

Public Document Pack

Date of meeting **Wednesday, 22 May 2013**

Time **7.00 pm**

Venue **Committee Room 1, Civic Offices, Merrial Street,
Newcastle-under-Lyme, Staffordshire, ST5 2AG**

Contact **Nick Lamper
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Cabinet

AGENDA

PART 1 – OPEN AGENDA

- 1 Apologies**
- 2 MINUTES OF THE LAST MEETING** **(Pages 1 - 6)**
Held on 6 March 2013, to be signed as a correct record.
- 3 Declarations of Interest**
- 4 Additional Recycling Materials** **(Pages 7 - 12)**
- 5 Newcastle-under-Lyme Sports Council - Grant Aid 2013/14** **(Pages 13 - 16)**
- 6 Delivery of the Carbon Management Plan** **(Pages 17 - 24)**
- 7 Developing the Private Rented Option for Homeless Residents** **(Pages 25 - 30)**
- 8 Customer Case Management Policy - Unacceptable Customer Behaviour** **(Pages 31 - 38)**
- 9 Draft Newcastle-under-Lyme Health and Wellbeing Strategy** **(Pages 39 - 68)**
- 10 Newcastle Greenway - Links to Communities Bid** **(Pages 69 - 72)**
- 11 Policy for Unsupervised Children's Playgrounds** **(Pages 73 - 78)**
- 12 PROPOSALS FOR THE DISPOSAL OF THE FORMER JUBILEE BATHS SITE** **(Pages 79 - 84)**

The appendix to the report contains exempt information as defined in paragraph 3 of Schedule 12A of Part I of the Local Government Act 1972 and is therefore not for publication. **If the Cabinet wishes to discuss the content of the appendix it will be necessary to exclude the press and public from the meeting during its consideration.**
- 13 Keele Golf Course - Interim Maintenance and Management Arrangements and Long Term Options** **(Pages 85 - 90)**
- 14 Financial and Performance Management Report to End of Quarter Four (March 2013)** **(Pages 91 - 102)**
- 15 Urgent Business**

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 any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

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

CABINET

7.00 pm, Wednesday, 6 March 2013

Present:- Councillor Snell – in the Chair

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

In attendance:- John Sellgren (Chief Executive), Kelvin Turner (Executive Director, Resources and Support Services, Neale Clifton (Executive Director, Regeneration and Development), Dave Adams (Executive Director, Operational Services), Paul Clisby (Head of Central Services), Nick Lamper (Senior Member Services Officer) and Phil Jones (Head of Communications)

1. APOLOGIES

There were no apologies for absence.

2. MINUTES OF THE LAST MEETING

Resolved: That the minutes of the meeting held on 6 February 2013 be approved as a correct record and signed by the chair.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. IRRECOVERABLE ITEMS

Councillor Stubbs, portfolio holder for Finance and Budget Management, introduced a report explaining how there were occasions when, following the issue of accounts for amounts due to the council, it was considered the debt was no longer able to be collected. This could be for a variety of reasons, normally following from the debtor having been subjected to insolvency proceedings or other legal processes in respect of their debts or even the death of a debtor. There was then no further redress to recover the outstanding amounts and it was necessary to write off the outstanding balances from the council's records.

Appendices were submitted setting out collection procedures and a list of recoverable items. It was reported that the appendices contained exempt information as defined in paragraphs 1 and 3 of Schedule 12A of Part I of the Local Government Act 1972, and were therefore not for publication. In the event of the discussion taking a course where it was likely that exempt information would be disclosed, it would be necessary for the Cabinet to exclude the press and public from the meeting.

It was noted that where limited companies which became insolvent, the law allowed those holding directorships and similar positions within them to start up similar businesses almost immediately, unencumbered by the debts of the previous organisation, and this was considered a legal loophole when efforts were made to recover the debts owed by those companies.

Resolved:

- (1) That the items set out in Appendix B to the report be considered irrecoverable for the reasons stated and be written off; and
- (2) That the four local Members of Parliament be requested to meet with the relevant Minister to press for the legislative loophole referred to above to be closed.

5. TELECOMS CONTRACTS CONSOLIDATION

The Leader introduced a report seeking the Cabinet's approval of the entry into a consolidated contract for the supply of telephony and wide area network (telecoms) provision for a period of five years.

It was reported that options considered had included taking no action at present; awaiting contract end dates or working with current providers to extend certain contracts to allow for them to expire at the same time; early termination of contracts and re-procurement; and consolidating existing telecoms contracts and upgrading the current telecoms technology. The reasons for the preferred solution of consolidation were set out in the report and included savings over the life of the contract of £55,000 over current contract costs.

Resolved:

- (1) That Standing Orders Relating to Contracts be waived on grounds 2b(vi) – “where for any other reason there would be no genuine competition”; and
- (2) That British Telecom (BT) be awarded a consolidated contract for a period of five years.

6. LOCALISM ACT - COMMUNITY RIGHT TO CHALLENGE AND COMMUNITY RIGHT TO BID

The Leader introduced a report setting out what was required of the council to comply with the Community Right to Challenge and Community Right to Bid legislation contained within the Localism Act 2011.

It was noted that once an expression of interest was received under the legislation, the procurement process triggered would still be a robust one containing all the usual aspects of quality control and value for money, with safeguards against unreasonably low prices. The opportunity would also exist for the submission of an in-house bid.

The Cabinet was also requested to consider whether to set timescales for receipt of expressions of interest or deal with them as and when received.

Resolved:

- (1) That the recommended actions set out in sections 3 and 5 of the report in respect of Community Right to Challenge and Community Right to Bid respectively, be approved.
- (2) That the approach adopted in respect of the receipt of expressions of interest be that of set timescales determined by the authority, in accordance with option (a) in section 3.2 of the report and the process set out in appendix D.

7. **APPRENTICESHIPS**

Councillor Stubbs, portfolio holder for Finance and Budget Management, introduced a report seeking approval for the council to establish a Shared Apprenticeship Scheme with both public and private sector organisations.

The alternative option of joining a third party Shared Apprentice Scheme had been considered but the report set out the details of how the disadvantages of such an approach would outweigh the advantages.

On behalf of the Cabinet, the Leader thanked the officers who had worked hard to develop the proposals.

Resolved: That a Shared Apprentice Scheme be established as set out in the report to enable the employment of local young people and contribute to the economic regeneration of Newcastle-under-Lyme.

8. **AFFORDABLE HOUSING REGENERATION PARTNERSHIP**

Councillor Boden, portfolio holder for Planning, Regeneration and Town Centres, introduced a report proposing a partnership approach with Aspire Housing in respect of the regeneration of affordable housing.

While significant physical, social and economic regeneration had been undertaken over many years in the borough, including most recently the housing led Renew programme, there were areas which could be improved further and it was appropriate for the council to consider partnerships and priority areas for future development, particularly in light of growing housing need against the backdrop of a sharp decline in the availability of external funding.

Of the available options of deploying its enabling role, developing schemes in isolation, or adopting a partnership approach, the report set out the reasons for adopting the third option as it would provide the opportunity for additional capacity, resources and skills to be combined across partner agencies to deliver schemes effectively. As the main affordable housing provider in the borough owning land in key regeneration sites, Aspire Housing was a key potential partner. In particular, both Aspire Housing and the council had significant land holdings in important regeneration locations and it would be appropriate to work with Aspire Housing to consider regenerating and redeveloping these areas because of the mutuality of interest.

It was noted that Councillors Mrs Beech and Williams had been appointed to the board of Aspire Housing as representatives of the council, and it was therefore unnecessary for them to declare interests in that regard.

Resolved:

- (1) That officers be authorised to prepare and execute a Partnership Agreement in consultation with the relevant portfolio holder based on the principles of the proposed partnership approach as outlined in the report;
- (2) That an appropriate governance structure be established including the Leader of the Council and/or portfolio holder and appropriate senior officers;

- (3) That the partnership commits to a jointly-funded feasibility appraisal and that the council's contribution be met from the existing strategic housing service budget; and
- (4) That the Partnership Board be authorised to finalise the Partnership Agreement and commission the feasibility study.

9. HOME ENERGY CONSERVATION ACT 1995 PROGRESS REPORT - MARCH 2013-2015

Councillor Beech, portfolio holder for Environment and Recycling, introduced a report seeking approval for submission of any energy report return to government in accordance with the requirements of the Home Energy Conservation Act (HECA) 1995.

Resolved: That the overall HECA Progress Report be approved and officers be authorised, in consultation with the portfolio holder, to make any minor amendments prior to submitting the report to the Secretary of State by 31 March 2013.

10. NEWCASTLES OF THE WORLD ALLIANCE

Councillor Boden, portfolio holder for Planning, Regeneration and Town Centres, introduced a report to enable the Cabinet to consider whether the council should continue to participate in the 'Newcastles of the World' Alliance, specifically with the following aims:-

- a) To further develop business, educational and cultural links with other Newcastle around the world;
- b) To work in partnership with Newcastle-upon-Tyne and other members of the Alliance to progress an Alliance website and investment of officer time into further developing tourism links;
- c) To support the establishment of an Alliance secretariat and to prioritise officer resources in order to ensure that the council is a credible partner;
- d) To commit 'in principle' to attend the next World Conference in 2014 and to prioritise officer resources from January 2014 to prepare for the event to maximise the outcomes; and
- e) To support the Mayoress and work with Keele University, Newcastle College, Staffordshire County Council and local schools to develop the Youth aspects of the Alliance (including education).

It was noted that the financial contributions made by the various Newcastle were pro rata to their respective populations.

Resolved:

- (1) That the council endorses the overall priority themes of the draft Development Plan and agrees to ongoing participation in the Alliance, including a preparedness to contribute up to £2,500 per annum towards secretarial costs met from the existing budget;
- (2) That the council commits to working with appropriate partners to improve global business, educational and cultural links to other Newcastle;
- (3) That the council actively supports the development of an Alliance website, including developing tourism and media links to promote 'good news' stories about the borough;

- (4) That the council agrees, in principle, to attend the 2014 summit, subject to consideration as part of the budget-setting process in 2014/15;
- (5) That the council agrees to support partners in developing the youth aspect of the Alliance;
- (6) That officers be authorised to engage with the current secretariat on the basis set out in this report and to report back to members on progress with the Alliance or when key decisions are required;
- (7) That the matter be referred to the Economic Development and Enterprise Overview and Scrutiny Committee for the committee's comments in parallel with the implementation of the other resolutions; and
- (8) That Dr Becket (the Mayoress) be thanked for the work they have undertaken in respect of aim (e) above, and steps be taken to establish where the council may be able to assist in sustaining that work.

11. ESTABLISHMENT OF CABINET PANEL

Councillor Stubbs, portfolio holder for Finance and Budget Management, introduced a report seeking to establish a cross-party Cabinet Panel to make recommendations to Cabinet in respect of expenditure from the Revenue Investment Fund and the Budget Support Fund in respect of funding "Invest to Save" schemes.

In setting its budget for 2013/14, the Council had approved the establishment of a Revenue Investment Fund as a resource to fund activities which would support the council's key policy priorities. It had also approved the use of funds drawn from the council's Budget Support Fund to deliver "invest to save" projects which would incur short term revenue expenditure in order to deliver longer term financial efficiency savings. It was intended that the fund would be replenished as the first call on cashed savings and sustained to fund an ongoing programme of "invest to save" efficiencies.

There was a need to establish a responsive, efficient and accountable mechanism for considering proposals for funding from the Revenue Investment Fund and Budget Support Fund. The favoured approach was an inclusive one with the establishment of a cross-party Cabinet panel.

Resolved:

- (1) That a Revenue Investment and Budget Support Cabinet Panel be established with a membership of seven appointed on the basis of political proportionality (Labour 4; Conservative 2; Liberal Democrat 1);
- (2) That the portfolio holder for Finance and Budget Management be appointed to chair the panel;
- (3) That the group leaders be requested to make nominations for membership of the panel from their respective groups in accordance with (1) above; and
- (4) That the Panel make recommendations to Cabinet in respect of proposed expenditure.

12. COUNCIL PLAN 2013-16

The Leader introduced a report along with the setting out the draft Council Plan for 2013/14 to 2015/16, which would underpin the whole planning structure of the authority and be the document which clearly informed the organisation and acts as the major driver behind any budget proposals, longer-term strategic plans and also the service planning process. By monitoring of the plan the council would be able to

evidence its impact over time against the planned outcomes and identify areas of improvement.

On behalf of the Cabinet, the Leader thanked the officers who had worked on the development of the plan.

Resolved:

- (1) That the content of the report and the draft Council Plan for 2013/14 to 2015/16 be noted; and
- (2) The council be recommended to adopt the Council Plan for 2013/14 to 2015/16.

13. URGENT BUSINESS

There was no urgent business.

Chair

The meeting concluded at 8.16 pm.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT TO CABINET

Date: 22nd May 2013

Title: Additional Recycling Materials

Submitted by: T Nicoll

Portfolio: Environment and Recycling

Ward(s) affected: All

Purpose of the Report

- To update Cabinet on the extension of the range of material recycling opportunities for residents collected on the kerbside agreed by Portfolio Holder.
- To highlight the importance to reuse and recycle waste via the new revised waste hierarchy.
- To ensure that the current service provides residents with a system that meets their needs, complies with legislation and ensures that waste is dealt with in an environmentally responsible, safe yet simple and flexible manner.

Recommendations

- That Cabinet acknowledges the extension of the range of materials (Waste Electrical and Electronic Equipment (WEEE) and batteries) that can be presented in the Council blue box for recycling and reuse.
- That Cabinet acknowledges the increase in the number of bring sites that have capacity to recycle WEEE from 3 to 6 sites.

Reasons

- To provide resident greater flexibility to recycle batteries and WEEE at the kerbside and at bring sites across the Borough.
- To remove potentially harmful materials from residual waste bins.
- To Increase material going to reuse and recycling.

1. Background

The Councils current recycling and waste strategy has been prepared following the principles agreed by Cabinet in October 2007 and consultation with stakeholders. It sets out the direction for the Waste Management services up to 2016. The strategy was prepared taking account of national guidance (Waste Strategy for England 2007) and the 'principles

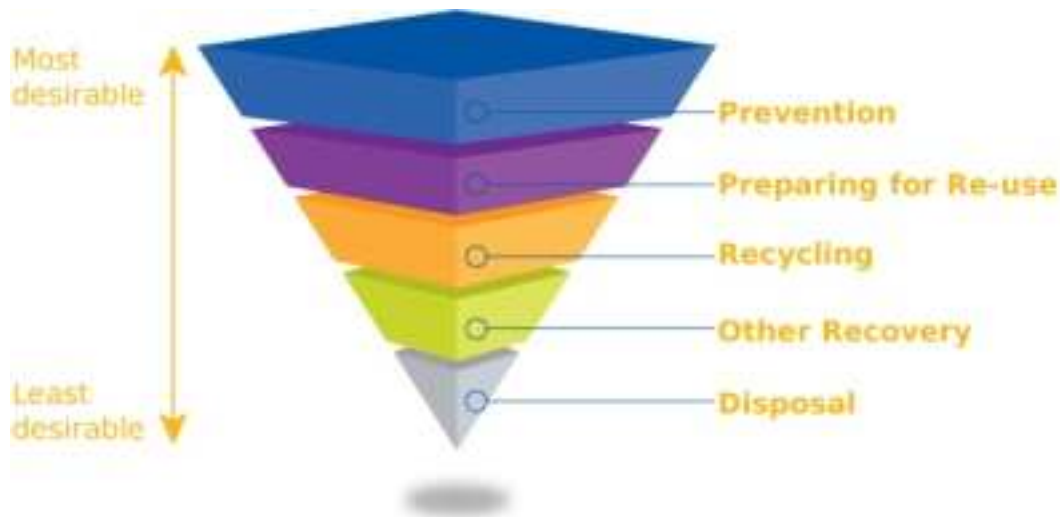
and policies' set out in the Integrated Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent (2020 Vision).

The service under went a major redesign in 2010, with the introduction of weekly food waste collection, fortnightly garden, residual and kerbside recycling of paper, card, plastic, cans and textiles. Due to residents and staff commitment to the service this has seen an increase in recycling from 27% in 2008/9 to 51% in 2011/12, as well as a reduction in residual waste by over 35%. Over the same period it has been possible to provide a more financially efficient service. The service has been recognised on a national basis and has won five national awards and been nominated in a number of others over the last couple of years, due to the design and standard of the service.

During 2012 the waste hierarchy was revised putting more importance on the preparing for re-use stage. One area that this supports is the collection of small electrical items and batteries.

Waste Hierarchy

Focus	Stages	Include
Most Desirable	Prevention	Using less material in design and manufacture. Keeping products for longer; re-use. Using less hazardous materials
	Preparing for re-use	Checking, cleaning, repairing, refurbishing, whole items or spare parts
	Recycling	Turning waste into a new substance or product. Includes anaerobic digestion and composting if it meets quality protocols
	Other recovery	Includes incineration with energy recovery, gasification and pyrolysis (thermal decomposition) which produces energy.
Least Desirable	Disposal	Landfill and incineration without energy recovery



2.0 **Issues**

Waste Electrical and Electronic Equipment (WEEE) and Batteries are two of the fastest growing elements of waste streams in the UK, and an increase in the prevalence of these items is being experienced within the residual waste since the implementation of the Councils Recycling Strategy. Items such as these should not be disposed via incineration or landfill due to environment harm that this may cause. These materials are also made up of materials which are in limited supply, such as rare metals and plastics which can be reused or recycling.

There are currently WEEE banks at only three of the 19 bring site locations in the borough, these being at Clayton Shops, Newcastle Sainsbury and Wolstanton Asda. Currently we provide no other outlets for the collection of these materials and to this end most household WEEE and batteries do end up being put in the residual bin, which may cause harm to the environment or are potentially dangerous during the disposal process.

3.0. **Changes to Service**

After the agreement of Portfolio Holder it was agreed that the Council would work with Acumen Distribution, the council's current recycling contractor and Environcom Limited, to extend the opportunity for residents to recycle WEEE and batteries, both at the kerbside and at bring sites. The extension to the scheme has been undertaken at no cost to the council and has not added any additional Council supplied containers or bags to the collection system. Environcom Limited is the UK's largest independent company specialising in the management of unwanted electrical appliances. Once collected, the items will then either be repaired, smartened up and sold, harvested for spare parts to repair other products, or reduced back to fragments of raw materials to feed back into manufacturing.

During May the number of bring site locations that can receive WEEE will be increased from the current three to six. The additional banks are being placed at the following bring sites: Kidsgrove Tesco, Knutton High Street and Wolstanton Marsh. This would provide a more even coverage across the borough.

From 14th May WEEE and batteries have been added to the range of materials that can be presented in our blue recycling box and for collection fortnightly. Residents have been asked

to collect batteries in a clear plastic (sandwich) bag for safety; then place this in to their blue box. The collection crews will then place the batteries in a special box located on the collection vehicle. A similar service will also be offered to also Schools within the Borough.

Residents have been asked to place WEEE items in a standard carry bag, (thus ensuring the item is not too large), and then place the bag in/on their blue box. The reason why only small items can be collected is that these items must be stored separately on the collection vehicles. The compartment that is being used for this use is already on the vehicle and it can only accommodate items no larger than 35cm by 40cm.

The types of WEEE items that can be collected includes

- Kettles, toasters, irons and other small kitchen appliances
- Hairdryers, hair straighteners and hair clippers
- Clocks, watches, calculators and torches
- Remote controllers, mobile phones, cameras and chargers
- Radios, alarms, mini hi-fi's and CD and MP3 Players
- Small electronic toys e.g. remote control cars
- Power tools, smoke detectors and thermostats
- Mobile phones and laptop batteries (place in a separate bag)
- Household batteries (place in a separate bag)
- Any small electrical item with a plug or that uses batteries

The material is being bulked at the Hot Lane Depot; then transported to Environcom for reuse or recycling.

Residents have been informed about the changes to the service and the additional materials they can now recycle via the quarterly service leaflet sent to all residents on 7th May. The message will be reinforced with additional articles in The Reporter, press releases and Councils website.

It is expected that this service will remove been 20 and 25 tonnes of WEEE and batteries from our residual waste stream.

4.0 **Outcomes Linked to Corporate Priorities**

The change of service relates 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 Healthy and Active Community

- ❖ Council Services will be influenced by resident engagement, enabling local communities to shape services which directly affect their lives.

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

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

5.0 **Legal and Statutory Implications**

The Landfill Directive (99/31/EC) requires a reduction in bio-degradable waste to be land-filled by 75% in 2010, when compared against the 1995 level.

The Government's Waste Strategy requires 40% of domestic waste by weight to be recycled by 2010 and 50% by 2020. The waste strategy is designed to increase recycling and therefore meet the legislative requirements without incurring financial penalties from Europe.

The Environmental Protection Act 1990 empowers the Council as a Waste Collection Authority to direct householders how to present waste. The service will also follow regulations as laid out in the EU Battery Directive 2006 and Waste Electrical and Electronic Equipment (WEEE) Regulations 2006

6.0 **Equality Impact Assessment**

This is a minor change to the service and it is believed that a full equality impact assessment is not required as it currently falls under the existing full equality impact assessment for the collection service.

7.0 **Financial and Resource Implications**

There are limited financial implications in respect of adding these additional materials collected for recycling either on the kerbside or at bring sites. This change will be cost neutral to the currently collection and treatment budget.

8.0 **Major Risks**

Due to the nature and size of the change suggested there are no major risks connected with the provision of this amendment to the service.

9.0 **Key Decision Information**

The decision is one that would affect all wards of the Council. It has therefore been included on the Forward Plan.

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NEWCASTLE-UNDER-LYME SPORTS COUNCIL – GRANT AID 2013/14

Submitted by: Executive Director Resources & Support Services and
Executive Director Operational Services

Portfolio: Finance and Budget Management/Culture and Leisure

Wards Affected: All

Purpose of the Report

To approve a grant to the Newcastle-under-Lyme Sports Council and to inform members of the grants awarded by the Sports Council to individuals and sports clubs in the borough in 2012/13.

Recommendations

- (1) That the Cabinet award a grant of £22,550 to the Newcastle-under-Lyme Sports Council to support the contribution it makes to sport in the borough; and
- (2) That a review of the governance arrangements for the Sports Council be undertaken to ensure that these are aligned with the Council's other grant allocation processes and best practice.

Reasons

The Council recognises the importance of sport, not only as an activity in its own right but also for its benefits in relation to health and positive activities.

1. **Background**

- 1.1 The Newcastle-under-Lyme Sports Council is a body that is concerned with the promotion of sport in the borough. Affiliation to the Sports Council is open to any club in the borough. The activities of the Sports Council are directed by an Executive Committee which includes four borough councillors and one county councillor. The rest of the committee is made up of the representatives of sports clubs, parish councils and the Partnership Director of Sports Across Staffordshire and Stoke-on-Trent.
- 1.2 The Sports Council's main activity is to award grants to promising sportsmen and sportswomen to help them meet the costs of their chosen activities. Individuals who receive funding must live in the borough. The Sports Council also supports clubs and organisations located in the borough. Grants are given to clubs and organisations to help them improve their equipment and facilities. In 2012/13 the Sports Council awarded grants to 46 individuals and 8 clubs/organisations.
- 1.3 This report provides an overview of how the Sports Council has used the grant it received from the Borough Council to encourage participation and performance in sport by both individuals and clubs. A total of £22,280 was given to support twenty different sporting activities.

- 1.4 The following table illustrates the number of awards made by sport and the amount that was awarded to each sport:

Sport	Number of Awards	Amount (£.p)
Archery	1	300.00
Athletics	3	1,500.00
Badminton	2	800.00
Biathlon	2	800.00
Boxing	1	900.00
Cricket	12	5,450.00
Cycling	1	500.00
Football	2	1,100.00
General	2	1,000.00
Golf	2	700.00
Gymnastics	2	1,000.00
Kickboxing	10	2,000.00
Netball	2	1,000.00
Petanque	1	230.00
Rowing	3	1,550.00
Skiing	1	500.00
Swimming	2	1,050.00
Table Tennis	2	600.00
Tennis	1	300.00
Volleyball	2	1,000.00
Total	54	22,280.00

2. **Issues**

- 2.1 Every application for grant aid was considered by the Sports Council on its merit and was supported by references from a coach/club official and evidence of expenditure.
- 2.2 The grants awarded ranged from £200 to £900. While relatively small in value, they have been a great encouragement to all successful applicants, contributing to improved standards of sport in the borough.

3. **Proposal**

- 3.1 It is proposed that the Borough Council consider awarding a grant of £22,550 to the Newcastle-under-Lyme Sports Council to support the contribution it makes to sport in the borough.

4. **Reasons for Preferred Solution**

- 4.1 The work of the Sports Council supports the sports voluntary sector in the borough and promotes the value of sport, recognising the need to support individuals in their personal quest for achievement and the wider community benefits this brings.

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

5.1 Sport has a positive effect on all four of the priorities in the Council Plan:

- A Clean, Safe and Sustainable Borough – sport deters anti social behaviour by providing positive activities.
- A Borough of Opportunity – the grant awards offer encouragement and opportunities for individuals and teams to overcome some of the financial barriers to participation.
- A Healthy and Active Community – sport contributes to a healthy lifestyle.
- Becoming a co-operative council which delivers high quality, community-driven services – by working in partnership with the Sports Council, we target our investment to maximise impact on community outcomes.

6. **Legal and Statutory Implications**

6.1 There are no legal or statutory implications. The Council has the power to make the grant under its general duties.

7. **Equality Impact Assessment**

7.1 The grants are allocated with full regard to equal opportunities as illustrated by the broad range of activity covered.

8. **Financial and Resource Implications**

8.1 A grant of £22,550 was awarded to the Sports Council in 2012/13. There is sufficient provision to award a similar grant to the Sports Council in 2013/14 if this is desired.

9. **Major Risks**

There are no major risks associated with this funding.

10. **Background Papers**

None

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Agenda Item 6

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO Cabinet

Date 22nd May 2013

<u>HEADING</u>	Delivery of the Carbon Management Plan
<u>Submitted by:</u>	Mike O'Connor
<u>Portfolio:</u>	Environment and Recycling
<u>Ward(s) affected:</u>	All

Purpose of the Report

To seek approval for the 2013/14 Carbon Management Plan

Recommendations

- a) To note progress of the delivery of the projects in the Carbon Management Delivery Plan for 2012/13 and to approve projects, in principle, for the 2013/14 plan.
- b) To authorise officers to seek external funding opportunities to support delivery of the remaining projects and to seek consideration of appropriate projects as part of the Invest to Save allocation process funded from the Budget Support Fund.

Reasons

The Council's Carbon Management Plan which was adopted in 2011 outlines the approach to reducing carbon emissions from the Council's own estate and operations and sets out in a delivery plan the projects which will, where possible, be delivered. In February 2012 Cabinet approved the use of Low Carbon Funding to take forward a range of projects and officers were authorised to update the Carbon Management Plan Delivery Plan to reflect these projects. This report outlines progress in delivering the Low Carbon funded projects in 2012/13 and seeks members views on the proposed projects for the calendar years of 2013 and 2014.

1. Background

- 1.1 The Council has a Carbon Management Programme to deliver a reduction in carbon emissions from it's estate and operations by 30% from a baseline established in 2009/10. The Carbon Management Plan includes a Delivery Plan which outlines which projects should be completed subject to securing funding.
- 1.2 A Carbon Board was formed to provide strategic direction and provide a link between the programme, the Executive Management Team and Cabinet. A key role of the Board is to report overall progress and seek executive approval for continuing delivery of the plan. Whilst the Board leads on delivery of the plan, previous Cleaner Greener and Safer Communities Overview and Scrutiny Committees have requested updates on progress as part of the Scrutiny process. Accordingly a report was presented to the Committee at it's meeting in February 2013 and the projects were approved in principle.

2. Issues

- 2.1 To date, projects in the plan have been funded using existing council resources and where possible external funds. The Council was successful in bidding to the Improvement and

Efficiency West Midlands (IEWM) for Low Carbon funding with £35,000 awarded in 2012. This funding was awarded on submission of satisfactory returns, evidence of financial expenditure and confirmation of compliance of funding conditions. The fundamental condition of this grant funding was that 10% of the subsequently generated annual revenue savings had to be paid to IEWM for 3 years following the first year of implementation. The updated Carbon Management Delivery Plan attached outlines the completion of the 2012/13 projects which were funded through the IEWM and council funding, as well as projects completed in previous years.

2.2 As highlighted above the delivery of the Carbon Management Plan is monitored through the Carbon Board. A corporate Carbon Management Officers Team is responsible for implementing the plan seeking new projects as well as monitoring the progress of projects. The draft updated Carbon Management Delivery Plan attached includes projects that have been considered by these groups as appropriate. The projects which require funding and involve works to the council's building have been ranked in order of priority based on costs and payback savings.

2.3 As indicated in section 9, no provision has been made in the 2013/2014 capital or revenue budgets for any of the projects listed in the current and next calendar year. Consequently whilst officers will continue to explore the potential to secure external funding members may wish, at this stage, to consider the option for some of the listed projects being funded from the newly established Revenue Investment Fund. The latter fund will be managed by a Cabinet Panel which will consider projects from a variety of sources but may favour "invest to save" projects of the sort listed in the Plan because of the scope it provides to recycle investment from efficiency savings achieved.

3. **Options considered**

Option 1 – do nothing; this is not an appropriate response in view of the Council's commitment to the Carbon Trust's programme.

Option 2 – approve the draft Plan and identify funding in the Council's capital and revenue budgets to facilitate project delivery.

Option 3 – approve the draft Plan in principle and seek external funding opportunities or other innovative funding approaches that accord with the Council's corporate priorities (e.g. Revenue Investment Fund).

4. **Preferred option**

Taking account of public sector austerity measures and competing priorities in the Council's capital programme and revenue budget, option 3 is considered the most appropriate course of action.

5. **Proposals**

a) To note progress of the delivery of the projects in the Carbon Management Delivery Plan for 2012/13 and to approve projects for the 2013/14 plan.

b) To authorise officers to seek external funding opportunities to support delivery of the remaining projects and to seek consideration of appropriate projects as part of the Revenue Investment Fund allocation process.

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

6.1 The delivery of these projects clearly contributes to the priority of Promoting a cleaner, safer and sustainable borough.

7. **Legal and Statutory Implications**

7.1 As part of the 2012 decision to utilise IEWM funding the Council has committed to paying 10% of the annual financial savings for 3 years to them. If officers are able to secure external funding for projects in 2013/14 the funding requirements and pay back periods will need to be considered in conjunction with the Portfolio Holder for Environment and Recycling prior to making any legal commitments.

8. **Equality Impact Assessment**

8.1 The benefits of investing in energy efficiency measures will benefit all members of the community and will not impact on particular equality strands.

9. **Financial and Resource Implications**

9.1 The proposed projects for 2013/14 outlined in the appendix have estimated costs and longer term financial savings, however, there is no Council capital or revenue allocated to the projects.

9.2 Your officers will seek opportunities for external funding but it must be recognised that pure grant funding for energy efficiency schemes is very unlikely to be available in the forthcoming years, there may however be further opportunities for grant funding with repayment conditions like that of the 2012 IEWM funding. Within the sector there are also models based on loans and lease lend, these not only provide an opportunity to deliver energy efficiency schemes but could with the right pay back periods enable the Council to commence savings within the lease period.

9.3 Within the sector there are also models based on loans and lease lend, these not only provide an opportunity to deliver energy efficiency schemes but could with the right pay back periods enable the Council to commence savings within the lease period.

9.4 Examples of potential funding include schemes operated by companies such as Salix Finance which offer 100% interest free capital finance loans for energy efficiency in the public sector. They offer three types of finance, one of which could be suitable; funding of £5,000 upwards with a project payback within 5 years.

9.5 Lease lend is based on the Council having an interest free loan for the capital costs of the project, such as Biomass boilers and LED lighting, then the Council paying 50% of the savings back to the loan company each year until the loan is repaid.

9.6 The options outlined at paragraphs 9.4 and 9.5 would give rise to borrowing for capital purposes and members would need to be appraised of the detailed/practical implications before agreeing to proceed with such approaches.

9.7 The other option that members may wish to explore is to consider the scope for one or more of the listed projects to be funded from an "Invest to Save" programme through the Budget Support Fund.

10. **Major Risks**

10.1 There are no major risks.

11. **Key Decision Information**

- 11.1 The delivery of projects in the plan will help reduce energy usage and carbon emissions which will deliver improvements to Council buildings that are used by a range of the residents potentially from wards across the Borough.

12. **Earlier Cabinet/Committee Resolutions**

- 12.1 Cabinet in February 2012 noted the decision of the Portfolio Holder for Environment and Recycling that the £35,000 funding is claimed from the Improvement and Efficiency West Midlands to deliver energy efficiency improvements in the premises referred to in the report.
- 12.2 Cleaner Greener and Safer Communities Overview and Scrutiny Committee received a progress report on the delivery of the Carbon Management Plan in February 2013 including proposed projects and resolved that this information be received.

13. **List of Appendices**

- 13.1 Updated Carbon Management Plan Delivery Plan.

14. **Background Papers**

- 14.1 None.

Updated Carbon Management Plan Delivery Plan.

Projects for completion in 2010 – All completed

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO ²				
106	Closure of minor sites	M McGill	0	0	7275	34	0	2.7	2010	N/A
15	Energy Management Policy	MProffitt	0	0	3936	18	0	1.5	2010	N/A
62	Replacement of Waste Fleet	T Nicoll	25000	0	5295	12	4.7	1	2010	Yes
5	TRV's for HQ building	JKenyon	19000	0	3411	16	5.6	1	2010	N/A

Projects for completion in 2011- All completed

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO ²				
8	Air Conditioning in server room	JKenyon	30.000	0	6016	29	5	2.3	2011	Yes
28	Annual Eco Driving	A Bird	0	0	14797	34	0	3	2011	Yes
53	Closure of Midway at 8pm - 6am	G Williams	Not	Completed	Defer	To	2012		2012	Yes
16	Energy Awareness Campaign	P Jones	0	0	13775	64	0	5.2	2011	N/A
14	Health and Well being Centre	A Arnott	250,000	0	41335	201	6	16	2011	Yes
19A	Home Working Pilot	R Durrant	16000	0	0	14	0	1	2011	Yes
69	Increase rate of recycling in Council Buildings	PJones	0	0	1000	2	0	0.2	2011	N/A
101	New Depot Garage Heating System	M McGill	18600	0	3897	17.4	5	1.4	2011	Yes
20	Printer rationalisation	P Jones	0	0	10684	51	0	4.1	2011	Yes
103	TRV's in depot	M McGill	1800	0	190	1	9.5	0.1	2011	Yes
24	Virtualisation of Computers	J Hilton	0	0	2472	12	0	1	2011	Yes

Projects for completion in 2012 All completed. NB Majority of building improvements funded from Improvement and Efficiency West Midlands Low Carbon Fund

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO ²				
1003	AMR's in building	J Hamnett	8,650	550	10,000	135	1	11	2012	Yes
1001	CMP 1001: Bathpool/Ski/Rugby Clubs wall insulation	J Hamnett	700	0	800	4	1.5	0.5	2012	Yes
1010	Museum Low energy lighting	J Hamnett	9600	0	2500	14	3	1	2012	Yes
	Museum Part Double Glazing	J Hamnett	Inc above						2012	Yes
	Knutton Depot - Cavity Wall insulation	J Hamnett	2185	0	800	22	2.8	2	2012	Yes
	Knutton Depot - Garages Workshop external yard - Lighting controls & office PIR's	J Hamnett	3500	0	1275	3	2.8	0.5	2012	Yes
	Alexandra Road Changing Room- Cavity Wall Insulation	J Hamnett	700	0	450	4	2.8	1	2012	Yes
	Crematorium- House, Chapel, Canteen, areas- cavity wall insulation	J Hamnett	500	0	800	2	1.8	0.5	2012	Yes
1011	Merrial Street Public -install fuel eff Boiler	J Hamnett	1150	0	800	12	1.5	1	2012	Yes
	Midway lighting controls	J Hamnett	2000		5000	2	0.5	1	2012	Yes
	Kidsgrove Public Offices Rear extension -cavity wall	J Hamnett	1500	0	800	4	1.8	1	2012	Yes
	PIR's Various	J Hamnett	4500	0	1800	2	2.5	1	2012	
10	Accommodation Rationalisation	P Thompson	0	0	25121	118	0	10	2012	Yes
1012	Comprehensive Energy Management Strategy	J Hamnett	0	0	9826	45.6	0	4%	2012	N/A
1013	Energy Reduction HOS	N Clifton	0	0	2457	11	0	1	2012	N/A
28	Annual Eco Driving	A Bird	5000	0	14797	34	0	3	2011/2014	N/A
53	Closure of Midway at 8pm - 6am	G Williams	20000	0	10463	50	2	4	2011	Yes

16	Energy Awareness Campaign	P Jones	0	0	13775	64	0	5	2011/2014	N/A
69	Increase rate of recycling from Civic	P Jones	0	0	1000	2.3	0	0.2	2011/2013	N/A
24	Virtualisation of Computers	G Hilton	0	0	2472	12	0	1	2011/2014	Yes
121	Reduction in carbon of 2% through re-routing efficiencies	A Bird	0	0	6879	16	0	1	2012	N/A
122	Reduction in carbon of a further additional 5% only on our refuse vehicles	A Bird	0	0	11276	26	0	2	2012	N/A

Projects for completion in 2013

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO ²				
Priority 1	LED lighting, Depot and Guildhall	J Lythgoe	20,000	0	6,000	1.0	3.5	0.1%	2013	No
Priority 2 105	Replace gas water heater at civic for domestic supply	J Lythgoe	4000	0	1364	6	3	0.5%	2013	No
Priority 3	Bio mass boiler for museum	J Lythgoe	15,000	0	1,000	0.7	15	0.1%	2013	No
Priority 4	False ceiling in Museum	J Lythgoe	15,000	0	2,000	0.75	7.5	0.1%	2013	No
Priority 5	LED Boundary lighting	J Lythgoe	50,000	0	12,000	1.8	4.5	0.1%	2013	No
	LED Lighting Bus Station	J Lythgoe	10,000	0	2,500	0.5	2	0.1%	2013	No
27	Green Fleet Review integration	T Nicoll	0	0	30,711	68	0	5	2013	Yes
19B	Home Working Project	R Durrant	54600 NB total project cost not just carbon saving costs	8500	0	21	Does not pay back	2	2012/2014	Yes
1013	Ongoing Energy Reduction HOS	NClifton	0	0	2457	11	0	1	2012/2014	Yes
28	Annual Eco Driving	A Bird	5000	0	14797	34	0	3	2012/2014	No
24	Virtualisation of computers	D Elkington	0	0	2472	12	0	1	2012/2014	Yes
122	Reduction in carbon of a further 5% from operation of refuse vehicles	A Bird	0	0	11276	26	0	2	2013	N/A
104	Energy Awareness Campaign	P Jones	0	0	13775	64	0	5	2011/2014	Yes

Projects for completion in 2014

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO ²				
1015	Heat Recovery Units from heating system in operational buildings	J Hamnett R Tait	10000	0	1200	TBC	8.3	5	2014	No
120	Reduction in carbon of 5% through renegotiating recycling contract	T Nicoll	0	0	5638	13	0	1.1	2014	No
63	Grey water recycling depot	J Lythgoe	40,000	0	4,000	1.5	10	0.2%	2014	No
Priority 6	Ground source heat pump in operational building	J Lythgoe	30,000	0	3,000	4	10	0.5%	2014	No
Priority 7 1022	Condition survey on the buildings to include energy efficiency (to inform a schedule of works ongoing) when the condition survey is due to occur.	J Hamnett	20,000	0	3,000	1.0	6.7	0.1%	2014	No
19B	Home Working Project	R Durrant	54600 NB total project cost not just carbon saving costs	8500	0	21	Does not pay back	2	2012/ 2014	Yes
1013	Ongoing Energy Reduction HOS	NClifton	0	0	2457	11	0	1	2012/ 2014	Yes
28	Annual Eco Driving	A Bird	5000	0	14797	34	0	3	2012/ 2014	No
24	Virtualisation of computers	D Elkington	0	0	2472	12	0	1	2012/ 2014	Yes
104	Energy Awareness Campaign	P Jones	0	0	13775	64	0	5	2011/ 2014	Yes

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

Date 22nd May 2013

1. **HEADING** Developing the private rented option for homeless residents
- Submitted by:** Caroline Abel
- Portfolio:** Stronger and Active Neighbourhoods
- Ward(s) affected:** All

Purpose of the Report

The Homelessness (Suitability of Accommodation) (England) Order 2012 provides the Council with the additional option of re-housing homeless households into suitable private rented accommodation in order to meet its statutory duties.

Recommendations

The report recommends the use of Homelessness Prevention funding, already allocated within the Council's existing homelessness budgets to be used to fund innovative approaches to encourage private landlords to re-house homeless households when appropriate.

Reasons

Demand for housing options services and the provision of housing is increasing and more could be done in the Private rented housing sector to alleviate these needs.

1. **Background**

- 1.1 The Department of Communities and Local Government (DCLG) works with local authorities to plan and build better places to live. This includes building affordable housing, improving the quality of rented housing, helping more people to buy a home and providing housing support for vulnerable people. The DCLG are encouraging local authorities to investigate ways to increase their use of the private rented sector both to discharge their homelessness duty and to prevent homelessness.

The Localism Act 2012 introduced some major changes to the way in which homelessness is approached by local authorities. Local authorities still have a duty to house people who are eligible, in priority need and unintentionally homeless, however they can now have the additional power to end the main homelessness duty with a suitable offer of accommodation in the private rented sector without securing the applicant's agreement. Under the new power, a minimum fixed term 12 month tenancy must be offered and if the applicant becomes unintentionally homeless again within two years of accepting the private rented offer, the main homeless duty will recur again regardless of priority need status of the applicant.

In March 2012, Cabinet adopted the Council's Strategic Tenancy Strategy; this strategy welcomed the change in legislation and recognised that discharging our homelessness duty by accommodating households in the private rented sector should assist in preventing

households having to spend long periods in temporary accommodation. Also it would increase the options available to the Council when helping someone who is homeless to find accommodation. However, the Strategic Tenancy Strategy also recognises that discharging our homeless duty into the private rented sector should only occur where it is deemed that the applicant is capable of sustaining a private rented sector tenancy and that the accommodation is affordable and appropriate.

Following the adoption of the Council's Strategic Tenancy Strategy, the Homelessness (Suitability of Accommodation) (England) Order 2012 was laid before parliament, coming into force on 9th November 2012. The Order establishes matters to be taken into account in determining whether the accommodation secured by a local authority is suitable to discharge a household into the private rented sector and the circumstances in which that accommodation is not to be regarded as suitable.

In determining whether accommodation is suitable, the Order states that a local housing authority must consider the location of the accommodation, whether it is inside or outside of the local authority boundaries and any disruption which might be caused by the location of the accommodation to employment, caring responsibilities or education to the person or people in their household, proximity and access to medical facilities, local services, amenities and transport.

In addition, for the purposes of the private rented sector offer under section 193(7F) of the Housing Act 1996, accommodation will not be regarded as suitable if the local authority is of the view that:

- The accommodation is not in reasonable physical condition
- Electrical equipment supplied with the accommodation does not meet the requirements of regulations 5 & 7 of the Electrical Equipment (Safety) Regulations 1994(a)
- The landlord has not taken reasonable fire safety precautions
- The landlord has not taken reasonable precautions to prevent the possibility of carbon monoxide poisoning
- The landlord is not a fit and proper person to act in the capacity of a landlord
- The accommodation does not have a valid energy performance certificate
- The accommodation does not have a current gas safety record
- The landlord has not provided the local authority a written tenancy agreement which he or she proposed to use for the purposes of a private rented sector offer which is considered to be adequate by the Local Authority

2. **Issues**

2.1 **Private renting to meet housing need in Newcastle**

There is an ever increasing reliance on the use of the private rented sector to help the Council meet its various obligations in relation to housing. The Council has taken a proactive approach in relation to helping households' access private rented accommodation in order to prevent the threat of homelessness.

For example in 2011 – 2012 the Council helped 37 households into private rented accommodation through an intervention from the Newcastle Housing Advice (NHA) Service, using the rent deposit guarantee and rent guarantee schemes. NHA have also provided additional help and assistance to households in order to prevent homelessness. In these instances, the household whilst helped by the Council to access a private rented tenancy, they have not been formally placed into this accommodation under the homelessness legislation. This is because in these instances the household is not yet homeless and the

homelessness has been prevented or because the household was not owed the main homelessness duty. In all the cases the decision to take a private rented tenancy has been entirely voluntary.

In order for the Council to discharge its duty under the new power, a suitable offer of a twelve month tenancy must be made. The offer of a twelve month tenancy is not standard practice within the private rented sector and generally tenancies offered in Newcastle are offered as a six month assured shorthold tenancy. Therefore standard tenancies would not meet with the necessary criteria of the Order. Also, unless a private landlord is participating in one of the homeless prevention schemes or other Council initiatives, they are not generally required to allow the Council to inspect their properties or provide copies of gas safety certificates, when letting out their properties. Furthermore some of the local rents charged by landlords are in excess of the local housing allowance rates. These are all factors which need to be considered by the Order and can make it much harder for our customers to access the private rented sector.

It is also acknowledged that by offering a 12 month tenancy to a homelessness household the landlord is taking on a greater level of risk and that could be a disincentive to many landlords from working with the Council to re-house homelessness people or those at risk of homelessness. Therefore in order to ensure that the proposed criteria of the Order is met and the Council can encourage more private sector landlords to work with the Council to re-house homelessness people or those at risk of homelessness. The following options have been considered.

3. **Options Considered**

3.1 **Option 1**

Approval is sought to develop a menu of incentives to increase the offer to private landlords in the Borough in order for them to be willing to provide 12 month tenancies and take on the associated risks. We would like to test these incentives in the first instance by undertaking a pilot with 2 to 5 private landlords and monitor the sustainability of the tenancies created.

The incentives would be funded from the £30k carry over from last year's homelessness prevention scheme budget.

The outcome of the pilot will inform the Council and enable a longer term approach to be developed in order to making better use of the private rented sector and preventing homelessness.

As stated, The Council's Strategic Tenancy Strategy supports the use of the additional power to formally discharge a homeless duty into private rented accommodation where appropriate however by doing this it will not to replace or end the current approach. Rather it is seen as an additional tool available to complement and enhance the work already undertaken in this area and provides the opportunity to find suitable accommodation to households who are homeless or at risk of becoming homeless.

This report considers the principle of the Council discharging its re-housing duty under the homelessness legislation through the offer of private rented accommodation (where appropriate) and the proposed Landlord's incentive pilot to encourage landlords to offer private sector tenancies for both discharging the homelessness duty and the prevention of homelessness in the borough.

Option 2

The Council could continue to offer assistance with the current homelessness prevention tools however the opportunities to meet a household's housing need through the private rented sector will continue to be of limited success in the borough, thereby reducing the overall prospects of meeting customer needs.

4. **Proposal and Reasons for Preferred Solution**

- 4.1 Whilst numbers of homelessness applicants being offered private rented properties in the borough is relatively low at present, the implications of the Welfare Reform Act on homelessness are as yet unknown. The Council could be faced with an increased demand not only on homelessness services but also for housing stock in general. There are significant costs in providing additional affordable housing and therefore it is essential that every opportunity is taken that best use is made of all available stock within the Borough. It is for this reason that the pilot outlined in option 1 is proposed as without a working relationship with, and a coherent offer for, the local Private Rented Sector, the Council is likely to be less successful at meeting local housing needs and preventing homelessness.

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

- 5.1 Assisting vulnerable residents is key to the delivery of our corporate priorities.

6. **Legal and Statutory Implications**

- 6.1 The council is the local housing authority with powers and responsibilities in relation to homelessness.

7. **Equality Impact Assessment**

- 7.1 The Service Impact Assessment has been completed for the Newcastle Housing Advice service and this includes homelessness prevention schemes. The pilot will target specific equality groups.

8. **Financial and Resource Implications**

- 8.1 This proposal does not request any additional funding as funding has been carried forward from last year's homelessness prevention fund. Should the pilot be successful a further report will be brought to Cabinet to consider the longer term financial implications and benefits.

9. **Major Risks**

- 9.1 There are no major risks.

10. **Key Decision Information**

- 10.1 The pilot would operate across the Borough.

11. **Earlier Cabinet/Committee Resolutions**

- 11.1 None.

12. **List of Appendices**

- 12.1 None

13. **Background Papers**

13.1 None

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL
EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE
CABINET

Date: 22nd May 2013

REPORT TITLE Customer Case Management Policy - Unacceptable Customer Behaviour

Submitted by: Executive Director (Resources & Support Services)

Portfolio: Stronger & Active Neighbourhoods

Ward(s) affected: Non specific

Purpose of the Report

To seek Cabinet approval of the Customer Case Management Policy.

Recommendation

That Cabinet approve the Customer Case Management Policy.

Reasons

- (a) The Council has adopted procedures for dealing with unreasonable complainant behaviour within its Corporate Complaints, Comments and Compliments Policy (3Cs Policy). However, this Policy does not address the small number of customers who make unreasonable demands on the Council either in the way that they behave towards staff and/or Council property, or the resource that is required to deal with their demands.
- (b) The new Policy will enable the Council to deal with customers who display unacceptable customer behaviour and actions in a fair and consistent way, through adhering to industry guidelines and best practice.

1. Background

The Council welcomes the opportunity to hear from and respond to customers, and endeavours to put customers at the heart of all service delivery. To that end, the Council has in place a Complaints, Comments and Compliments Policy (3Cs Policy) that ensures fairness and consistency in our dealings with customers across all service areas. This Policy also provides guidelines with regards to 'vexatious' or serial complainants – now referred to as unreasonable complainants.

2. Issues

2.1 From time to time a customer will make unreasonable demands on staff and/or resources or display unreasonable behaviour that is not addressed in the current 3Cs Policy, in that the demands or behaviour are not the result of a complaint being raised. A considered policy-led approach to these customers helps staff to understand clearly what is expected of them, what

options for action are available, and who can authorise these actions. This information can be shared with customers if they start to behave unreasonably and can assist in managing their expectations and their behaviour, as far as possible, while the substance of their issue is addressed.

2.2 The Customer Case Management Policy attached as Appendix A, details the proposed measures to be put into place to ensure the Council deals with unreasonable behaviour in a consistent and fair way. Currently there is no agreed process to manage this kind of contact with customers and therefore there is a risk of consistency and fairness not being maintained across all cases.

2.3 This Policy will be of practicable benefit by providing clear guidance to Members, Senior Managers and customers about how these situations should be dealt with, in order to apply consistency to all cases.

3. Outcomes linked to Sustainable Community Strategy and Corporate Priorities

The outcome supports Becoming a Cooperative Council delivering high quality community driven services, by providing a customer case management policy which enhances transparency and provides consistency in our dealing with customers.

4 Legal and Statutory Implications

Although there are no legal or statutory requirements for the Council to adopt such a policy, it is considered good practice to provide a framework that provides for consistency and fairness in our dealing with this instances.

5 Equality Impact Assessment

An equalities impact assessment was undertaken prior to approval of the Corporate Complaints, Comments and Compliments Policy and this is reviewed regularly. This Policy will operate alongside the Corporate Complaints, Comments and Compliments Policy and the same equality impact assessment will be relevant to both.

6 Financial and Resource Implications

There are no financial or resource implications associated with the approval of this Policy. The implementation of this Policy should reduce the current resource being used to manage cases of unreasonable behaviour by agreeing a framework within which to operate.

7 Major Risks

No major risks have been highlighted.

8 Earlier Cabinet Resolutions

There are none.

9 Recommendation

That Cabinet approve the Customer Case Management Policy, as detailed in the report.

10 List of Appendices

The Customer Case Management Policy for Unacceptable Customer Behaviours and Actions is available as Appendix A.

11 Background Papers

The approved Corporate Complaints, Comments and Compliments Policy is available to view on the Council's Internet site at

http://www.newcastle-staffs.gov.uk/online_content.asp?id=SXE958-A7809B38

Appendix A



Customer Case Management Policy
for Unacceptable Customer Behaviours and Actions

May 2013

1. Introduction

The Council welcomes the opportunity to hear from and respond to its customers, and endeavours to put customers at the heart of all its service delivery.

To that end, the Council has in place a corporate Complaints, Comments and Compliments (3Cs) Policy that ensures consistency in our dealings with customers across all areas of the Council, and informs service improvements.

The Customer Case Management Policy builds on the existing 3Cs Policy, by providing additional guidance to staff and setting out the process for handling unacceptable customer behaviour throughout the Council.

2. Why have a Customer Case Management Policy?

The Council does not normally limit the contact that people have with us. However, there may be occasions where a customer makes constant requests for complex information without apparent good reason or where they are acting in a manner to cause annoyance without the intention of resolving their query, or where service to other customers is impacted as a result of their behaviour.

The common view of unacceptable behaviour is when a customer is abusive either verbally or physically. However, there are other behaviours which unreasonably impact on the business of the Council and affects service delivery to other customers. For example, where a customer makes constant requests for complex information¹ without apparent good reason or where they are acting in a manner to cause annoyance without the intention of resolving their query. It is particularly this type of behaviour on which staff need guidance, in order to deal with the effects on the Council and themselves. It is in instances like this these that the Customer Case Management Policy may be invoked to help guide staff in ensuring consistency and fairness in dealing with these matters.

3. What is the scope of the Policy?

This Policy can be applied to any customer of the Council across all services and departments and in conjunction with other relevant Council Policies.

The Policy applies to unacceptable behaviour by members of the public, including service users, but not by or between staff as this is covered by Employees' Conditions of Service and internal arrangements through Human Resources policies.

4. Equality and Diversity

If we are aware that a particular customer has a disability or may find it difficult to use our services for any reason, we should consider whether this may cause them to exhibit certain types of behaviour which might otherwise be deemed difficult or unacceptable.

¹ This refers to information outside of that covered by the FOI Act. The LGO provides guidance, outside of the scope of this Policy, when dealing with vexatious or unreasonable repeat requests relating to the FOI Act.

If a customer has a disability their behaviour can still be defined as difficult or unacceptable under this procedure. However, we will always use reasonable adjustments when communicating with a customer with disabilities if appropriate.

5. What are Unacceptable Customer Behaviours and Actions?

The following definitions are not intended to cover all possible unacceptable or difficult customer behaviour; however, they are intended to provide a clear guide to support staff.

- Offensive or insulting customer behaviour – behaviour which is rude or unpleasant including repeated use of inappropriate language.
- Abusive or threatening customer behaviour – behaviour which is threatening or intimidating, either through the use of abusive or threatening language or a clearly threatening manner or tone intended to intimidate. Abusive or threatening behaviour is where a member of staff thinks that they have been personally abused or threatened as a result of a customer's behaviour².
- Difficult customer behaviour – this can be exhibited by any customer causing the person dealing with them difficulty for whatever reason. It is important to note that this may not be due to any unacceptable behaviour by a customer. This could be due to a customer refusing to accept a decision made by the Council or not agreeing with a policy which is already in place.
- Unreasonably persistent contact – repeated contact with the Council raising the same issues or a variation of the same issues each time. Taking a 'scatter gun' approach and contacting many different staff, services and other bodies about the same issue. Unreasonably persistent behaviour could include repeat requests for information and unreasonable or inappropriate use of staff resources
- Unreasonable demands – expecting resolution or response within unreasonable timescales, expecting staff to provide administrative support, for example, writing emails or letters on behalf of the customer or taking lengthy messages. Customers who demand to speak with senior members of staff which would not normally be appropriate for that enquiry/contact.
- Discriminatory - failure to afford equal respect to an individual on the basis of disability, gender, race, religion, age, sexuality and marital status.

6. How the Council Manages Unacceptable Customer Behaviours and Actions

Staff members should always refer behaviours which they believe are unacceptable to their line manager who will decide how to address the issue. Staff are not authorised to apply sanctions for this type of behaviour.

To progress the issue, the customer's name and contact details along with an account of numbers/types of contact and behaviours should be brought to the attention of the Head of Service for the department affected. The Head of Service will then meet with the Customer & ICT Services Business Manager and the Executive Director (Resources & Support Services) who will jointly decide whether or not it is appropriate to invoke the Customer Case Management Policy.

² This may include insinuating or libellous behaviour which may be dealt with within other more suitable, existing Council Policies.

Customer Case Management is initiated when the Customer & ICT Services Business Manager writes to a customer (via letter or email if appropriate) to explain why they are being monitored. The following information will be provided to the customer:

- The behaviour that has caused concern;
- The expectations of the Council with regards to future contact and behaviour from the customer;

- The time period for which their contact will be monitored - three months;
- The name and contact details of the person who will be their single point of contact from the date of the letter. This person will be the Customer & ICT Services Business Manager assisted by the Customer Relations Officer;
- The potential outcome, including any sanctions, if the customer's behaviour does not significantly change;
- A copy of the Customer Case Management Policy.

Once the letter has been received, in normal circumstances, the customer will be expected to only contact the Council via the nominated staff member who will monitor the frequency and content of the contact for a period of three months. However there may be instances where, for purposes of service delivery, correspondence may continue between the customer and a designated officer in the service area .e.g .where a customer continues to submit and receive Planning advice regarding an application. Such correspondence will be monitored by the Customer & ICT Services Business Manager for compliance with the Policy.

If after three months, contact has been acceptable, a letter will be written to the customer to thank them for their co-operation and to inform them that their contact will no longer be monitored via the Customer Case Management Policy.

If, after three months, the customer's contact has continued to be unacceptable, the Chief Executive may decide to apply one of the following sanctions:

- Extend the monitoring period.
- Limit the contacts to a certain number per week/month, in a specified form (telephone/email/letter etc.) and during a particular time slot.
- In extreme circumstances ask the customer not to contact the Council for a period of time after which the Customer Case Management Policy will be invoked again to monitor contact for a further period of three months.

The customer must be informed in writing (via letter or email if appropriate) by the Customer & ICT Business Manager of any sanctions.

If the Chief Executive decides they will have no further contact with a customer, the Customer & ICT Business Manager must take all reasonable steps to advise all Council staff and Members of future arrangements for handling that customer.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

22nd MAY 2013

1. REPORT TITLE

Draft Newcastle under Lyme Health and Well Being Strategy

Submitted by: Head of Leisure and Cultural Services

Portfolio: Stronger and Active Neighbourhoods

Ward(s) affected: All

Purpose of the Report

To consider and approve the Draft Newcastle under Lyme Health and Wellbeing Strategy for consultation.

Recommendations

1. To approve the draft Health and Wellbeing Strategy and agree to continue to support the partnership responses required to implement it.
2. To undertake a consultation exercise with Public Health, North Staffordshire Clinical Commissioning Group, Newcastle NHS Partnership, Healthwatch and local residents.

Reasons

The Newcastle under Lyme Health and Wellbeing Strategy (Consultation Draft) seeks to identify and prioritise the key determinants of health in Newcastle under Lyme, develop a shared approach to addressing health inequalities and ensure that our residents are well placed to benefit from current health reforms.

Background

The Newcastle under Lyme Health and Wellbeing Strategy (Consultation Draft) is based on the priorities identified within the enhanced Joint Strategic Needs assessment (eJSNA).

The strategy commits the Council's Health Scrutiny and Active and Cohesive Scrutiny Committees to review its action plan annually. The proposed strategy, for consultation, is attached.

Intentionally, it does not cover everything that affects health and wellbeing but focuses on areas where it is hoped to have the greatest impact.

Consequently, it focuses on understanding:

1. Population Trends
2. Risk Factors
3. Symptoms
4. Interventions
5. Outcomes; and
6. Developing Action Plans

The consultation will concentrate on the identified priority areas which will be used to agree actions. Outcome frameworks (drawing on national and local measures) will be used to agree specific measureable outcomes for the scrutiny committees to monitor progress.

Issues

The Borough Council has supported the County Council in its statutory duty to produce the eJSNA and Joint Health and Well Being Strategy (JHWS). This is also consistent with the Borough Council's contribution to health and wellbeing both locally and across Staffordshire in supporting the County in its statutory duty to lead on the establishment of the Staffordshire Health and Wellbeing Board.

The draft health and wellbeing strategy provides overall direction and a coordinated framework for the council and its partners to improve health and wellbeing in Newcastle under Lyme.

Outcomes linked to Sustainable Community Strategy and Corporate Priorities

The recommendations support the Council's corporate priorities. The Health and Wellbeing Strategy, along with the Economic Development Strategy and the Safer and Stronger Strategy is one of three principal strategies that support the work of the Council and its partners.

Legal and Statutory Implications

The strategy provides a coordinated framework for a range of existing activity the council is carrying out that has an impact on the health and wellbeing of people in Newcastle.

Equality Impact Assessment

The strategy and its recognition of social determinants of health is aligned to the Council's commitment to equality. An Equality Impact Assessment will be completed during the consultation period.

Financial and Resource Implications

The NuLHWBS (Consultation Draft) will inform how Council resources are deployed in improving health and wellbeing and particularly in encouraging integrated approaches and ensuring that residents benefit from current health reforms.

Major Risks

The Health and Wellbeing Board is now included in the County Council's revised constitution, in accordance with the Health and Social Care Act 2012, the Board is a sub committee of the County Council. The HWB is responsible for producing the Staffordshire Joint Health Wellbeing Strategy. By producing the Newcastle under Lyme Health and Wellbeing Strategy and it becoming embedded in Borough Council policy, the Borough Council is mitigating the risks for the successful implementation of the JHWS by identifying and promoting the health and wellbeing priorities in the Borough.

Earlier Cabinet Resolutions

Borough Health and Wellbeing Strategy – 19 September 2012.

Background Papers

The Newcastle under Lyme eJSNA

Living Well in Staffordshire – Initial Joint Health & Wellbeing Strategy 2013/14 to 2017/18

Health and Social Care Act 2012:

<http://www.legislation.gov.uk/ukpga/2010/29/contents>

Public Health Outcomes Framework 2013-14, Department of Health (November 2012):

<http://www.dh.gov.uk/health/2012/11/phof-technical-refresh/>

Adult Social Care Outcomes Framework 2013-14, Department of Health (November 2012)

<http://www.dh.gov.uk/health/2012/11/ascof1314/>

NHS Outcomes Framework 2013-14, Department of Health (November 2012):

<http://www.dh.gov.uk/health/2012/11/nhs-outcomes-framework/>

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The Newcastle under Lyme Health and Wellbeing Strategy 2013 – 2018

Overview

This Health and Wellbeing Strategy seeks to identify and prioritise the key determinants of health in Newcastle under Lyme, develop a shared approach to addressing health inequalities and ensure that our residents are well placed to benefit from current health reforms.

We recognise that many of the issues we face locally are the same as those we face as a nation, but we have prioritised our actions to areas where the information we have indicates, for us, a worse position than the national picture.

Like all areas we are facing the challenges of an ageing population, but we have the added challenge of there being stark differences in life expectancy between different wards of the Borough.

We have higher levels of obesity for both children and the adult population in the Borough than the England as a whole.

We have fewer people eating five portions of fruit or vegetables a day than the England average and a growing number of families receiving support from the food bank. This situation impacts not only in terms of obesity but also in terms of disease such as diabetes and heart disease.

Due to the ageing population and levels of deprivation (both rural and urban) in parts of the borough many are at risk of social isolation. We understand the importance of communities in tackling these issues particularly for the elderly, the young and the financially disadvantaged who by the nature of their situation need support within their immediate neighbourhood. A further symptom within our population is a growing number of people with dementia

We have higher numbers of smokers and high levels of alcohol consumption compared to the national picture and these impact heavily in terms of lung and liver disease.

Whilst we will work in partnership with other agencies to improve housing, employment opportunities and early detection of disease as we know these have a positive effect on people's health we also want people to take control of their own health through health lifestyle choices.

We are seeking to create a happier and healthier community, with a better quality of life for all, for people to be in better mental health and by having some resources put into prevention there will be an overall reduction in treatment costs.

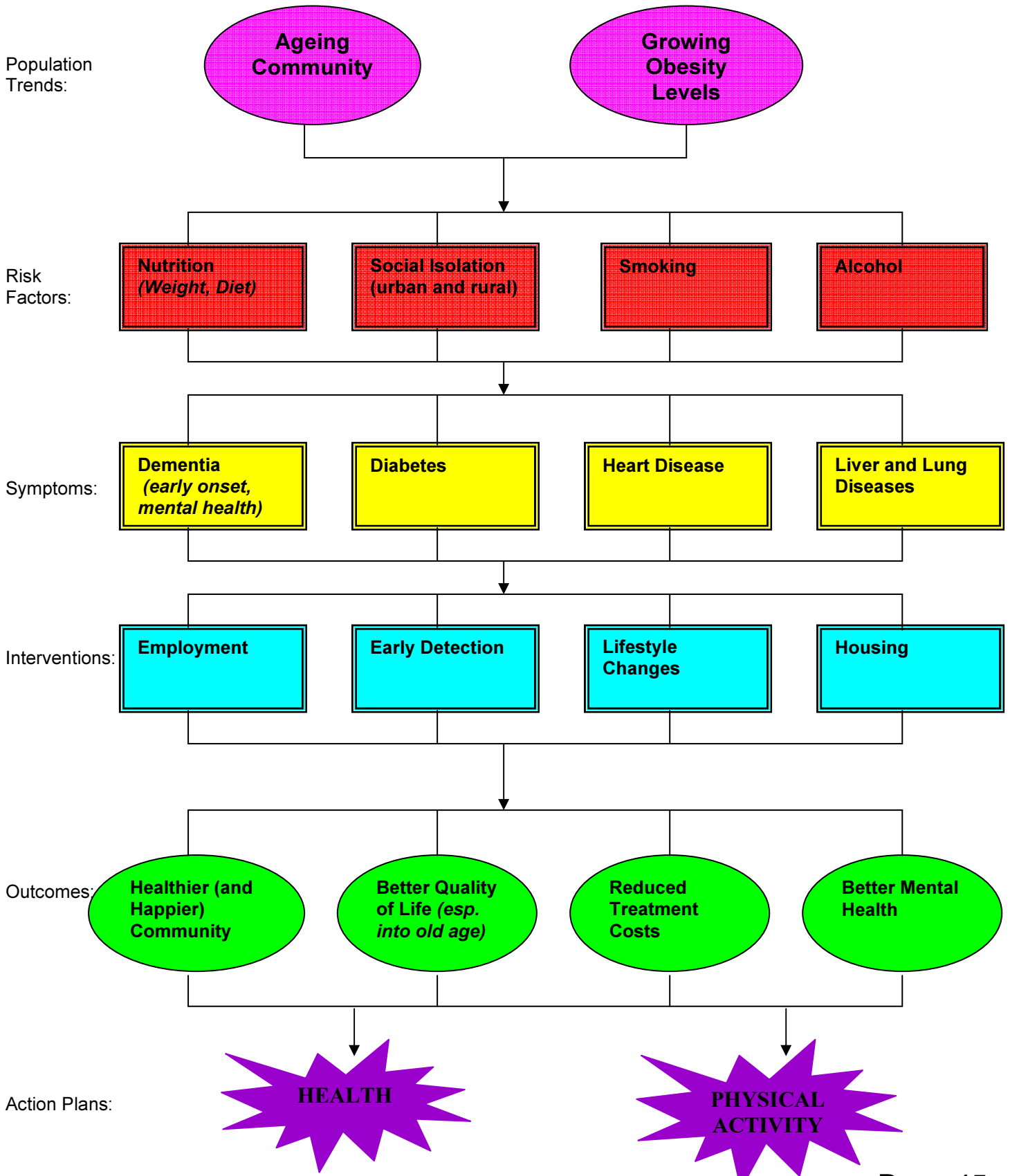
Our plans will be taken forward in two action plans: One for health and one for physical activity. We see these as 'two sides of the same coin', with those for health to tackle pre existing conditions from early onset and those for physical activity to encourage healthy lifestyles to prevent the onset of disease or aid recovery.

CONSULTATION DRAFT TEXT VERSION

The overall Health and Wellbeing Strategy for Newcastle under Lyme is summarised in the following diagram. What follows is a fuller exploration of the issues and actions.

Councillor John Williams
Cabinet Portfolio Holder- Stronger and Active Neighbourhoods
Newcastle under Lyme Borough Council

Newcastle under Lyme
Health and Wellbeing Challenges



Background

The Marmot Review into health inequalities in England – ‘Fair Society, Healthy Lives’ was published on 11 February 2010 and has prompted widespread health reforms to address the social determinants of health, which can lead to health inequalities.

The detailed report contains many important findings, some of which are summarised below.

- People living in the poorest neighbourhoods in England will on average die seven years earlier than people living in the richest neighbourhoods
- People living in poorer areas not only die sooner, but spend more of their lives with disability - an average total difference of 17 years
- There is a social gradient of health inequalities - the lower one's social and economic status, the poorer one's health is likely to be
- Health inequalities arise from a complex interaction of many factors - housing, income, education, social isolation, disability - all of which are strongly affected by one's economic and social status
- Health inequalities are largely preventable and there is both a strong social justice case and a pressing economic case for addressing this.
- Action on health inequalities requires action across all the social determinants of health, including education, occupation, income, home and community

Key to Marmot's approach to addressing health inequalities is to create the conditions for people to take control of their own lives. Consequently new health structures have been brought into force from April 2013, with both the NHS and local authorities having a new legal duty to improve health inequalities. Local councils, in particular, have a vital role in building the wider determinants of good health and working to support individuals, families and communities.

Nationally there is a new NHS Commissioning Board but locally the Clinical Commissioning Group (CCG) is the cornerstone of the new health system. Each of the GP practices in Newcastle under Lyme is now part of the North Staffordshire CCG, responsible for commissioning care for people in the Newcastle, Stoke and Staffordshire Moorlands areas.

The CCG will commission the majority of health services, including emergency care, elective hospital care, maternity services, and community and mental health services. In 2013/14 they will be responsible for a budget of £235 million. .

Staffordshire County Council now has responsibilities and £30million funding for Public Health and along with the district and borough councils will take a greater role in improving health and reducing health inequalities. Support for this new role comes from a new executive agency - Public Health England – along with a new public health outcomes framework to direct the resources.

The Staffordshire Health and Wellbeing Board is central the new integrated approach to health and social care and brings together the NHS, public health, adult social care and children's services, including elected representatives and Local Healthwatch (the new, independent consumer champion for health and social care), to plan how best to meet the needs of our local population and tackle local inequalities in health.

The Health and Social Care Act sets out Monitor's role as the sector regulator for health care with responsibility for regulating all providers of NHS-funded services in England.

In its new role, Monitor will license providers, work with the NHS Commissioning Board to set prices for NHS-funded services, prevent anti-competitive behaviour, and work with commissioners to ensure continuity of services when providers get into financial difficulty.

Under the reforms, all remaining NHS trusts are expected to become foundation trusts by April 2014 and the Act outlines a new failure regime for providers that are financially unsustainable. Staffordshire and Stoke on Trent Partnership NHS Trust (SSOTP) is applying for Foundation Trust status.

Introduction

Health and Wellbeing issues cannot be tackled in isolation. The approach adopted promotes healthier behaviours and lifestyles, and recognises the wider social, environmental and economic influences on health, such as poor quality housing and employment.

Our definition of 'Health and Wellbeing'

For the purposes of this strategy we use the definition from the Constitution of the World Health Organization for health and wellbeing. This says: 'Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'.

Overall Vision

The vision of this strategy is to contribute to the improved health and wellbeing of our residents by supporting them to adopt and maintain a healthy lifestyle.

Our Priorities

To deliver this vision we will:

1. Look at ways to reduce health inequalities
2. Promote healthy lifestyles and healthy communities
3. Collate local information on health and well being issues and address them
4. Work with partners to develop and implement an action plan to meet the vision

Our Aims

This strategy is aligned to and forms a local response to the Staffordshire County Council Health and Wellbeing Strategy and has been developed as a result of a joint

commitment by partners to improve health and wellbeing in the Borough. The aim of the strategy is to:

- help us understand the health and wellbeing issues faced by the people of Newcastle under Lyme;
- identify ways in which people can help themselves to achieve and maintain better health and improve their wellbeing;
- increase the influence that residents have on the services that are commissioned for them;
- set out how each of the partners contributes to improving the health and wellbeing of residents.

To deliver our aims we will work with partners to:

- Develop sustainable community based services that address health inequalities and improve the physical and mental wellbeing of people.
- Support efforts to improve the long-term health of our communities.
- Help and encourage vulnerable people to lead independent lives and enjoy continued social contact.
- Encourage people to adopt healthy behaviours enabling them to be healthy and improve their wellbeing.
- Identify and tackle the social, environmental and economic factors that can affect the health and well being of individuals.
- Empower residents to take responsibility for improving their own health and wellbeing.

Health and Wellbeing Challenges for Newcastle-under-Lyme

POPULATION TRENDS

Ageing Community.

Population ageing is a phenomenon that occurs when the median age of a community rises due to rising life expectancy (and/or declining birth rates).

The economic effects of an ageing population are considerable, particularly with regard to public expenditure, where the largest demands are being placed on health care. This cost is forecast to increase as the population ages and will lead to hard choices when it comes to not only providing health care but other services also. There is also evidence to suggest that the rising costs of health care are also attributable to rising drug and doctor costs, and higher use of diagnostic testing by all age groups, and not just the ageing population. Nevertheless it is commonly accepted that there is a need to shift resources from treatment into prevention so that people spend a longer period of their life in good health.

The population projection for Newcastle under Lyme shows that there will be an increase. The most marked and noticeable increase will be in the age groups of 65-69 and above. Within this total, the number of very old people grows even faster, following the national trends:

- In the UK 10 million people are over 65 years old. The latest projections are for 5½ million more elderly people in 20 years time and the number will have nearly doubled to around 19 million by 2050.
- There are currently three million people aged more than 80 years and this is projected to almost double by 2030 and reaches eight million by 2050. While one-in-six of the UK population is currently aged 65 and over, by 2050 one in-four will be.
- The pensioner population is expected to rise despite the increase in the women's state pension age to 65 between 2010 and 2020 and the increase for both men and women from 65 to 68 between 2024 and 2046. In 2008 there were 3.2 people of working age for every person of pensionable age. This ratio is projected to fall to 2.8 by 2033.

Deprivation is an issue in some of our communities:

- The Index of Multiple Deprivation 2010 (IMD 2010) is a way of identifying deprived areas. There are 12 lower super output areas (LSOAs) that fall within the most deprived national quintile in Newcastle, making up 14% of the total population. These areas fall within Cross Heath, Knutton and Silverdale, Chesterton, Butt Lane, Kidsgrove, Silverdale and Parkside, Town, Holditch and Thistleberry.

Deprivation also affects our children:

- The child wellbeing index (CWI) 2009 provides useful information at a small area level for the wellbeing of children. In Newcastle, only five of the 81 LSOAs fall within the fifth most deprived areas in England making up 7% (about 1,500 children) of the child population (aged under 16) falling within Chesterton, Cross Heath, Kidsgrove and Knutton and Silverdale.

- In 2009, nearly one in five children in Newcastle were defined as living in poverty. This is lower than the national average although it varies significantly across the district from 3% in Keele to 36% in Knutton and Silverdale

The teenage pregnancy rate in Newcastle between 2008 and 2010 was higher than the England average. Knutton and Silverdale, Cross Heath, Butt Lane, Silverdale and Parkside and Holditch all have higher rates than the national average.

Specific issues have also been identified around infant mortality. In Newcastle during the period 2008-2010 there were in total 23 stillbirths, 46 perinatal deaths and 34 infant deaths. Various estimates suggest that 17% to 20% of pregnant women in Newcastle continued to smoke throughout pregnancy, higher than the England average. Ward data for smoking in pregnancy suggest Knutton and Silverdale, Cross Heath, Holditch and Chesterton wards have high rates of smoking at delivery. Issues of low birth weight and low initiation rates for breast feeding are also identified.

This poor start in life for infants in particular wards impacts throughout the lifecycle meaning that life expectancy also varies widely:

- The gap between the ward with the lowest life expectancy and the ward with the highest life expectancy is nine years for men and 13 years for women. Men and women in Bradwell, Cross Heath, Knutton and Silverdale and Town wards all have shorter life expectancy than the England average. Men in Ravenscliffe ward and women in Holditch also have shorter life expectancy.
- Around 1,220 Newcastle residents die every year, with the most common causes of death being circulatory diseases (390 deaths, 32%), cancers (330 deaths, 27%) and respiratory disease (190 deaths, 16%).
- The rates of people dying before the age of 75 (which are considered to be preventable) continue to decline in Newcastle.. However there are inequalities within Newcastle, with Cross Heath, Holditch, Knutton and Silverdale, Town, Silverdale and Parkside and Bradwell wards having particularly high levels of premature mortality. Butt Lane ward has a high premature mortality rate for cardiovascular disease whilst Knutton and Silverdale and Holditch wards have high premature cancer mortality rates.

With an ageing population, Newcastle is also predicted to see an increase in numbers of long-term conditions. This will place an increased burden on future health and social care resources. As our general population lives longer and puts pressure on public sector spending, the gap between the most deprived wards and those that are more affluent is likely to widen, unless we tackle identified inequalities now.

Growing Obesity Levels

Obesity is a medical condition in which excess body fat has accumulated to the extent that it may have an adverse effect on health, leading to reduced life expectancy and/or increased health problems. Obesity is most commonly caused by a combination of excessive food energy intake, lack of physical activity, and genetic susceptibility.

Obesity increases the likelihood of various diseases, particularly heart disease, type 2 diabetes, certain types of cancer, osteoarthritis and asthma. Obesity is a leading

preventable cause of death worldwide, with increasing prevalence in adults and children, and considered one of the most serious public health problems of the 21st century.

Obesity in the United Kingdom is a growing health concern with health officials stating that it is one of the leading causes of preventable deaths in the UK. Adult obesity rates have almost quadrupled in the last 25 years, with 22% of Britons now obese. Obesity in the United Kingdom is usually found in lower Socio-Economic areas.

An unhealthy diet has been cited as a cause of obesity in the United Kingdom. The main reasons being the amount of pre-prepared food British people eat, the lack of fruit and vegetables in the British diet and binge drinking culture.

It is important to note that while unhealthy diets and lack of appropriate physical activity are considered leading causes of obesity; these are not the sole cause. There are a number of genetic, medical and psychological factors that play a part in some cases.

In Newcastle-under-Lyme 25.8% of adults are obese (compared with an England average of 24.2% and 19.2% of Year 6 children in Newcastle-under-Lyme are obese compared to an England average of 19.0%).

RISK FACTORS

Nutrition

Eating a balanced diet is vital for good health and wellbeing. Food provides the energy, protein, essential fats, vitamins and minerals to live, grow and function properly. A wide variety of different foods is needed to provide the right amounts of nutrients for good health. Enjoyment of a healthy diet can also be one of the great cultural pleasures of life.

An unhealthy diet increases the risk of many diet-related diseases. The major causes of death, illness and disability in which diet and nutrition play an important role include coronary heart disease, stroke, hypertension, atherosclerosis, obesity, some forms of cancer, Type 2 diabetes, osteoporosis, dental caries, gall bladder disease, dementia and nutritional anemia.

In Newcastle consumption of five or more portions of fruit and vegetables by adults is estimated as 26%, similar to the England average (29%). There are inequalities in consumption in Newcastle with estimates for areas ranging from 18% to 35%.

Social Isolation

Social isolation is a compelling risk factor for morbidity and mortality, and its negative consequences are most profound among the elderly, the poor, and minorities. A steadily increasing number of people are living alone and are therefore more likely to experience social isolation. The maintenance of social connections across the life span is therefore important and efforts to reduce social isolation are likely to have positive outcomes for wellbeing and mortality rates.

Smoking

Cigarette smoke contains about 4,000 different chemicals which can damage the cells and systems of the human body. These include at least 80 chemicals that can cause cancer (including tar, arsenic, benzene, cadmium and formaldehyde) nicotine (a highly addictive chemical which hooks a smoker into their habit) and hundreds of other poisons such as cyanide, carbon monoxide and ammonia.

These chemicals are drawn into the body when inhaled, where they interfere with cell function and cause problems ranging from cell death to genetic changes which lead to cancer.

Smoking contributes to coronary artery disease (hardening of the arteries) where the heart's blood supply becomes narrowed or blocked, starving the heart muscle of vital nutrients and oxygen, resulting in a heart attack. As a result smokers have a greatly increased risk of needing complex and risky heart bypass surgery. Smoking also increases the risk of having a stroke, because of damage to the heart and arteries to the brain.

For lifetime smokers, there is a 50 per cent chance that their eventual death will be smoking-related - half of all these deaths will be in middle age.

Smoking does enormous damage to the lungs. As a result there is a huge increase in the risk of lung cancer, which kills more than 20,000 people in the UK every year.

Lung cancer is a difficult cancer to treat - long term survival rates are poor. Smoking also increases the risk of the following cancers: Oral, Uterine, Liver, Kidney, Bladder, Stomach, Cervical, and Leukaemia.

Even more common among smokers is a group of lung conditions called chronic obstructive pulmonary disease or COPD which encompasses chronic bronchitis and emphysema. These conditions cause progressive and irreversible lung damage, and make it increasingly difficult for a person to breathe.

Smoking in pregnancy greatly increases the risk of miscarriage, is associated with lower birth weight babies, and inhibits child development. Smoking by parents following the birth is linked to sudden infant death syndrome, or cot death, and higher rates of infant respiratory illness, such as bronchitis, colds, and pneumonia.

Smoking is particularly damaging in young people. Evidence shows people who start smoking in their youth - aged 11 to 15 - are three times more likely to die a premature death than someone who takes up smoking at the age of 20.

Although the health risks of smoking are cumulative, giving up can yield health benefits, regardless of the age, or the length of time someone has been smoking.

Smoking-cessation services, make a broad range of help available including medication and counselling, resulting in chances of quitting being as high as one in three (compared to just three per cent where people go it alone).

Smoking – key messages

- It is estimated that there are approximately 300 children aged 11-15 who are considered regular smokers.
- The latest data from the Integrated Household Survey suggest that the smoking prevalence in Newcastle was 22% - meaning 22,600 people aged 18 and over smoke. Estimates suggest that this percentage varies across areas of Newcastle from 12% to 37% and that the percentage of the routine and manual groups that smoke is about 39%, thus contributing to increases in health inequalities.
- Smoking-attributable admissions in Newcastle were similar to the England average. However, smoking-attributable deaths in adults aged 35 and over were higher than the national average.
- In 2010/11, 1,750 people accessed stop smoking services in Newcastle and 800 people quit at four weeks. The numbers of people accessing stop smoking services in Newcastle per 1,000 smokers is lower than the England average. Quit rates at four weeks are also lower than England.

Alcohol

Harmful drinking is a major determinant for neuropsychiatric disorders, such as alcohol use disorders and epilepsy and other non-communicable diseases such as cardiovascular diseases, cirrhosis of the liver and various cancers. The harmful use

of alcohol is also associated with several infectious diseases like HIV/AIDS, tuberculosis and sexually transmitted infections (STIs). This is because alcohol consumption weakens the immune system and has a negative effect on patients' adherence to antiretroviral treatment.

A significant proportion of the disease burden attributable to harmful drinking arises from unintentional and intentional injuries, including those due to road traffic accidents, violence, and suicides. Fatal injuries attributable to alcohol consumption tend to occur in relatively younger age groups.

The harmful use of alcohol compromises both individual and social development. It causes harm far beyond the physical and psychological health of the drinker. It harms the well-being and health of people around the drinker. An intoxicated person can harm others or put them at risk of traffic accidents or violent behaviour, or negatively affect co-workers, relatives, friends or strangers. Thus, the impact of the harmful use of alcohol reaches deep into society.

Alcohol consumption by an expectant mother may cause foetal alcohol syndrome and pre-term birth complications.

There are a number of other factors that are attributed as leading risk factors in relation to alcohol. These include: Childhood underweight, unsafe sex, poor hygiene, high blood pressure, tobacco use, suboptimal breastfeeding, high blood glucose, indoor smoke from solid fuels, overweight and obesity, physical inactivity, high cholesterol, occupational risks, vitamin A deficiency, iron deficiency, low fruit and vegetable intake, zinc deficiency, illicit drugs, and unmet contraceptive need.

Estimates suggest approximately 20,600 (20%) adults in Newcastle consume alcohol at 'increasing risk' and a further 6,300 (6%) at 'higher risk'. Estimates also suggest that 21,600 (21%) adults are binge drinkers. Across different areas of Newcastle the proportion of combined 'increasing and higher risk' drinkers ranges from 17% to 29%.

SYMPTONS

Dementia

Dementia is a term that is used to describe a collection of symptoms including memory loss, problems with reasoning and communication skills, and a reduction in a person's abilities and skills in carrying out daily activities such as washing, dressing, cooking and caring for self.

There are different types of dementia, the most common being Alzheimer's disease, a progressive form of dementia that gradually gets worse over time. Subsequently the person may lose more and more of their every day skills and abilities and may eventually be unable to perform the simplest of every day tasks without encouragement, support and supervision.

Vascular dementia is the second most commonly diagnosed dementia (after Alzheimer's disease). It is caused by the interruption of a regular supply of blood and oxygen to the brain and if the brain cells no longer function properly or die as a result a person may develop Vascular Dementia. As Vascular Dementia affects different areas of the brain each person may have different symptoms. Some may be aware of problems they are experiencing and this can lead to an increased risk of depression. Vascular Dementia progresses in obvious steps rather than a gradual reduction in skills/ abilities as with Alzheimer's disease.

Vascular dementia can be stroke-related (small vessel disease-related dementia) or people can suffer from vascular dementia and Alzheimer's disease (mixed dementia). People with conditions such as high blood pressure, heart problems, high cholesterol and diabetes are more at risk of developing vascular dementia. It is therefore recommended that these conditions are identified and treated as soon as possible.

So far there is no medical test for dementia. A diagnosis is made by excluding other conditions. The assessment process and the types of support available tend to vary depending on the services that are available in a local area.

Diabetes

Diabetes is a lifelong condition that causes a person's blood sugar level to become too high. In the UK, approximately 2.9 million people are affected by diabetes and there are also thought to be around 850,000 people with undiagnosed diabetes.

There are two main types of diabetes, referred to as type 1 and type 2.

Type 2 diabetes is far more common than type 1 diabetes, which occurs when the body doesn't produce any insulin at all. In the UK, about 90% of all adults with diabetes have type 2 diabetes. Type 2 diabetes occurs when the body doesn't produce enough insulin to function properly, or the body's cells don't react to insulin. This is known as insulin resistance.

It is important diabetes is diagnosed as early as possible. If left untreated, diabetes can cause many health problems. Large amounts of glucose can damage blood

vessels, nerves and organs. Even a mildly raised glucose level that doesn't cause any symptoms can have damaging effects in the long term. Diabetes cannot be cured, but treatment aims to keep the blood glucose levels as normal as possible to control symptoms and minimise health problems developing later. In some cases of type 2 diabetes, it may be possible to control symptoms through lifestyle changes, such as healthy eating. However, as type 2 diabetes is a progressive condition, eventually medication will be needed to keep blood glucose at normal levels but it helps to eat a healthy, balanced diet, stop smoking, drink alcohol in moderation and take plenty of regular exercise.

Heart Disease

Coronary heart disease (CHD) (sometimes called ischaemic heart disease) is the UK's biggest killer, causing around 82,000 deaths each year by heart attacks and heart failure. About one in five men and one in eight women die from the disease. In the UK, there are an estimated 2.7 million people living with the condition and 2 million people affected by angina (the most common symptom of coronary heart disease – chest pain). CHD generally affects more men than women, but from the age of 50 the chances of developing CHD are similar for men and women.

As well as controlling circulation the heart gets its own supply of blood from a network of blood vessels on the surface of the heart, called coronary arteries. Coronary heart disease is the term that describes what happens when the heart's blood supply is blocked or interrupted by a build-up of fatty substances in the coronary arteries. Over time, the walls of the arteries can become furred up with fatty deposits. Although coronary heart disease cannot be cured, treatment can help manage the symptoms and reduce the chances of problems such as heart attacks. Treatment can include lifestyle changes, such as doing regular exercise and stopping smoking, as well as medication and surgery.

Simple lifestyle changes can reduce the risk of getting CHD. These include:

- eating a healthy, balanced diet
- being physically active
- giving up smoking
- controlling blood cholesterol and sugar levels

A healthy heart will also have other health benefits, and help reduce the risk of stroke and dementia.

Liver and Lung Disease

The majority of liver disease can be attributed to the effects of alcohol, viral hepatitis B or C and non-alcoholic fatty liver disease, either individually or in combination. However, there are many causes of liver disease, some genetic, hereditary or congenital, and some quite rare. The liver is able to mask early stages of damage and consequently liver disease often goes undetected until the damage is considerable.

Alcoholic liver disease is where the liver is damaged by alcohol consumption. The liver filters toxins, such as alcohol, out of the blood. Alcohol is metabolised in the

liver and used to generate fat. Those who drink more than the recommended guidelines, run the risk of the liver becoming fatty. The liver cells become bloated and unable to work properly. Nearly all heavy drinkers are thought to have alcoholic fatty liver disease. Over time, a build-up of fat can harm the liver, causing inflammation that can lead to serious scarring, known as cirrhosis. In some cases, if large amounts of alcohol are consumed in a short space of time, as the liver is unable to cope damage can occur suddenly. Where scarring occurs, the liver will start to lose function. Even at this stage symptoms may not be noticed. Stopping drinking immediately and continuing to abstain will prevent any further damage. However, if damage from alcohol continues the liver will start to fail.

Hepatitis B virus is present in infected blood and other body fluids. It's incredibly infectious and is easily spread among young children or from mother to baby. It can also be passed on during sex or by sharing unsterile needles and equipment, for example during:

- Drug use
- Tattoos and body piercing
- Acupuncture
- Medical treatment
- Infection can lead to liver disease and liver cancer. A vaccination is recommended where lifestyle or work puts people at risk.

Hepatitis C virus often shows no symptoms, but long-term effects can include liver damage and cancer. The virus is passed on through infected blood in similar ways to hepatitis B. In the UK blood used for transfusion has been screened for hepatitis C since 1991. People who are most at risk are those who share needles. No vaccine exists to prevent hepatitis C infection, but treatments are available and effective in more than half of cases.

Non-alcoholic fatty liver disease (NAFLD) is a condition where the liver becomes very fatty in people who don't drink or who consume little alcohol. Although anyone can get it, those most at risk are very overweight (obese) or have diabetes.

Lung diseases are some of the most common medical conditions with smoking, infections, and genetics responsible for most lung diseases. The lungs are part of a complex system that brings in oxygen and expels carbon dioxide. Lung disease can therefore result from problems in any part of this system. Spirometry tests are an accurate way of measuring breathing efficiency and can detect symptoms of many important lung diseases early on, giving people time to make necessary lifestyle changes.

Exercise, even gentle walking for those with severe disease can help improve lung capacity, reduce the feeling of breathlessness and relieve the symptoms of early stage lung disease. In addition to exercise, there are a number of other healthy lifestyle choices that also help.

Stopping smoking will reduce irritation of the airways and help stop some of the causes coughing, shortness of breath and a range of lung diseases, such as chronic obstructive pulmonary disease (COPD) and lung cancer. Asthma is more difficult to control in people who smoke. Stopping smoking can prevent COPD getting worse, improve asthma control and reduce the risk of lung cancer.

Healthy eating will help control weight. Being overweight makes breathing more difficult, and being underweight is associated with more severe lung disease.

CONSULTATION DRAFT TEXT VERSION

Influenza or other lung infections can be more dangerous for people with breathing problems. For those experiencing breathing difficulties, it is advisable to have vaccine every year particularly for those over 65.

INTERVENTIONS

Employment

Employment is one of the most important determinants of health. Having a job or an occupation is an important determinant of self-esteem. It provides a vital link between the individual and society and enables people to contribute to society and achieve personal fulfilment. The World Health Organisation identifies a number of ways in which employment benefits mental health. These include the provision of structured time, social contact and satisfaction arising from involvement in a collective effort. Therefore the loss of a job or the threat of losing a job is detrimental to health. The type of job a person has and the working conditions they are exposed to will also affect health. Historically Newcastle under Lyme has been associated with mining and heavy industry which has left a legacy of health issues. It is also important to consider the impact that employment has on other aspects of people's lives that are important for health – for example, family life, social life and caring responsibilities for family members. Here flexible working policies can help.

Unemployment can have negative effects on health and even be a cause of premature mortality. Studies show that unemployed people with no previous illness were more likely to die at a younger age than the general population.

Long-term unemployment is often associated with socio-economic deprivation. People from lower socio-economic groups are also more likely to move in and out of employment. The financial strain of unemployment can also have direct health impacts, with people in debt being more prone to depression. People in poverty die younger, have less healthy lifestyles and live in less healthy environments.

People who are unemployed are more likely to smoke and to drink to excess (although there is disagreement as to whether this behaviour or the loss of a job comes first). A spell of unemployment may have knock on effects that increase stress and affect mental health such as loss of home and relationship breakdown.

A person who is unemployed once runs a greater risk of being unemployed again. This may lead to job insecurity, a higher than normal exposure to poor quality jobs and a lack of control over working life, all of which have health implications. Many are unable to find work subsequent to recession or industrial structural change and have a tendency to drop out of the workforce. Some who do return to the workforce may do so at a lower occupational status or level of seniority and on lower wages.

The number of Jobseeker's Allowance claimants in Newcastle has increased between 2008 (1,500 claimants) and 2012 (2,600 claimants). In addition there are inequalities across the borough with high proportions of claimants in Cross Heath, Silverdale and Parkside, Town and Knutton and Silverdale wards.

Early Detection

As demographics shift and lifespan increases, a larger percentage of adults will require medical care with the associated increase in numbers of long-term conditions. The rising cost of medical procedures in combination with the greater numbers of people needing assistance has started to place strain on healthcare

providers. Many diseases that severely limit quality of life are difficult to manage in their later stages, but can be treated more effectively and less expensively if caught early. Early detection of health conditions is therefore increasingly of interest.

There are some key messages in terms of long-term conditions in Newcastle:

Children with disabilities or limiting long-term conditions

- There is no dataset that provides us with a complete picture of the number of children who are disabled or who have a limiting long-term illness. Figures from a variety of sources estimate that the numbers of children with a disability in Newcastle range between 700 and 4,900.

Adults with long-term conditions

- The 2001 Census found that the proportion of people with a limiting long-term illness in Newcastle was higher than the England average. Levels in most areas (17 of 24 wards) are also higher than England.

Disease

- The numbers of patients recorded on general practice disease registers when compared with the expected numbers of people on registers with specific conditions, shows that there are potentially large numbers of undiagnosed or unrecorded cases, especially for chronic kidney disease, chronic obstructive pulmonary disease, dementia, heart failure, hypertension, learning disabilities and obesity. Higher numbers of cases on the registers than would be expected are recorded for hypothyroidism and severe mental health.
- Analysis of 2008 data from a sample of practices revealed that at least one in four people have a registered disease with one tenth of the population having more than one condition. Of all patients with a specified registered disease, around one third are also obese, around 14% are smokers and 19% are ex-smokers.

Lifestyle Changes

Of equal importance to early detection is the need for lifestyle changes and focussed prevention strategies. Improved access to health care that focuses on prevention and control of important risk factors including, physical activity, high cholesterol, healthy eating, high blood pressure, weight management, diabetes and smoking cessation is essential.

The health costs of physical inactivity per 100,000 population (Sport England commissioned data) are £2,164,876 for Newcastle under Lyme, this compares to a cost of £1,937,438 for the West Midlands and £1,817,285 for England.

In Newcastle, less than half of children (45%) spend at least three hours of high quality PE and school sport within and beyond the curriculum per week. This is the lowest level in Staffordshire and is significantly lower than the national average.

Adult activity levels are significantly lower. Data from the Active People Survey (2009/10) shows that only 11% of men and women in Newcastle achieved the recommended levels of physical activity, which although similar to the national

average is still too low. In addition, over half (53%) of men and women were inactive, which is higher than the national average.

Housing

The Borough has 44,042 private dwellings. The housing age profile is mixed with 17,174 (39%) dwellings constructed pre-1945 and 7,988 constructed pre -1919. The Housing Stock Condition Survey, which was completed in 2008 identified that housing condition problems remained significant within the Borough, where 18.6% of all dwellings exhibited a Category 1 Hazard.

The report, also identified significant issue with fuel poverty, where 16,960 (39.8% of all households) were in fuel poverty. A correlation was also identified between poor housing conditions and households in social and economic disadvantage, where a significant number of households living in non decent homes are elderly households (42.1%) and economically vulnerable households (32%).

An analysis of the housing register, which is maintained by Newcastle under Lyme Borough Council, shows that there are 2875 applicants who are registered, of which

- 431 households have stated that their current accommodation is overcrowded.
- 255 households are either homeless or about to be made homeless from their current accommodation.

It is well documented, that housing has a correlation with health, where decent, suitable accommodation will have a positive impact on the health of the household. Conversely, poor, unfit accommodation, which is not suitable, will have an adverse impact on both the physical and the mental health of the household.

Homes play an important role in providing occupiers with opportunities and contribute to the World Health Organization's (WHO) definition of health as 'a complete state of physical, mental and social well being'

The quality of the home has a substantial impact on health, a warm, dry and secure home is associated with better health. In addition to basic housing requirements, housing is important for many aspects of healthy living and well-being. The home is important for psychological reasons as well as its protection against the elements.

Housing Stock and Conditions

Housing conditions, housing-related support and other housing services can have an immense impact on the physical health and mental wellbeing of people. Housing stock is divided into four main housing sectors, Local Authority housing (social), Registered Provider housing (social), Owner Occupied (private) and Rented (private). In Newcastle under Lyme there are three sectors in operation as the Council no longer has any of its own housing stock.

Fuel Poverty

Fuel Poverty is defined as "where the household has to spend more than 10% of their household income on fuel to maintain a satisfactory heating regime, as well as meeting their other fuel needs (lighting and appliances, cooking and water heating).

Cold homes and the associated problems of condensation, damp and mould can affect both the physical and mental health of occupants. These can include:

- Increased respiratory illness
- Increased blood pressure, leading to heart attacks and strokes
- Arthritis symptoms exacerbated
- Increased accidents in the home due to loss of dexterity in the hands
- Increased social exclusion – which can lead to depression and heart disease
- Impaired mental health
- Adverse effects on children’s education – missing the provision of a warm quiet space to study
- Adverse effects on nutrition – homeowners choosing between spending income on warmth than nutritious food

People on low incomes who spend a lot of time at home are particularly at risk as they are faced both with being unable to adequately heat their home and with having to spend long periods in a cold dwelling.

Low income, high fuel prices and poor energy efficiency measures within the home are recognised as the key factors that cause fuel poverty especially older people, people with a disability and families with young children who are deemed most vulnerable. Fuel poverty is influenced by many factors, including income, hard to heat properties, inefficient heating systems and poor insulation. In addition to this these groups are also more likely to live in poor quality housing, which do not meet the relevant housing standards.

Hazards

Health & Safety regulations or building regulations are in place to control hazards such as Fire, Damp & Mould, Overcrowding which are all believed to have a significant and adverse effect on an individual’s health. The benefits of removing these hazards are directly linked with improved mental and physical health.

Housing Services is required by the Housing Act 2004 to keep housing conditions in their area under review with a view of identifying any action that may need to be taken to address any category 1 hazards. Furthermore, the service is also required to both license and regulate HMO’s (House in Multiple Occupation) meeting the definition as set out in the Act.

Energy Efficiency

Energy conservation not only benefits the environment, but also contributes to positive social, health and economic outcomes. Using energy efficiency measures can reduce the cost of heating, ventilating, and air conditioning, which account for a significant part of the overall cost of housing.

Housing Adaptations

Housing plays a central role in maintaining the independence of people with a disability, learning difficulties and as people become frailer or less mobile. Maintaining independence and being able to live life as fully as possible are all important to mental and physical health and well being. Being able to access suitable housing, or to adapt current housing can have a direct impact on delivering health and well being, as can accessing relevant support and care to remain in one’s own

home. Disabled Facilities Grants play a significant part in enabling people to remain independent in their own homes.

Home Improvement – Handy Person Schemes

The Home Improvement work carried out by a Handyperson Scheme can help local authorities reach vulnerable clients much faster. These schemes can also assist health service providers to reduce hospital admissions of older people having accidents. Carrying out minor repairs prevents hospital admission from falls and accidents in the home. The Council contracts the services of the Revival Home Improvement Agency to provide a range of property repairs, adaptations and well being services to vulnerable home owners and qualifying tenants in the borough.

The Wider Environment

The wider environment around the home can also impact heavily on an individual's health and well being, increasingly in these current unstable economic conditions the affordability of housing and the potential for individuals to lose their home because of debts they are unable to manage is becoming a problem for more people to manage. It should be remembered that the home is one of the major areas of financial expenditure for households. The lack of affordable housing and the threat of losing their home because of debts they are unable to meet have become an increasing problem for homeowners, and one which often has substantial negative impacts on mental and sometimes physical health.

Homelessness

Homelessness and health are also inextricably linked. The health of homeless people is generally much worse than that of the general population. This is true for a range of health issues including diet and malnutrition, substance misuse, mental illness, sexual health problems, infectious diseases and problems related to living conditions. Being roofless also leads to a greater risk of assault and injury and is closely associated with multiple and complex health needs. Crisis (Dec 2011) report that on average homeless people die 30 years earlier than the general population.

OUTCOMES

Healthier (and Happier) Communities

The chance to deliver health and wellbeing in Newcastle under Lyme following recent health reforms gives us unprecedented opportunities to bring healthier, happier and longer lives to residents of the Borough.

This strategy will assist local government in the area in tackling health inequalities and improving health. It will also build the capacity of others working with communities, whether public, private or voluntary sectors, to tackle local health inequalities and promote wellbeing, partnership working and integration through fostering a joined-up approach to health improvement across local government, the Local Strategic Partnership, the Health and Wellbeing Board, the North Staffordshire Clinical Commissioning Group, the Joint Strategic Needs Assessments and Local Action Partnerships.

Where communities are more engaged and have more control over their health, their members are healthier and happier. We know that people with wide social networks, close families and strong links with their local voluntary/community organisations (either for support, or through volunteering) are more likely to live longer and be healthier.

Everyone is healthier and happier in communities where people are actively engaged in helping each other, whether that be more formally, through working for or volunteering with local voluntary organisations, or informally, through simply popping in to see an elderly neighbour or volunteering for a few hours a week.

We will work together to encourage and support communities to take more responsibility and control for the health and wellbeing of their members. They already provide a huge range of support to many of the people affected by the priorities in this strategy. We know that the voluntary sector in North Staffordshire already offers a diverse range of services, and therefore we believe in empowered people to take more responsibility for their own health and wellbeing; in community groups and voluntary organisations creating a support network for people if they are in need; and in statutory organisations being there when they are needed - then we can build a healthier, happier Borough.

Better Quality of Life

Quality of Life is a phrase used to refer to an individual's total wellbeing. This includes all emotional, social, and physical aspects of the individual's life. However, when the phrase is used in reference to medicine and healthcare as Health Related Quality of Life, it refers to how the individual's wellbeing may be impacted over time by a disease, a disability, or a disorder.

The understanding of Quality of Life is recognised as important in health and wellbeing as careful consideration needs to be given to the relationship between cost and value, particularly where there is a potential impact on human life. The challenge at the moment is weighing the often expensive cost of treatment (some of which may

prolong life by only a short amount of time and/or provide a minimal increase to quality of life) against the cost of prevention.

Reduced Treatment Costs

There are several web-based analysis tools and resources available to help commissioners and clinicians to analyse variations in health spend and outcome, to identify opportunities for increasing productivity, and to support decision-making about health investment for populations. Links to all of these tools and supporting guides can be found on the Health Investment Network website, available at: <http://www.networks.nhs.uk/nhsnetworks/health-investment-network>

Additional support for health investment analysis and interpretation of variance is available from the Director of Public Health, and the Health Observatory.

Immunisation is a simple way of ensuring reduced treatment costs. In Newcastle the proportion of people aged 65 and over who have been vaccinated against flu in 2010/11 was slightly higher than the England average of 73%. However, lower proportions of other people eligible for the vaccine actually received it, i.e. those aged under 65 at risk, carers and pregnant women. Pneumococcal vaccine coverage in Newcastle is similar to the Staffordshire average (both 66%).

Better Mental Health

Significant NHS reform outlined in the Health and Social Care Bill 2011, along with changed priorities in public health, changes to local council responsibilities and budgets and alterations to the benefits system coincided with the new mental health strategy for England – *No health without mental health*.

A number of established and long cherished principles within mental health fit very well with the ideas:

- **Personalisation, the recovery model and wider wellbeing**, all of which require a new relationship between individuals and the services they receive.
- **Co-production**, where professionals that work on a service collaborate with those who will use that service to design it and make it work, requires new approaches to involvement and new ideas of ownership of both practice and services.
- **Peer services**, where people who have experienced a particular situation use their experience to deliver support to others experiencing similar.
- **User-led organisations**, where people with mental health difficulties lead and manage their own organisations and services.
- **Developing choice and putting those who use services in control**, where people with mental health difficulties have a real choice in the support they receive and real influence over the support available.
- **Supporting people in their communities**, where the needs of people with mental health difficulties are met by organisations and services that grow from their community and the challenges they face rather than being imposed on them.

CONSULTATION DRAFT TEXT VERSION

If we are serious about improving mental health then we need to ensure that opportunities for people to take part in wider community activities are extended in the same way for people with mental health difficulties as it is to people who do not experience mental health difficulties. In this way existing stigma against them can be tackled and they can be properly included by the communities of which they are part.

ACTION PLANS

Priorities

Newcastle under Lyme Borough Council is responsible for the economic, social, environmental and overall health and wellbeing of the area. To ensure that the services provided by the Council have a direct and positive impact on people living, working, studying and visiting the Borough, the Council have lead on the production of this Health and Wellbeing Strategy and also the Economic Development Strategy and Stronger and Safer Communities Strategy. These three strategies direct the broad range of work carried out by the Council and its partners.

The Newcastle under Lyme Economic Development Strategy seeks to improve the economic prospects of the area, through setting the context for long term investment. It sets out a series of actions in support of the North Staffordshire Economic Development Strategy – ‘Transforming North Staffordshire’ which provides much of the analysis and evidence base and rationale for the Borough specific strategy. Good health plays a substantial role in economic growth and similarly a healthy local economy is a major contributor to health and wellbeing.

The Newcastle under Lyme Stronger and Safer Communities Strategy sets out how the Borough Council and its partners will deliver key aspects of work relating to community development, community safety and community empowerment in seeking to make the Borough a better place to live, work and invest.

The Action Plans from these strategies as well as the Health and Wellbeing Strategy are designed to support the wider community through joint working to maximise the benefit and influence of local services and support.

Our priorities for health start before a child is born by raising parental aspirations so they get a healthy start and continues through their development into adult life with measures to combat obesity, promote physical activity, reduce alcohol consumption, promote smoking secession, improve mental health and provide suitable housing. Tackling worklessness is also and creating healthy (and safe) workplaces is also a priority. With these measures people will be healthy as they age and we will be better placed to tackle premature mortality, the differences in life expectancy and the common causes of death in our communities.

Health Actions

Dementia

- De1 Identify and treat as soon as possible conditions such as high blood pressure, heart problems, high cholesterol and diabetes to reduce risk of developing vascular dementia.
- De2 Ensure the assessment process and types of support available for those diagnosed with early onset dementia are amongst the best that can be offered.

Diabetes

- Di1 Tackle the issues of diabetes going undiagnosed and ensure diabetes is diagnosed as early as possible.

Di2 Promote healthy eating to control symptoms through life style changes

Heart Disease

HD1 Promote healthy eating as part of a balanced diet

HD2 Promote physical activity as part of a healthy lifestyle

HD3 Prioritise and resource smoking cessation programmes

HD4 Resource programmes that monitor and control cholesterol and blood sugar levels

Liver and Lung Disease

LL1 Promote responsible drinking – within recommended guidelines

LL2 Promote safe sex and sexual health

LL3 Promote the message about the importance of using only sterile needles

LL4 Inoculate where people are at risk of Hepatitis B

LL5 Recommend weight management where this can reduce risk of non-alcoholic fatty liver disease

LL6 Assess risks of liver disease when dealing with diabetes in Action Di1 above

LL7 Promote smoking cessation programmes

LL8 Offer spirometry testing to detect symptoms of lung disease early on

LL9 Promote gentle exercise and health walks to improve lung capacity

LL10 Treat people who are underweight to guard against associated health problems including lung disease

LL11 Promote and resource influenza vaccination, particularly for those aged over 65 years

Physical Activity

The Borough Council will lead on the establishment of a Newcastle under Lyme Physical Activity Partnership to develop a comprehensive Sport and Physical Activity Strategy for Newcastle under Lyme. The priority areas will be:

- Physical activity promotion
- Children and young people
- Older people
- Active communities in areas of deprivation
- Active healthcare system
- Active workplaces

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE CABINET

DATE: 22 May 2013

TITLE: Newcastle Greenway
Links to Communities Bid

Submitted by: Roger Tait – Head of Operations

Portfolio: Culture and Active Communities

Works Affected: Knutton & Silverdale, Silverdale & Parksite, Town, and Cross Heath

Purpose of the Report

- To inform Cabinet of a proposed project, led by Staffordshire County Council to improve the cycle route along the Newcastle Greenway (former mineral line).
- To seek the approval of the Cabinet for the scheme where it is located on Borough Council owned land

Recommendations

- That the information be received
- That the scheme be approved and landowner consent be granted to Staffordshire County Council (and their agents) to undertake the work and thereby adopt the Greenway as Highway upon completion of the works.

Reasons

- To improve infrastructure which facilitates and encourages walking and cycling in Newcastle

1. Background

- 1.1 Sustrans is the UK's leading sustainable transport charity, working on practical projects so that people can choose to travel in ways that benefit their health and the environment. Sustrans has been delivering safe walking and cycling routes with funding from the Department of Transport. Through their grant programmes, the Government is seeking to reduce the proportion of journeys by private car use in order to cut congestion and pollution, and allow many more people the choice to take regular exercise and gain a sense of independence.
- 1.2 Staffordshire County Council has produced the Staffordshire Local Transport Plan 2011 which demonstrates how walking and cycling will

play an important role in achieving the Staffordshire Local Transport Plan 2011-2026 long term vision which is:

- A transport system that supports Staffordshire's economy and safely and conveniently connects people and services within Staffordshire and beyond; it provides opportunities for services and jobs to be accessed in a sustainable way, and makes sure that the adverse effects of transport on Staffordshire's rich environment and on residents' quality of life is minimised.

The County Council's commitment to walking and cycling is demonstrated in current draft cycling and walking strategies. The Cycling Strategy's long term vision is to create a culture where people of all ages and abilities chose to cycle, especially for a proportion of their shorter journeys because it is safe, healthy, attractive, environmentally friendly and an enjoyable alternative to the car. The Walking Strategy's vision is to create an environment where people walk more often and for longer distances.

1.3 Staffordshire County Council has also produced the Newcastle-under-Lyme (urban) Transport and Development Strategy (NTADS) for the period 2008/09 to 2012/13 (Extended to April 2014). The overall aim of the strategy is to help:

- Reduce congestion, accessibility and safety problems currently experienced with the Newcastle urban area.
- Reduce pressures that new developments are placing on local infrastructure.
- Increase the opportunities to travel by sustainable modes of transport.
- Support the regeneration of the area.

Since 2008, around £2 million of Local Transport Plan resources have been well used to deliver NTADS projects, including cycling facilities and safer routes to schools projects. The Newcastle Greenway will link to the Lyme Valley (North) Cycle Route and also a proposal to improve North / South cycle routes in the A34 corridor.

2. Issues

2.1 Your officers have worked in partnership with Staffordshire County Council for a number of years to identify opportunities to improve the cycle and footpath network in the Borough and to deliver projects which meet the strategic objectives of both authorities.

A project has been identified along the Newcastle Greenway (former Silverdale mineral line). The existing footpath/cycle route would be upgraded to improve the traffic free shared footpath and cycleway from Brampton Sidings to the rear of Newcastle Street, Silverdale linking up with the recently created section of the Newcastle Greenway adjacent to the Former Silverdale Colliery and also the Lyme Valley (North) Cycle Route.

This route will provide links to 4 local schools (St. Mary's Primary School on Silverdale Road, St. Giles and St. George's Primary School

on Orme Road, St. John Fisher High School on Ashfields New Road and Knutton, St Mary's Primary School) and increase opportunities for pupils to cycle to school. The proposed works would include aspects such as hard surfacing, lighting, signage and access control.

- 2.2 Staffordshire County Council has secured a funding package of £660,000 for the scheme, comprised of Local Transport Plan funds (£110,000), Newcastle under Lyme (urban) Transport and Development Strategy (NTADS) (£100,000) and Sustrans/DfT Links to Communities fund (£450,000).

The County Council will deliver the project using it's partner contractor for highway maintenance and construction (Enterprise plc). It is proposed to commence construction work in early June 2013 and complete the scheme by Christmas 2013.

The County Council will adopt the route as highway post – completion and maintain it from then on.

- 2.3 Parts of the proposed route are on land, which the Borough Council owns:

- Brampton Sidings to A34 underpass
- A34 underpass to Church Lane
- Church Lane to end of Newcastle Street, Silverdale

It is therefore necessary for the Borough Council to grant consent as landowner to the County Council to allow the project to be implemented.

- 2.4 A copy of the Links to Communities Bid document, which includes plans of the proposals, is attached to this report as Appendix A.

3. Options Considered

- 3.1 The most beneficial option is to support the project and enable the project to be delivered.

4. Proposal

- 4.1 It is proposed to approve the scheme and grant landowner consent to Staffordshire County Council to implement the project.

5. Reasons for Preferred Solution

- 5.1 To improve infrastructure which facilitates and encourages walking and cycling in Newcastle.

6. Outcomes linked to Corporate Priorities

- 6.1 A Clean, Safe and Sustainable Borough
6.2 A Healthy and Active Community
6.3 Becoming a co-operative Council which delivers high quality, community-driven services.

- 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 praising and well-being.
- 8. Equality Impact Assessment**
- 8.1 It is considered that there would be a positive differential impact resulting from the project as it would provide access to improved opportunities for walking and cycling where these are currently limited.
- 9. Financial and Resource Implications**
- 9.1 There are no capital financial implications for the Council arising from this report as the project is to be entirely funded by Staffordshire County Council with the funding package detailed in Section 2.2 of this report.
- 9.2 Staffordshire County Council will adopt the route as highway post - completion and maintain the infrastructure from then on. Therefore there are no revenue implications for the council associated with the project.
- 10. Major Risks**
- 10.1 There are no major risks associated with the project currently identified.
Should risks arise, they will be reported to Cabinet at the appropriate time.
- 11. Sustainability and Climate Change Implications**
- 11.1 It is considered that the project will have a positive impact on sustainability and climate change by reducing traffic congestion and pollution and by providing greater opportunities for walking and cycling.
- 12. Key Decision Information**
- 12.1 The proposal does not involve significant expenditure or saving of Council resources.
- 12.2 It impacts directly on 4 wards and has been included in the forward plan.
- 13. List of Appendices**
- 13.1 Appendix A: Newcastle Greenway ~ Links to Communities Bid) – February 2013

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET 22nd MAY 2013

1. **REPORT TITLE** Policy for Unsupervised Children's Playgrounds
- Submitted by:** Head of Operations – Roger Tait
- Portfolio:** Culture and Leisure/Environment and Recycling
- Ward(s) affected:** All

Purpose of the Report

To update Cabinet on the current position in relation to the Policy for Unsupervised Children's Playgrounds.

To seek Cabinet approval for a programme of repairs and replacement of play equipment and associated items identified in the annual independent inspection report for 2013.

To make financial provision in the General Fund Capital Programme for the cost of repair and replacement of play equipment and associated items identified in the annual independent inspection report for 2013-14 and to consider provision for future works in 2014-15 and 2015-16.

Recommendations

- a) That the programme of works for 2013-2014 is approved.
- b) That the Executive Director- Operational Services be authorised to seek and accept the lowest suitable tender or quotation for the works.

Reasons

To ensure that children's playgrounds provided by the Council are maintained in a fit for purpose condition, and in accordance with independent safety inspections and the Councils adopted European Safety Standards

To minimise the Council's exposure to risk in respect of reducing accidents and improving the Councils ability to defend claims that may arise.

1. **Background**

- 1.1 The Council's Policy for Unsupervised Children's Playgrounds was adopted in February 2006 following a review process, which included consultation with residents, focus groups and key local organisations. The policy sets out the Council's approach to planning for, providing, managing and maintaining outdoor, unsupervised play facilities for children and young people in the Borough.
- 1.2 On 23rd July 2008, Cabinet resolved to make provision of £300,000 in the General Fund Capital Programme (£150,000 for 2009/10 and £150,000 for 2010/11) for future repair and replacement requirements to the Council's playground stock. Following completion of repair and replacement work arising from the previous independent inspection reports since this provision was made; there is now a balance of £117,576 remaining in the General Fund Capital Programme.

- 1.3 Subsequently, further provision for emergency repairs and replacements to the Council's playground stock have been made in the General Fund Capital Programme for 2013/14 of £25,000.
- 1.4 Playgrounds are inspected weekly by Streetscene playground engineers, backed up by an annual independent inspection. Through this process, the need for repair and replacement of play equipment, impact-absorbing surfacing, fencing, hard surfaces and ancillary features is identified.
- 1.5 Advice given by Fields in Trust (formerly the National Playing Fields Association) is that playground providers should review the findings of the inspection reports and address any high-risk items in the short-term, tackle moderate items when finance is available and monitor low risk items.
- 1.6 Repair and replacement works are an ongoing requirement in order to maintain children's play equipment in accordance with the European Safety Standard, and ensure ancillary equipment and surfaces are fit for purpose.
- 1.7 The Council's latest annual inspection report was received in February 2013 and 50 sites have been identified as requiring repairs, 11 of these sites have issues that are identified as of medium or high risk. One site (Wroxham Way) was rated as low risk in the inspection, has since suffered damage to surfacing resulting in its closure, raising its risk rating to high.
- 1.8 A significant number of these repairs can be completed by the Council's playground maintenance team in Streetscene to minimise any potential cost to the Council.
- 1.9 The remaining repairs and replacements which cannot be carried out by the playground maintenance team in Streetscene involve the purchase and installation of items of equipment or specialist work. This work covers the following 6 sites:

Site	Description	2013 risk rating	Cost Estimate
Bradwell Lodge Skatepark: (Closed Play Area)	Repairs/replacement of Skatepark Equipment	8: high	£14,000
Orme Road Skatepark	Repairs/replacement of Skatepark Equipment	7: medium	£34,000
Wood Lane	Repairs to surfacing	7: medium	£4,200
Bathpool Park	Replacement rocker	5: medium	£800
Ilkley Place	Replacement surfacing	7: medium	£4,000
Wroxham Way (Closed Play Area)	Repairs to surfacing	3: low (recent damage/ closure raising risk to high)	£4,000
		TOTAL (inc 10% fees)	£67,100

In addition to the 6 sites listed above, the inspection report identifies a number of issues relating to the playground at Cotswold Avenue in Knutton and Silverdale ward. The estimated cost of repairs and replacement equipment for this site is £36,300 inclusive of fees. The site has suffered from repeated vandalism over a number of years and is currently closed due to the extent of the damage which has occurred. It is intended to carry out a review of this site with local ward members and other appropriate stakeholders to determine the best approach to children's play provision in the locality. Therefore it is proposed to make financial provision in the general fund capital programme

for the cost of repairs to the site, which can be utilised towards the preferred solution which is developed from the review.

2. **Issues**

2.2 The provision, location and quality of facilities for children's play remains a high priority for residents in successive consultations and residents surveys. This places a demand on the Council's finances and needs to be balanced against competing priorities for funding. In the majority of cases over the last ten years, the cost of providing new or replacement facilities has been secured via external funding either through grants or developer contributions. However, the cost of ongoing repairs and replacements has fallen to the Council to meet and has implications for revenue budgets. (Where playgrounds are provided through developer contributions, a commuted sum for future maintenance is normally paid to the Council. This can be for periods up to 15 years).

3. **Options Considered**

3.1 Option 1:

Continue to provide a similar level of play provision to that currently provided, and complete all repairs as identified in the inspection report.

Option 2:

Reduce the current level of play provision by ceasing to repair or replace items which fail to meet the safety standards and opting to remove such items. Focus on providing a fewer number of larger multi-functional sites at major parks and open spaces.

4. **Proposal**

4.1 Option 1 is proposed. This allows the Council to continue with the current level of playground provision in local neighbourhoods where demand exists. This ensures the availability and accessibility of safe and fit for purpose playgrounds.

4.2 Option 2 (and/or other options which members may wish to explore) would require a significant policy shift away from local provision to more centralised provision and would necessitate a full policy review preceded by public consultation. The financial and human resource implications of this option have not been estimated at present, but are likely to be significant.

5. **Reasons for Preferred Solution**

5.1 Option 1 is proposed as this is the most likely option to improve customer satisfaction, maintain opportunities for residents to be able to access neighbourhood-based playgrounds and make further progress towards the local standards contained in the Policy for Unsupervised Playgrounds and the urban North Staffordshire Green Space Strategy.

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

6.1 Creating a clean, safe and sustainable borough

6.2 Creating a healthy and active community

7. **Legal and Statutory Implications**

7.1 The Council has a statutory duty to maintain the facilities it provides in a safe condition and to reduce the risk of injury to the public. It has adopted the European Standards (EN1176 and EN1177) applicable to children's playgrounds as its standard.

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 ensure that the council can provide accessible play and recreational facilities for children and young people.

9. **Financial and Resource Implications**

9.1 This project will be managed by in-house staff from the Operations Service and, therefore, there are no additional human resource implications arising from this report.

9.3 The estimated capital cost of the repairs and replacement of playground stock identified in the 2013 independent annual inspection report is £103,400.

There is currently provision of £117,576 remaining for playground stock repairs and replacements in the General Fund Capital Programme from the allocation in July 2008.

Provision is also allocated in the General Fund Capital Programme for 2013/14 for urgent repair work (£25,000).

9.4 In respect of providing new playgrounds in areas which may be currently under served, external funding will continue to play a major role in delivering progress towards achieving policy objectives where opportunities arise.

It is not proposed to consider making financial provision for new play areas as part of this report. Rather, as and when new opportunities present themselves, separate reports including any funding implications for the Council will be brought forward.

10. **Major Risks**

10.1 A full risk assessment for the project has been prepared.

10.2 The major risks associated with the proposal relate to the possibility of accidents occurring whilst playgrounds are in use, and the Council's ability to defend any subsequent action.

In continuing to maintain playgrounds to the requirements of the European Standards applicable and to have a prioritized rolling programme of inspection, repairs and replacement, the Council exposure to risk is reduced.

11. **Sustainability and Climate Change Implications**

11.1 Sustainability – Wherever possible, sustainable and or recycled products will be used.

11.2 Climate Change – There or none relating to this report.

12. **Key Decision Information**

13. **Earlier Cabinet/Committee Resolutions**

Cabinet 23/07/08 resolution 219

14. **List of Appendices**

15. **Background Papers**

Policy for Unsupervised Children's Playgrounds 2006-2011.

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REPORT TO CABINET

22 May 2013

PROPOSALS FOR THE DISPOSAL OF THE FORMER JUBILEE BATHS SITE, NELSON PLACE, NEWCASTLE-UNDER-LYME.

Submitted by: Executive Director, Regeneration & Development

Portfolio: Regeneration, Planning and Town Centres

Ward(s) affected: Town

Purpose of the Report

To seek Cabinet approval to the disposal of the above site on the terms outlined in this report.

Recommendation(s)

- 1. That members accept the offer to purchase from Westland's Estates Ltd.**
- 2. That officers be authorised to complete the disposal on the terms summarised both within the report and at Appendix A (the appendix is not for publication as it contains exempt information as defined in paragraph 3 of Schedule 12A of Part I of the Local Government Act 1972).**

Reasons

The offer is considered to represent market value, generating a significant capital receipt and will result in the redevelopment of the redundant swimming baths.

The disposal is in accordance with both the Council's Asset Management Strategy (in respect of surplus land/property) and Capital Strategy.

To optimise the prospects of regenerating this part of the town centre and to secure the satisfactory redevelopment of a key town centre site.

1. Background

- 1.1.** The former Jubilee swimming baths closed following the completion and opening of a replacement swimming pool and leisure facility, Jubilee 2, in December 2011.
- 1.2.** Following closure, action was taken to secure the redundant building and ensure compliance with the requirements of the Council's insurance policy (relating to "Unoccupied premises"). The building was decommissioned, specialist plant was removed and any immediate asbestos issues were dealt with.

1.3. A plan showing the subject site (area - 0.18 Ha / 0.44 Ac) will be displayed at your meeting.

2. **Issues**

2.1. The former Jubilee swimming baths was built in the early 1900's. Having undergone refurbishment on several occasions it was decided, in 2004, due to age and obsolescence, along with service delivery issues, that it was time to construct a replacement facility.

2.2. In June 2011 the former Jubilee swimming baths was declared surplus and authority* to market it for disposal was approved to take place following completion and opening of the new Jubilee 2 Health & Wellbeing Centre.

* Previous report Cabinet 16 June 2011, item 5

2.3. The building being of 'a specialist nature' is considered incapable of conversion and re-use (although the building itself has little architectural or historic merit). Therefore its demolition and comprehensive redevelopment of the site is the only realistic/viable option.

2.4. The property occupies a prominent position on Nelson Place, a key node on the town centre ring road and in the town centre Conservation Area. The fact that it stands within a Conservation Area means that demolition cannot be undertaken without having both planning permission for a scheme of development, and a contract for that redevelopment. In consequence whilst the building remains standing there is liability to pay empty property business rates. The outcome of an appeal to the Valuation Office Agency (District Valuer) for a reassessment (i.e. reduction) of the rateable value is awaited.

2.5. Marketing for disposal has been on-going since early 2012 with a "For Sale" banner erected, particulars prepared and advertisement on the internet. Whilst there have been several expressions of interest only one, from Westlands Estates Limited (represented by Rory Mack Chartered Surveyors) has been progressed positively. Westlands Estates Ltd, have over twenty years of experience in the property investment sector within Staffordshire and they currently own and manage in excess of 20 commercial and residential property interests in the Newcastle under Lyme area.

2.6. The company's indicative development proposal for the site comprises; ground floor retail (6 units ranging in size from 65 sq ms / 700 sq ft to 230 sq ms / 2800 sq ft) with three upper floors offering 130 (approx.) self-contained student or key worker living accommodation units, being either single & double bedroom studio/study units each with on-suite.

2.7. The company say their proposal will represent a significant and major landmark development. They believe that the proposed scheme, or something very similar, provides an excellent opportunity to give the

town something that is desperately needed to both cater for the growing needs of university students and help rejuvenate the town centre by bringing people closer to it.

- 2.8. Subject to planning consent, the company's offer for the site is set out in the attached confidential appendix A. The offer is net of any costs, e.g. demolition.
- 2.9. This offer, particularly when taking demolition costs into account provides a capital receipt which is considered to represent market value and is therefore recommended for acceptance
- 2.10. The use content of Westland's proposed development is considered to be broadly acceptable in planning policy terms. However given the site's Conservation Area designation it will be necessary to secure agreement that the design, build quality, character and form of development will compliment and enhance the appearance of the Conservation Area. Additionally, it will be necessary for the prospective purchaser/developer to clarify the nature of the ground floor uses to comply with national and local policies in relation to retail development. Westlands Estates Ltd. have yet to have direct discussions with officers of the Planning Service and no elevational details have yet been tabled. At this stage the company is seeking the Council's decision, in principle, to dispose of the property to them in order that they can proceed with the preparation of detailed plans that would facilitate discussions with the Council as local planning authority.

3. **Options Considered**

- 3.1 The key options for consideration are:
 - (a) Accept the offer – proceed to an exchange of contracts, with completion subject to planning permission.
 - (b) Decline the offer – continue to market the site for disposal in the hope that a higher offer is received.

4. **Proposal**

- 4.1 Option (a) is preferred because it is considered the sum offered represents the market value of the site.
- 4.2 The sale will result in the redevelopment of the redundant swimming baths site.
- 4.3 Upon completion of the sale the Council's liability to pay empty rates will cease, along with other costs arising from holding a redundant building.

5. **Reasons for Preferred Solution**

- 5.1 The Council has a duty to both achieve 'best consideration' in the disposal of the site and to use its best endeavours to secure a form of

redevelopment that will not only enhance the Town Centre Conservation Area but also benefit the local economy.

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

- 6.1 Proposals for the redevelopment of this site fall squarely within the Council's priority of 'Creating a Borough of Opportunity'. It will also have implications for the Council's policies on the environment and sustainability. Furthermore the outcome of any disposal decision would align with the Council's commitment to manage resources efficiently.

7. **Legal and Statutory Implications**

- 7.1 The Council is not under any statutory duty to act but is under a duty to seek 'best consideration' when disposing of any land.

8. **Equality Impact Assessment**

No discernable differential impact has been identified by the possible disposal of this site.

9. **Financial and Resource Implications**

- 9.1 A capital receipt will be realised from the disposal of the site.
- 9.2 The sale of this redundant asset will bring to an end holding cost liabilities.

10. **Major Risks**

- 10.1 There is the risk of delay when trying to ensure that all planning regeneration objectives are realised and the potential to create tensions between the need for quality and the councils desire to secure a capital receipt
- 10.2 Uncertainties over the level of occupier demand for the proposed new development may delay or even prevent realisation of the sale
- 10.2 The consequential unsatisfactory appearance and general deterioration of the building while it is awaiting redevelopment and mitigation costs arising from the need to deal with this.

11. **Key Decision Information**

- 11.1 This proposal will, upon completion of the sale, provide a significant capital receipt for the council.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE CABINET

Date 22 MAY 2013

1. **KEELE GOLF COURSE; interim maintenance and management arrangements and long term options**

Submitted by: Executive Management Team

Portfolio: Culture and Leisure; Regeneration, Planning and Town Centres; and Finance and Budget Management

Ward(s) affected: Keele, Silverdale and Parksite

Purpose of the Report

- a) To appraise members of interim management arrangements that have been established to facilitate ongoing provision of the municipal golf service at Keele Golf Course following actions taken by the liquidator to disclaim the lease of the property and to seek members' endorsement of related decisions.
- b) To appraise members of the long-term options for ongoing provision of municipal pay-as-you-play golf at this location and to seek approval for a preferred course of action.

Recommendations

- a) **To note the actions taken by officers to facilitate ongoing provision of the municipal golf service at Keele, in particular the award of interim contracts for up to 6 months for both maintenance of the golf course (18-hole and 9-hole) and management of the operation to Glendale Managed Services Ltd.**
- b) **Further to recommendation (a) to seek members' approval for the setting of associated fees and charges as set out in the report (to follow).**
- c) **That members instruct officers to proceed with a formal, competitive two-stage marketing process with the aim of securing a tenant who can deliver a commercially viable municipal golf offer at Keele Golf Course by way of a commercial lease on the basis set out in the report.**
- d) **That officers be authorised to prepare the necessary draft lease document in accordance with a specification that shall have been agreed by the Portfolio Holders for Culture and Leisure; Regeneration, Planning and Town Centres; and Finance and Budget Management.**
- e) **That officers report back the outcome of the overall marketing process to enable a final decision to be made about the award of any long term lease.**

Reasons

It is necessary to advise members formally about the interim maintenance and management arrangements. Additionally it is important to provide members with information to enable decisions to be made about the preferred medium to long term option for the site.

1. **Background**

- 1.1 The Council managed and operated a municipal golf activity at Keele up to 2003 when it was considered appropriate to seek commercial interest in the service by way of a commercial lease.
- 1.2 Following several years of difficult trading conditions Keele Golf Centre Ltd. was placed into a Creditors Voluntary Liquidation arrangement on 21st March 2013, notification of which was received by the Council shortly afterwards. The Liquidator, in discharging his responsibilities, took steps to formally disclaim the commercial lease in relation to the golf course with effect from 1st May 2013.
- 1.3 Officers briefed Cabinet Members about the emergent position and it was agreed as appropriate to establish interim arrangements to enable ongoing pay-as-you-play municipal golf.
- 1.4 In terms of course maintenance a contract has been let to Glendale Managed Services Ltd.. This situation arose following a meeting with the company (they are the council's current grounds maintenance contractor for cemeteries and crematorium) on 25th April 2013 to follow up on an initial approach made to the contractor to establish interest/appetite for a short term grounds maintenance contract (up to 6 months) for Keele Golf Course (once it became clear that the previous lease had been disclaimed). The critical issue was to balance the necessity of securing practical arrangements at very short notice with the importance of achieving good value for money (see section 9).
- 1.5 With regard to overall operational management of the golf facility a contract has been let to Glendale Managed Services Ltd . This management contract provides for the management support that the course needs to operate. This includes taking bookings, collecting and accounting for fees and charges, the supply and sale of sundry items, marketing, and other associated course management issues to meet the demands of the operation. Direct costs associated with the operation are either paid for directly by the Council (for example NNDR, utility costs, building repairs and maintenance etc) or recharged by the operator (for example, where appropriate, direct staff costs, buggy hire).

2. **Issues**

- 2.1 There are two key issues arising from the current situation:-
 - Clarification of the present position and for members to note the reasoning for officers' actions;
 - The necessity to consider medium to long term actions, including an assessment of the Council's broader policy aims and objectives and taking account of financial/resource issues.

Present position

- 2.2 Members will note, in section 1 of this report, the steps that have been taken by officers in consultation with Cabinet Members in order to facilitate ongoing pay-as-you-play municipal golf at Keele. Officers can confirm that the steps taken were compliant with provisions made in the Council's constitution and Scheme of Delegation relating to urgent action.
- 2.3 The justification for maintaining service provision on an interim basis includes the following key points:
 - to safeguard the service as a benefit to the local community;
 - to protect the asset from a broader asset management perspective;

- there was sufficient evidence to indicate that an interim arrangement should be financially viable and;
- to avoid prejudicing the long term position whilst options are properly explored.

Medium to long term position

- 2.4 it is vitally important that the Council takes the opportunity, afforded by the unfortunate demise of the previous operator, to review the long term options properly. At section 3 there are three simple options for Members to consider. The following key issues should be taken into account in identifying a preferred solution:
- i) the strategic case for the long term provision of municipal golf in this location (including any health and wellbeing issues); and
 - ii) strategic asset management considerations (set out in the context of current and emerging planning policies).
- 2.5 The Council's current Asset Management Strategy includes a series of generic policies and clarifies the Council's property-related asset management objectives. The critical policy states that "the Authority will only hold sufficient property to meet a service need or strategic objective".
- 2.6 In this case it may be argued that an accessible outdoor leisure facility of the kind provided at Keele Golf Course contributes to the Council's strategic priorities around the promotion of active and healthy lifestyles. Golf contributes to health and wellbeing by providing a stimulating sporting challenge combined with a healthy walk in pleasant surroundings and can be played by people of all abilities and ages, both individually or in a team. It may be a casual pastime or a competitive activity. A walk round Keele Golf Course covers approximately four kilometres, which if done regularly provides good exercise.
- 2.7 With regard to the need to provide a municipal golf facility there is anecdotal evidence that private members clubs serving our community are increasingly providing options for non-members to play on a casual basis (as well as offering innovative membership packages to make it more affordable). At the same time there is evidence that the Keele Municipal Golf Course facility remains popular.
- 2.8 Your officers feel that to undertake a strategic review of golf provision/demand may prove a little inconclusive and therefore fail to provide Members with a clear sense of future need. It may be preferable at this stage to combine the evidence that we glean from the interim management arrangement which, combined with any market interest in the facility, should help to inform the long term stance.
- 2.9 From a broader asset management perspective, should it become evident that the ongoing provision of municipal golf is unviable then the Council would have to consider alternative uses and possible disposal. As Members will be aware, the Keele Golf Course facility lies in the Green Belt and the current national/local planning policies presume against "inappropriate development". In summary this means that the current recreation use is acceptable (as would be uses such as agriculture, etc). The corollary being that there is no policy support for development in this location at this time. Nevertheless taking account of wider and future corporate priorities, and the medium term potential for changes in the planning policy framework, the Council should consider protecting its long term interests by given careful consideration to the terms and time period relating to any new lease of the land.

3. Options Considered

- 3.1 To mothball the course whilst the Council consider long term options – this could be regarded as a low cost option that would enable a strategic review to be undertaken from both a service and asset management perspective. However this option is likely

to be seriously harmful to the long term prospects of municipal golf provision in this location because of the damage caused to the course through lack of proper maintenance and loss of loyalty/good will from the existing customer base.

- 3.2 To establish ongoing interim maintenance and management arrangements whilst the Council considers long term options – this option presents the short term benefit of keeping the course in operation although this has been balanced with the aim of minimising financial risk to the Council. The second strand of this option (and the previous one too) demands consideration of whether the Council wishes to take the opportunity of:

(a) undertaking a strategic review of the activity (i.e. municipal pay-as-you-play golf) in advance of a strategic asset management review (the latter in the context of current and emerging policies). This approach would tend to direct the Council towards letting short term maintenance and management contracts awaiting the outcome of a strategic review; or

(b) the alternative to this approach would be to test the market interest in operating a municipal golf activity in the long term prior to making any decision to proceed. Such an approach would tend towards a commercial lease as the vehicle to achieve the Council's objectives. This would involve a two-stage process that would provide the Council with an early indication of market interest through an "Expression of Interest" stage. As indicated above it would be appropriate to set the terms of any lease on a relatively short term basis, say up to five years. However there is a risk that such a time period may have a significant adverse effect upon the market interest and value of such a lease. For the latter reason it would be advisable to invite interested parties to submit an alternative bid for longer time periods to be agreed by officers in consultation with Cabinet members before the marketing process begins.

4. **Preferred option**

- 4.1 In view of the considerations set out above option 3.2 (b) would appear to be the most appropriate at this stage.
- 4.2 In terms of a timetable for such a process your officers consider that it is realistic to complete the first stage (seeking Expressions of Interest) within 6 weeks with the overall selection process of securing a preferred operator taking up to 4 months.

5. **Recommendations**

- 5.1 See first page of the report

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

- 6.1 Clearly the greatest alignment lies with the Council's priority relating to Healthy and Active Communities.

7. **Legal and Statutory Implications**

- 7.1 Whilst there is no statutory obligation for the Council to provide municipal golf facilities it does have powers to do so if it so wishes (under the Local Government Misc. Provisions Act 1976).
- 7.2 The Council has powers to dispose of land (under the Local Government Act 1972 (as amended)); any decision to "dispose" of the facility by way of a commercial lease (or otherwise) has to meet the test of achieving "best consideration" for the Council (in relation to the commercial value of the asset).

- 7.3 There is a range of other provisions in relation to the ownership of premises of this nature, including health and safety responsibilities and statutory provisions relating to matters such as public rights of way.

8. **Equality Impact Assessment**

- 8.1 At this stage no formal assessment has been undertaken but officers can confirm at this stage that measures will be put in place in any long term arrangement to minimise the risk of inequalities arising for any client group.

9. **Financial and Resource Implications**

- 9.1 No provision has been made in either the capital or revenue budgets for 2013/14 (or in the MTFS) to support municipal golf provision at Keele.
- 9.2 From evidence available to officers at this stage it is envisaged that the cost of interim maintenance and management arrangements described earlier should be covered by income generated from fees and charges. However, income can be severely affected by adverse weather conditions so close monitoring of all income and expenditure will be undertaken.
- 9.3 With regard to the interim maintenance and management contracts it is important for the Council to satisfy itself that value for money can be demonstrated. In terms of the grounds maintenance contract Glendale Managed Services Ltd have provided a cost estimate (based on the work programme from the previous grounds maintenance contract for the golf course from the late 1990s) for a 4-month period for 27 holes, with the potential for 2 x 1 month extensions should the council require this option.
- 9.4 The estimate has been initially benchmarked against the contract rates from the 1990s with inflationary uplifts and the additional 9-hole course (which didn't exist at the time of the previous contract) included and the estimate is considered to represent value for money when benchmarked against a quotation from another prospective contractor.
- 9.5 Glendale Managed Services Ltd has agreed that the work can be instructed as a variation to the existing cemeteries and crematorium contract as the most appropriate method of securing the work.
- 9.6 Like the maintenance arrangements it has been necessary to establish an interim management contract at short notice. Again, officers have taken steps to ensure that value for money can be demonstrated in the letting of this short term arrangement.
- 9.7 With regard to fees and charges your officers have set these on the basis of those that were in place prior to the previous operator's business going into liquidation (exercising urgency provisions in the scheme of delegation included within the Council's Financial Regulations. Certain issues around charges are still being clarified with the previous operator and others associated with the previous operation. Full details of all charges will be the subject of a supplementary appendix that will be circulated prior to the meeting.
- 9.8 In terms of the longer term arrangements it is envisaged that a commercial operator will be found through a competitive tendering process on the basis of no subsidy from the Council and no capital contribution.

10. **Major Risks**

- 10.1 The most significant risk lies in the Council's ability to secure a commercial operator who is capable of delivering municipal pay-as-you-play golf at this location at no direct cost to the Council. The two-stage process described above should enable the Council to consider alternative options should this exercise prove to be fruitless.
- 10.2 With regard to operational risks a full range of service/maintenance checks were undertaken on the first day of ownership. Additionally a comprehensive risk log has been undertaken which will be made available upon request.
- 10.3 At this stage income estimates have been based upon historic usage and limited information gleaned over recent weeks from those associated with the previous operation. As indicated above it will be necessary to closely monitor income over the period of the interim arrangements in order that any mitigating actions may be taken to minimise the risk of significant financial losses being accrued.

11. **Key Decision Information**

- 11.1 The matters raised in this report, at this stage, do not constitute a key decision. The letting of any lease or contract in due course would amount to a key decision and the appropriate notification will be made in the Forward Plan.

12. **Earlier Cabinet/Committee Resolutions**

- 12.1 None relevant to the matters raised in this report.

13. **List of Appendices**

- 13.1 None.

14. **Background Papers**

- 14.1 Contract documents held in office files.

1. FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER FOUR (March) 2013

Submitted by: Head of Finance and Head of Business Improvement & Partnerships

Portfolio: Communications, Transformation & Partnerships; Finance and Budget Management

Wards Affected: All

Purpose

To provide Cabinet with the Financial and Performance Review for the 2012/13 Fourth Quarter (January-March).

Recommendations

- (a) That Members note the contents of the report and recommend that the Council continues to monitor and scrutinise performance alongside finances.
- (b) That Members note that the appendix is a new style of performance report to be further developed for 2013-14 as detailed in line with the Performance Management Framework Review and the Council Plan 2013-14 to 2015-16.

Reasons

These monitoring reports provide information about the corporate performance of individual council services, alongside financial information. This report is to be presented to the Transformation & Resources Overview & Scrutiny Committee on 20 May 2013.

1. Background, issues and options

- 1.1 This report provides Members with a detailed update on how the Council has performed during the fourth quarter of 2012/13 by presenting performance data set in a financial context.
- 1.2 The Council approved a General Fund Revenue Budget of £14,260,980 on 22 February 2012. The actual position compared to this budget is continuously monitored by managers in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget. Regular reports are made available to members by the Portfolio Holder for Finance and Budget Management informing them of the current position, highlighting any significant factors giving rise to variances.
- 1.3 A Capital Programme totalling £18,480,100, covering the two years 2011/12 to 2012/13, was approved at the same Council meeting. Of this total, £4,457,200 was estimated to be spent in 2012/13.
- 1.4 This report also provides detailed analysis of performance in the fourth quarter, focusing on key performance indicators.
- 1.5 A summary of the overall picture is presented in section 5 of this report. Performance is progressing well, with the majority of targets currently met.

2. Revenue Budget Position

- 2.1 The outturn is not yet available because, although the 2012/13 accounts now include all the payments that have actually been made and all of the cash actually received up to and including 31 March 2013, there are still a number of adjustments and accounting entries which remain to be made in order to complete the year's accounts. These adjustments will be finalised over the next few weeks.
- 2.2 Current indications are that the final revenue budget outturn will be in line with the approved budget.
- 2.3 The Square, High Street, Newcastle is let to Gatedale Limited (in liquidation) on a 125 year lease which commenced in 1998. Since July 2001 the tenant has been paying £100,000 per annum to the Council. The rent review provisions within the lease provide that as from September 2005 a minimum of £100,000 per annum is to be paid to the Council and dependant on the income and expenditure in respect of the car park, shopping mall and cinema an extra payment may be payable.

Following prolonged negotiations with the LPA Receiver appointed to act for Gatedale's creditors, your Officers have provisionally agreed that an additional sum of £393,278 is to be paid to the Council for the period 2005 to 2012 (end of).

4. Investment Counterparties

- 4.1 Investment counterparties with whom money is invested, as at 31 March 2013 are as follows (with the parent company shown in brackets, where applicable):

Halifax Bank of Scotland (*Lloyds Banking Group*)
Heritable Bank (*Landsbanki*)
Nationwide Building Society

- 4.2 With regard to the Council's frozen investment in Heritable Bank, the total amount repaid now amounts to some £1,937,728, which is around 77% of the total that was frozen. The Administrators current prediction is that 86-90% of the £2,500,000 invested will be repaid.

5 Performance

- 5.1 The Corporate Performance ('dashboard') report is reported in a new format attached as Appendix A.
- 5.2 The information is presented in four sections against each priority.
- 5.3 There are two sets of symbols to show improvement and achievement :
 - One set of symbols (arrows), show whether performance has improved or worsened since the last time each indicator was reported
 - Second set of symbols (smiley faces), show whether performance is currently on target or not.
- 5.4 An overall status of performance against each priority is also stated.
- 5.5 The intention is to further develop the format of performance reports ensuring suitability and clear communication of progress with outcomes for members and officers of the council.

- 5.6 In the appendix there are measures detailing progress against our priorities and outcomes and the number of quarterly indicators is 27.
- 5.7 The appendix comments on individual indicators where they raise an issue or where either a target has been met, or the direction of travel is not positive.
- 5.8 The proportion of indicators which have met their targets, based on data at the time of compiling this report, was almost 74%.
- 5.9 Positive performance can be seen in a range of services although it must be borne in mind that the results later in the year can be different and that some services have seasonal factors.
- 5.10 There are a small number of areas listed in this report which are not on target, though none causes concern at present. In all cases, the management of the service is aware of the issues and are taking steps to deal with the situation. Further updates will be provided for Members in future reports.

6. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

- 6.1 All of these indicators link to corporate priorities.

7. Legal and Statutory Implications

- 7.1 The Council has a duty to set targets for performance of a range of functions and needs to monitor these closely.

8. Equality Impact Implications

- 8.1 There are no differential equality issues.

9. Financial and Resource Implications

- 9.1 Any positive variance for the full year on the General Fund Revenue Account will enable that amount to be transferred to the Budget Support Fund and will be available in future years for use as the Council considers appropriate. Conversely, if there is an adverse variance, the amount required to cover this will have to be met from the Budget Support Fund.

10. Major Risks

- 10.1 The current economic situation represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may chose whether or not to use Council facilities, such as car parking and other areas directly affected by the economic downturn, such as land charges and planning applications. The situation will be monitored through the normal budget monitoring procedures.
- 10.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.
- 10.1 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

11. List of Appendices

Corporate Performance ('dashboard') report is attached as Appendix

12. Background Papers

Working papers held by officers responsible for calculating indicators.

Newcastle Borough Council – Qtr 4 Performance Report 2012-13

This corporate quarterly report is a collection of our key performance indicators and the tables below provide a summary of performance to date.

Key to the symbols used in this report

This set of symbols show whether performance has improved or worsened since last time each indicator was reported:



Performance has improved



Performance has stayed the same



Performance has worsened



Comparison to last time is not possible at the moment

This set of symbols show whether performance is currently on target or not.



Achieving target



Just short of target but plans are in place to overcome these problems



Significantly missing target and so may not achieve its goals






Either the performance or the target is missing at the moment








There is a tabled section for each of our four priorities containing indicators measuring our achievement in that area.

Priority 1

- A clean, safe and sustainable borough






- Our streets and open spaces will be clean, clear and tidy:
- Levels of safety will have improved, along with standards of public health:
- Vulnerable citizens and victims of crime will be provided with high quality support:
- The negative impact that the Council, residents and local businesses have on the environment will have reduced
- Town centres across the borough will be sustainable and safe:
- Working in partnership to support victims of anti-social behaviour, crime and domestic violence:
- Focus with partners on empowering local people communities.

Ref	Indicator	Qtr 4 Result	Qtr 4 Target	How have we performed?	Target Achieved?
1.1	Number of food establishments which are broadly compliant with good hygiene law	91	85		
	The majority of Food business operators are complying well with legal requirements. This has been assisted by the launch of the national food hygiene rating scheme and the publication of the premises rating score.				
1.2	Violence with injury	680 (cumulative total)	N/A		?
	Violence with injury incidents have reduced by 7.9 % compared with the year to date figure of 738 in 2011-12.				
1.3	Anti-social Behaviour	3831 (cumulative total)	N/A		?
	The number of incidents of ASB has reduced by 5.7% compared with the year to date figure of 4063 in 2011-12. The number of incidents in Qtr 4 (863) is slightly higher than the number recorded in Qtr 3 (802).				
1.4	Serious acquisitive crime	773 (cumulative total)	N/A		?
	The result for the Serious Acquisitive Crime indicator is down on the result of the previous year by 5.3% compared to the year to date figure of 813 in 2011-12.				
1.5	% of investment portfolio (NBC owned) which is vacant.	7.8	12		
	The percentage for this quarter is within target and given the current economic climate is a positive result. 14 out of 179 properties are vacant of these 6 are retail units within the Town Centre which has been particularly badly affected by the recession. A further 4 properties require substantial work prior to a tenant taking occupation of the property we are currently seeking funding to enable works to take place.				

Ref	Indicator	Qtr 4 Result	Qtr 4 Target	How have we performed?	Target Achieved?
1.6	Levels of street and environment cleanliness				
	a) litter	15	9%	↓	
	b) detritus	15.02	9%	↓	
	c) graffiti	1.17	3%	↑	
	d) fly-posting	0	1%	↔	
<p>Sites for the surveys are randomly selected from a list of 10 land classifications (e.g. retail and commercial, housing, industry, highways, recreation) and include both land for which the Council is responsible, and land in private/other ownership for which the Council does not have street cleansing responsibility. The sites change for each tranche of surveys to ensure that a true picture across the spectrum is reflected. The results in this third survey for litter and detritus have deteriorated slightly in this last quarter; however the overall results for the 2012-13 are 12.5% and 11.67% respectively. It should be noted that for the year 87.5% of sites surveyed are achieving the acceptable standard for litter levels and 88.33% of sites for detritus. The other 2 categories are broadly on or exceeding target.</p> <p>Analysis of the results has identified where resources and realignment of the service needs to take place to improve levels of street and environment cleanliness in the surveyed areas. In the case of litter, resources need to be targeted towards retail and commercial areas, high obstruction housing, highways and recreation areas. In the case of detritus, resources need to be targeted towards high obstruction housing, industry and warehousing and highways. These areas include significant areas of land for which the Council does not have direct street cleansing responsibilities, and in these cases the Council will adopt an education and enforcement approach to seek to encourage landowners to improve the standard.</p> <p>How the indicator is collected: The results for this indicator are obtained from three surveys undertaken in quarters 2, 3 & 4 of 2012-13. The score is expressed as a percentage of the total number of sites surveyed which fall below the "acceptable" standard. The results of the surveys are analysed and the findings used to target the worst performing areas.</p>					
1.7	The amount of residual household waste per household	104.08kgs	112.5kgs	↑	
	Performance better than expected, residual waste levels continue to drop. End of year total is 423.92kg's per household.				
1.8	Percentage of household waste sent for reuse, recycling and composting	44.45%	52%	↓	
	Quarter 4 performance lower than target mainly due to poor weather conditions with very little garden waste being collected particularly during March when normally yields are high as the growing season starts in earnest. However the end of year target has only missed narrowly with an outturn of 51.82% against the target of 52%.				
1.9	Measure missed bin collections on all our routes	35.48	100	↑	
	The number of missed bins for Qtr 4 is well within target. The overall trend on the year shows a continued improvement with a cumulative result of 40.01 (2011/12 result was 45.90).				

Priority 2 – A borough of opportunity



- Levels of worklessness will have reduced:
- Local people will be able to access opportunities for personal development and growth
- Housing will be available and accessible to meet a range of diverse needs
- Key parts of the borough will have been regenerated and there will have been overall economic growth

Ref	Indicator	Qtr 4 Result	Qtr 4 Target	How have we performed?	2012/13 Target	Target Achieved ?
2.1	Number of cases where positive action was successful in preventing homelessness (from the P1E)	111	125	↓	500	
	The NHA team have worked well again with users this quarter, and although the service is below the quarterly target, the overall figure for 2012/13 is 554 exceeding the annual target.					
2.2	Continued engagement with the Family Employment Initiative (FEI)	175	135	↑	540	
	The cumulative result at Q4 is 585 people engaged against a target of 540 for the year to date. The details of engagement are as follows: Engagement target 27 per month (Qtr 4, 142 inc 5 into voluntary work) Training target 9 per month (Qtr 4, 23), Employment target 9 per month (Qtr 4, 10). Q4 is just under target mainly due to funding cuts at CRT and less staff working at the FEI)					
2.3a	NI 157a Percentage of Major Planning Applications determined within time (cumulative)	66.7	75 (60)	↓	75 (60)	
	This indicator and the next two are cumulative indicators. The performance for major applications in 2012/13 has not met the local target with 12 out of the 18 decisions which count towards this indicator made being within 13 weeks, however performance still exceeds the national target by 6.7%. Performance is being closely monitored and all possible steps taken to achieve decisions within 13 weeks, without putting the Council at risk of challenge and complaint from applicants.					
2.3b	NI 157b Percentage of Minor Planning Applications determined within time (cumulative)	88	85 (65)	↓	85 (65)	
	The performance for minor applications has exceeded both the local and national targets by 3% and 23% respectively.					
2.3c	NI 157c Percentage of Other Planning Applications determined within time (cumulative)	92.8	95 (80)	↔	95 (80)	
	For the category of "other," the performance for this quarter was marginally below the locally set target but exceeded the government target of 80% by 12.8% and so is still performing well. For the sake of clarity the national performance targets set by government have been shown in brackets against our locally set targets.					

Priority 3

A healthy and active community




- People who live work, visit or study in the borough will have access to high quality facilities
- Levels of cultural activity and participation in the arts will have increased
- There will be a range of healthy lifestyle choices, resulting in an increase in participation in sport and physical activity
- Local people will be more able to work together to solve local problems
- Council services will be influenced by resident engagement, enabling local communities to shape services which directly affect their lives





Ref	Indicator	Qtr 4 result	Qtr 4 target	How have we performed?	2012/13 Target	Target Achieved?
3.1	Number of people accessing leisure and recreational facilities (cumulative)	579,575	570,000	↑	570,000	
The figures for usage of leisure facilities in the borough has increased this quarter with a total of 166,157 users recorded. The Council operates two leisure facilities: Kidsgrove Sports Centre and Jubilee2.						
3.2	Number of people visiting the museum (cumulative)	51,634	63,000	↓	63,000	
Many visits to the museum are combined with visits to the park and therefore the poor weather, particularly the wet summer, had an adverse effect on numbers coming through the doors. The service had also experienced an initial drop in schools visits as schools focussed on the Olympics and the Jubilee in 2012 and school budgets again were tightened. We have worked hard to re-establish the schools programme at the museum, initially by sending our education staff into schools. By proving our relevance to the curriculum we are now seeing school visits increase again to near previous numbers. Figures from museums across the country are showed a downward trend of up to 20% in 2012 - a museum we use to benchmark with reports a drop in numbers of 22%, reasons cited being the weather and the effect of the Olympics. The figure here represents an 8% decrease. The programme of events and activities on offer also continues to adapt to develop existing and new audiences with April 2013 showing an increase of 500 visitors compared with the whole month of April 2012.						

Priority 4

Becoming a Co-operative Council delivering high quality, community-driven services

- The Council will have increased the capacity and skills of its workforce
- Councillors will be community champions and powerful community advocates
- The Council will have delivered further efficiencies
- High performing services will be provided for all residents and customers
- The Council will be an open, honest and transparent organisation undertaking regular consultation with its residents and listens to their views

Ref	Indicator	Qtr 4 result	Qtr 4 target	How have we performed?	2012/13 Target	Target Achieved?
4.1	Average number of days lost, per employee, to the Council through sickness (cumulative)	8.06 days (long term 5.08 days: short term 2.98 days)	6.90	↓	6.9	
The indicator has performed well previously but has been off in 2012/13 due largely to the effect of a number of long term sickness cases. In 2011/12 the annual figure for long term sickness was 3.74 days and short term sickness was 2.99 days. All sickness absence is continuing to be pro-actively managed with HR support and has seen a significant increase in the number of Occupational Health referrals and also the number of employees being referred for counselling support where relevant. A review of both the Attendance Management and Capability Procedures is scheduled in 2013/14.						
4.2	Percentage of invoices paid on time(within 30 days)	97.85	97	↑	97	
Performance continues to be above target						
4.3	% projected variance against full year council budget	Not available	No variance	?	No variance	?
The outturn figure will not be available until the final accounting entries have been made and the accounts have been closed.						
4.4	% requests resolved at first point of contact	96.8	75	↓	75	
Performance continues to be well above target and telephone contact has increased by 10% through the addition of some leisure services calls. The target will be reviewed in line with best practice.						
Ref	Indicator	Qtr 4 result	Qtr 4 target	How have we	2012/13 Target	Target Achieved?

				performed?		
4.5	% Unmet demand (number of calls not answered as a % of total call handling volume)	7	10	↑	10	
	Performance is above target, but is likely to be impacted on in Q1 due to the implementation of the replacement Customer Relationship Management (CRM) system.					
4.6	Percentage of Council Tax Collected (Cumulative)	97.3	97.5	↑	97.5	
	Performance achieved against what is still a difficult national economic situation.					
4.7	Percentage of NNDR collected	97.5	96	↑	96	
	Performance achieved against what is still a difficult national economic situation.					
4.8	Time taken to process Housing Benefit/Council Tax new claims and change events	9.32	10	↑	10 days	
	Target processing times achieved.					

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