resources has been identified from the mapping and vehicle optimisation exercise. Included within this is the potential for better utilisation of household waste and recycling sites provided by the City and County Councils for commercial customers at reasonable rates, which could have the added benefit



of helping reduce fly-tipping and make a further contribution towards landfill diversion as fly-tipped waste is currently taken to landfill. Reduction in fly-tipping will greatly assist in alleviating budget pressures in waste collection and disposal costs.

### **Phase 3**

With these agreements in place, the partnership will need to consider operational and support resources required for a potential joint administrative arrangement, a good example of which already exists with Parking Enforcement Services within Staffordshire and Stoke-on-Trent.

The report was presented and adopted at October meeting of the Staffordshire and Stoke-on-Trent Waste Boards, and requested the Council further adopted the it recommendations.

## **2. Issues**

- 2.1 The Council's commercial waste customer base of 850 is one of the strongest within Staffordshire, however with increasing competition from the private sector, and the fact the Council does not offer a commercial waste recycling service it is doubtful the current number of customers can be sustained unless the service is developed to meet customer needs.
- 2.2 Performance across Staffordshire and Stoke-on-Trent for commercial waste services offered by authorities, is mixed, ranging from authorities with healthy customer numbers, to ones not able to provide a service themselves, and signposting customers to their contractor, or private sector companies.
- 2.3 Marketing strategies within the partner authorities are limited and varied in terms of effectiveness, with only a small number having any dedicated resource for managing or promoting the service.

## **3. Options Considered**

- 3.1 Comparisons have been made with services provided by authorities within Staffordshire & Stoke on Trent looking specifically at current resources employed, budget provision, customer base, level of service offered, and pricing schedules.
- 3.2 Information has also been obtained form private sector operators through a mystery shopper exercise, to determine pricing schedules and service provision they offer customers.
- 3.3 Consultation exercises have been undertaken by the partner authorities to determine what customers are looking for in terms of the service they receive currently and how this could be improve, for instance offering a recycling service by those authorities who currently don't offer one.
- 3.4 Officers have undertaken an exercise in challenging their services by comparing themselves with the data gathered and concluded the following options for commercial waste services.

Option	Description	Advantages	Disadvantages
Collaboration	Common charging structure Agreed service approach Stay within own boundaries	Common "look and feel" Reduced admin Paves way for future closer joint working Minimal risk	Reduces local flexibility  Only a stepping stone  Unknown and hard to quantify benefits
Informal joint working	Determined effort to promote Possible shared website Identification of spare resource and then pool Build towards dedicated rounds with shared vehicle(s)	Service efficiencies Assists with outlying customers Builds trust to move forward Can offer Staffs-wide contracts	Reputation/image confusion through LA s working in another's area  Number of local agreements to manage/refresh
Joint Recycling Service	Offer common DMR system across area Resource collections using any spare capacity Fund either temporary trade officer or use consultant to promote service and organise	Improved service to local businesses "Greens" image of councils Increased income Low investment route	Pressure to get sign-up  Large area to cover  Customer disappointment/reputational damage if service doesn't succeed
Wholly Owned Company/Local Authority Trading Company	Exact approach to be defined, but single company to provide trade service across area. Run by board with all authorities represented Shared resources Staff not necessarily transfer, time recharged by LAs on agreed cost-recovery basis. Shared profits based on investment Aim to grow so greater contribution to budgets of partners (otherwise why bother)	Secure base to build joint service Clear definition Savings through economies of scale  Dedicated operation not complicated by domestic work	When can be used? Need for detailed legal advice  Serious commitment  Partial FTEs that remain  Redundancy costs Difficult access-still some contract-back  Possible legal difficulties since no contracts allow for novation
Procurement	Joint procurement exercise to let	Share procurement cost	Procurement costs

	contract for whole area Could build in growth as requirement Establish recycling service	Retain lists  Private sector help to carve out new business	Number of interested bidders?  Complicated TUPE
Outright Sale	Sell the joint list	One-off injection of capital into all authorities  Selling joint list more valuable than individual lists  Service can focus on domestic issues	Possible legal difficulties since no contracts allow for novation  Difficulty in agreeing individual contribution to valuation  Handling new enquiries

#### 4. **Proposal**

- 4.1 It is considered the most appropriate proposal at this time, is to agree a collaborative model for the partnership involving all authorities including the County Council.
- 4.2 For those authorities not currently providing a service, namely Stafford Borough Council, South Staffordshire Borough Council and Tamworth Borough Council, it is proposed that they allow the other partner authorities to provide commercial waste and recycling collections within their administrative area where it is economically viable to do so.
- 4.3 This approach provides a unified service offering to customers without any delegation of powers or the establishment of any formal institutions to undertake joint activities.
- 4.4 In customer terms this approach will appear to offer them a uniform service wherever they are in Staffordshire for those authorities who participate. By promoting a single "brand" the recognition of the service offered by each authority would improve.
- 4.5 From an operational point a key aspect would be an agreed service approach which would cover:
- Agreed Collection frequencies (daily, weekly, fortnightly, monthly)
  - Types of receptacles which can be provided
  - Agreed collection principles.
  - A common pricing structure.
- 4.6 In addition to the above it is necessary to develop a recycling collection service in those authorities who currently don't provide this service, and further enhance those who do.
- 4.7 It is accepted that this will require a significant effort in terms of promotional activity focused clearly on getting numbers of customers signed up so the risk of resourcing the service in terms of vehicles bins and staff is minimised. However the service could be launched using any spare resource of staff and vehicles from one or more authority.
- 4.8 Collaboration would identify where 'zoning' the overall area would be more effective than keeping within current authority boundaries. This aspect will clearly effect how as a

partnership we move forward. Initially it would be recommended to utilise broad zones particularly in rural area, or where urban conurbations between are shared between authorities as in the case of Newcastle and Stoke.

- 4.9 Phase two of the project is fundamental in developing an effective marketing strategy for those involved in the collaboration.
- 4.10 In line with the milestones agreed within phase 1 of the project, a common pricing matrix has been formulated for formal consideration by each individual authority wishing to be part of the collaborative approach.

## 5. **Reasons for Preferred Solution**

- 5.1 Collaboration will allow development of a shared vision for developing sustainable commercial waste services across Staffordshire, without losing individual authority identity.
- 5.2 Without a collaborative approach it is unlikely individual authorities working on their own will have sufficient resources to develop or maintain their commercial waste service.
- 5.3 Development of additional recycling services, and the inclusion of the County Councils HWRCs as a valuable facility for disposal of commercial waste not usually collected by districts WCA's, will provide customers with a more robust and effective service.
- 5.4 Increased marketing and promotional work would be likely to increase income generated from this business area, and without collaboration it is not possible for the Staffordshire and Stoke-on-Trent Waste Board for receive further funding from IEWM.

## 6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 The proposals relate to the effective delivery of high quality collection and treatment arrangements for recycling and waste, which would contribute to the following:

A clean, safe and sustainable borough

- ❖ The negative impacts that the Council, residents and local businesses have on the environment will have reduced
- ❖ Our streets and open spaces will be clean, clear and tidy

A co-operative Council delivering high quality, community driven, services.

- ❖ High performing services will be delivered for all residents and customers.

## 7. **Legal and Statutory Implications**

- 7.1 Under section 45(b) of the Environmental Protection Act 1990, Waste Collection Authorities have a legal obligation to arrange commercial waste collection services in their area if requested, and in doing so are able to make a charge for collection if undertaken by that authority.
- 7.2 Potential cross border working between authorities would require legal agreement between those authorities.

## 8. **Equality Impact Assessment**

- 8.1 An Equality Impact Assessment has been undertaken with no issues being identified which would have a negative impact on equalities.

8.2 Collection of Commercial Waste is undertaken in-house in accordance with the Councils Equalities Framework.

9. **Financial and Resource Implications**

9.1 At this stage there will be no impact on the current budget for Commercial Waste Services, however post marketing phase, additional income should be developed for the Council.

9.2 The pricing matrix has been developed to work across those authorities working in collaboration. Proposals for prices will be formally presented as part of the Councils fees and charges setting process, and are expected to be broadly in line with the current pricing structure.

9.3 Failure to adopt a collaborative approach would remove the ability to obtain addition funding from IEWMs

10. **Major Risks**

There are no major risks to the Council, however full risk assessment has been completed.

11. **Key Decision Information**

11.1 The decision is one that would affect all wards and has a significant positive budgetary implication for the Council. It has therefore been included on the Forward Plan.

12. **Background Papers**

Report on the Future Options for Trade Waste Services in Staffordshire - This document contains commercially sensitive information and is available to Members by request to the Executive Director – Operational Services.

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## ALLOTMENTS SERVICE – REVIEW OF POLICY ISSUES AND OPTIONS PAPER

**Submitted by:** Head of Operations – Roger Tait

**Portfolio:** Culture & Leisure/Environment & Recycling

**Ward(s) affected:** All

### **Purpose of the Report**

To inform Cabinet of progress with the review of the Allotments Policy and issues which have arisen out of the preliminary work.

To present an issues and options report for Cabinet to consider.

To seek the endorsement of the Cabinet of the identified issues for referral to the Active and Cohesive Communities Overview and Scrutiny Committee for consideration of the options available to progress the review.

### **Recommendations**

**(a) That Cabinet endorse the issues identified in the report.**

**(b) That the Active and Cohesive Communities Overview and Scrutiny Committee be asked to undertake a review of the issues identified with particular reference to local management, meeting future demand and reducing the current cost.**

**(c) That a report on the outcome of the scrutiny and consultation process is brought to a future meeting of the Cabinet, in conjunction with a draft reviewed Allotments Policy.**

### **Reasons**

To update the Allotments Policy and seek to achieve efficiency savings in relation to the cost of providing an allotment service.

## **1. Background**

1.1 There have been significant changes in a number of factors affecting the demand for allotments and the way allotments are provided and managed since the Borough Council's Allotment Policy was last renewed, meaning that the policy is now no longer fit for purpose.

1.2 A report regarding a proposed review of the allotments service was considered by Cabinet at the meeting on 30 November 2011.

It was resolved:

(a) That a review of the Council's Allotments Policy be carried out, including the consideration of options to reduce the cost of the service and progress local management of allotment sites.

(b) That a report on the outcome of the review, including consultation work and a proposed revised charging structure, be brought to a future meeting of the Cabinet.

- 1.3 Since your meeting, officers have undertaken a number of tasks to gather information, research current trends in the sector and benchmark the service against examples of good practice.
- 1.4 Some initial consultation has also been undertaken with national allotment organisations, other local authorities, APSE and current plot holders in the Borough.
- 1.5 This information has been analysed to identify the current issues affecting the allotment service in Newcastle-under-Lyme.

The following section of this report will list the key issues, and offer options which could be pursued to address them.

## 2. **Issues**

- 2.1 The key issues can be grouped into 5 broad areas (listed in provisional order of priority), with sub-headings to divide each area into specific topics for consideration as follows:

	<b>Issue</b>	<b>Sub Heading</b>	<b>Comment</b>
1	Provision	Needs assessment	No formal needs assessment has been undertaken
		Local standards	No local standard is currently set. National Society of Allotment and Leisure Gardeners recommend a national standard of 15 plots per 1000 households.
		Current provision and providers	All known providers and total number of plots are listed
		Demand/waiting lists	Waiting lists for other local providers is available
		Future provision and providers	There is no current strategy for future provision although there are some small projects in progress with other local providers
		Plot sizes	Plot sizes are generally large and based on historic system of provision
2	Management	Administration	Administration is currently divided between 2 separate directorates and 3 teams
		Waiting Lists	Waiting lists are managed by the Community Team
		Tenancy agreements	Existing tenancy agreements are outdated and not fit for purpose
		Enforcement	Enforcement of tenancy



		Community management	agreements is currently limited by capacity, dispersed management and outdated process
		Stewardship	Community management is currently in place at one Borough Council site  No formal stewardship scheme exists at present
3	Resources	Cost to the Council	The net cost of providing the service is currently approx £40k
		Charging policy (subsidy v cost recovery)	The current approach is to subsidise the provision of allotments. Full cost recovery would involve high increases in rent.
		Collection of rent	Rent collection is carried out by the Revenues and Benefits team. Non payment is pursued by the Community Team but reliant on information provided by the Revenues and Benefits team
		Capacity	There is limited financial and staff resource capacity to develop the service beyond it's current level at present
		Funding	There is limited capital and revenue funding available from any source to invest in improvements and maintenance
4	Sustainability	Waste management	Removal and recycling of waste is mainly undertaken by the Council at present, with some on site composting by plot holders
		Water	Each site has a mains water supply with stand pipes and many plot holders use water butts
		Toilets	Only one site has a toilet at present which is provided and maintained by the Council
		Biodiversity	Some sites have dedicated wildlife gardens but there is generally limited promotion of biodiversity and in some cases, a direct conflict between biodiversity and allotment gardening

5	Promotion	Benefits	There are many benefits to allotment gardening but marketing is constrained by the limited availability of plots
		Health and Well-being	Allotment gardening makes a positive contribution to health and well-being and the scope to develop this should be considered
		Barriers	Barriers include limited plot availability, over large plot sizes, lack of site facilities, fear of crime/ASB/vandalism, site security, site location, travel distance
		Consultation	Annual user satisfaction surveys are carried out but consultation should be expanded to include those on the waiting list and other stakeholders
		Partnership	Partnership opportunities should be explored to determine appetite/capacity

2.2 These issues are broadly similar to those affecting a number of local authorities, other providers and allotment gardeners across England and Wales.

It is considered appropriate to refer the potential options to address these issues to the Active and Cohesive Communities Overview and Scrutiny Committee to allow full consideration, debate and recommendations for consultation prior to setting the framework for the reviewed draft strategy.

### 3. Options Considered

3.1 The following section of the report outlines options which are available to address the issues and poses questions for members of the Active and Cohesive Communities Overview and Scrutiny Committee on how they would prefer to proceed.

	Issue	Sub Heading	Option	Questions
1.	Provision	Needs assessment	Carry out basic needs assessment	Do Members wish to carry out a needs assessment and set a local standard for allotment provision?
		Local standards	Develop local standard	
		Current provision and providers	Map existing sites and identify gaps	Do Members wish to engage with other providers to scope options for

		Demand/waiting lists	Map plot holders and applicants on waiting list and identify gaps	“shared service” provision? If so, which providers/potential providers?  Do Members wish to consider applicants from outside of the Borough for plots on council sites and vice versa?
		Future provision and providers	Identify areas of search and potential sites/providers	Do Members wish to consider the principle of investing in additional provision?
2.	Management	Administration	Rationalise administration into single team	Do Members wish to adopt a more robust approach to allotment management, including eviction where rules are breached?
		Waiting Lists	Manage waiting list more robustly	
		Plot sizes	Offer differing plot sizes	Do Members wish to offer varying plot sizes and tenancies to encourage greater participation?
		Tenancy agreements	Review and update agreements	
		Enforcement	Enforce tenancy agreements more robustly and speedily	Do Members wish to consider differing management models, from completely devolved community management to stewardship if and where appetite and capacity exists?
		Community management	Investigate appetite and capacity for community management	
		Stewardship	Investigate appetite and capacity for stewardship scheme	
3.	Resources	Cost to the Council	Provide detailed cost analysis	Do Members wish to implement a charging structure which seeks to
		Charging policy (subsidy v cost	Agree principle of	

		recovery)  Collection of rent  Capacity  Funding	either subsidising the service or seeking to achieve cost recovery  Pursue non payment more robustly  Accept constraints of current capacity or invest to increase  Accept constraints of current capital and revenue availability or seek to increase/invest	recover a greater proportion of the costs of providing the service?  Do Members wish to review concessionary rents?  Do Members wish to consider charging per m2 rather than flat rate per plot?  Do Members wish to pursue non payment and enforce eviction in appropriate cases?  Do Members wish to invest in the service?
4.	Sustainability	Waste management  Water  Toilets  Biodiversity	Develop waste management rules for all sites  Develop water use rules for all sites  Set criteria for toilet provision Integrate biodiversity considerations into the proposed policy	Do Members wish to require plot holders to manage and dispose of their own waste?  Do Members wish to restrict the use of mains water and consider troughs instead of stand pipes?  Do Members wish to consider providing toilets on any sites?  Do Members wish to promote and protect biodiversity on all sites?
5.	Marketing	Benefits  Health and Well-being	Agree marketing approach  Promote benefits of allotment	Do Members wish to actively market allotment gardening?

		Barriers	gardening in emerging Health and Well-being strategy Investigate measures to overcome barriers to use	Do Members wish to link allotment gardening into the emerging Health and Well-being strategy? Do Members wish to invest in the service to overcome barriers?
		Consultation	Consult on proposed direction of policy	Who do Members wish to consult with and what is the scope of the consultation?
		Partnership	Investigate appetite and capacity of partners to contribute	Do Members wish to focus on any particular partners to assist in delivering the service?

- 3.2 If Cabinet agree, your officers will present the options to the Active and Cohesive Communities Overview and Scrutiny Committee to inform and facilitate the discussion and provide ongoing support to the committee to carry out its agreed methodology for completing the scrutiny and consultation process.

It is recommended that Cabinet request the Active and Cohesive Communities Overview and Scrutiny Committee to undertake a review of the issues identified with particular reference to local management, meeting future demand and reducing the current cost.

4. **Proposal**

- (a) That Cabinet endorse the issues identified in the report..
- (b) That the Active and Cohesive Communities Overview and Scrutiny Committee be asked to undertake a review of the issues identified with particular reference to local management, meeting future demand and reducing the current cost.
- (c) That a report on the outcome of the scrutiny and consultation process is brought to a future meeting of the Cabinet, in conjunction with a draft reviewed Allotments Policy.

5. **Reasons for Preferred Solution**

- 5.1 To update the Allotments Policy and seek to achieve efficiency savings in relation to the cost of providing an allotment service.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 Creating a cleaner, safer and sustainable Borough.

6.2 Creating a healthy and active community.

7. **Legal and Statutory Implications**

7.1 There are a number of legal and statutory implications relating to the provision, maintenance and charging of allotments. These were detailed in the previous report and will be reviewed and included within the subsequent report to Cabinet.

8. **Equality Impact Assessment**

8.1 An assessment will be undertaken as part of the review process.

9. **Financial and Resource Implications**

9.1 Financial implications will be considered as part of the review process. The total net cost to the Council of the allotment service in 2011/12 was £43,559.

9.2 The review will be led by officers from the Community Business Unit in the Operations Service, and this will be programmed into the team's work plans and absorbed within existing staff resources.

Support will be required from officers in other Business Units including Legal, Finance, Property, ICT and Business Improvement.

10. **Major Risks**

10.1 The risks associated with each option will be considered as part of the review process.

11. **Key Decision Information**

11.1 This initiative impacts on more than 2 wards and has been included in the Forward Plan.

12. **Earlier Cabinet Resolution**

12.1 Cabinet – 30 November 2011: Res No. 28.

13. **List of Appendices**

None

14. **Background Papers**

None

## NEWCASTLE-UNDER-LYME ARTS STRATEGY

**Submitted by:** Executive Director, Operational Services – Dave Adams/ Head of Leisure and Cultural Services – Robert Foster

**Portfolio:** Culture and Leisure

**Ward(s) affected:** All

### **Purpose of the Report**

To seek approval from Cabinet to develop an Arts Strategy to harness the support of the culture and arts sector to support the desired outcomes of the Council Plan, particularly in relation to town centre regeneration.

### **Recommendations**

**It is recommended that Cabinet:**

- (a) Note the formation of the culture and arts partnership.**
- (b) Approve the objectives for the group, definition of arts activities and the development of the arts strategy.**
- (c) Agree the timetable for the production of the arts strategy and agree to receive a further report on the strategy in the spring of 2013.**
- (d) Agree the establishment of a project group to investigate the opportunity to develop a Newcastle town centre outdoor performance space.**
- (e) Agree to undertake the feasibility work to develop proposals to improve visitor circulation, displays and the general lay out and zoning of the museum.**

### **Reasons**

The Arts Strategy will set out a clear vision and direction for developing the arts in Newcastle-under-Lyme to support community and Council priorities.

## **1. Background**

1.1 In May 2012 the Chief Executive invited those organisations involved in the arts to a meeting at the civic offices to explore how we might develop some joint working. The following eight objectives were agreed from the discussions:

- For organisations with an interest in arts and culture to seek to maximise opportunities for partnership working in order to ensure that the community benefits to the fullest extent from these activities.
- To ensure that arts and cultural activities support economic development, notably through the development of skills, employment generation and tourism opportunities.
- To ensure that arts and cultural activities promote personal aspiration and achievement and support the social development and enrichment of communities.

- By greater collaboration to ensure that the reach and impact of arts and cultural activities is maximised, notably by growing and developing audiences and increasing participation.
- To ensure that the benefits from the range of arts and cultural assets is maximised, particularly to ensure that all assets are utilised to the maximum degree possible.
- To develop a comprehensive programme of arts and cultural events and to provide opportunities for commissioning new works, particularly from local artists.
- To provide opportunities for local arts to show their work and to raise awareness in local communities of the talents of artist living and working in their locality.
- To ensure that through outreach activity the benefits of arts and cultural programmes are spread across the widest possible geographical area.

1.2 By the second meeting of the group in July good progress had been made in mapping activity across the following headings, which the group have adopted as a definition of arts and culture.

- Performing arts, visual arts, craft, design and fashion
- Media, film, television, digital media and language
- Museums, artefacts and archives
- Libraries, literature, writing and publishing
- The built heritage and architecture
- Festivals and Attractions
- The creative business sector

1.3 It was felt that a strategy was required to ensure arts and cultural activity was properly coordinated, contributed towards objectives for the Borough, particularly in relation to attracting people and funding into the town centre. Consequently at a meeting of the group in September a framework was agreed for developing an arts strategy for this purpose

1.4 The Newcastle Arts and Culture Group now has representation from the Arts Council, County and Borough Councils. Newcastle-under-Lyme College, Keele University, Staffordshire University, The New Vic Theatre, B Arts and the Civic Society.

## 2. **Issues**

2.1 In terms of an overview the Arts does not start with a blank sheet: It already has a significant economic impact, The New Vic for example contributes £11.6m to the local economy and the Borough Museum a further £1.6m. The Arts also contribute to local distinctiveness. The two organisations already mentioned are significant features in the town's conservation area and Brampton Park. The Arts have also raised standards of design, for example the window design at Jubilee2 was an artist's commission. Other Arts organisations, for example B Arts have done a lot of work to help shape communities and between us we have all worked to develop audiences. For example, the success of the joint 'No Fit State Circus' promotion in May of year, illustrates that we have a large local audience that will support outdoor events.

2.2 Just as importantly the group recognise that the primary responsibility for arts and cultural activity itself lies with the agencies on this group.

2.3 In developing the arts strategy the following challenges will be addressed by those involved:

- Grow support for culture and the arts in Newcastle
- Building on existing strengths and developing them to meet community priorities
- Increased participation in the arts
- Supporting the growth and spread of cultural and creative activity



- Strengthening leadership and resources dedicated to these tasks.
- Measurement of improved effectiveness in tackling community issues

2.4 The framework for the arts strategy document itself, will cover:

- Introduction
- Executive Summary
- Regional and local policy context for culture and the arts
- Stock take of existing arts and cultural facilities
- Building on existing cultural and artistic strengths
- Building cultural and artistic capacity
- Encouraging prosperity through the growth of the cultural and creative enterprise sector
- Strengthening leadership
- Putting policies and mechanisms in place

2.5 Work is underway researching the evidence and identifying the gaps in each section of the strategy. An early issue here is the limited activity in the creative industries locally. Nationally the creative industries employ some 800,000 people, yet when it comes to retail and the creative industries the Barracks is the only existing offer. If the towns' retail provision affects and reflects its desirability, then the development of creative industries will directly enhance the town centre.

2.6 An important aspect of the strategy is to align the work programme to available funding. The two major national bodies offering culture and arts funding are the Arts Council and the Heritage Lottery Fund. Meeting, in Newcastle have taken place with both organisations, and both are currently looking to support our arts strategy through their programmes.

2.7 In order to complete the production of the Strategy in a timely fashion, the following work programme has been adopted by the group:

1.	Take forward work on local policy context	October 2012
2.	Capture future aspirations of existing providers	November 2012
3.	Identify Newcastle priorities and capacity building issues	October 2012 to December 2012
4.	Develop ideas to encourage the creative business sector and cultural leadership	Up to April 2013
5.	Confirm strategic priorities: Town centre regeneration First World War	February 2013
6.	Develop Action Plan	March 2013
7.	Publish (draft)	April 2013

2.8 The Arts Strategy seeks to achieve the following outcomes:

- Improved capacity and access to external funding.

- A balanced leisure economy to develop a flourishing day time and evening economy.
- culture and arts expertise making a significant contribution in developing the town centres.

2.9 Outcomes specifically for the for the town centre are:

- build a distinctive retail provision, including local businesses.
- seek both a diversity of ownership, and an investor with enduring capital committed to the long term success of the area.
- incorporate a wide variety of active cultural and social uses.
- develop criteria to measure the success of the town centre.
- promote street markets as centres of community cohesion, to help increase retail diversity and avoid a “clone town” label.

### 3. **Options Considered**

3.1 The proposed arts strategy is not a strategy about art for arts sake. It seeks to contribute to Council objectives and priorities by harnessing the creative talent in the sector for the benefit of everyone.

### 4. **Proposal**

4.1 An essential part of the strategy is to capture the future aspirations of our communities and to link these to the development of the local cultural offer. It is proposed therefore that the strategy be developed around the following themes:

- Town centre regeneration
- The First World War Centenary
- Active Ageing
- The development of a town centre outdoor performance space.

4.2 The case for supporting town centre regeneration has been articulated earlier in this report.

4.3 2014 to 2018 will see the centenary of the First World War; much planning has already started to mark this historic occasion, which has strong links to our local history and the Council recently purchased the First World War Medal collection of the Tivey brothers of Newcastle-under-Lyme.

4.4 The active ageing theme fits in well with our health objective to keep people in good health for longer.

4.5 A town centre performance space would contribute to the desirability of Newcastle town centre (along with the right retail provision). Although there are a number of venues around the town centre, there is a growing interest for testing the case for an outdoor performance space. A space of this scale will need to be built upon sustained local investment in music, education etc and participation, as well as retaining local talent. As a practical step a small project group is proposed to champion the project.

4.6 In relation to improving the local cultural offer, all agencies have been asked to consider their future development plans. In the case of the Council this involves the museum, where there is a need to improve visitor circulation and update/improve the displays. Officers are preparing a feasibility study design to reach a stage where we a reasonably detailed scheme and 3D model based on an improved general layout and zoning of areas of the museum's operation will be available.

5. **Reasons for Preferred Solution**

- 5.1 The Arts Strategy will set out a clear vision and direction in developing the arts in the Newcastle-under-Lyme to support community and Council priorities.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 The development of the arts strategy is cross cutting to community and corporate priorities and is being developed specifically so that the sector contributes significantly in these areas.

7. **Legal and Statutory Implications**

There are no implications.

8. **Equality Impact Assessment**

- 8.1 Arts events, participatory projects and other arts activities are open to all sectors of the community, who are encouraged to visit and to become actively involved in attending and participating in artistic activity.

9. **Financial and Resource Implications**

- 9.1 Financial support for the development of the strategy will be drawn from existing budgets and where possible from external grants.

10. **Major Risks**

- 10.1 Without an agreed strategy it would be likely to prove more difficult to secure external funding and other contributions for the arts and towards regeneration and public realm improvements.

11. **Sustainability and Climate Change Implications**

None

12. **Key Decision Information**

12. 1 This is a key decision and appears on the Council's Forward Plan

13. **Earlier Cabinet/Committee Resolutions**

None

14. **List of Appendices**

None

15. **Background Papers**

None

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