

Public Document Pack

Date of meeting **Wednesday, 30th November, 2011**

Time **10.00 am**

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

Contact **Julia Cleary (Tel No 742227)**

Cabinet

AGENDA

PART 1– OPEN AGENDA

- 1 MINUTES** **(Pages 1 - 8)**
To consider the minutes of the previous meeting held on 19 October 2011.
- 2 DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in the agenda.
- 3 Keele University Promotional Signage** **(Pages 9 - 12)**
- 4 Financial and Performance Management Report to End of
Quarter Two (September) 2011** **(Pages 13 - 32)**
- 5 Amendment to the Corporate Complaints, Comments and
Compliments Policy** **(Pages 33 - 44)**
- 6 Newcastle-under-Lyme Integrated Waste Management Strategy** **(Pages 45 - 52)**
- 7 Allotments Service - Review of Policy** **(Pages 53 - 56)**
- 8 ICT Contract Re-Negotiation** **(Pages 57 - 60)**
- 9 United Charities - Appointment of Council Representatives** **(Pages 61 - 62)**
- 10 Jubilee 2 Update** **(Pages 63 - 66)**
- 11 Newcastle Town Centre Car Parks** **(Pages 67 - 76)**
- 12 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B(4) of the
Local Government Act 1972.

Members: Councillors S Sweeney (Chairman), Studd (Vice-Chair), J Bannister,
A Howells, N Jones and M Reddish

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

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

CABINET

Wednesday, 19th October, 2011

Present:- Councillor Stephen Sweeney – in the Chair

Councillors Studd, J Bannister, N Jones and M Reddish

16. MINUTES OF LAST MEETING

That the minutes of the previous meeting of the Cabinet held on 7th September be approved as a correct record.

17. WORK OF THE NEW VIC THEATRE

The Committee welcomed Fiona Wallace from the New Vic Theatre and Members were asked to note the initial steps taken regarding the development of a Partnership Agreement with the North Staffs Theatre Trust in respect of funding for the New Vic Theatre from the Borough Council.

Miss Wallace explained that the New Vic had been the first purpose built theatre in the round in Europe and that in the previous year over 20,000 young people had attended the Christmas show which had been rated as one of the top 5 in the country along side other high profile organisations such as the Royal Shakespeare Company.

It was stated that one priority of the theatre was to raise the aspirations of all young people, particularly those from disadvantaged groups. A year long programme of Borderlines projects had been delivered with partners such as The Domestic Violence Unit, the Police and the Young Offenders Teams.

Members discussed the information attached at Appendix B to the report which detailed The New Vic and the Council's 2009 Sustainable Community Strategy. Attempts had been made to remove the economic burden of visiting the theatre through the introduction free tickets for those under 16 years of age and a £1 entrance fee for those on benefits and ACE free theatre initiate for those under 26. The theatre also worked with every secondary school in the Borough and approximately half of the primary schools. Drama was also being used as a teaching tool for the sciences.

It was also stated that the work of the New Vic Theatre was bringing over 1 million pounds of investment to the Borough including grants from the Arts Council and that it was generating approximately 11.6 million pounds for the local economy.

18. CORPORATE PLAN - 2012-13 TO 2014-15

Members considered the Corporate Plan 2012/13 to 2014/15. The Corporate Plan underpinned the whole planning structure of the Authority and informed how the Authority should act as the major driver behind nay budget proposals, longer-term strategic plans and the service planning process.

RESOLVED: That the adoption of the Corporate Plan be approved for 2012/13 to 2014/15.

19. MEDIUM TERM FINANCIAL STRATEGY 2012/13 TO 2016/17

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

One of the main unknowns facing the plan at the moment was the uncertainty surrounding business rates but details regarding these were still unavailable from Central Government. Paragraph 2.6 of the report highlighted some specific areas that had been looked at in the budget service review, the areas included the management of vacant posts, modernisation and transformation of the Council and Joint working with other local authorities; all of these areas along with others were continuously monitored in order to detect any areas where savings could be made. Page 6 of the MTFS drew Members attention to the fact that in February 2011, Full Council had agreed the capital investment plan which provided for £21,638,800 of investment over a 2 year period in projects across all of the Council's priority areas. Page 10 of the strategy highlighted where the Council would have shortfalls over the next 5 years and a strategy had been developed to deal with these and would be considered by this Committee in January before being presented to Full Council for approval. Encouraging feedback had also been received from the Audit Commission which deemed the Council to be well placed to face any current and upcoming financial difficulties.

The MTFS would be considered by the Transformation and Resources Overview and Scrutiny Committee at its next meeting on 2nd November 2011.

Members thanks the Executive Director (Resources and Support Services) and his team for the hard and impressive work being undertaken in such difficult financial times.

RESOLVED: (a) That the Medium Term Financial Strategy for 2012/13 to 2016/17 be approved.

(b) That the report be referred to the Transformation and Resources Overview and Scrutiny Committee for comment.

20. APPLICATIONS FOR DISCRETIONARY RATE RELIEF

A report was presented regarding the granting of discretionary Rate Relief in accordance with powers under Section 47 of the Local Government Finance Act 1988.

It was highlighted that the report contained only the new organisations applying for rate relief.

RESOLVED: That in accordance with Section 47 of the Local Government Finance Act 1988, discretionary rate relief be granted in respect of the organisations and premises detailed in Appendix A to the report.

21. SITE ALLOCATIONS AND POLICIES DEVELOPMENT PLAN DOCUMENT - SCOPE OF CONTENTS AND DRAFT TIMETABLE

Members received a report requesting agreement to a revised timetable for the Site Allocations and Policies Development Plan Document.

The preparation of the Site Allocations and Policies Development Plan document was included in the Council's approved Local Development Scheme and was a high priority in the Local Development Framework.

Newcastle Borough Council had already adopted a Core Spatial Strategy with Stoke on Trent City Council in November 2009 and the Site Allocations and Policies Development Plan Document was the next stage following this and would help to direct where future housing, retail, leisure facilities and employment would be located. There would be public consultation regarding the plan at every possible level and in a variety of ways to ensure that as many interested parties were involved as possible. It was stated that this approach had been endorsed by the planning committee at its last meeting.

RESOLVED: (a) That Cabinet agree to proceed with the preparation of the Site Allocations and Policies Development Plan in accordance with the draft timetable set out in the report.

(b) That a further report be submitted to a subsequent meeting on an issues paper together with further details of the consultation arrangements for the Site Allocations and Polices Development Plan.

22. HIGH VALUE HOUSING - NSRP STUDY FINDINGS

Members received a report presenting the findings of the RENEW North Staffordshire Regeneration partnership (NSRP) 'Executive Housing Market' study. The study would help to inform both the development of the Council's Asset Management Strategy and the formulation of planning policy, to be set out in the Local Development Framework.

RESOLVED: (a) That the RENEW NSRP Executive Housing Market Report be taken into account in any update of the Council's Asset Management Strategy, so that action can be taken to intervene in the 'Executive' housing market, it considered appropriate and necessary and that a further report be submitted for approval if this is deemed to be the case.

(b) That the RENEW NSRP Executive Housing Market Report be noted as a technical background document to inform the formulation of planning policies through the Local Development Framework

(c) That the recommendation of the Strategic Planning Committee that it's preferred option for the delivery of high value housing be through the Site Allocations and Policies Development Plan be endorsed.

23. A NEW ECONOMIC DEVELOPMENT STRATEGY FOR THE BOROUGH

A report was received to allow Members to consider the first draft of a new Economic Development Strategy for the Borough.

Members thanks the Economic development and Enterprise Overview and Scrutiny Committee for its comments regarding the draft Strategy which had been incorporated into the report. All and any feedback regarding the draft report was welcome and it was highlighted that the Strategy was intended to be a public document for use by people and businesses coming into the Borough.

RESOLVED: (a) That the Draft Economic Development Strategy, subject to modifications suggested by Cabinet and Scrutiny, be used as a basis for consulting with partner organisations, the local business community, LAPs and the Economic Development strand of the Newcastle Partnership.

(b) That any comments be received be reported back to Cabinet for consideration.

24. **RENEW NORTH STAFFS HOUSING MARKET RENEWAL PATH FINDER 2003-2011**

A report was received informing Members of the conclusion of the Renew Housing Market Renewal (HMR) Pathfinder initiative 2003-2011 and its achievements within the Borough.

Members considered that there had been some great achievements in the Borough thanks to the initiative such the development on Lower Mile House Lane and agreed that the project had been cut down in its prime. Other ways were now being considered to continue the good work and areas such as Galleys Bank where there had been serious issues with absentee landlords were prime candidates for development.

RESOLVED: (a) That the Renew HMR Pathfinder Programme 2003-2011 and its achievements in Newcastle be noted.

(b) That the Council continues to work with both funding and delivery partners to optimise the prospects of further development/initiatives being implemented that are consistent with the objectives of the Renew Programme.

25. **DISPOSAL OF KNOTTON RECREATION CENTRE**

A report was submitted regarding the outcome of the call-in regarding the disposal of Knutton Recreation Centre and the response to this from Cabinet.

It was stated that the main emphasis regarding the future of the site and the new facilities and developments planned had to be on public consultation and that this had been happening throughout the project and would continue to happen through to its conclusion.

RESOLVED: (a) That the comments from the Overview and Scrutiny Co-ordinating Committee be received and that the Committee be thanked for its views.

(b) That Members reaffirm the Cabinet decision made on 15th June 2011 with the additional recommendations as follows:

- That the Council commits to undertaking a public consultation process supported by any preferred purchaser prior to the submission of any planning application for development of the subject land.
- That any marketing particulars clarify:
 - The Council's expectation of compliance with the current policy regarding the provision of affordable housing and;
 - The potential for inclusion of a convenience store.
- That the outcome of any public consultation process be reported back to Cabinet as part of any final report to dispose of the subject land.

26. RYECROFT CAR PARK

Members received a report seeking authority to introduce an off street parking order on the Ryecroft Car Park. The Portfolio Holder clarified that the parking would be limited to the ground floor levels and that any suggestions regarding paying on exit were currently not economically viable.

RESOLVED: (a) That the introduction of an off-street parking order on the Ryecroft Car Park.

(b) That charges be approved as detailed in the report.

(c) That the portfolio holder be authorised to confirm the order in due course.

27. PRIMARY AUTHORITY SCHEME

Members were asked to consider a report regarding options for Newcastle under Lyme to form a partnership between the local authority and a business to provide environmental health regulatory advice and support by assessing both the benefits and implications of such an initiative.

Members considered that it would be vitally important that there be a sound business case before any such scheme was entered into and took into account the fact that any such scheme would be undertaken on a cost recovery basis. Comments regarding the proposals had been received by the Cleaner Greener Safer Overview and Scrutiny Committee which included concerns regarding resources. It was stated that any additional resources would have to be met by the business as part of the cost recovery contract.

RESOLVED: (a) That Cabinet agrees to pursue and enter into Primary Authority partnerships with businesses within the Borough provided that there is a business case to do so

And if agreed, that the Cabinet delegates authority to the Head of Environmental Health Services (supported by the Head of Business Improvement & Partnerships), in consultation with Portfolio Holder to:

- (i) Explore opportunities for Primary Authority partnerships with businesses within the Borough
- (ii) Explore opportunities for partnerships with other regulatory organisations to jointly enter into Primary Authority agreements

- (iii) Explore pilot work areas to expand the principles of Primary Authority with the LBRO
- (iv) Enter into Primary Authority relationships on behalf of the Council for the purpose of the Regulatory Enforcement and Sanctions Act 2008 (RES Act)
- (v) Develop a process to implement the decision taken by Cabinet in line with existing legislation, regulation and good practice.

28. REPLACEMENT ROAD SWEEPING VEHICLE

A report was received seeking Authority to replace a road sweeping vehicle which had reached the end of its serviceable life span and which was now uneconomical to maintain. The authority would be subject to approval of funding by Full Council.

RESOLVED: (a) That subject to Council approval the funding, the Executive Director, Operational Services be authorised to seek tenders for a replacement road sweeping vehicle and, in consultation with the Portfolio Holder for Environmental Health and Recycling, accept the lowest suitable tender received.

29. IMPROVING ICT ACCESS FOR MEMBERS

Members received a report responding to the recommendations of the Transformation and Resources Overview and Scrutiny Committee regarding the provisions of ICT for Elected Members and to update Cabinet on ICT provisions put in place since February and to put forward further recommendations.

RESOLVED:

- (a) That the use of allocated Newcastle email addresses for members Newcastle caseload becomes adopted practice.
- (b) That Members be encouraged to use their dedicated website as their main source of information.
- (c) That the current practice of printing emails for members should stop as soon as possible.
- (d) That the ICT Access for Members Protocol be approved in its entirety.
- (e) That the Members Allowance Scheme be reviewed by the Independent Remuneration Panel with regard to ICT provision.
- (f) That the means of access to relevant council systems be reviewed and developed in line with advances in technology.
- (g) That printed agendas continue to be distributed to members for the Committees on which they sit.

30. CEMETERIES MEMORIAL SAFETY PROGRAMME 2011-15

Cabinet received a report informing it of guidance on the Management of Memorials issued by the Institute of Cemetery and Crematorium Management (ICCM). The

report sought to compare the Council's current procedure for the management of memorials with the ICCM guidance. It was requested that Cabinet agree to endorse the Council's current procedure for the management of memorials and continue to apply it to the forthcoming approved five year programme of memorial inspection and testing in the Borough Council's cemeteries.

RESOLVED: (a) That the ICCM guidance on the Management of Memorials be noted.

(b) That the Council's current procedure for the management of memorials be endorsed and applied to the forthcoming approved five year programme of memorial inspection and testing in the Borough Council's cemeteries.

31. DEVELOPMENT PLAN - LOCALITY ACTION PARTNERSHIP (LAP) REVIEW

Cabinet received a report introducing the Locality Action Partnership Development Plan which it had requested at its last meeting on 7 September 2011. The development plan built on the work undertaken as part of the transformation program, previous reports and the Locality Action Partnership Review recommendations submitted to Executive Management and Cabinet.

RESOLVED: (a) That Cabinet notes the contents of the report and the contents of the development plan.

(b) That Cabinet notes the suggested changes to the development plan from the meeting of Informal Cabinet on 28 September 2011 – to remove action 30 relating to Community Infrastructure Levy.

(c) That Cabinet agrees to the actions and milestones contained in the development plan which may impact on their portfolio areas.

(d) That Cabinet supports the development plan being presented to the wider Newcastle Partnership

32. STATEMENT OF INTENT - VOLUNTARY AND COMMUNITY SECTOR

A report was submitted seeking support for a statement of intent that outlined the Council's ongoing commitment to the voluntary and community sector.

RESOLVED: (a) That the report be noted

(b) That Cabinet endorse the proposals contained in the report.

33. JUBILEE 2 UPDATE

Cabinet received a report containing information about progress relating to the Jubilee 2 since its last meeting. It was stated that the project was now 75% complete, on budget and on time.

RESOLVED: (a) That the progress in delivery of the 'Jubilee 2' is noted.

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(b) That Cabinet endorse the recommendation that Officers in Consultation with the Cabinet member for Culture and Active Communities and the Cabinet Member for Resources and Efficiency enter into contract with a facilities management company for the maintenance of the mechanical and electrical plant at Jubilee 2.

34. **URGENT BUSINESS**

35. **EXCLUSION RESOLUTION**

COUNCILLOR STEPHEN SWEENEY
Chair

KEELE UNIVERSITY PROMOTIONAL SIGNAGE

Submitted by: **Engineering Manager – Graham Williams**

Portfolio: **Regeneration and Planning**

Ward(s) affected: **Multiple wards, dependent on signage locations**

Purpose of the Report

To seek a decision from Members whether or not to authorise the addition of Keele University promotional signage to existing 'Welcome to Newcastle' gateway signs throughout the Borough

Recommendations

(a) That Members note Keele University's request to add signage announcing the presence of the University to existing 'Welcome to Newcastle' gateway signs.

(b) That subject to Members acceding to the University's request, officers be authorised to take the necessary steps to implement the additional signs.

Reasons

Keele University have approached the Borough Council to ask if additional signage could be fixed to the Borough Council owned boundary signs to promote the University, acknowledging the importance of the University both as a Higher Education institution and as a contributor to economic growth.

1. Background

- 1.1 Keele University approached the Borough Council to ask if it would be possible to add additional signage to existing gateway/boundary signs to highlight their presence and contribution to the Borough. The precise details would need to be resolved but the general intention is to add a sign that would say something along the lines of 'Home of Keele University'.
- 1.2 The existing 'Welcome to Newcastle' signs were installed in 2009 and are located at the 11 main road entrances to the Borough.
- 1.3 The University feel that the profile provided by such signage not only reflects the importance the Borough places upon them as a place of learning but acknowledges the wider contribution they make to economic growth.
- 1.4 On a separate, but related, matter the University is working with the local Highway Authorities and Highways Agency to improve directional signs to the University on the main highway routes into the area and across the conurbation. The underlying issue is that a significant proportion of the University's 'customers' have difficulty in finding the campus.

2. Issues

- 2.1 The main issue prompted by the introduction of the Keele University signage, as described above, is that it might prompt other establishments to make similar requests, thereby resulting in clutter and detracting from the main purpose of such signs.

2.2 The main arguments in favour of such an arrangement are:

- It is a unique institution in the Borough that combines the provision of higher education (to about 10,000 full time students annually) with the delivery of economic growth in a range of ways (estimated to be worth £130m p.a. to the sub-region);
- It provides a more tangible message to the visitor about the Borough's values (both educational and commercial interests) than many of the typical marketing strap-lines;
- Further to the latter point, it promotes a positive message to prospective investors and;
- It helps to provide a more tangible link between the University and the Borough given that there is no commonality between the institution and the place name of the town.

Moving to matters of detail, of course any additional signage must be in keeping with existing designs.

Given that there were no detailed records of existing signage arrangements. Therefore site visits have been undertaken to measure and photograph each sign to enable an assessment about the appropriateness and suitability of new signage to be affixed to the existing structures. Such detailed information will be used to provide the University with accurate costings.

3. **Options Considered**

- (1) Not agree to Keele University signage being affixed to existing Council signage at the main gateway entrances to the Borough,
- (2) To authorise the additional signage subject to further investigation demonstrating that it would be suitable to do so, provided that Keele University fund the works.

4. **Proposal**

- 4.1 That Members note Keele University's request to add signage announcing the presence of the University to existing 'Welcome to Newcastle' gateway signs.
- 4.2 That subject to Members acceding to the University's request, officers be authorised to take the necessary steps to implement the additional signs.

5. **Reasons for Preferred Solution**

- 5.1 Your officers consider that there is no other organisation or institution that could provide such a range of demonstrable benefits.
- 5.2 An evaluation of the sites is required before a definitive answer can be given to Keele University as it may not be appropriate or practically possible for additional signage to be added to all Borough owned gateway signs.

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

- 6.1 Creating a Borough of opportunity - by helping to promote the University to Borough visitors and residents.

7. **Legal and Statutory Implications**

Roadway signage is controlled by the highways and planning law which give prescribed rights to local authorities.

8. **Financial and Resource Implications**

8.1 The total cost of any works will be met by Keele University.

8.2 There would be a modest staff resource implication for the time taken to visit each of the sign locations to record and photograph them, assess the survey, checking the suitability of the existing posts and design new if required, obtain the necessary quotations and commission the contractor. However this can be assimilated into the existing work programme without causing significant adverse consequences.

9. **Major Risks**

9.1 It is not anticipated that there are any major risks provided that the signs are designed so as to maintain the stability of the associated supporting structures.

10. **Sustainability and Climate Change Implications**

10.1 The climate impacts are minimal with any new signage not likely to need substantial maintenance or replacement costs for the foreseeable future.

11. **Key Decision Information**

This report is included in the Forward Plan for decision by Cabinet in October 2011.

12. **Earlier Cabinet/Committee Resolutions**

There are no earlier Cabinet or Committee Resolutions regarding this report.

14. **List of Appendices**

There are no appendices to this report.

15. **Background Papers**

There are no background papers to accompany this report.

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Agenda Item 4

FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER TWO (SEPTEMBER) 2011

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

Portfolio: Customer Service and Transformation/Resources and Efficiency

Wards Affected: All

Purpose

To provide Members with the Financial and Performance Review for the 2011/12 Second Quarter.

Recommendation

That Members note the contents of the report and recommend that the Council continues to monitor and scrutinise performance alongside finances.

Reasons

These monitoring reports provide information about the performance of individual council services, alongside financial information.

1. Background, Issues and Options

- 1.1 This report provides Members with a detailed update on how the Council has performed during the Second Quarter of 2011/12 by presenting performance data set in a financial context.
- 1.2 The Council approved a General Fund Revenue Budget of £15,258,700 on 23 February 2011. 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 Resources and Efficiency informing them of the current position, highlighting any significant factors giving rise to variances.
- 1.3 A Capital Programme totalling £21,638,800, covering the two years 2010/11 to 2011/12, was approved at the same Council meeting. Of this total, £10,374,500 was estimated to be spent in 2011/12.
- 1.4 This report also provides detailed analysis of performance in the second quarter, focusing on key performance indicators.
- 1.5 A summary of the overall picture is presented in section 5 of this report. This is a promising start, with the majority of targets currently met.

2. Revenue Budget Position

- 2.1 The overall position at 30 September shows an adverse variance of £60,000. At this point in the financial year, we would have expected to have spent approximately £4.130 million: we have actually spent £4.190 million. The variance is predominately due to sources of income such as land charges, planning fees, market stall rents, commercial property rents and car park fees, continuing to yield less compared to what we would, in the past, have expected to

receive up to this point in the year. Because we anticipated economic problems would continue in 2011/12 an allowance of £200,000 was included in the budget which will help to cover these shortfalls. In addition, there has been a change in the regulations relating to business rates on empty properties in that the threshold above which rates become payable has been lowered, resulting in the Council incurring additional costs where it has empty properties, particularly within the commercial portfolio in between re-letting them to tenants. On the positive side, there have been savings on supplies and services across various services, additional income from cremation fees because the crematorium in Stoke was closed for a period and there are employee savings arising from factors such as the time-lag in filling vacant posts.

3. **Capital Programme Position**

- 3.1 Approval for the acquisition of the former Sainsbury's site (Ryecroft area, 10-16 Liverpool Road, Newcastle) together with other changes in respect of carried forwards means that the revised capital budget for 2011/12 is £16,282,400. Of this £9,445,400 was expected to be spent by 30 September. Actual expenditure at this date was £8,195,300, a variance of £533,400.

4. **Investment Counterparties**

- 4.1 Investment counterparties with whom money is invested, as at 11 November 2011 are as follows (with the parent company shown in brackets, where applicable):

Santander

Halifax Bank of Scotland (*Lloyds Banking Group*)

Heritable Bank (*Landsbanki*)

Royal Bank of Scotland (*Royal Bank of Scotland Group*)

- 4.2 With regard to the Council's frozen investment in Heritable Bank, a further payment of £104,919 has recently been received from the Bank's Administrator. This brings the total amount repaid to some £1,619,500, which is around 65% of the total that was frozen. The Administrators current prediction is that at least 90% of the £2,500,000 invested will be repaid.

5. **Performance**

- 5.1 The Corporate Plan Monitoring report is attached as **Appendix 'A'**. This includes information demonstrating progress with our objectives from the Corporate Plan 2011-12 and also our corporate indicators ("dashboard").
- 5.2 The information is presented in sections for each portfolio holder.
- 5.3 There are measures detailing progress against our objectives and the number of quarterly indicators is 24. This is in line with a longer term aim – to identify and focus on key measures that we consider to be of a cross cutting nature. These measures have been designed to relate to areas of work that have an impact on a number of the council's responsibilities.
- 5.4 It is proposed to replace the indicator measuring business crime with one detailing Anti-Social Behaviour (Ref. SSC2) due to no information available.
- 5.5 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.

- 5.6 This report will also be submitted to the Transformation and Resources Scrutiny Committee.
- 5.7 The proportion of indicators on target, based on data at the time of compiling this report, was 58%.
- 5.8 Positive performance can be seen in a range of services although it must be borne in mind that that the results later in the year can be different and that some services have seasonal factors.
- 5.9 There are a very 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. They are ordered by portfolio as in the Corporate Plan.

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**

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 reserves 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 reserves.

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.
- 10.3 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**

Appendix A - Corporate Plan Monitoring Report

12. **Background Papers**

Working papers held by officers responsible for calculating indicators.

Corporate Plan Monitoring Report 2011-12 Quarter 2

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Safer and Stronger Communities	3
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Safer and Stronger Communities Portfolio Holder: Councillor Stephen Sweeney

What outcomes do we want for the Borough?

- Achieving a thriving and safe evening and night time economy across the borough
- Offer high quality support to vulnerable citizens and victims of crime
- Building relationships so that people work together to solve local problems

What will we do in 2011/12?

- Work in partnership to support victims of anti-social behaviour, crime and domestic violence
- Work on root causes of problems through challenge in communities
- Focus with partners on empowering local people in communities

Ref	How will we progress this?	How did we do in Quarter 2?
1	Support the implementation of the Total Staffordshire Alcohol Pilot Projects with partners	Alcohol Total Staffs Pilot still in progress. Safer Nights and ATR groups met in July 2011, findings were discussed by Partnership Board in July 2011. We have received a response from the Countywide group relating to ATRs that a countywide approach will be sought rather than a district-only project. We are currently waiting on Aspire Housing to convene the task and finish group on Families, but we understand that discussions are in progress with key players. The partnership are awaiting a special one-off meeting of the Partnership Delivery Group to be convened to discuss this pilot, which should be happening in October or November.
2	Implement the remainder of the Green Routes Gating Project scheme	Green routes project still in progress. Alternate path alleyway rectified. Lad Lane has been inspected by PM Training with a view to work commencing shortly. High Street South alleyway is still subject to legal issues with the landowner re rights and access but is in the hands of their solicitors.
3	Develop and grow the partnership's approach to supporting vulnerable victims of anti-social behaviour and domestic violence with partners	Supporting vulnerable victims: the Domestic violence early intervention project and multi-agency case conference for the Chesterton and Crackley area is underway. Cath Fox, DV Coordinator, has the engagement and backing of the key partners. Partnership incredibly disappointed that funding could not be found to continue the valuable and successful Vulnerable Victims Worker service for anti-social behaviour which was supporting our case conference. Partners now considering alternative means to support the vulnerable. Bogus officials' project targeting support to vulnerable elderly people in the Butt Lane area has been immensely successful and the work will now be carried to Chesterton following a spate of incidents there.

Page 20 Ref	How will we progress this?	How did we do in Quarter 2?	
	4	Delivering the locality action plans by supporting the groups.	The Story of Our Place report was accepted by Cabinet on 7 th September and requested a development plan which is due to be discussed by Cabinet on 19 th October.
	5	Consultation undertaken with the communities	The extended consultation period was collated and presented to the Partnership Executive Board on 15 July 2011. Decision taken that no further consultation required in relation to the refresh of the Partnership priorities although it was acknowledged that the development of LAPs will ensure ongoing consultation with communities. The Executive Board approved priorities with minor amendments and the Partnership Delivery Group to finalise in September 2011. It was felt that to consult further would result in more of the same and that given the majority of responses held the development of the economy including Jobs, transport, business, town centre development as a priority that this met with the priorities determined by the Partnership Executive.

Corporate Quarterly Performance Indicators

Ref	What did we measure?	Qtr 2 Actual	Qtr 2 Result 2010/11	How did we do in Quarter 2?	Achieved Target
SSC1	Violence with injury	325	431	There are 325 offences so far this year, against 431 for the same period last year. Performance is excellent and 24.5% down on last year	n/a
SSC2	Anti-social behaviour	2100	2817	The Business Crime indicator has been removed due to the lack of information available, and an indicator on anti-social behaviour is now proposed to be measured in its place. There are a total of 2100 recorded incidents this year by the police, against 2817 for the same period last year. In other words, we're down 25% on last year.	n/a
SSC3	Serious acquisitive crime	429	464	A total of 429 offences so far this year, against 464 for the same period last year. This means performance is excellent at present, as we're 7.5% down on last year.	n/a

Regeneration & Planning

Portfolio Holder: Councillor Robin Studd

What outcomes do we want for the Borough?

- The town centre is seen as vibrant and attractive
- There is a high quality of urban design in the urban environment
- The level of worklessness is reduced
- A good range of housing is available






What will we do in 2011/12?

- We will review the council asset management strategy, aiming for optimal use of the councils asset portfolio
- We will prepare the new Economic Development strategy
- We will implement a new Housing Strategy and Local Investment plan
- We will prepare a Site Allocations Development Plan Document
- We will continue to develop our role in the Local Enterprise Partnership (LEP) with the aim of seeking funding for regeneration

Ref	How will we progress this?	How did we do in Quarter 2?
1	Arrangements for partner consultations and the production of the Economic Development Strategy.	Draft completed and revision underway in light of comments received. Consultation arrangements being devised.
2	Continue to deliver the Partnership Scheme for Improvements in Newcastle Town Centre Conservation Area	Quarterly reports sent to English Heritage. Agreed an enhanced grant % for reinstatement of shop fronts. 2 new shop front grants to be offered by December. Key project at Mellards Warehouse due for Phase 1 completion by November. Stage 2 to begin in December.
3	Development and marketing of strategically significant employment sites and seek to secure further funding	Enterprise zone bid unsuccessful (154 selected instead). The Local Enterprise Partnership (LEP) has agreed 8 economic priorities and will promote these through the task and finish group.
4	Provide an annual programme of town centre events	Additional successful Dance Newcastle event took place July 2011 linking in with 1 year to go to 2012 Olympic Games. Paint the Town Pink taking place October 2011 linking in to breast cancer awareness.
Page 21	Implement the market refurbishment project	Scheme approved for implementation at July Cabinet. Designs for the first two elements of the scheme - a taxi rank in Ironmarket and a new bus lane in Barracks Road have been finalised and both are on schedule to commence in Quarter 4.

Page 6	Continued engagement with the Family Employment Initiative (FEI)	During quarter 2, initiative has engaged with 63 people, 27 have gone into training and 21 into employment. The figures are again below target in some areas (engagement -17 and employment -6) however, it is expected to even out over the year.
Ref	How will we progress this?	How did we do in Quarter 2?
8	Housing Strategy approved and action plan implemented	Work ongoing towards Housing Strategy Delivery Plan. This quarter we have implemented the revised Rent in Advance policy to help prevent homelessness.
9	Continue with the preparation of the Site Allocations Development Plan Document to identify land for development in order to achieve the regeneration of the Borough	Retail and leisure study completed. Site Allocations work programme approved by Cabinet (Oct).Draft Issues and Options paper prepared - aiming for Cabinet approval January 2012.
10	Monitor the five year supply of developable housing sites	Quarterly monitoring reports are maintained. However, the latest Q 2 report reported that the Council was unable to demonstrate a 5 year supply. Implications arising from planning proposals will be detailed in individual reports to Planning Committee.
11	Community Infrastructure levy	Cabinet have agreed to proceed to prepare a preliminary draft charging schedule in parallel with the Site Allocations and Policies DPD
12	Work in partnership with Housing 21 and Madeley Community Group to develop the Extra Care scheme linked to the Community scheme	The scheme is now complete and open for residents to use the community centre and residents have started to move into the Extra Care apartments.
13	Work in partnership with Aspire Housing to develop new affordable housing at: Beasley Place, Chesterton	Construction work is ongoing for this development and the first phase of housing is progressing well on site.
	Charter Road, Cross Heath	Awaiting final confirmation from Homes and Communities agency regarding this bid.
14	Develop and review housing policies to enhance the housing offer	The consultation process has commenced for both the Allocations Policy and the Strategic Tenancy Strategy. A draft Allocations Policy, taking in to consideration this customer feedback, will be completed in the next quarter.

Corporate Quarterly Performance Indicators

Ref	What did we measure?	Qtr 2 Actual	Qtr 2 Target	How did we do in Quarter 2?	Achieved Target
RP1	% of investment portfolio (NBC owned) which is vacant.	11.6	15	In quarter 2 we have improved our result from a previous quarterly return of 12.2 with less vacant properties in the borough.	
RP2	Number of cases where positive action was successful in preventing homelessness (from the P1E)	135	75	Performance has again exceeded the target during this quarter.	
RP3	NI 157a Percentage of Major Planning Applications determined within time	75	75	The performance for major and minor planning applications have met the targets, For the category of “other” the performance for this quarter was marginally below the target and demonstrates that a relatively small number of decisions issued out of time (7 in total) can have an adverse affect when the target is set as high as it is. Performance has improved and the target was met for the month of September with 95% achieved. However over the quarter the cumulative result is 93.1%.	
RP4	NI 157b Percentage of Minor Planning Applications determined within time	95.6	85		
RP5	NI 157c Percentage of Other Planning Applications determined within time	93.1	95		

Customer Service and Transformation

Portfolio Holder: Councillor Nigel Jones

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What outcomes do we want for the Borough?

- Services shaped to respond to needs of diverse communities
- Lead the council's response to the Decentralisation and Localism Bill. The bill which aims to devolve greater powers to councils and communities, brings opportunities for better services for residents






What will we do in 2011/12?

- Respond to service aspects of the Decentralisation and Localism Bill
- Provide high performing services for all residents and customers
- Implement equalities legislative requirements as appropriate
- Develop the existing transformation programme to build on the track record of delivering efficiencies

Ref	How will we progress this?	How did we do in Quarter 2
1	Develop a Community Engagement Strategy for Streetscene and Environmental Issues	Framework refined and "soft" implementation commenced with appointment of Community Development Officer on 1st October 2011
2	Provision of Customer Services at Madeley community development project accessible for two half day sessions per week.	Madeley Service Centre opened to customers on August 16th. The services offered at the centre are similar to those provided at the Council's Customer Service Centres. Monitoring of usage and services provided is being undertaken and formalised. Reports will be added onto the existing customer services reports on the council's website for CSE compliance.
3	Achieve Customer Services Excellence Standard and implement action plan.	Assessment now complete and awarded the Customer Services Excellence accreditation. There are no actions that require immediate attention. However, a small number of areas for development were identified, and these will be addressed ahead of our assessment next year.
4	Restructure Streetscene neighbourhood working.	New structure implemented and monitoring progress with the new structure working as planned.
5	Consult to measure customer satisfaction with the council and its services to identify improvements.	Mystery shopping is now to take place in conjunction with Stafford Borough Council, as more local councils have joined the group (resulting in a delay in starting the programme). Survey results are expected in December 2011
6	Develop a new Joint Housing Allocations policy taking into consideration the implications of the new Localism Bill	The consultation process has now commenced for the Joint Housing Allocations Policy.

Ref	How will we progress this?	How did we do in Quarter 2?
7	<p>Deliver training on the new Service Impact Assessment Toolkit and re-launch the Equality web pages on the intranet.</p>	<p>The new Service Impact Assessment Toolkit is being used successfully across the organisation. One training session was delivered to Human Resources staff in this quarter and a further two sessions will be delivered in quarter 3. Support continues to be provided during the completion of impact assessments and most are up to date. Equality Monitoring guidance has been developed and is now available on e-Voice. Information continues to be updated on equality internet and intranet pages to reflect national guidance as and when it is published. Work will continue in quarter 3 to develop the pages further in order to meet the equality information requirements of the Public Sector Equality Duty.</p>
8	<p>Deliver and report on the Transformation programme and The Way We Work –Sub Programme (TWWW)</p>	<p>Accommodation Review – Agreements reached with all prospective tenants and internal moves ongoing as planned. . Electronic Document Record Management System (EDRMS) - Phase 1 of project will be the roll out of Document Management (scanning etc.) First department will be Environmental Health. Software, connectors and filing systems now in place to do this. Programme commences in November. . Mobile Working - Phase 1 of the mobile working trial/pilot is complete; equipping street scene and staff members with suitable handheld devices which are secure and locked down. With these devices, street scene supervisors can manage their crew's workload whilst out on site. Home working – The process is ongoing with the take up increasing and progress being monitored.</p>

Corporate Quarterly Performance Indicators

Ref	What did we measure?	Qtr 2 Actual	Qtr 2 Target	How did we do in Quarter 2?	Achieved Target
CST1	% requests resolved at first point of contact	96.88	70	Our performance is well above target and shows an accurate picture due to improved recording methods and exact figures available for resolving of requests at first point of contact.	
CST2	% Unmet demand (number of calls not answered as a % of total call handling volume)	12.4	10	The performance slip in July (10.5%) and August (16.8%) is as a result of the following factors. Implementation of the new combined structure for Customer & ICT services impacted on the ability and availability of staff to take calls during the transition period. There were additional problems associated with vacancies, long term staff sickness and annual leave commitments. However, a number of these issues have been addressed and there is a significant improvement in September's figure of 9.9%.	
CST3	Percentage of Council Tax Collected (Cumulative)	52.2	50.11	Performance over target.	
CST4	Percentage of NNDR collected	59.9	58.3		
CST5	Time taken to process Housing Benefit/Council Tax new claims and change events	13	13	In Qtr 2 performance for this indicator has improved reducing the time taken from 15.13 days for Qtr 1.	

Resources & Efficiency

Portfolio Holder: Councillor Ashley Howells

What outcomes do we want for the Borough?

- Deliver efficiencies, ensuring that resources follow priorities
- Develop staff and members
- Take advantage of procurement opportunities




What will we do in 2011/12?

- We will further develop the workforce
- We will conduct reviews of services directed at creating larger scale efficiencies
- We will encourage partners to cooperate with the council in providing services

Ref	How will we progress this?	How did we do in Quarter 2?
1	Develop and recognise the contributions made by our staff while maintaining the Investors in People accreditation	Employee Recognition Scheme was reviewed, Nominations and voting fare planned for November and the awards ceremony is to be held in December.
2	Satisfaction of staff with learning and development initiatives received	100% course evaluation forms returned indicate satisfied/very satisfied.
3	Increase understanding of, and to produce, unit and transactional costs to allow service managers to identify the value for money of their service.	Selection of costs calculated and reviewed in relation to charging policy.
4	Implement International Financial Reporting Standards (IFRS)	2010/11 Statement of Accounts has been audited and an unqualified audit certificate received. Auditor's Governance Statement stated that IFRS had been well implemented at Newcastle.
5	Review of ICT assets, contracts and consolidation of hardware and software	Structure and staff now in place and the review has commenced with the first highlighted contract consolidated and revised to provide both savings and efficiencies. A number of smaller legacy assets have been identified and are in the process of being decommissioned.

Page 6 Ref 28	6	Replacement of the Sundry Debtors system	Supplier selected, project plan agreed and implementation preparation in progress.
	How will we progress this?		How did we do in Quarter 2?
7	Develop and implement a sustainable procurement strategy	The department has re-structured and increased procurement support. Work has commenced with V4, a Staffordshire initiative, on a Procurement Health Check, and opportunities have been identified by way of category management to deliver potential savings, a need to introduce a gate-keeping process by central procurement and the potential for a formal supplier engagement programme. Also work has commenced on engaging with the Council's strategic providers to review services and indentify where possible ongoing savings. A programme of Procurement briefings which gives training to officers started in October.	
8	Dealing with Freedom of Information (FOI) requests efficiently	A total of 122 requests have been received for the 2nd quarter . Out of these 105 (86.07%) were responded to within the statutory deadline, 14 exceeded the target (11.48%) and 3 remain current (2.46%) The new system incorporating departmental champions appears to be working well. All records are now held electronically making a vast improvement to the service.	

Corporate Quarterly Performance Indicators

Ref	What did we measure?	Qtr 2 Actual	Qtr 2 Target	How did we do in Quarter 2?	Achieved Target
RE1	Average number of days lost, per employee, to the Council through sickness	3.46	3.55	For the second quarter the sickness absence remains within target.	
RE2	Percentage of invoices paid on time(within 30 days)	97.07	97	Performance over target.	
RE3	% projected variance against full year council budget	0.3	No variance	Income budgets show significant adverse variances in areas affected by the economic recession. A provision of £200,000 is included in the budget for this.	

Environment and Recycling

Portfolio Holder: Councillor Marion Reddish

What outcomes do we want for the Borough?







- Ensure streets and open spaces are clean
- Sustainable initiatives for the community and environment
- Food establishments follow good food practices

What will we do in 2011/12?

- Improve efficiency of recycling and waste
- Monitor the progress and impact of our new recycling and waste strategy
- Implement our climate change and carbon reduction plans

Ref	How will we progress this?	How did we do in Quarter 2?
1	Introduce a comprehensive schools recycling service including separate collections of food waste.	We have rolled out 46 schools out of 60 within the borough. A full programme to rollout the remainder of the schools by the end of the year is in place.
2	Measure missed bin collections on all our routes	Number of missed collections per 100,000 for quarter 2 was: 70 –council 21 – contractor The average total was 49 per 100,000 collections. This is well within target, however work is continuing to reduce it further.
3	Hold an annual climate change / renewable energy / Energy efficiency day	Energy Efficiency event in Town Centre scheduled 14th October.
4	Encourage the take up of Warm Zone grants and signposting to Warm Front when appropriate.	The Warm Zone continues to offer free measures and the Council continues to refer people to Warm Front for information and financial support for new heating systems.

Corporate Quarterly Performance Indicators

Ref	What did we measure?	Qtr 2 Actual	Qtr 2 Target	How did we do in Quarter 2?	Achieved Target
ER1	Residual household waste per household -yearly target 450kgs	226.63kg	225kg	The figures are only estimates at this time as we are still awaiting some tonnage figures for September. The residual waste figure is only slightly off target, Street sweepings are now included in our recycling programme.	
ER2	% of household waste sent for reuse, recycling and composting	56%	52%		
ER3	% improvement in street and environment cleanliness			First tranche results received and performance is better than targets for litter, detritus and fly posting. Performance is very slightly poorer than target for graffiti and this will be monitored during second tranche inspections.	
	a) litter	6.17	9		
	b)detritus	7.78	9		
	c)graffiti	3.17	3		
	d) fly posting	0	1		
ER4	% category A+ B food businesses inspections completed in time.	100	100	Target achieved, 100% completion rate.	
ER5	% of LAPC (Pollution) inspections carried out per annum from work plan.	86	100	Slightly below target due to availability of business representatives to hold inspection - will be undertaken Q3	
ER6	% of licensed premises inspected per annum from work plan.	78	100	Below target for the first six months (39 licensed premises inspected to date) Officers undertaking work are prioritising this activity to improve and target will be achieved in Qtr 3. .	

Culture and Active Communities

Portfolio Holder: Councillor James Bannister

What outcomes do we want for the Borough?

- Healthy lifestyle choices, including participation in sport and physical activity and cultural activities
- High quality facilities for those who live, work, visit or study in the borough

What will we do in 2011/12?

- Enhance our leisure and recreation offer in the borough through robust management arrangements
- Work with key partners to take up opportunities in commissioning services from the council
- Develop our role in arts and culture activities to offer vibrant cultural sites and activities for the education and enjoyment of everyone

Ref	How will we progress this?	How did we do in Quarter 2?
1	Deliver leisure facility improvements: Wolstanton Marsh, Silverdale Heritage Park, Wammy Phase 2.	Formal approval process in progress for Wolstanton Marsh. Phase 1 contract for Silverdale Community Facility complete. Tender documents under preparation for Wammy Phase 2.
2	Develop a Newcastle Health & Well Being strategy working with key partners	Reviewed by Health Scrutiny Committee on 18 July 2011 meetings currently taking place with key partners ,which will be taken to Cabinet in March 2012.
3	Deliver the Legacy Action Plan for the 2012 Games.	12 Sports Council Award winners nominated for Torch Relay. Dancing for the Games Staffordshire launch at Jubilee 2 on 14 th December 2011. Also a production by Riding Lights Theatre Company on 7 th July 2012 is planned.
4	Compete in the regional Britain in bloom campaign and attain the National Green Flag Parks standard	6 Green Flag Awards attained. Gold medal and category winner in Regional Heart of England in Bloom competition. Silver medal in National Britain in Bloom competition.
5	Develop an allotment strategy	Report prepared for consideration by members at November 2011 Cabinet meeting.
6	Delivery of new Jubilee 2 Health & Well Being Centre	Completion 9 th December 2011 currently at final fix and commissioning phase as project planned.

How did we do in Quarter 2?

Corporate Quarterly Performance Indicators

Ref	What did we measure?	Qtr 2 Actual	Qtr 2 Target	How did we do in Quarter 2?	Achieved Target
CA1	Number of people accessing leisure and recreational facilities	238294	270,000	Customer reaction to closure of old facilities at Knutton has impacted on the attendance figures, i.e. some groups have chosen to move already to new venues. It is anticipated that the opening of Jubilee 2 in January 2012 will improve these figures.	No
CA2	Number of people visiting the museum	43628	31500	The cumulative figure is 43628 which is a 1762 increase on last year to end of period 2 in 2010/11. Actual figure for period two was 24474 and includes the summer holiday visits.	Yes

AMENDMENT TO THE CORPORATE COMPLAINTS, COMMENTS AND COMPLIMENTS POLICY

Submitted by: Head of Customer and ICT Services - Jeanette Hilton

Portfolio: Customer Service and Transformation

Ward(s) affected: Non specific

Purpose of the Report

To seek Cabinet approval to amend the Corporate Complaints Procedure contained within the Corporate Complaints, Comments and Compliments Policy (the "3Cs policy") from a 3 Stage internal process to a 2 Stage internal process.

Recommendation

That the current internal 3 Stage complaints process be reduced to a 2 Stage process as detailed in the report.

Reasons

- (i) The current Corporate Complaints Procedure, contained within the 3Cs policy has been in place since 2008 and is therefore ready to be reviewed.
- (ii) To comply with the latest guidance from the Local Government Ombudsman (LGO) on complaints handling.
- (iii) To streamline the complaints process; reduce staff time processing complaints and make the policy simpler for members of the public to follow.

1. Background

- 1.1 The Council's approved a 3Cs policy in 2008. Since that time, significant progress has been made in the way in which the Council deals with complaints corporately, with a number of positive reports, noting these improvements, having been received from the LGO.
- 1.2 The Council currently follows an internal 3 Stage complaints procedure:-
 - Stage 1 – investigation by service manager
 - Stage 2 – investigation by customer relations officer
 - Stage 3 – review by complaints appeals panel

2. Issues

- 2.1 Although the current procedure is very thorough, Stage 3 does take up considerable staff and senior management time whilst often delaying the customers' ability to take their complaint to the LGO for consideration. Current guidance from the LGO is that a 2 Stage procedure should give the Local Authority enough time to resolve a customer's complaint.
- 2.2 The proposed amendment does not limit the right of the customer to seek external advice at any time, but introduces the concept of a 2 Stage complaints approach for internal use, recognising the role Local Authorities have in resolving as many complaints as possible using their own internal procedures. It also introduces time limits on investigations, following LGO guidelines.

3. **Options Considered**

- (a) That the Council continues to operate a 3 stage complaints procedure;
- (b) That the Council amends the policy to facilitate a 2 stage complaints procedure.

4. **Proposal**

- 4.1 That the current Complaints Policy, contained within the approved 3Cs Policy 2008, be amended from a 3 Stage internal process to a 2 Stage internal process; the two stage process to be:
- 4.2 Stage 1 Review & Response - investigation and response by officer and department Stage 2 Independent Internal Appeal – investigation by the customer relations officer
- 4.3 The revised Policy also puts in place for the first time, a time limit for investigations following the same protocol as the Local Government Ombudsman i.e. 12 months.

5. **Reasons for Preferred Solution**

- (a) To simplify the complaints procedure;
- (b) To make the LGO more easily accessible for customers;
- (c) To reduce the amount of time taken to carry out the full complaints investigation process;
- (d) To bring NBC complaints procedure in line with most other Local Authorities' complaints procedures;
- (e) To follow the latest guidelines issued by the LGO.

6. **List of Appendices**

Appendix A - Corporate Complaints, Comments and Compliments Policy 2008, Revised October 2011



**Corporate Complaints, Comments and
Compliments Policy 2008**

Revised November 2011

1. Introduction

1.1 The Council recognises the right of its customers to complain and indeed welcomes complaints as a valuable form of feedback about its services. Newcastle-under-Lyme Borough Council is committed to using information gained from complaints to help drive forward improvements to services and to better meet the needs of customers

1.2 The procedure is intended to allow the Council to formally manage corporate complaints, comments and compliments through the Customer Relations Officer.

1.3 The Council's Head of Customer and ICT Services champions this area of work for the Authority whilst the Customer Relations Officer is responsible for overseeing the implementation of corporate procedures for complaints resolution, and that the deadlines for responses detailed in this document are met.

1.4 This procedure defines the process for complaints, how the Customer Relations Officer is kept informed, the timeline for dealing with complaints and corporate ownership of the procedure.

1.5 The importance of a robust complaints procedure should be seen as an important mechanism by all Council staff to help drive through and deliver the Improvement Programme which underpins this Council's commitment to Putting People First and its priority of Achieving Excellence.

1.6 Details of the procedure will be made available and publicised on the Council's Intranet, the Internet, at the induction process for Members and staff, in the Employees' Handbook and through leaflets available at Council points of contact with the public.

1.7 The Council understands that many complaints will be dealt with informally at the time they are first raised to the satisfaction of the person complaining. If the customer is not satisfied, the procedure then gives an opportunity for the complaint to be fully investigated.

1.8 The procedure does not prejudice the customer's right to refer a complaint to the Local Government Ombudsman for further investigation if not satisfied with the resolution offered by the Council

2. Corporate Complaints

2.1 A complaint, for the purpose of this policy, is defined as:

“an expression of dissatisfaction, however made, about the standards of service, actions or lack of action by the Council, their staff or contractors, affecting an individual customer or group of customers.”

2.2 It is important to remember that reporting a fault or a problem is not necessarily a complaint, but may be simply a request for service. An example of this would be reporting a faulty street light. (In most cases, the customer will accept that street lights occasionally develop faults and would only be dissatisfied if the light was not repaired after being reported, or if it had been faulty for a long time with no action.)

2.3 Complaints may be made orally or in writing, in person, by telephone, e-mail, fax or letter. Obstacles should not be put in the way of a potential complainant by insisting that the complaint be put in writing, or that a particular form be used.

2.4 Lack of action might include the Council failing to do something which it has been asked to do or the Council failing to do something which the customer thinks it should have done.

2.5 The Council must be given a reasonable opportunity to put things right before a customer's complaint is formally recorded under this procedure.

3. Aims of the procedure

3.1 The aims of the complaints procedure are to make sure that:-

- It is as simple and straightforward as possible for customers to make complaints about Council services.
- The customer feels that their complaint is being treated seriously, even if the resolution is not to their complete satisfaction.
- The customer is kept informed of the progress of their complaint.
- The Council responds to complaints within a reasonable time and in a courteous and professional manner.
- The customer is told how to take the complaint further if they are not satisfied with the resolution
- The Council learns from complaints and takes appropriate action to improve the quality of its services.

4. Scope of the procedure

4.1 The Complaints procedure will generally **include**:-

- Failure to provide a service at the level or standard expected by the Council
- The unhelpful attitude of a Council employee
- Neglect, or delay in answering a query or responding to a request for a service.
- Failure to follow the Council's agreed policies, rules or procedures, including the Council's recruitment procedure.
- Failure to consider all relevant information in coming to a decision.
- Malice, bias or unfair discrimination, in particular discrimination or harassment on the grounds of age, disability, gender, race or sexual orientation.

4.2 The Complaints procedure will generally **exclude**:-

- Complaints that amount to a disagreement with the Council about its decisions or policies rather than the way decisions have been made, for example, the level of Council Tax.
- A planning or development control matter where a right of objection exists, unless the complaint is about the way the matter has been administered.
- A Council decision using regulatory powers, for example, licences or certain environmental health functions, or when the decision is governed by other regulations such as benefit assessments or Council Tax recovery unless the complaint is about how the matter has been administered.
- A complaint that is, or could reasonably be expected to be, the subject of court or tribunal proceedings.
- Complaints that amount to a disagreement with, or refusal to accept, a rule of law which the Council is applying.
- Complaints about action taken in relation to dismissals, or decisions not to employ an applicant
- Requests for information or an explanation of a Council policy
- Complaints concerning matters of a democratic nature which are best addressed to your local councillor.

4.3 This procedure will:

- ensure that customer feedback (comments, compliments and formal complaints - 3Cs) are recorded, investigated and reported on in a consistent and timely manner.
- deliver customer satisfaction, improve performance through feedback, corrective and preventative action, and highlight examples of good practice.
- compliment existing corporate customer systems for logging and progressing customer service requests.
- ensure that ,wherever possible, services can take immediate action to resolve a customer's problem so that they do not have to raise a formal complaint to get the matter resolved.
- ensure that on the rare occasion that complainants (and/or anyone acting on their behalf) are identified as vexatious (habitual, persistent or aggressive) based on previous or current contact are managed appropriately.

4.4 This procedure is not for:

- addressing complaints about a Councillor; these are the responsibility of the Council's Standards Committee.
- addressing a complaint where a statutory right of appeal already exists such as planning decisions.

4.5 The Council is only able to progress formal complaints that are valid and follows the Local Government Ombudsman's standard for determining valid complaints. A statement of a point of view or personal opinion cannot be regarded as a valid complaint.

5. Time Limit on Investigations

5.1 The Council follows the same protocol as the Local Government Ombudsman relating to the time limit after which complaints will be investigated. Under the 12-month rule as described by the Local Government Ombudsman, the Council:

'will not normally entertain a complaint unless it is made to the Council or Councillor within 12 months of the day on which the complainant first became aware of the complaint.'

Depending upon the nature of the complaint and its impact, the Council may decide that this limitation is inappropriate. The Customer Relations Officer is available to give advice on the use of this limitation.

6. Roles and Responsibilities

The Head of Customer and ICT Services will:

- oversee and ensure the corporate complaints system complies with best practice, quality and efficiency standards
- ensure that where improvements are recommended they are implemented
- provide regular progress reports to Executive Management Team and Councillors

The Customer Relations Officer will:

- develop, co-ordinate and monitor the authority's complaints procedures to ensure that all members of the public who wish to complain receive a similar, high level of service
- re-direct to relevant departments any complaints received centrally
- collect and collate quarterly returns from departments
- report complaints performance to the Head of Customer and ICT Services
- train staff and advise on corporate complaints matters
- co-ordinate the authority's responses to complaints being investigated by the Local Government Ombudsman
- monitor complainants' satisfaction with how their complaints are dealt with.
- collect related equality monitoring data

7. Complaints procedure

Anyone who wishes to make a complaint may do so in person, by telephone, in writing (by letter, fax or e-mail.) or via the Council's website. Complaints need not be made to the actual service that is the subject of the complaint. Any member of staff will be able to accept a complaint in the first instance. A complainant can also request to speak to the officer or service concerned. Complaints of any type can also be made via a local Councillor.

Stage 1 Review & Response

7.1 The officer who takes the contact will either deal with the complaint on the spot or refer it to the appropriate department for action, and relate this information to the complainant

7.2 The department will respond to the complainant in writing within **THREE** working days setting out their complaint to ensure that we have recorded the detail of your complaint correctly. If the complaint cannot be resolved straight away, such as in cases where further investigation is required, they may need to send a holding reply telling the customer when they can expect a full reply.

7.3 It is important at this stage that the complainant be reassured that their complaint will be treated as confidential, their identity will not be made public, they will not receive adverse treatment from the Council because of the complaint and the complaint is being taken seriously

7.4 If the complaint cannot be resolved within **TWENTY** working days of the original complaint, the complainant will be informed of the reasons in writing and the complainant will be offered the opportunity to progress to Stage 2. We will regard this as a formal complaint under the Complaints Procedure and the contact should be referred immediately to the Customer Relations Officer.

Stage 2 Independent Internal Appeal

7.5 The Customer Relations Officer will normally be the single point of contact used to deal with all Stage 2 customer complaints. The promotion of a single point of contact will prove beneficial for both customers and the Council as it will provide a coordinated approach to complaints handling.

7.6 The purpose of Stage 2 is to formally investigate the concern or complaint, consider the findings and make a decision about the outcome. Complaints will be escalated to Stage 2 where the response at Stage 1 is considered to be incomplete, unclear or unhelpful. An appeal will be considered within ten working days of our reply to Stage 1.

7.7 Should the Customer Relations Officer be in any way considered to be part of the complaint, we will appoint a senior officer not connected to the service you are complaining about to investigate the case. The officer will investigate any outstanding issues and produce a report on your case.

7.8 In requesting escalation, the customer should identify which elements of their complaint they feel have not been adequately addressed.

7.9 The Customer Relations Officer will:

- Formally record the complaint details
- Summarise the main issues to be resolved, and agree these with the customer
- Investigate the complaint
- Provide a detailed response to the customer setting out the findings and the reasons for the findings

7.10 The Customer Relations Officer will normally require the co-operation of staff

from his/her own service and possibly other services to help investigate and resolve the complaint. Any requested information must be provided to the investigating officer within **FIVE** working days.

7.11 Stage 2 complaints may involve a meeting between the customer and the Customer Relations Officer. The complainant can also choose to discuss the matter with the Customer Relations Officer by email or telephone. The Customer Relations Officer will aim to respond fully to stage 2 complaints within **TWENTY** working days. If this is not possible, a response will be sent to inform the complainant of what is being done to deal with the complaint, and when you can expect the full reply.

8. Local Government Ombudsman investigation

8.1 Newcastle-under-Lyme Borough Council hopes to resolve most complaints internally, but if you are not satisfied with the Stage 2 response, or if we do not give you an answer within a reasonable time, you can ask the Local Government Ombudsman to investigate your complaint. In closing a Stage 2 appeal, the Council will make it clear to the customer that they may have a further right to independent appeal through the Local Government Ombudsman. The Ombudsman is independent and impartial and investigates complaints where the Council has failed to follow its own procedures. It does not investigate complaints just because the complainant disagrees with a Council decision. The Council's Head of Central Services is the Local Government Ombudsman link officer who monitors and coordinates responses to complaints that are under investigation by the Local Government Ombudsman.

8.2 The Ombudsman may ask you about what efforts, if any, you have made to resolve your concerns personally and locally with us and will encourage and assist you to make this effort.

8.3 Although you can approach the Ombudsman at any time (in writing, by email, telephone or text), it must be stressed that that before making a complaint at this level, you should have given the Council a proper chance to deal with it.

If residents wish to contact the Local Government Ombudsman, they can write to:-
The Local Government Ombudsman,
The Oaks No 2,
Westwood Way,
Westwood Business Park,
Coventry
CV4 8JB

Alternatively, they can telephone 024 7682 0000; fax 024 7682 0001 or e-mail: enquiries@lgo.org.uk.

The Local Government Ombudsman also has an LGO Advice Team on 0300 061 0614 or 0845 602 1983 and the web site address is www.lgo.org.uk

9. Vexatious, Professional and Hobby Complainants

9.1 It is possible for a small number of customers to generate a level of complaint workload which risks compromising either service delivery in the service being

complained about or the Council's ability to respond to complaints received. These instances may involve:

- High volume of complaints submitted, often with a reluctance to accept resolution being offered.
- High volume of complaints, with complaints submitted simultaneously to various Officers.
- Extensive correspondence on individual complaints, with complaints being re-interpreted or extended.

9.2 Such complaints need to be managed appropriately to:

- Avoid genuine, well founded complaints made by frequent complainants becoming 'lost' within the overall volume of that customer's correspondence.
- Avoid such complaints from having a negative impact on service delivery or general complaint management.

9.3 The 2 Stage complaint process will minimise the negative impact of such complainants through avoiding engagement in lengthy exchanges of communications. However, where an Executive Director, Head of Service or the Customer Relations Officer becomes concerned that an individual complainant is generating a workload which risks compromising other areas of work, the Customer Relations Officer will review the volume of work being generated, the customer's expectations of the Council, and the nature of complaints made and responses received. Where the Customer Relations Officer judges that the complainant is generating excessive workload, the complainant will be invited to meet him/her to discuss the complaint/correspondence volume and the impact this is having with a view to agreeing a more manageable approach to addressing the customer's concerns.

9.4 The Council will not engage in communication once an individual complaint is deemed to have been effectively dealt with through the complaint process.

10. Customer Comments and Suggestions

10.1 Newcastle-under-Lyme Borough Council positively welcomes comments and suggestions from its customers. These can play an important part in improving service delivery. It is therefore important that those comments and suggestions received by the Council can be monitored and retained by the organisation. The Customer Relations Officer will co-ordinate all comments and suggestions on behalf of the Authority

Comments and suggestions might include:-

- Comments on the services provided i.e. NOT a complaint.
- Comments on how a service could be improved.
- Suggestions for new or changed services.
- Comments on procedures or service levels.

10.2 The Council will not respond to comments and suggestions unless we have your contact details and need to clarify something with you.

10.3 Comments and suggestions received directly to departments must be forwarded to the Customer Relations Officer within **FIVE** working days and must include all the relevant information required to action the item

10.4 All comments and suggestions will be included in the reports provided by the Head of Customer & ICT Services to Executive Management Team and Members

11. Compliments

11.1 Compliments from customer can play an important part in staff morale and in evidence of customer satisfaction. It is therefore important that all compliments received by the Council can be monitored and retained by the organisation. The Customer Relations Officer will co-ordinate all comments and suggestions on behalf of the Authority

Compliments might include:-

- Compliments on service provision.
- Compliments on overall standards.
- Compliments about staff.
- Compliments on the environment.
- Compliments on policy and procedure.

11.2 Compliments received directly by departments must be forwarded to the Customer Relations Officer within **FIVE** working days and must include all the relevant information required to action the item.

11.3 All compliments will be included in the reports given to the Head of Customer and ICT Services and to Executive Management Team and Members

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NEWCASTLE UNDER LYME INTEGRATED WASTE MANAGEMENT STRATEGY

Submitted by: D Adams/T Nicoll

Portfolio: Environment and Recycling

Ward(s) affected: All

Purpose of the Report

- To consider the outcome from the recent National Waste Review (NWR).
- To review the implications of the NWR for the Councils current Integrated Waste Management Strategy.
- To note the successful progress of the Councils Strategy and consider extending the period of the Strategy and associated contractual arrangements.
- To review opportunities to achieve further performance and financial advantages.
- To agree a timescale for a comprehensive review of the Councils Strategy.

Recommendations

- (a) That Cabinet note the recent National Waste Review and the current alignment of the Councils Strategy with the outcome of the review.**
- (b) That the progress of the Strategy to date, including significant increases in the amount of recycling rates and national recognition for the Councils scheme be noted.**
- (c) That the current Integrated Waste Management Strategy be extended until July 2016.**
- (d) That the Executive Director of Operational Services be authorised to enter into two year extensions of the existing contracts with the contractors detailed in this report.**
- (e) That the proposed timescale for a comprehensive review of the Councils Strategy be approved as set out in the report.**
- (f) That opportunities for further cost savings through existing contracts and joint working be kept under review through the life of the Strategy and review process.**

Reasons

- To consider alignment of national and local waste policy.
- To build on the successes to date and allow time for the current strategy to be fully implemented and embedded.
- To allow time for a full review of strategy and clear procurement objectives.
- To provide a significant financial saving to the Council over the next four years.
- To provide the security of an established and productive contractual arrangement and guarantee the associated level of service and investment.
- To ensure that the staffing resources required to drive the Strategy forward and the continuation of education and support provided to residents are maintained for the period of the Strategy and associated contracts.
- To provide a stable platform to enable the Council to maintain and develop the recycling and waste service and to further to increase its recycling rates.

1. **Background**

- 1.1 The Council's 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 for the next five years 2008 to 2013. 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 key proposals of the strategy are to:

- Accept the objectives and targets set out in the Municipal Waste Strategy of the Joint Waste Board for Staffordshire and Stoke-on-Trent.
 - Expand the range of materials collected to include plastic bottles and cardboard and retain fortnightly recycling collections.
 - Develop a weekly food waste collection service and process the material through anaerobic digestion.
 - Extend the garden waste service to all properties with gardens.
 - Move to fortnightly residual waste collections.
 - Provide a communications campaign based upon the approved communication strategy to engage and inform all residents of the Borough about the changes to services and how to best make use of the services.
 - Maintain Waste minimisation initiatives: sustain and enhance the WRAP home composter programme, maintain relationship with Furniture Mine, continue 'Real Nappy' promotion, identify and promote new initiatives.
 - Improve bring site facilities by letting a contract for management of these sites with agreed service standards.
 - Develop a recycling service for businesses.
 - Continue to promote recycling and waste minimisation in schools
- 1.2 With the support and direction of the cross party Recycling and Performance Working Group of the Council and detailed modelling from WRAP the Councils recycling and waste service was reshaped.

1.2.1 **Current Recycling and Waste Service**

- Weekly separate food waste collection.
- Fortnightly kerbside sort recycling collections of paper, card, glass, tins & can, plastic and textiles.
- Fortnightly garden waste collection service to all properties with gardens
- Fortnightly residual waste collection.

1.2.2 **Management of the service**

- The recycling (plus one week food) contract (through kerbside sort) with Acumen Distribution commenced on 6 July 2009 for a term of 5 years (5th July 2014) with the option for two, one year extension (5th July 2016).
- The green waste treatment contract (through open wind row composting) with TEG commenced on 2 March 2010 for a term of 52 months (5 July 2014) with the option for two, one year extension (5 July 2016).
- The food waste treatment contract (through anaerobic digestion) with Lower Reule Bioenergy commenced on 2 March 2010 for a term of 52 months (5 July 2014) with the option for two, one year extension (5 July 2016).
- Garden waste collection is undertaken by an in-house team.

- Residual waste collection is undertaken by an in-house team.
- Alternative food waste collection is undertaken by an in-house team.

1.3 Waste Strategy for England 2011

In June 2011 a new Waste Strategy for England was announced. The key areas of the review are detailed below

- Prioritise efforts to manage waste in line with the waste hierarchy and reduce the carbon impact of waste;
- Develop a range of measures to encourage waste prevention and reuse, supporting greater resource efficiency;
- Develop voluntary approaches to cutting waste, increase recycling, and improve the overall quality of recycle material, working closely with business sectors and the waste and material resources industry;
- Support energy from waste where appropriate, and for waste which cannot be recycled;
- Work to overcome the barriers to increasing the energy from waste which Anaerobic Digestion provides, as set out in the new AD strategy;
- Support initiatives which reward and recognise people who do the right thing to reduce, reuse and recycle their waste;
- Work with councils to increase the frequency and quality of 'smelly' waste collections and make it easier to recycle;
- Support councils and the waste industry in improving the collection of waste from smaller businesses.

2. Issues

2.1 Strategic alignment

The Councils current strategy is closely aligned to the key areas of the review as it recognises the waste hierarchy, encourages waste prevention and re-use, supports energy from waste, supports anaerobic digestion as a process for food waste, supports people who reduce, reuse and recycle their waste, maintains weekly collections of 'smelly' waste and supports local businesses through its trade waste service.

Perhaps the one area where more work needs to be planned is in the area of recycling from the business sector and recycling on the go. Over the next year we will be looking a recycling bring sites across the borough and looking at the trade waste service to see if we can add a recycling service.

2.2 Results to date

The following table shows how the changes in the service provision and the continued support and education provided to residents has helped to reduce the amount of waste going to landfill & incineration and increase that being recycled .

	2008/09	2009/10	2010/11
Residual waste (tonnes)	36,216.08	36,124.70	25,369.96
Dry Recycling (tonnes)	8,317.43	8,294.93	9,905.83
Garden Waste(tonnes)	5,249.74	5,209.03	9,877.83
Food Waste (tonnes)	0.00	359.22	3,538.68
Residual household waste per household (kg)	676.56	672.07	470.25
Percentage of household waste sent for reuse, recycling and composting	27.25%	28.66%	48.14%

This represents a very significant increase in recycling and re-use. Further waste prevention measures are currently being investigated and trialled such as the recycling and reuse of street sweepings, increased schools recycling and recycling from multiple occupation dwellings. All of these initiatives require ongoing communication, awareness raising and education support to residents.

The service has been recognised by a number of national awards and including:

- Winner of Government Business 'National recycling champion' Award. 2011
- Winner of PAWR (Plant and Waste Recycling) "Local Authority of the Year" Award 2011.
- Winner of the LARAC (Local Authority Recycling Advisory Committee) 'Best Improved Recycling Rates (Target Success) 2011'
- Shortlisted Finalist for National Recycling Award for Local Authority Target Success 2011.
- Shortlisted Finalist for LARAC award for 'Recycling Officer of the Year' 2011

3. **Proposal**

3.1 **Strategy Extension**

Due to the success of the current recycling and waste strategy and its alignment with national strategy, it is proposed that the current strategy should be extended until July 2016 and to ensure that the necessary collection and treatment infrastructure is also in place for that period, a two year extension of all collection & treatment contracts be offered. This will bring the current strategy and associated contracts inline.

It is clear from our current recycling rates that the strategy and service is highly successful and well used by residents. Over the last two years residents using this service have almost doubled the recycling rate from 27.25% in 2008/9 to 48.14% in 2010/11. During the same time the amount of waste sent to incineration or landfill as decrease by over 30% from 676.56kgs per household in 2008/9 to 470.25kgs per household in 2010/11.

Our current strategy also dovetails in to the National Waste Review that was announced in 2011, in which it suggests that councils should concentrate on waste minimization, the collection of quality recycling that can be used as a resource and the provide of a weekly collection of 'smelly waste' i.e. food waste.

Also by confirming our recycling and waste strategy until 2016 this will support and enable officers and members to proactively feed into the development of the new Staffordshire and Stoke Waste Strategy which will be developed during 2012. The strategy will be used to develop what infrastructure recycling or waste is required within Staffordshire in the longer

term over the next decade.

3.2 Contract extension and resource implications

Officers have reviewed the collection and treatment contracts currently in place to identify where opportunities exist to achieve further budget savings. Currently, all the recycling and waste contracts have a built-in annual Retail Price Index (RPI) escalator. Initial discussions our contractors indicate that they would agree to suspend the RPI increase, to up to 5% for the next two years (2012/13 and 2013/14), if the current contract are extended for two additional years until June 2016. Details of the potential savings can be found in the Financial and Resource Implications section below.

A request that has come from all the contractors is that the council continues to promote and develop the recycling service, to ensure that the material tonnages that are collected or treated by them do not reduce. It is proposed that to ensure that our recycling tonnages remain at least at the current level or wherever possible increase, that the current staffing resources in the Recycling Strategy Team are also brought into line with the proposed extension of the Strategy and associated contracts. This is particularly relevant to one temporary post of Recycling Officer that is due to come to the end of its fixed term period on 31 July 2012.

The post is considered essential to be able to support the workload of the team and performs a key role in the delivery of education, awareness raising, support and development of recycling initiatives that deliver the Councils Strategy. The current post holder is a highly proactive member of the recycling team, currently leading on the Schools Recycling Programme. It is proposed to extend this post until 30th June 2016 and to meet the ongoing cost of the proposed extension of the temporary period of employment from the efficiencies driven out of the collection and treatment contracts referred to above.

3.3 The benefits of the proposal

The benefits for undertaking this proposal for the service and residents include:

- Provision of a better service for residents using this service, via continued education and support from officers.
- Increase recycling rate, by being able to build from the current rates.
- Opportunity for cost saving by fixing the service costs for two years and reducing costs in years three and four.
- Opportunity to provide a stable service to resident which will not change greatly during the contract period.
- Enable Officers and Member to provide clear direction to Staffordshire Joint Waste Strategy.
- Enable Officers to focus on developing other areas of the recycling and waste service.

4. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

4.1 The proposals relate to the effective delivery of the improved collection arrangements for bulky waste items, which would contribute to the following:

- Creating a Cleaner, Greener Safer Borough
 - Action to ensure waste is minimised, recycled and reused.
- Transforming our Council to Achieve Excellence
 - Action - manages its finances so that it has enough resources to deliver its

- priorities
- Action - ensures that resources follow priorities

5. **Legal and Statutory Implications**

- 5.1 The procurement process was conducted to meet the requirements of the Public Contracts Regulations 2006. A Contract Notice (and subsequent award notice) was advertised in the Official Journal of the European Union (OJEU) naming Newcastle under Lyme Borough Council as a potential named participant. The contract extension was included in the original procurement.
- 5.2 The contract document pertaining to these contracts have been reviewed by Legal Services and Procurement Officer.
- 5.3 The Landfill Directive (99/31/EC) requires a reduction in biodegradable waste to be landfilled by 75% in 2010, when compared against the 1995 level.
- 5.4 The waste strategy is designed to increase recycling and therefore meet the legislative requirements without incurring financial penalties. The Government's Waste Strategy requires 40% of domestic waste by weight to be recycled by 2010 and 50% by 2020.
- 5.5 The Environmental Protection Act 1990 empowers the Council as a Waste Collection Authority to direct householders how to present waste.

6. **Equality Impact Assessment**

- 6.1 As the service to residents will not change there are no additional Equality Impact issues that were identified and resolved with the original assessment at the time of procuring the contracts.

7. **Financial and Resource Implications**

- 7.1 The resource implication would be to retain current staffing levels including Recycling Officer CH on a fixed term contract for the period of these contracts. All cost to be covered within savings.
- 7.2 The budget contract values of the collection and treatment contracts for the current year 2011/12 are as follows:

	2011/12 (Budget)
Recycling Contract with Acumen Distribution	£1,202,710
Green Waste Treatment contract with TEG (Simpro)	£301,820
Food Waste Treatment Contract with Lower Reule Bioenergy	£484,900
Total	£1,989,430.00

- 7.3 In the following table the impact of an annual contractual uplift, linked to RPI of 5% is factored in to the current costs to illustrate the cost profile over the proposed contracts extension period. Calculations in table assumes a 5% RPI increase on all years
- 7.4 Calculation in the table below assume a 0% increase on years 2012/13 to 2013/14 and 5% RPI increase on other years plus additional cost of extending Recycling Officer post in each year.

	2012/13	2013/14	2014/15	2015/16
Total Contract value (assuming 5% annual uplifts)*	£2,088,902	£2,193,347	£2,303,014	£2,418,165
Total Contract value assuming no annual uplift in 12/13 and 13/14 and 5% for 2014/15 – 2015/16	£2,014,430	£2,014,430	£2,115,152	£2,220,909
Annual efficiency compared to the base year 2011/12#	£74,472	£178,917	£187,862	£197,256

* An assumption of 5% liability for contractual inflationary contract value uplift has been used. The actual inflation figure for the relevant year will be the one applied and therefore the estimated savings will vary from the figure in the table.

Net of employee costs of supporting the extension of the Strategy of £25,000 per year.

The estimated global accumulative efficiency effect to the Council by extending the contracts with two year pay increase freeze and keeping the current resource of recycling officers will be £638,506 over the four year period.

8. **Major Risks**

8.1 The major risks associated with the decision to extend the Council recycling & waste Strategy and to extend collection and treatment contracts are considered to be:

- Change in European and National Waste Strategy.
- Failure to continue to provide value for money from contractors.
- Failure to high quality service from contractor.
- Contractor failure through financial difficulties.
- Major changes in the recycling markets in terms gate fees and material value.
- Desire to change collection methodology and the associated costs and impact on recycling collections rates.

9. **Key Decision Information**

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

10. **Background Papers**

Current Integrate Recycling and Waste Strategy for Newcastle Borough Council.
Briefing Note on Waste Strategy for England 2011.

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ALLOTMENTS SERVICE – REVIEW OF POLICY

Submitted by: Dave Adams/Roger Tait

Portfolio: Culture and Active Communities

Ward(s) affected: All

Purpose of the Report

To agree to undertake review of the current the Allotments Policy including consideration of options to reduce the current level of subsidy and overall cost of the allotment service provided by the Council.

Recommendations

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

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

Reasons

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

1. Background

- 1.1 The Councils Allotment Policy was last reviewed in 1990 and it is recognised that the use of and demand for allotments has changed in that time.
- 1.2 The Council is seeking to reduce its annual revenue budget to meet public spending restrictions set by the government.
- 1.3 An ongoing budget review process is being undertaken to identify potential cost savings across all service areas within the organisation.
- 1.4 The Council currently provides a total of 254 allotment plots spread between the following 7 sites:
 - (i) Jason Street, Cross Heath
 - (ii) Dimsdale, Wolstanton
 - (iii) Park Road, Knutton and Silverdale
 - (iv) The Acre, Knutton and Silverdale
 - (v) Thistleberry, Thistleberry
 - (vi) Basford, May Bank
 - (vii) Black Bank, Knutton and Silverdale
- 1.5 A further 50 plots are provided at Lyme valley Parkway. This particular site is managed by the Friends of Lyme Valley and the income and costs related to this site are not included in the Council's budget for the allotment service.

Further plots are also provided by Kidsgrove Town Council and Audley Parish Council where again, the income and costs are not included in the Borough Council's budget.

- 1.6 Tasks relating to the allotments service is mainly carried out by the Operations Service and consists of 2 main areas, backed up by support services for billing, repairs, legal and property advice:

Administration (Community Business Unit)

- ❖ Compilation and management of the waiting lists
- ❖ Letting of plots when available
- ❖ Provision of billing information to the Revenues and Benefits team
- ❖ Site inspections and preparation of notices to cultivate and/or quit

Maintenance and Repairs (Streetscene Business Unit)

- ❖ Repairs to gates and fencing
- ❖ Repairs to roadways and paths
- ❖ Plot clearance and rubbish removal
- ❖ Hedge cutting and weed killing of roadways and paths
- ❖ Provision of skips for site clearance
- ❖ Tree felling and pruning

- 1.7 The estimated net cost (2011/12) relating to the allotment service provided by the Borough Council is £38,190.

- 1.8 242 of the 254 available plots are currently let, representing 95% occupancy rate. Of the 12 currently vacant plots, 10 are at the Acre and 1 is at Park Road, both of which sites are in the Knutton and Silverdale ward. There is 1 vacant plot at Basford in May Bank.

There are 295 people currently on the waiting list for an allotment plot and work is in progress to attempt to let the vacant plots to those people at the top of the waiting list. At the time the 2011/12 budget was set the annual fee for a full plot was £53.10, with half plots or concessions (unemployed and OAP's) costing £25.25 per year. 30.5% of current plot holders pay the concessionary rate. This represents a subsidy of 75% of the actual cost of providing the service.

- 1.9 The Council has a statutory duty under the Smallholdings and Allotments Act 1908 to "provide a sufficient number of allotments" and to "let these to folk who wish to take them".

Allotments are also afforded other statutory protection and the consent of the Secretary of State is required for disposal of statutory allotment land under the 1925 Allotments Act. All of the Council's 7 allotment sites are considered to be statutory allotment land.

Therefore, it does not appear to be a feasible option for the Council to consider not providing an allotment service.

Indeed, the current national trend appears to show a resurgence in the popularity of allotment gardening and a rising demand for allotment plots.

This appears to be reflected locally in the Borough judging by the comparatively large number of people on the current waiting list and by the full occupancy of the most recently provided new allotment site at Lyme Valley in Clayton.

The benefits of allotments have been recognised in terms of the healthy and active lifestyles agenda, sustainability and in helping people cope with economic recession by having the ability to grow their own food.

2. **Issues**

- 2.1 The Councils allotment policy is in need of revision to ensure it properly reflects the needs of the community and the Councils ability to provide and subsidise the service into the future.
- 2.2 Similarly, to ensure the most appropriate management model is in place, opportunities for the local management of sites, including management committees and where relevant, parish councils, should be explored further.

3. **Proposal**

- 3.1 In order to fully consider the issue of provision and other relevant factors your officers propose to undertake a full review of the Council's Allotments Policy including a review of the cost of the allotment service to determine whether the cost can be reduced significantly or fully recovered, and a review of opportunities to secure local management of sites.

The review will consider a number of factors, including current and future provision, comparisons with other providers, tenancy agreements, concessions and eligibility, management options, community stewardship, plot size and pro-rata fees.

- 3.2 It is proposed that this process will involve consultation with current plot holders, residents on the waiting lists, relevant community groups and organisations.

A full report on the outcome of the review will be brought to a future meeting of the Cabinet.

4. **Reason for Recommendation**

- 4.1 To provide an up to date policy framework for the future provision and management of allotments in the Borough.
- 4.2 To reduce the current level of subsidy and achieve efficiency savings in relation to the cost of providing an Allotment Service.
- 4.3 To explore the benefits and opportunities of securing local management of allotment sites.

5. **Financial and Resource Implications**

- 5.1 The financial implications relating the current provision of allotments are detailed in the main body of this report.

6. **Legal and Statutory Implications**

- 6.1 There are a number of legal and statutory implications relating to the provision, maintenance and charging for allotments. These will be reviewed and included within the subsequent report to Cabinet upon completion of the review.

7. **Major Risks**

- 7.1 There are no major risks associated with implementing a review of the Councils Allotments Policy.

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ICT CONTRACT RE-NEGOTIATION

Submitted by: Head of Central Services/Head of Customer and ICT Services

Portfolio: Resources and Efficiency

Ward(s) affected: N/A

Purpose of the Report

To advise Cabinet of decisions taken to enter into a re-negotiated contract and waive Contract Standing Orders under the urgency procedures set out in the Constitution in order to reduce costs.

Recommendation

That the information be received.

Reasons

To ensure openness and transparency.

1. **Background**

- 1.1 The Council has for some time had a number of contracts in place in relation to the supply of the Council's Electronic Document and Records Management (EDRM) System across a number of service areas including Revenues and Benefits, Customer Services and Planning.
- 1.2 Your Officers keep the running of Contracts under review and where opportunities arise will seek to make savings to enhance value for money.

2. **Issues**

- 2.1 Through review and renegotiation by the Head of Customer and ICT Services, the supplier Northgate Information Solutions UK Ltd. offered the Council a contract whereby they would be paid £14,270 per annum (£71,350 over 5 years) to provide and maintain the 350 licences the Council needs.

Under the existing arrangement the Council pays £23,728 per annum, being made up of a contract with 4 years to run at £8,371.87 per annum for 250 licences (£33,487.48 over 4 years) and annual maintenance contracts in the sum of £15,357 for a further 250 licences.

Accordingly, the Council will save approximately £9,458 per annum (£47,290 over 5 years) on current rates. This will also have the added benefits of simplifying our relations with Northgate, of saving administration costs by simplifying billing to a single invoice, and providing for effective future procurement by terminating EDRM support and maintenance at the same date, allowing for a comprehensive procurement process at that time.

Northgate will also benefit from the simplifying of arrangements and the extension of the timescales (by one year in relation to the 5 year contract and by 4 years in relation to 100 annual licences).

- 2.2 **The decision to waiver**

For contracts over £50,000 as this is, Contract Standing Orders require the invitation of 4

tenders (Standing Order 8(f) of Section C) in accordance with the procedures set out within those Standing Orders, and that the form of contract and other formalities set out in Section D relating to terms and conditions be adhered to. However, Contract Standing Orders provide for exemptions where appropriate. In this case, Northgate own the intellectual property rights to the software and support and maintenance for the Council's existing system can only be provided by Northgate.

Migrating to a different system involves significant risks to the Council in relation to business impact and continuity of service. For example, the recent investment in a replacement Revenues and Benefits system has a significant dependency on the Northgate EDRM system. A replacement EDRM system would require substantial staff training with attendant costs.

The Northgate offer was based on their standard terms and conditions.

For those reasons it was considered that in this case, the waiver of Contract Standing Order C8(f) and its ancillary Standing Orders (the need to obtain 4 tenders) and Contract Standing Orders Section D (to accept Northgate's standard terms and conditions) was justified.

In addition, as this was a renegotiation of an existing contract, only Northgate was in a position to vary the terms of the existing contracts.

The offer from the supplier was time limited to the 28th October to fall in line with their half yearly accounting. As this was a case of urgency the Chief Executive, after consulting with the Cabinet portfolio Holder for Resources and Efficiency exercised his power to make the waiver decision in accordance with Contract Standing Order A2(ii).

2.3 The decision to enter into the Contract

Contracts over £50,000 require the approval of Cabinet. As this matter could not wait for a Cabinet meeting due to the above deadline and as the proposal was not contrary to any policy and within budget (being a saving), the Executive Director (Resources and Support Services) having consulted with the Cabinet Portfolio Holder for Resources and Efficiency exercised his delegated power to deal with the matter as one of urgency in accordance with paragraph 7 of the Miscellaneous section of the Council's Scheme of Delegations.

The Head of Central Services was also consulted and has confirmed that the processes for letting the contract including waiver of Standing Orders are appropriate in this case.

3. Options Considered

This is an information item.

4. Proposal

4.1 That the information be received.

5. Reasons for Preferred Solution

5.1 To ensure openness and transparency.

6. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

6.1 Transforming our Council to achieve Excellence – through managing our resources and maximising the use of its IT to drive through efficiencies.

7. **Legal and Statutory Implications**

7.1 The decisions taken are in accordance with the Councils internal rules set out in the Constitution and with the European Procurement Rules and the UK regulations.

8. **Equality Impact Assessment**

8.1 No differential impact has been identified.

9. **Financial and Resource Implications**

9.1 The Financial and Resource Implications are set out in the issues section above.

10. **Major Risks**

10.1 The major risks are to ensure that the Council is able to meet its requirements for EDRM to deliver its services in an effective efficient and lawful way delivering value for money.

12. **Key Decision Information**

This is not a key decision.

13. **Earlier Cabinet/Committee Resolutions**

There are none

15. **Background Papers**

There are none.

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Agenda Item 9

UNITED CHARITIES – APPOINTMENT OF COUNCIL REPRESENTATIVES

Submitted by: Elections and Licensing Manager

Portfolio:

Ward(s) affected: All

Purpose of the Report

To appoint a representative to serve on the United Charities for a period of 4 years with effect from 1 December 2011.

Decision Required

Do you wish to reappoint Councillor David Clarke as Trustee to the United Charities?

Reasons

The Charity seeks to assist persons in need by the annual distribution of monies. This is based on nominations by The Trustees and to ensure a complete Membership, 1 nomination is required.

1. Background/Issues

1.1 The Council currently has 4 representatives on the Charity and the term of office for Councillor David Clarke ends on 30 November 2011. Councillor Clarke has indicated his willingness to continue for a further 4 years.

2. Financial Implications

There are none for the Council.

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JUBILEE 2 UPDATE

Submitted by: Executive Director - Regeneration & Development

Portfolio: Regeneration and Planning / Culture and Active Communities

Ward(s) affected: All (particularly Town)

Purpose of the Report

To provide Members with information about progress relating to the Jubilee 2 since your last meeting.

Recommendations

(a) That the progress in delivery of the 'Jubilee 2' centre is noted, including the public opening event on 7 January 2012.

(b) To commission Enger-G to undertake the maintenance of the Combined Heat and Power unit installed at the Jubilee 2 centre initially for a 1 year period at a fee of £5,658 without seeking alternative quotations and waive the Council's Standing orders and financial regulations (as per Section 2a(i) and 2b(vii) for the reasons identified in section 2.5 of this report.

Reasons

To facilitate the decision-making and delivery processes regarding the provision of the Jubilee 2 centre for the residents of the Borough and achieve the Council's aspirations of delivering the project before the end of 2011.

1. **Background**

1.1 On 11 October 2011 Cabinet noted the progress made on Jubilee 2. Given the significance of the project Members requested that a monthly update report should be provided to Cabinet and this is the latest of such reports.

2. **Issues/Progress Update**

2.1 The capital build of Jubilee 2 is now over ninety percent complete, with the contractor entering into their fifty eighth week on site out a contractual period of sixty two weeks.

2.2 The programme for completion of the building remains in line with the Council's aspirations of opening Jubilee 2 to the general public in January 2012, with the anticipated capital cost of the project remaining within the budget envelope of £10.5 million.

2.3 As part of Morgan Sindall's obligations to the Council, they continue to monitor the use of local labour on site. In this regard your Officers are pleased to report that in the last month, 58 percent of labour has come from within a thirty minute drive time of the site.

2.4 By the time of your meeting the building should have been substantially completed. Since your last meeting the following items of significant work have been undertaken as part of the construction process:

- The dimensions of the main pool have been verified by the ASA as being in compliance with current guidelines. This will enable officers to register the pool as a short course competition venue.
- The installations of the climbing wall, boulder area and traverse climbing wall have now been completed.
- The pool filtration system has been installed.
- The Technogym Fitness Equipment and Wellness system will have been installed by the time of your meeting.
- The installation of the public art work on the Brunswick Street facade has commenced.
- A number of tenders have been received for the maintenance of the Mechanical and Electrical plant. It is envisaged that an appointment will be made by the middle of December 2011.
- The commissioning of the mechanical and electrical equipment and pool filtration system has commenced and should be complete by the time of your meeting.
- The highways works are now completed on Brunswick Street and Hanover Street, and work has now commenced on School Street.

2.5 Members will be aware that Officers have been exploring the most effective approach to maintain the combined heat and power (CHP) unit at Jubilee 2 following handover of the building to the Council. In consultation with the Council's Mechanical and Electrical Consultants. Officers have concluded that in order to protect the Council's interests during the twelve month defects period it would be prudent to initially enter into a one year contract with the installation company "EnerG" at a fee of £5,658. The main benefit of this approach is that they have installed this complex piece of equipment and, at present, they appear to be the only organisation that can remotely diagnose faults and remotely fix minor problems thus reducing downtime of the CHP Unit. It is intended that officers would revert to the normal tendering procedure to procure such arrangements in future years.

2.6 The precise arrangements for the public launch of the building, on 7 January 2012, have been finalised. As indicated previously, triple Olympian swimmer Nick Gillingham will be joined at the event by former 5000m world record holder David Moorcroft. The intention is that the doors of the building will be opened for a "come and try" event whereby Nick and David will encourage local people to stay fit and well by making use of the wide range of facilities on offer.

3 **Proposal**

3.1 That Cabinet note the progress on project delivery (in accordance with the Project Plan), including the public opening event on 7 January 2012.

3.2 To commission Ener-G to undertake the maintenance of the Combined heat and power unit installed at Jubilee 2 Initially for a 1 year period at a fee of £5,658 without seeking alternative quotations and waive the Councils Standing orders and financial regulations (as per Section 2a(i) and 2(bvii)), for the reasons identified in section 2.5 of this report.

4. **Reasons for the Preferred Solution**

4.1 To enable key decisions to be made in accordance with the project plan and to maintain the required momentum to deliver the development of Jubilee 2 for the residents of the Borough by the end of 2011.

5. **Financial and Resource Implications**

- 5.1 It should be noted that expenditure incurred for this project to date is in line with budgetary projections.
- 5.2 That the fee of £5,658 to enter into contract with Ener-G to maintain the Combined Heat And Power Unit at Jubilee 2, initially for a one year period, will be met from the approved revenue budget (as per the previously agreed business plan for Jubilee2).

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

- 6.1 The provision of accessible leisure facilities contributes to the delivery of the Council's Strategic Priorities as set out in the Corporate Plan. There will be a positive impact on those relating to health improvement, quality of life, and support for disadvantaged communities, community safety and broader regeneration objectives for the town centre. In particular it is anticipated that Jubilee 2 will assist the Council / Partners in achieving positive health outcomes thereby reducing health inequalities.

7. **Legal and Statutory Implications**

- 7.1 The Council has powers, under the Local Government Act 2000, to improve the social, economic and environmental well-being of the Borough's residents. The Council has general powers to provide recreational facilities whilst Planning Policy Guidance ensures that adequate resources are allocated for sport and recreation through the statutory framework of the core planning strategy and development plan documents. On a more specific note clearly it is vitally important that the Council procures appropriate and specialist legal advice to prepare the necessary contracts.

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

- 8.1 The proposed centre will be designed as an inclusive facility that will seek to optimise access from all sections of the community. The project will be subject to a full equalities impact assessment. The inclusion of a "Changing Places" toilet/changing facility will enhance the experience of using the facilities by disabled users and their carers as well as supporting wider town centre activities.

9. **Major Risks**

- 9.1 A full risk assessment/log has been completed and continues to be the subject of regular review as part of project management arrangements is available on request.

10. **Key Decision Information**

- 10.1 That the fee of £5,658 to enter into contract with Ener-G to maintain the combined Heat And Power Unit at Jubilee 2, initially for a one year period, will be met from the revenue budgets as per the previously agreed business plan for Jubilee2.

11. **Previous Cabinet Decisions**

Cabinet 22 October 2008
Cabinet 26 March 2009
Cabinet 13 May 2009
Cabinet 29 July 2009
Cabinet 9 September 2009
Cabinet 21 October 2009

Cabinet 14 December 2009
Cabinet 13 January 2010
Cabinet 17 February 2010
Cabinet 24 March 2010
Cabinet 2 June 2010
Cabinet 28 July 2010
Cabinet 15 September 2010
Cabinet 2 November 2010
Cabinet 15 December 2010.
Cabinet 9 February 2011
Cabinet 17 March 2011
Cabinet 8 June 2011
Cabinet 20 July 2011
Cabinet 7 September 2011
Cabinet 11 October 2011

12. **List of Appendices**

There are none.

NEWCASTLE TOWN CENTRE CAR PARKS

Submitted by: **Engineering Manager (Graham Williams)**

Portfolio: **Environment and Recycling**

Ward(s) affected: **Town**

Purpose of the Report

To inform Members of the results of recent surveys of Borough Council owned public car park usage and to enable consideration of possible alternative uses in the future.

Recommendations

- (a) That Members receive the report.**
- (b) That officers conduct a further survey in mid 2012 and report back to members with the findings to enable consideration of any further action.**
- (c) That the findings be reviewed as part of both the emerging Site Allocations Development Plan Document and the next version of the Asset Management Strategy.**

Reasons

Whilst the report includes occupation levels for the Borough Council's car parks during both holiday and term time, it would be prudent to revisit the car park usage following the opening of Jubilee 2, completion of the repair works to the Midway Car Park and the opening of the car park at Ryecroft.

1. Background

- 1.1 The Borough Council owns 12 town centre pay and display car parks which are patrolled by the Civil Enforcement Officers, plus the recently opened Ryecroft car park (jointly owned by the County and Borough Councils).
- 1.2 In general charges apply from 8am to 9pm Monday to Saturday, with Sundays and Bank Holidays free. Recently members resolved to offer free parking on Saturdays on the King Street car park and free after 6pm on the School Street car park.
- 1.3 The car parks are divided into 3 bands (A, B & C). Band A (The Midway) being the most highest band, with charges reducing in cost on those car parks that lie further away from the centre of the town (see **Appendix A**).

2. Issues

- 2.1 Due to challenging national economic conditions there has been a reduction in the use of cars and car parking usage. To provide an accurate picture to assess any future alternative land use, two surveys have been carried out.
- 2.2 These surveys were undertaken during a holiday period (mid August) and term time (mid October). The results of the surveys are depicted in the graphs at Appendix A.
- 2.3 The table in Appendix A also indicates the average occupancy levels between 9.00am and 4.00pm.

2.4 Whilst there were empty spaces on the Midway Car Park during the recent repair works, it is considered likely that a number of users have avoided using the facility because of the disruptive effect of the work. Some have displaced to other Borough car parks, others have sought other places to park. It is anticipated that patronage to this car park will increase following the imminent completion of the repair works.

2.5 Since there is a relatively significant level of over-provision, it would appear there is scope for reviewing the long term provision and distribution of car parks. This has the potential to generate capital receipts from the disposal of surplus sites. Additionally it would be prudent to review any such opportunities in light of wider redevelopment proposals.

3. **Options Considered**

At this early stage it is possible to speculate as follows:

3.1 King Street may be considered for partial redevelopment along with adjacent redevelopment sites or could be selected for targeted use by nearby businesses (season tickets);

3.2 Blackfriars Road may lend itself to assimilation into adjacent redevelopment sites.

3.3 The car parks at School Street, Windsor Street and Hassell Street should be kept under review as development continues on sites to the east of Barracks Road..

3.4 Whilst the Goose Street car park has a number of services passing through it (constraining its development potential), it may have potential for assimilation into adjacent land should there be any plans for redevelopment of adjacent land.

3.5 Of course any review of the car parks – with the objective of disposing of surplus sites – will need to take account of a range of factors including spatial distribution (convenience for users), regeneration opportunities, development potential and impact upon income.

4. **Proposal**

4.1 A further survey should be undertaken in mid 2012 when the car parking use has stabilised following the opening of Jubilee 2 and the completion of the Midway Car Park repair works.

4.2 A review of both the land usage and charging regime should be undertaken following the next survey.

4.3 That the findings be reviewed as part of both the emerging Site Allocations Development Plan Document and the next version of the Asset Management Strategy.

5. **Reasons for Preferred Solution**

5.1 To enable a reasoned approach to be taken to the management of the parking facilities within the town centre

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

6.1 Rationalisation of the car park land usage and charges will impact on creating a Borough of opportunity and a more sustainable Borough.

7. **Legal and Statutory Implications**

None at this time

8. **Equality Impact Assessment**

8.1 A more detailed consideration will be undertaken following the reassessment of car park utilisation.

9. **Financial and Resource Implications**

9.1 It is estimated that £3000 would be required to conduct a survey of the car parks; this would be found from existing budgets. In the medium term there would appear to be opportunities to realise capital receipts from the disposal of any surplus car parks (in whole or part).

10.1 **List of Appendices**

Appendix A - Newcastle Town Centre – Off-Street Parking Provision
Appendix B – Car Park Usage

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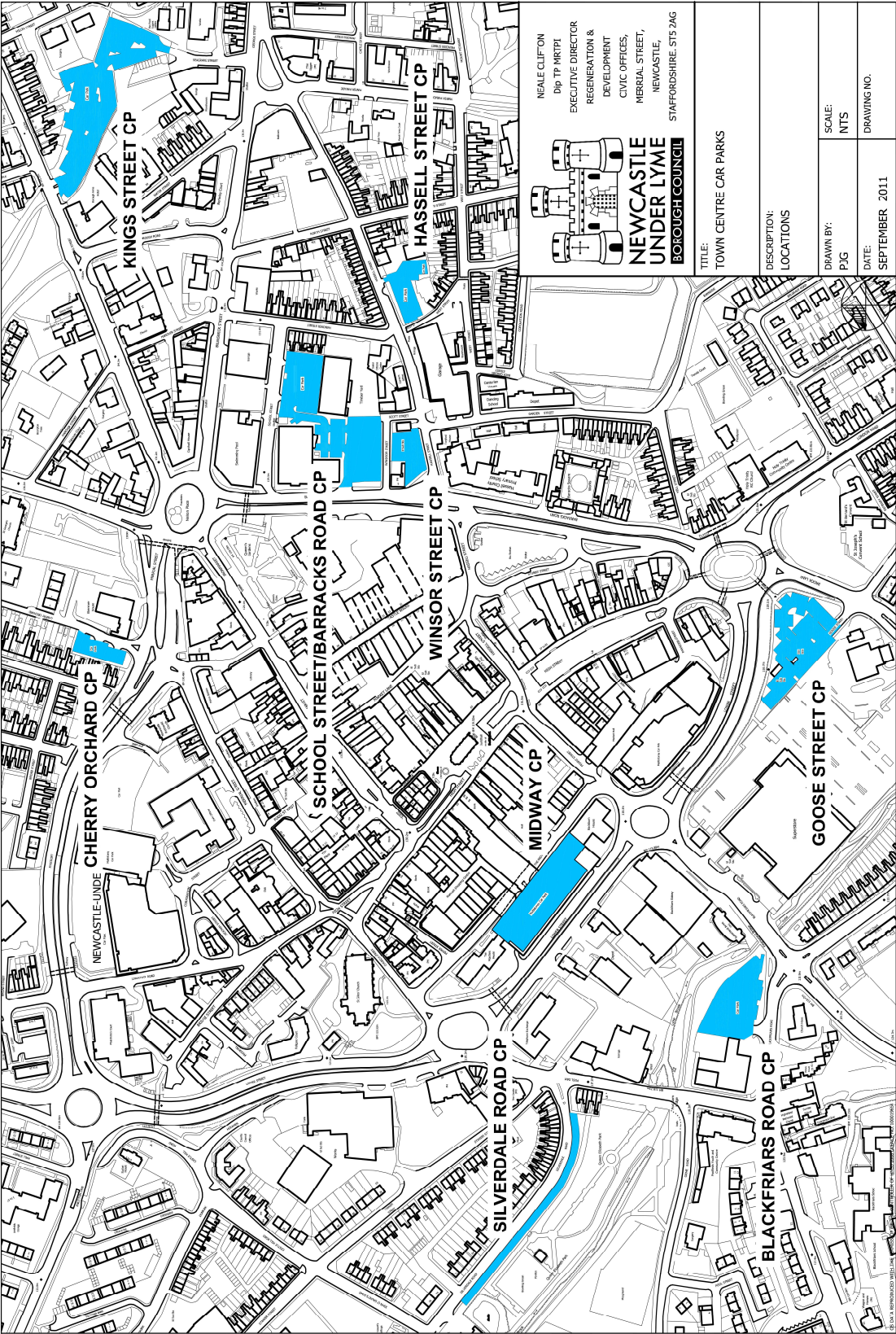
APPENDIX A

Newcastle Town Centre – Off-Street Parking Provision

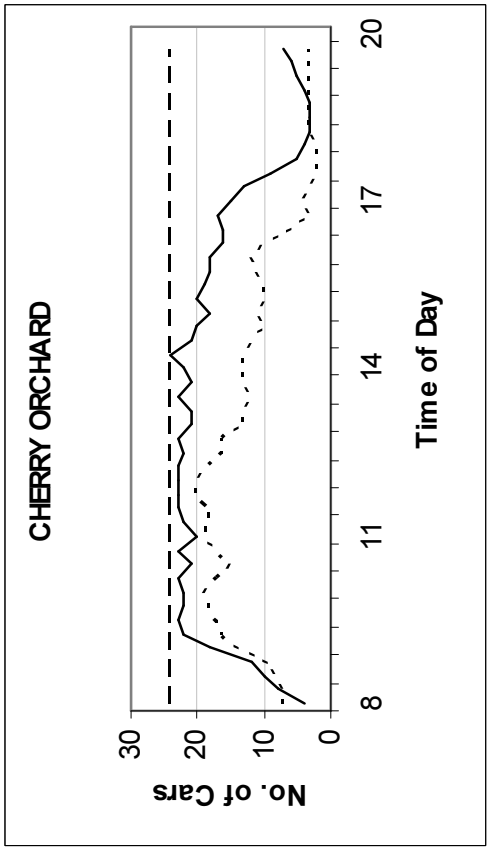
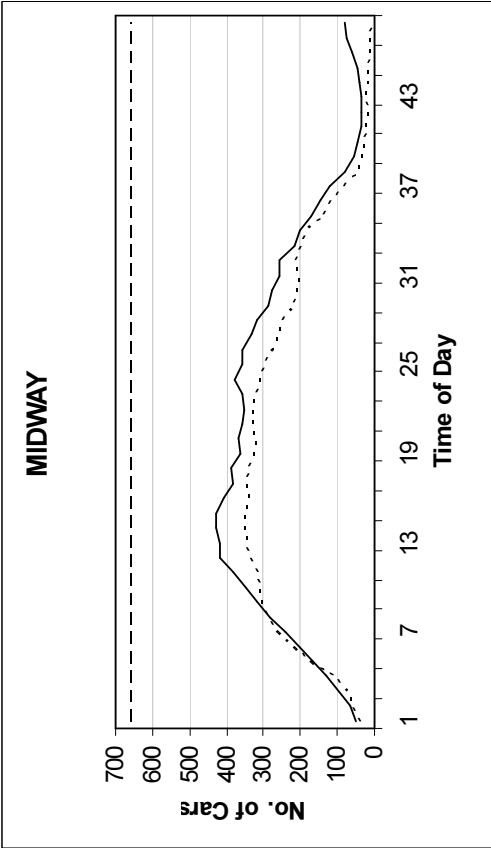
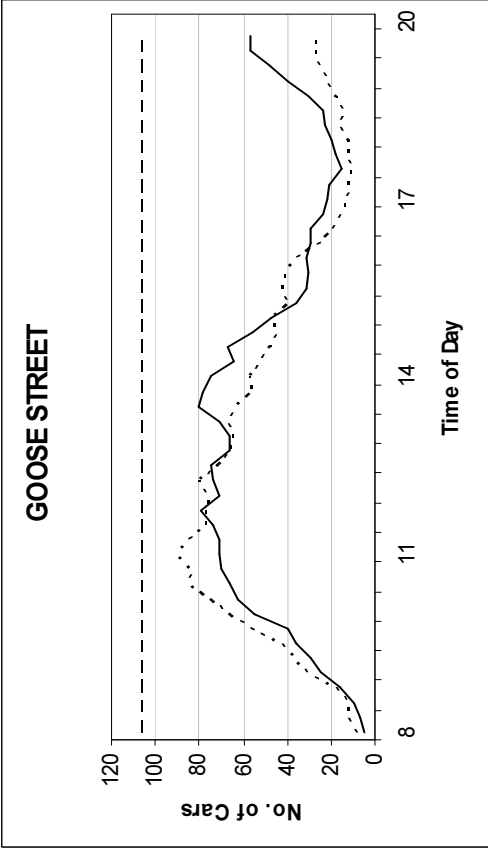
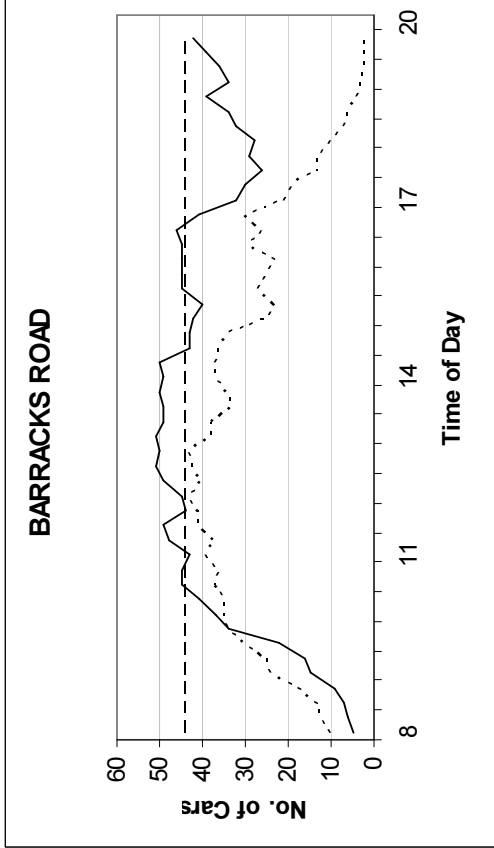
Name	No. of Spaces	Occupancy *		Occupancy *		Charge Band	Notes
		Level Aug'11		Level Oct'11			
The Midway	652	337	52%	244	37%	A	Inc. 49 disabled & 6 parent & child spaces
Barracks Road	44	43	97%	35	79%	B	
Cherry Orchard	24	21	88%	21	88%	B	
Goose Street	114	59	52%	61	53%	B	
Hassell Street	39	17	44%	13	34%	B	
Rear High Street	21	18	86%	21	86%	B	Permit holders only
School Street	70	49	70%	54	78%	B	
Windsor Street	21	21	100%	19	91%	B	
Blackfriars	25	13	52%	19	76%	C	
Silverdale Road	66	43	65%	61	92%	C	
King Street	170	82	48%	101	59%	C	Inc. 40 spaces marked for Aspire
Corporation Street	9	9	100%	9	100%		
Civic Offices	75	-	-	-	-		Saturday only
Merial Street	9	-	-	-	-		Saturday only
Totals**	1255	712	57%	658	52%		

* These figures are the average occupancy between 9.00am and 4.00pm.

** These figures exclude the Civic Offices and Merial Street car parks because they are only available at weekends.



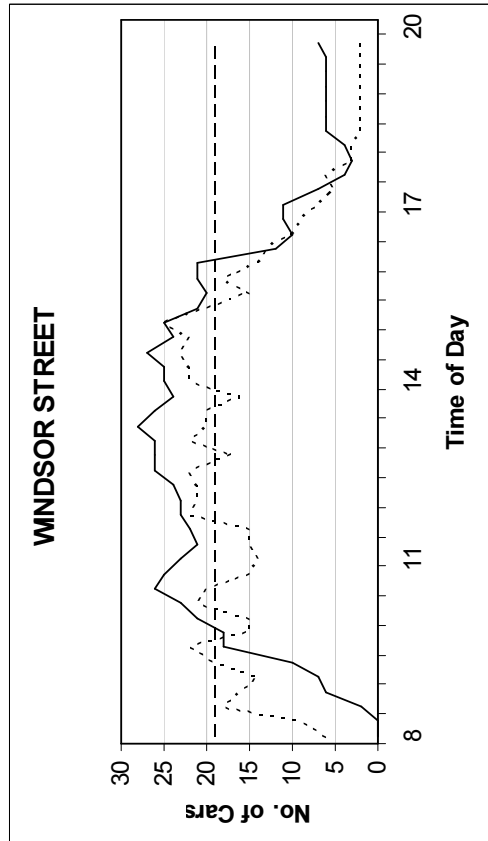
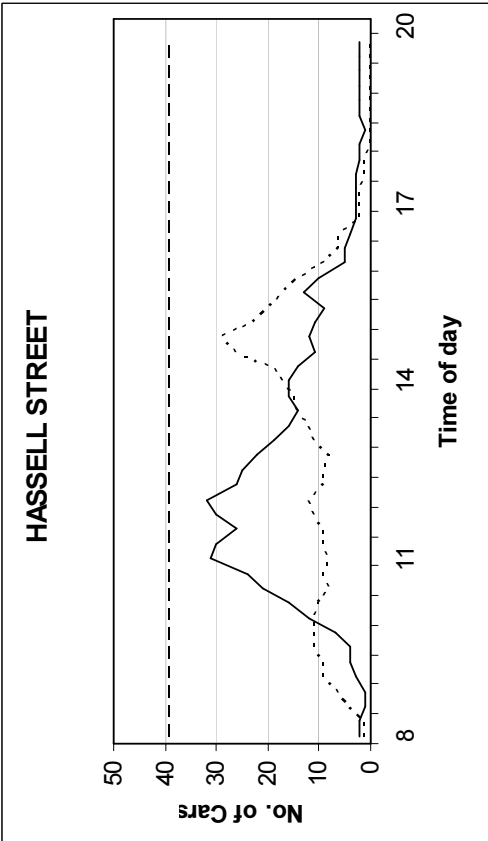
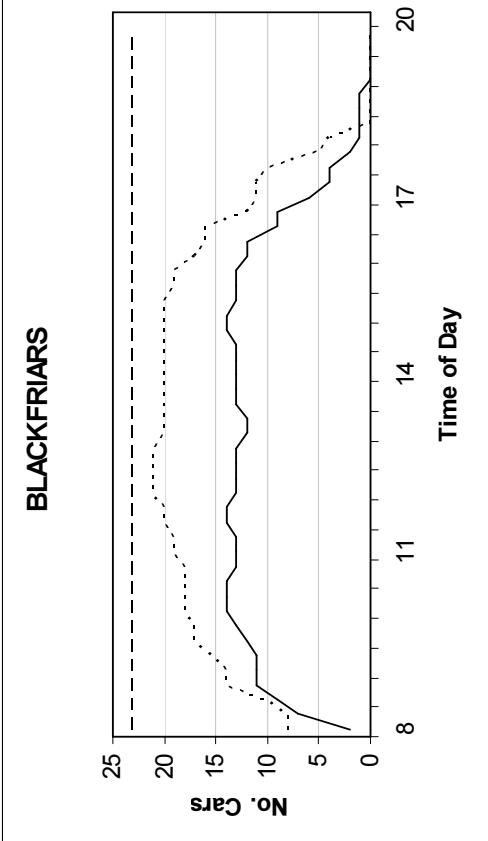
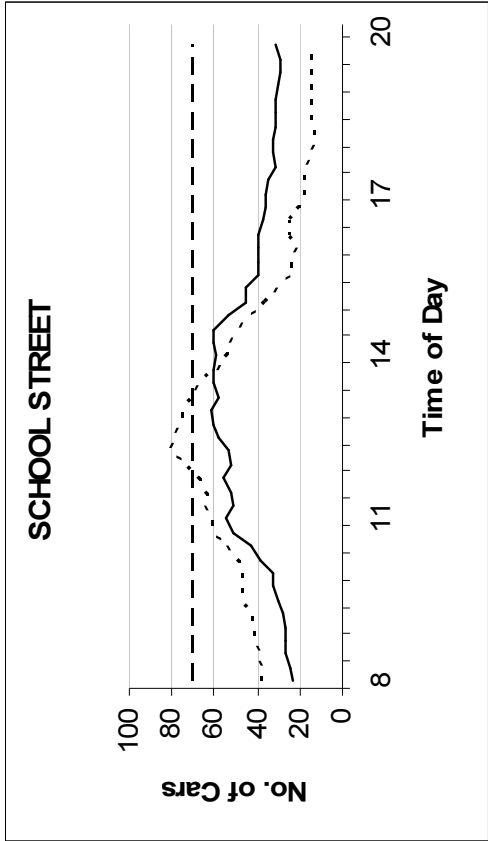
Car Park Usage

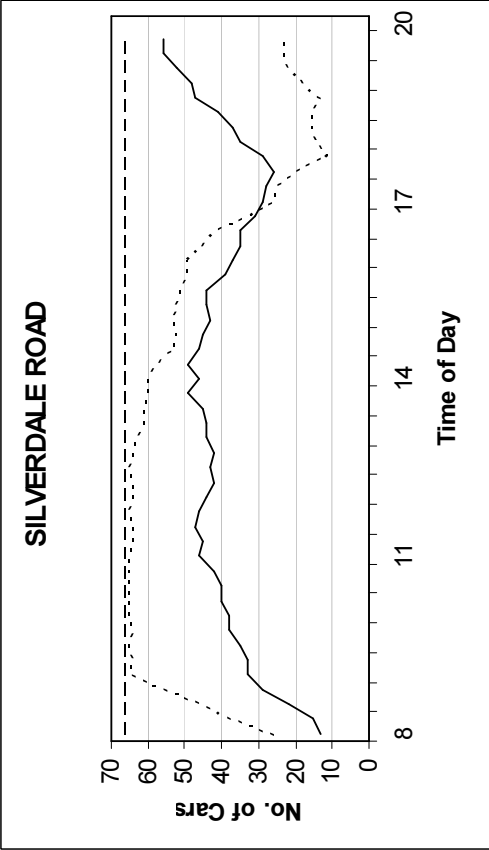
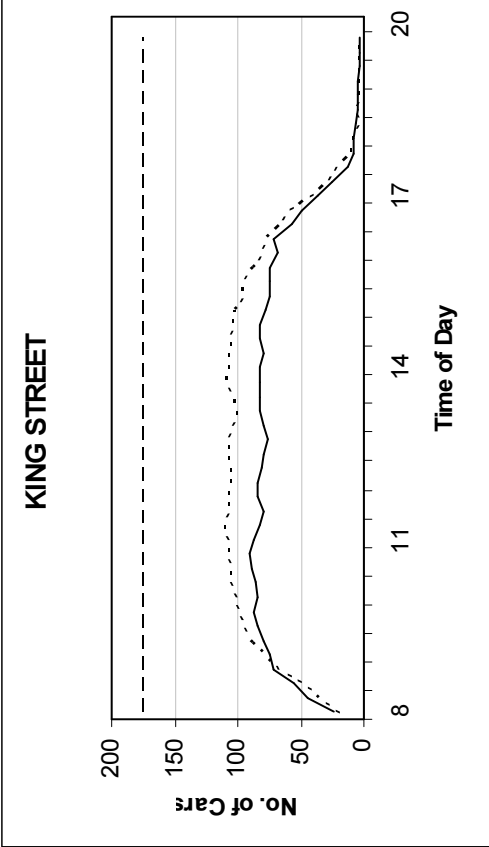


LEGEND

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