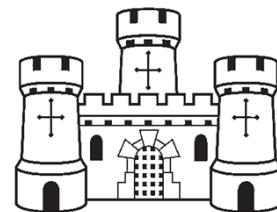


Public Document Pack

Date of meeting Wednesday, 8th February, 2017
Time 6.00 pm
Venue Committee Room 1, Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffordshire, ST5 2AG
Contact Geoff Durham



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Civic Offices
Merrial Street
Newcastle-under-Lyme
Staffordshire
ST5 2AG

Cabinet

AGENDA

PART 1 – OPEN AGENDA

- 1 Apologies
- 2 **MINUTES** (Pages 3 - 6)
To consider the minutes of the previous meeting.
- 3 **DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in the agenda.
- 4 **Revenue and Capital Budgets and council Tax 2017-18** (Pages 7 - 12)
- 5 **Budget Performance Report - Quarter Three** (Pages 13 - 20)
- 6 **Income Generation Project** (Pages 21 - 26)
- 7 **Keele University - Ambitions for Growth** (Pages 27 - 40)
- 8 **DISCLOSURE OF EXEMPT INFORMATION**
To resolve that the public be excluded from the meeting during consideration of the attached report, because it is likely that there will be disclosure of exempt information as defined in paragraphs 1, 2 and 3 in Part 1 of Schedule 12A of the Local Government Act 1972.
- 9 **Exhumation Request** (Pages 41 - 54)
- 10 **URGENT BUSINESS**

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.

11 ATTENDANCE AT CABINET MEETINGS

Councillor attendance at Cabinet meetings:

- (1) The Chair or spokesperson of the Council's scrutiny committees and the mover of any motion referred to Cabinet shall be entitled to attend any formal public meeting of Cabinet to speak.
- (2) Other persons including non-executive members of the Council may speak at such meetings with the permission of the Chair of the Cabinet.

Public attendance at Cabinet meetings:

- (1) If a member of the public wishes to ask a question(s) at a meeting of Cabinet, they should serve two clear days' notice in writing of any such question(s) to the appropriate committee officer.
- (2) The Council Leader as Chair of Cabinet is given the discretion to waive the above deadline and assess the permissibility if the question(s). The Chair's decision will be final.
- (3) The maximum limit is three public questions at any one Cabinet meeting.
- (4) A maximum limit of three minutes is provided for each person to ask an initial question or make an initial statement to the Cabinet.
- (5) Any questions deemed to be repetitious or vexatious will be disallowed at the discretion of the Chair.

Members: Councillors Beech, Kearon, Turner (Vice-Chair), J Williams, Shenton (Chair), Rout and Robinson

PLEASE NOTE: The Council Chamber and Committee Room 1 are fitted with a loop system. In addition, there is a volume button on the base of the microphones. A portable loop system is available for all other rooms. Should you require this service, please contact Member Services during the afternoon prior to the meeting.

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

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

FIELD_TITLE

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

CABINET

Wednesday, 18th January, 2017
Time of Commencement: 6.00 pm

Present:- Councillor Elizabeth Shenton – in the Chair

Councillors Beech, Kearon, Robinson, Turner and J Williams

Officers Executive Director (Operational Services) - David Adams
Executive Director (Regeneration and Development) - Neale Clifton
Geoff Durham
Phil Jones – Head of Communications
Chief Executive - John Sellgren and
Executive Director (Resources and Support Services) - Kelvin Turner

1. **APOLOGIES**

Apologies were received from Councillors Naylor and Rout. Councillor Naylor was due to speak on item 9 but had had an accident at home.

The Cabinet wished Councillor Naylor well for a speedy recovery.

2. **MINUTES**

Resolved: That the minutes of the meeting held on 7 December, 2016 be agreed as a correct record.

3. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

4. **REVENUE AND CAPITAL BUDGETS 2017/18**

A report was submitted to Cabinet reviewing progress on the completion of the revenue and capital budgets for 2017/18.

Members' attention was drawn to paragraph 3.4 of the report with regard to changes made to the Medium Term Financial Strategy and the funding gap for 2017/18.

Members discussed the proposed increase to Council Tax for 2017/18 and agreed to 2.77%.

It had also been agreed to cease production of the Council's free newspaper – the Reporter and as a result, an amendment was required to Appendix three of this report. Under ref G5, the 'detail' column should be amended to read 'Utilisation of external printers to provide printing service'.

Resolved: (i) That, subject to the amendment to Appendix 3, the assumptions set out in the report be approved.

- (ii) That Council Tax Levy for 2017/18 be set at 2.77% - equating to an annual increase of £5 on a Band D property.
- (iii) That the Finance Resources and Partnerships Scrutiny Committee be asked to consider what comments it wishes to make on the draft Budget and Council Tax proposals before the final proposals are considered at Cabinet in February 2017.

5. SCALE OF FEES AND CHARGES 2017/18

A report was submitted to Cabinet seeking approval for the proposed scale of fees and charges to apply from 1 April, 2017.

Members' attention was brought to paragraph 2.9 of the report.

Two amendments were requested by the Portfolio Holder for Town Centres, Property and Business:

Page 61 of the report, under the Markets heading, the cost of an 'Open market- stall (per day)' should be changed to £21 per day instead of £20.

Page 62, at the top of the page, Catering pitches be increased to £28.50 and not £30 giving an increase of £3.50 per day.

Resolved: That, subject to the requested amendments, the fees and charges proposed to apply from 1 April, 2017, as set out in Appendix 1 be approved.

6. UPDATE ON ASSET MANAGEMENT STRATEGY AND DELIVERY PLAN

A report was submitted to Cabinet updating Members on progress with the delivery of the approved Asset Management Strategy and to approve further actions.

Members' attention was drawn to Appendix 1 of the report and in particular, sites subject to Village Green Applications.

A consultation process had recently been carried out for two sites in Newcastle-under-Lyme – Victoria Street, Chesterton and the former Crackley Community Centre, Holly Road, Chesterton. In respect of the former Crackley Community Centre, one response was received from Aspire Housing which gave a positive approach. The Cabinet agreed that both sites could and should be disposed of and added to the Asset Management Plan.

- Resolved:**
- (i) That the updated Asset Management Strategy and Delivery Plan be approved and officers be authorised to proceed with disposals in liaison with the relevant Portfolio Holder.
 - (ii) That, having reviewed the consultation responses, the disposal of land at Victoria Street, Chesterton be agreed.
 - (iii) That, having reviewed the consultation responses, the disposal of the former Crackley Community Centre be agreed.

- (iv) That officers be authorised to take the necessary steps to dispose of the operational assets referred to in the report arising from the Council's move to the new Civic Hub in 2017.
- (v) That a further report, refreshing the Asset Management Strategy Delivery Plan be considered by Cabinet following approval of the Open Spaces Strategy.
- (vi) That officers be authorised to engage with the County Council on the basis set out in the report in respect of Council-owned land that is the subject of Village Green applications.
- (vii) That officers identify premises within its commercial portfolio, in consultation with the Portfolio Holder, which are considered appropriate for disposal on the basis set out in the report and that officers be authorised to take all necessary steps to expedite any such disposals.

7. COMMUNICATIONS - MOVING FORWARD

A report was submitted to Cabinet outlining proposals for enhancing the way the Council communicates with residents, elected Members and staff.

It had been agreed to cease production of the Council's 'Reporter' newsletter and therefore, paragraph 3.9 of the report should have all wording removed after the first paragraph. Similarly with paragraph 4.2, all wording should be removed after 'March 2017 on the first line.

By ceasing production, the table at 7.1 of the report, would also be amended, taking out £12,210 from proposed expenditure for the Reporter and therefore, the total saving would be £53,116.

Resolved: That subject to the requested amendments, the proposals outlined in the report for developing the Council's external and internal communications be supported.

8. DIGITAL DELIVERY OF SERVICES

A report was submitted to Cabinet outlining proposals for enhancing the way in which the Council provides digital services to customers through the introduction of a customer portal. Going down this route would also be a cost saving to the Council.

Resolved:

- (i) That proposals to introduce a customer portal to further develop the way that residents can access council services be supported in principle.
- (ii) That officers be authorised to prepare a business case for the introduction of a customer portal including an assessment of the options available and identifying a preferred set of proposals to be reported back to Cabinet.
- (iii) That the Digital Strategy for the Council be endorsed.

9. DAVIS REPORT 2016 - FEEDBACK FROM CLEANER, GREENER AND SAFER COMMUNITIES SCRUTINY COMMITTEE

A report was submitted to Cabinet to consider the Action Plan recommended by the Cleaner Greener and Safer Communities Scrutiny Committee.

In the absence of Councillor Naylor – the Chair of that Committee, Councillor Shenton read out the Comments in respect of the Davis Report which had been provided in writing by Councillor Naylor summarising the decision of the Scrutiny Committee meeting.

- Resolved:**
- (i) That the Action Plan be approved.
 - (ii) That officers provide the Leader, Deputy Leader and Portfolio Holder with monthly reports to monitor progress.

10. **URGENT BUSINESS**

There was no Urgent Business.

COUNCILLOR ELIZABETH SHENTON
Chair

Meeting concluded at 7.15 pm

Agenda Item 4

REVENUE AND CAPITAL BUDGETS AND COUNCIL TAX 2017/18

Submitted by: Executive Director (Resources and Support Services)

Portfolio: Finance IT and Customer

Ward(s) affected: All

Purpose of the Report

To enable the Cabinet to recommend the 2017/18 General Fund Revenue Budget and the 2017/18 Capital Programme to Full Council, meeting on 22 February 2017, following consideration of comments received from the Finance, Resources and Partnerships Scrutiny Committee of 25 January 2017 and following a review of the Council's balances and reserves.

Recommendations

- a) That the 2017/18 General Fund Revenue Budget as detailed in the report to Cabinet dated 18 January 2017 be recommended to Full Council for approval.
- b) That the Capital Programme 2017/18 as detailed in the report to Cabinet dated 18 January 2017 be recommended to Full Council for approval.
- c) That the estimated council tax and business rates collection fund surpluses, totalling £63,320, to be transferred to the revenue account in 2017/18 be utilised to top up the Insurance Provision, Bad Debts Provision and Municipal Mutual Provision as required, following a review of the adequacy of those provisions at the end of the financial year 2017/18.

Reasons

To enable the Cabinet to recommend a robust and affordable budget for 2017/18 to the Council meeting on 22 February 2017.

1. **Background**

- 1.1 The 2017/18 Revenue Budget and the Capital Programme 2017/18 were considered by Cabinet on 18 January 2017, following which these were submitted to the Finance, Resources and Partnerships Scrutiny Committee, on 25 January, for consideration.
- 1.2 A Summary of the overall Revenue Budget is as follows:

	Estimated Expenditure	Rate of Council Tax (Band D)
	£	£ p
Borough Council requirements –		
Total Net Expenditure	11,886,990	325.31
Less: External Support	<u>(5,110,650)</u>	<u>(139.86)</u>
	6,776,340	185.45

- 1.3 The Borough's Band D council tax levy of £185.45 is an increase of £5.00 from the 2016/17 amount (an increase of 2.77 per cent), which is the maximum increase permitted without triggering the requirement for a referendum in accordance with the excessive council tax legislation. This was the Cabinet's proposal that was resolved at its meeting on 18 January 2017.

2. Finance, Resources and Partnerships Scrutiny Committee

- 2.1 At its meeting on 18 January 2017 Cabinet approved the Revenue and Capital Budgets for 2017/18, recommending an increase in Band D Council Tax of £5.00. The report and the recommendations were referred to the Finance, Resources and Partnerships Scrutiny Committee for comments.

- 2.2 The Scrutiny Committee met on 25 January 2017. The comments that members of the committee wished to draw to the attention of the cabinet are attached as an Appendix. The Chair of the Committee will be in attendance at the cabinet meeting to feedback the committee's comments.

3 Final Finance Settlement Notification

- 3.1 The government has offered councils a four year funding settlement, which, in addition to the allocation for 2016/17, will provide them with provisional allocations for the following three years, 2017/18 to 2019/20. The Council has accepted the government's offer by the submission of an Efficiency Plan and has received confirmation that it will receive the allocations as provisionally notified in December 2016.

4 Balances and Reserves

- 4.1 The Council's Balances and Reserves Strategy for 2016/17 is that there should be a minimum General Fund balance of £1.2m and a minimum balance on the Contingency Reserve of £100,000. The Council currently holds these reserves.

- 4.2 A review of all the Council's Balances and Reserves together with a risk assessment has been carried out for inclusion in the final report on the budget to Full Council on 22 February.

- 4.3 The review and risk assessment indicate the following:

- Overall, reserves are still adequate to meet normal levels of expenditure.
- The level of minimum balances required after considering the risk assessment remains at £1.3m.

- 4.4 As is usual and required by council tax legislation, an estimate has been made of the current year outturn position in relation to the Council Tax and Business Rates Collection Funds. It is estimated that there will be a combined surplus of some £413,490 for 2016/17. The legislation requires an estimated surplus on the Collection Fund to be transferred to the major precepting authorities in the following year and included in their revenue budgets for that year, in proportion to their respective council tax levies or business rates shares. This council's share of the estimated surplus is £63,320. Presently, the Medium Term Financial Strategy does not include an amount in respect of a Collection Fund transfer in 2017/18. The transfer of £63,320 will, therefore, be additional income to the revenue account.

- 4.5 At the end of each financial year a review of the amounts set aside in provisions to meet likely expenses is required to ensure that the amounts contained in the provisions are sufficient to meet known and assessed liabilities. The main provisions concerned are the Insurance Provision, Bad Debts Provision and the Municipal Mutual Insurance (MMI) Provision (set up to meet the cost of levies charged to authorities by MMI's administrator following that company, which at one time insured many of the Council's risks, going into administration on account of having insufficient funds to meet outstanding claims liabilities). It is recommended that the Collection Fund Surplus of £63,320 be used to top up whichever of these provisions require it, following the year-end review.

5. Earlier Cabinet Resolutions

Medium Term Financial Strategy 2017/18 to 2021/22 (Cabinet 14 September 2017);
Budget Report (Cabinet 18 January 2017)

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**Comments to Cabinet from Finance, Resources and Partnerships
Scrutiny Committee – Wednesday 25 January 2017**

Revenue and Capital Budget 2017/18

A number of members considered that the budget was not aspirational and they were disappointed that it failed to make best use of assets and to display a confidence to encourage investment into the Borough. There was particular concern about the fact that only £500k was being spent next year on the capital programme.

The Capital Asset Management Strategy - members asked the Cabinet to look again at the document which had been agreed and to move forward with the sale of these assets.

A specific area at Keele Golf course land was cited as an example of an asset that could be brought into play now.

Members suggested that in future it would be useful to see income figures over the last few years in respect of areas that were facing decreases e.g. car parks and Kidsgrove Leisure Centre.

Kidsgrove Leisure Centre – members asked for a comparison of costs with J2 per visit.

IT – was the Borough making full use of the open source software rather than use Microsoft?

Notable Achievements in 2016/17

Members felt that this section should be renamed **Outcomes** and concentrated into a smaller number of points with a total of maybe 12 completed, demonstrable achievements with outcomes highlighted. Members recommended a focus on outputs rather than wishes and narrative of a process which should already be embedded into the council duties.

Members congratulated the Council for its awards in Heart of England in Bloom competition. They also felt it was noteworthy that Clayton Sports Centre had been refurbished at a cost of approx. £350, 000 which had been achieved with over 95% of external funding.

Members suggested that all efficiency measures be grouped under 1 heading.

There were a number of suggestions in relation to the narrative which will be communicated to the appropriate officer.

FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER THREE (October- December) 2016

Submitted by: Executive Management Team

Portfolio: Policy, People & Partnerships
Finance, IT & Customer

Wards Affected: All

Purpose

To provide Cabinet with the Financial and Performance Review report with the Financial and Performance Review report - third quarter 2016/17.

Recommendations

- (a) That Members note the contents of the attached report and agrees to the recommendation that the Council continues to monitor performance alongside the latest financial information for the same period.

Reasons

The Financial and Performance Management monitoring reports provide information on a quarterly basis regarding the performance of individual council services, alongside related financial information on the organisation.

1. Background

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the third quarter of 2016/17 by presenting performance data set within a financial context.
- 1.2 This report provides broad financial information (Appendix A) and also details performance which is reported by exception (Appendix B) for the third quarter of 2016/17.
- 1.3 A summary of the overall performance picture is presented in section 3 of this report and members will note that performance is generally progressing well.

2. 2015/16 Revenue and Capital Budget Position

- 2.1 The Council approved a general fund revenue budget of £14,138,550 on 24 February 2016. Further financial information is provided in Appendix A.

3 Performance

- 3.1 The latest performance information for quarter two has been analysed.
- 3.2 Any indicators failing to meet the set targets are reported, by exception, in the table found in Appendix B.
- 3.3 The list of indicators monitored has been reviewed for 2016-17 with four of the indicators removed as they were not key indicators and one new one added. For this report a total of 20 indicators were monitored, and the proportion of indicators which have met their target during this period stands at 90%.

- 3.4 There is a slight decrease in indicators off target this quarter, and officers consider that the performance against these indicators does not give rise to serious cause for concern at present. The management of each of the service areas concerned continue to monitor and take steps to deal with under achievement of targets where possible and/or appropriate.

Further quarterly updates will be provided for Members in future reports.

- 3.5 Positive performance can be seen in a range of services and members will note that some services are affected by both seasonal and external factors. It should also be noted for consideration that some indicators have stretched targets set and local targets that are higher than the national ones.

4. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

- 4.1 All indicators link to corporate priorities set out in the Council Plan and/or Service Plans.

5. Legal and Statutory Implications

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

6. Equality Impact Implications

- 6.1 There are no differential equality issues arising directly from this monitoring report.

7. Financial and Resource Implications

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

8. Major Risks

- 8.1 The ongoing changing market conditions 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 choose whether or not to use Council facilities or in the case of the waste/recycling service where the volume of recycled materials is liable to fluctuate. The situation will be monitored through the normal budget monitoring procedures.
- 8.2 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.
- 8.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

9. List of Appendices

Financial information (Appendix A) and the performance information (Appendix B).

10. Background Papers

Working papers held by officers responsible for calculating indicators.

11. Management sign off

Each of the designated boxes need to be signed off and dated before going to Executive Director/Corporate Service Manager for sign off.

	Signed	Dated
Financial Implications Discussed and Agreed		
Risk Implications Discussed and Agreed		
Legal Implications Discussed and Agreed		
H.R. Implications Discussed and Agreed		
ICT Implications Discussed and Agreed		
Report Agreed by: Executive Director/ Head of Service		

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Financial Position Quarter Three 2016/17

1. General Fund Revenue Budget

- 1.1 The Council approved a General Fund Revenue Budget of £14,138,550 on 24 February 2016. The actual position compared to this budget is monitored by managers, EMT and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.
- 1.2 At this point in the financial year, we would have expected to have spent approximately £10,603,910; we have actually spent £10,857,645. Therefore, as at the end of the second quarter, the general fund budget shows an adverse variance of £253,735.
- 1.3 The main reasons for the overall adverse variance to date are:
 - a. Income from car parking is significantly below the amount budgeted for. A review of options to increase income has been undertaken. A report was presented to cabinet on 19th October which included a number of recommendations to partly address this income shortfall. In addition, a £100k budget pressure has been included in the 2017/18 budget to help address the issue. Further work is also being undertaken to review both income and expenditure in respect of the Council's car parks and a report on this will be submitted to a future cabinet meeting.
 - b. Kidsgrove Sports Centre is operating at a net overspend primarily due to income shortfall. Officers have looked at ways to both retain current income levels and pursue additional income to eradicate the current shortfalls. It is pleasing to report that income is £26k (13%) higher as at the third quarter compared to the same period in the last financial year.
 - c. The introduction of the new Household Waste and Recycling service has incurred additional costs relating to staffing overtime, agency staff and the short term hire of vehicles in order to meet the demands faced by the establishment of the new service. A plan has been put in place to limit these additional costs which involves limitations on overtime, daily monitoring of agency staff and optimising income from sale of recycled materials. In addition the replacement Waste Collection Vehicle Fleet will be delivered during February and March; this will reduce short-term hire costs, save on fuel costs and also reduce vehicle repair costs which are currently being incurred with regards to the current Waste Collection Vehicle Fleet. Despite the initial difficulties it is pleasing to report that the service still anticipates making a saving of £500k in the next financial year.

There are also a number of favourable variances, the main variance being:

- a. Employee costs in respect of a number of vacant posts and flexible retirements that have taken place across the Council.

- b. The Streetscene service has operated without reductions in service standards with significant underspends in staff overtime and fuel costs. The service has also managed to generate additional income for the Council from external organisations.
- c. Additional planning application income has been received due to the receipt of a larger application.

Despite the current adverse variance, every effort is being made, and measures are being put in place to ensure the final outturn is in line with the budget.

2. Capital Programme

- 2.1 The Capital Programme approved by Council in February 2016 has been updated to take account of slippage in 2015/16. Where planned expenditure did not occur last year, this has been added to the budget for 2016/17 (apart from any cases where costs have been reduced or expenditure will no longer be incurred). The revised budget for capital projects in 2016/17 as shown in the Revenue and Capital Budgets report approved by Cabinet in January totals £11,744,000.
- 2.2 Due to the fact that the capital receipts to finance the programme are not likely to be received until 2017/18 a number of capital projects that were included in the 2016/17 capital programme have had to be put on hold as the Council would have to incur prudential borrowing costs which would have a significant effect on the General Fund and the future provision of services. Therefore, capital expenditure is only being incurred in the following areas:
 - a. The new recycling and waste service;
 - b. The Public Sector Hub project;
 - c. Disabled Facilities Grants;
 - d. If a contractual commitment already exists;
 - e. Any matters of a health and safety nature; and,
 - f. Schemes wholly funded from external sources eg Section 106 agreements.
- 2.3 Taking this into account, £6,393,057 of the revised budget was expected to be spent by 31 December; the actual amount spent was £6,302,459 resulting in a variance at the end of quarter three of £90,598. This is mainly due to timing issues in respect of expenditure on disabled facilities grants.
- 2.4 It is imperative that the sites earmarked for disposal within the Asset Management Strategy are progressed as soon as possible as any delays will only worsen the Council's overall financial position.

3. Investment Counterparties

- 3.1 Investment counterparties with whom money is invested, as at 31 December 2016 are as follows (with the parent company shown in brackets, where applicable):

Nationwide Building Society
Santander
Heritable Bank (*Landsbanki*)
- 3.2 With regard to the Council's frozen investment in Heritable Bank the total amount repaid now totals £2,457,623, which is 98% of the total that was frozen.

Appendix B: Qtr 3 Performance indicators reported by exception

Exception Report Quarter 3, 2016-17 (October-December)						
Ref	Indicator	Result	Target	Status	Officer	Portfolio holder
1.7	The amount of residual waste per household	117.43kgs (est.) (331.01kgs cumulative)	103.75kgs Qtr 3 (415kgs annual)	No	Trevor Nicoll	Cllr. Beech
Comment for 1.7	Disappointing that this figure has increased over the same period last year, despite higher tonnages of dry recyclable material being collected. As stated before, there is a national trend for increasing residual waste arisings, with no definitive reason. Going forward we will need to look at our communication methodology around waste minimisation messages, and what other interventions we can develop and implement.					
3.1	Percentage of household waste sent for reuse, recycling and composting:	46% (est.)	52%	No	Trevor Nicoll	Cllr. Beech
Comment for 3.1	With the new recycling service implemented we have seen a 9% overall improvement in performance for quarter 3, when compared to the same period last year. However on the organics side there has been a 13% decrease in performance when compared to the same period last year. This is mainly attributable to weather conditions, as the autumn in 2015 was exceptionally mild, with December 15 being the mildest on record. This year's quarter 3, has seen temperatures around the seasonal average, resulting in the lower performance which equates to 400 less tonnes of organic waste collected this quarter (3).					

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

8 February 2017

1. Income generation project

Submitted by: Head of Communications

Portfolio: Finance, IT and Customer

Ward(s) affected: All

Purpose of the Report

To inform Cabinet of the award of a contract to generate income from commercial advertising as part of a joint project with the private sector.

Recommendations

That Cabinet supports the appointment of Strategi Solutions Limited in Newcastle-under-Lyme in the terms outlined in this report.

Reasons

To meet continuing pressures on local government finance as well as increased demand and customer expectations, councils will be required to find innovative and alternative means of generating income. This project is an example of how this council is taking steps to achieve these goals by working alongside the private sector.

1. **Background**

- 1.1 During the early part of 2014, the Council began discussions with senior figures at Staffordshire Sentinel News and Media with the aim of jointly developing new income streams. The aim of this partnership was to try and dovetail the talents and skills of the private sector with those in the public sector for the mutual benefit of both organisations.
- 1.2 A scheme was eventually devised which involved developing advertising opportunities using billboards and car parking signage on council-owned land.
- 1.3 The Council would:-
- a) Identify appropriate sites in its ownership for billboards/signage.
 - b) Submit planning applications.
 - c) Procure the construction of quality infrastructure to accommodate advertising.
 - d) Maintain the sites which form part of the project.
- 1.4 Our private sector partners would:-
- a) Utilise their contacts to secure local advertisers.
 - b) Work with advertisers on artwork and its installation.
 - c) Billing and customer enquiries/relations.

- 1.5 Planning applications for freestanding car parking signs were submitted and approved in August 2014 at School Lane and Goose Street car parks in Newcastle.
- 1.6 Applications for the erection of the Council's first advertising hoardings as part of this project - in Barracks Road, Newcastle and Congleton Road, Butt Lane - were approved in December 2014.
- 1.7 Delays in procuring an appropriate company to construct the hoardings meant that it wasn't until May 2015 that the first boards were erected with the first advertising appearing in late August/September of that summer.
- 1.8 Two further applications for hoardings have subsequently been approved and there are currently seven advertising hoardings in place as part of this unique project and these are at Barracks Road, Newcastle (3); A34 Lyme Valley, Newcastle (1); A34 Parkhouse Industrial Estate, Newcastle (1) and Congleton Road, Butt Lane (2).
- 1.9 There have been changes to the car parking signage and although Goose Street in Newcastle has been retained, planning permission was given for the other car parking signs to be moved from School Street to the Council's car park at King Street in Kidsgrove.

2. **Issues**

- 2.1 There are a number of arrangements in place across the country which involve the private and public sectors working together to generate income. Some even involve advertising hoardings and signage but none mirror the operating model which has been jointly developed and put into action by the Council and its partners at Staffordshire News and Media – which later became the Local World Group – and is now in the ownership of Trinity Mirror.
- 2.2 Since it became fully operational in late summer 2015, it has been welcomed by local advertisers and income has been successfully generated for both partners.
- 2.3 However, in recent months it has become clear that while the Council would now like to see the project grow as it seeks to develop income streams to meet the ongoing financial challenges facing local government, our private sector partners feel it more prudent for them to focus on their “core business.”
- 2.4 With this in mind, both partners agreed it would be appropriate for the Council to secure a new arrangement and a procurement process was undertaken via the MyTenders website. This process has been completed amicably.
- 2.5 An Invitation to Quote was uploaded on 10 October 2016 and the call for quotations was posted to all providers listed under two categories – advertising and other marketing – which meant targeting a total of around 170 potential providers.
- 2.6 Despite this, only one response was returned within the appropriate time period and this was from Strategi Solutions Limited from Newcastle-under-Lyme. Your officers are of the opinion that this may be largely due to the unique nature of the project.

3. **Options Considered**

- 3.1 As part of the procurement process, a range of evaluation criteria were included in the documentation which was uploaded to the MyTenders site.

- 3.2 MyTenders is an online portal which is used by more than 700 public organisations in the United Kingdom. It enables organisations to publish and manage tender notices and to meet their OJEU publication requirements as well as their obligations under the European Treaty to ensure an appropriate level of advertising is reached for all contracts.
- 3.3 The weighting factors for the assessment of submissions were:-
(i) Financial benefits to the Council – 40 per cent.
(ii) Track record – 30 per cent.
(iii) Potential for growth of the project – 10 per cent.
(iv) Approach/methodology proposal – 10 per cent.
(v) References – 10 per cent.
- 3.4 Although only one submission was received, it has still been assessed against the criteria included in the procurement process. It has also been benchmarked against financial returns secured during the time the project has been in place with the Council's initial partners.
- 3.5 Your officers are satisfied that Strategi Solutions Limited have put forward a strong proposal which will enable income objectives to be met.
- 3.6 Two other options have been considered as a way forward. However, both would involve moving away from the innovative delivery model already in place; the likelihood that the Council would have to accept a reduction in the current 50:50 income sharing arrangements which have been in place since inception and which are proposed by the new partners. and also more of a back seat in terms of how the project evolves.
- 3.7 One of the main benefits of the current project is that it has evolved at a pace and a style which suited both partners at particular moments in time.
- 3.8 The first option considered involves an external company coming in and carrying out an evaluation of all council assets, what they might be worth to the Council, the types of businesses that might be interested and their potential for generating income. This piece of work could take up to 10 weeks to complete and cost up to £10,000.
- 3.9 The other option which has been closely considered involves the introduction of a trial, or concession agreement, which will allow the Council to test the market for the value of its assets while generating revenue at the same time. This arrangement allows councils to avoid implementing lengthy tender processes due to the contract having no initial value.
- 3.10 The partners would survey all sites/potential sites; map and capture site types, measurements and locations; steer proposals through the planning process; liaise with the highway authority and other stakeholders etc.
- 3.11 For trial schemes such as the one outlined above, a simple template agreement is used which saves the Council's legal team working on drafting contracts. This template agreement is used with several other councils around the country and provides a suitable framework to ensure that the Council is legally protected.

4. **Proposal**

- 4.1 It is proposed that Newcastle-based Strategi Solutions Group is offered a contract which will be for an initial period of two-years and will be subject to a mid-term and end of contract review.

- 4.2 This will consider evidence that all objectives of the project are being met. If this is shown to be the case then there will be an option of extending for an additional 12-month period.
- 4.3 If objectives are not being met then the Council will proceed with the second option outlined above which involves the recruitment of an external specialist who will be asked to provide a wholly managed solution for council assets in relation to advertising income.

5. **Reasons for Preferred Solution**

- 5.1 The bespoke nature of this project – how it was conceived, grown and developed – means that it is not directly replicated anywhere else in the country.
- 5.2 Proof of concept has been achieved. This is borne out by the fact that income has consistently been generated since inception and there is strong and consistent interest in the available space from local advertisers.
- 5.3 Although Strategi Solutions Limited is a relatively new local company, key senior personnel have a long and distinguished background with some of the best known brands in North Staffordshire. In addition, several of the members of staff have had a long association with this project, through their involvement with previous partners, and are therefore extremely well-placed to support its continued growth and development.
- 5.4 Income targets outlined in the proposal document submitted to the Council by Strategi Solutions Limited have been benchmarked against previous years and compare favourably.

6. **Legal and Statutory Implications**

- 6.1 There are no legal or statutory implications which have a direct impact on this project. All advertising materials will confirm to Advertising Standards Authority guidelines.

7. **Financial and Resource Implications**

- 7.1 Proposals put forward by Strategi Solutions Limited indicate annual profit projections for the scheme of between £42-66,000 gross depending on occupancy rates for the hoardings and car park signage. The contract stipulates profits will be shared on a 50:50 basis.
- 7.2 These projections are based on current assets and if the number of assets available to the project grew then so too would annual profits.
- 7.3 All capital investment has so far been achieved from within existing budgets.
- 7.4 Detailed breakdowns on how income will be generated have been supplied to the Council from Strategi Solutions Limited but as this is of a commercially sensitive nature and has therefore not been included with this report.
- 7.5 All of the Council's hoardings have been built by the Titchfield Group which is the market leader and the UK's largest provider of "Out of Home" advertising services. Funding for the hoardings and car park signage has come from within existing budgets.

8. **Major Risks**

- 8.1 Physical risks to the public from the hoardings- or signage – are minimised by using the market leader and also submitting design drawings as part of the planning process.
- 8.2 All advertising displays and materials will be covered by the Advertising Standards Authority rules and regulations and therefore there will be no risks to the Council.
- 8.3 The agreement which has been proposed by the Council indicates it has final approval on any materials displayed.

9. **Key Decision Information**

- 9.1 The report raises issues affecting more than two wards so this is a key decision and was included on the Forward Plan.
- 9.2 It is estimated that the total income to the Council over the period of the contract could potentially exceed £50,000 hence a requirement to sign the contract under the Council's seal.

10. **Earlier Cabinet/Committee Resolutions**

- 10.1 None

11. **List of Appendices**

- 11.1 None

12. **Background Papers**

- 12.1 None

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

Date 8th FEBRUARY 2017

1. **HEADING** Keele University – ambitions for growth
- Submitted by:** Executive Director, Regeneration and Development
- Portfolio:** Policy, People and Partnerships
- Ward(s) affected:** Keele primarily, with borough-wide implications

Purpose of the Report

To set out the wider context for Keele University's development and growth plans and to consider endorsing the University's direction of travel.

Recommendations

- (a) That members note the information provided.
- (b) That members resolve to support the University's ambitions and plans for growth, as framed by the Keele Deal and the University's Growth Strategy, thereby contributing to the long term economic, social and environmental wellbeing of the borough.
- (c) That members authorise officers to take all reasonable, proportionate and appropriate steps to facilitate and enable growth of the University and environs including the shaping of future strategies, policies and plans of the Council (including any in which the Council is a strategic partner).

Reasons

To reflect the importance of the University and that of the Keele Science and Business Park to the social, economic and environmental well-being of the Borough and to demonstrate the linkages between the various strategies and initiatives which place the University's growth plans in a more strategic context.

1. **Background**

- 1.1. Keele University has ambitious plans to expand and strategic partners are supportive of this ambition. Given the importance of both the University itself and that of Keele Science and Innovation Park to the economy and life of the Borough, officers consider it to be of the utmost importance to the Borough Council that it is able to work alongside the University in developing and supporting its plans for growth. This report reviews at a summary level a variety of initiatives and development plans which are under development or have been completed recently. Such plans have either been initiated by the University itself or provide context for the University's growth plans and is intended to clarify the relationship between these and to demonstrate how the direction of travel is very much aligned to sub regional strategies.

- 1.2 Later this year a report will be made to Cabinet on the emerging Newcastle West Masterplan (see further below), which will set out a vision for the wider area that would enable the further development of the Keele University campus too, subject to any formal proposals which may emerge in the forthcoming Local Plan. This report shows how that body of work is rooted within a coherent and clear economic context. That said it is important to note the Council should not take any steps in its capacity as land owner that could be regarded as prejudicial to due process in the Local Plan preparation or be pre-emptive of the outcome of it.

2. **Issues**

- 2.1 The Council has set out its ambitions and objectives in terms of economic growth in the current Economic Development Strategy; the importance and value of the University, along with its Science and Innovation Park, to the sub-regional economy is evident in this Strategy. This is further amplified in the Council Plan and provides a strong dimension of the corporate priority around “Borough of opportunity”.
- 2.2 In order for the University’s objectives for growth to be optimised it is important for the Council to review the various plans and strategies and consider whether it wishes to support them, at least in principle. In the following paragraphs the report summarises the suite of relevant documents in this regard (including existing and emerging strategic Council policy documents). Members will note that the list of documents are grouped into those which are University-led and those which are prepared by the Council or other organisations or partnerships.

Keele University’s 2015-20 Strategic Plan.

- 2.3 This was adopted in 2015 and sets out the university’s strategic aims, setting out its ambitions toward building the University’s research base and reputation, building on the University’s ‘distinctive curriculum’, contributing positively to the society, economy, culture, health and well-being of the communities which the University serves, and promoting environmental sustainability in all that the University does. This Plan provides the context for the next three documents.

Keele University campus masterplan (emerging)

- 2.4 The University’s short term growth objectives (up to 2020) are largely considered capable of being delivered within the existing Planning policy framework (including the relevant policies of the North Staffordshire Core Spatial Strategy – see 2.12). Nevertheless the University has commissioned the preparation of this Masterplan to provide a clear, comprehensive and coherent spatial framework to demonstrate how the Growth Strategy’s physical development requirements would be most effectively delivered. At the time of writing it is anticipated that this document will be used by the University to contextualise individual schemes coming forward through the Development Management process.

The ‘Keele Deal’ (January 2017)

- 2.5 This is a strategically important document which has emerged from an informal but strategic sub-regional partnership between the University and

some its key partners including the NHS, the University Hospitals of North Midlands, Newcastle under Lyme Borough Council, Staffordshire County Council and Stoke on Trent City Council to generate long term economic growth for the region through £70m of investment in research-led innovations over the next five years. A copy of the Keele Deal summary brochure is attached at Appendix 1. As members will see it sets out eight main priority themes as follows:

- Priority 1 – Keele Research and Innovation Support Programme(KRISP)
- Priority 2 – Mercia Centre for Innovation Leadership (MCIL)
- Priority 3 – Smart Energy Network Demonstrator
- Priority 4 – An NHS-University-Industry collaboration
- Priority 5 – Harnessing global reach and visibility for local economic impact
- Priority 6 – A strategic site of the Northern Gateway Development Zone
- Priority 7 – Higher-level educational provision
- Priority 8 – A spatial masterplan for the University campus and local areas

- 2.6 The Keele Deal, which has been endorsed by senior representatives at Keele University, Staffordshire County Council and Stoke-on-Trent City Council, as well as the Borough Council, was formally launched on 20 January 2017. Priorities 6 and 8 are of greatest direct interest to the future actions of this Council as summarised below. When implemented the overall programme of activities is expected to achieve a range of outcomes including the creation of at least 700 high value jobs and injecting £0.21 billion into the local area.

The Mercia Centre and Innovation Centre 6

- 2.7 This is a planned Staffordshire County Council development at Keele Science and Innovation Park and will be the subject of a separate report to Cabinet.

Newcastle West Masterplan (emerging)

- 2.8 This emerging masterplan will consider the development potential of land to the west of Newcastle including the former Keele Municipal Golf Course. The masterplan will seek to respond to the likely development needs to be identified in the forthcoming Local Plan Spatial Options report. It is to be prepared by specialist consultants for future consideration by the local planning authority as part of the emerging Local Plan process.

- 2.9 It is intended that a report on this matter will be made to a future meeting of Cabinet; likely to be around summer 2017. Subject to the outcome of the Local Plan Spatial Options process, noting that much of the land in this area is designated as Green Belt, it is envisaged that the report and masterplan will set out the schematic proposals to address both known development needs and development that will enhance the University's growth potential and economic impact. In addition it will explain the arrangements for consulting stakeholders including the two affected Parish Councils as well as local residents and others.

Keele Neighbourhood Plan (emerging)

- 2.10 The 2011 Localism Act introduced the concept of 'neighbourhood planning' and gave parish councils the power to prepare their own neighbourhood

plans. Keele Parish Council has begun this process to frame the relatively short term future development of Keele Parish (next 5 years). The Plan will need to consider the University's growth ambitions.

Newcastle Borough Council – Council Plan (2016 to 2018)

- 2.11 The Council Plan states that the Council will work with partners to maximise investment in the Borough and encourage enterprise and employment generating activities that will create opportunities for improving prosperity, as well as improving the well-being of our communities. It goes on to say that the Council will work with partners to ensure effective and efficient development and delivery of key projects including the development of the Keele Masterplan to maximise the opportunities whilst reducing any negative effect to the borough. Working with the University to help promote the further growth of the University and its Science and Business Park fits this objective closely, most particularly the work which has gone into the preparation of the Newcastle West Extension Masterplan (see 2.5 above).

North Staffordshire Core Spatial Strategy (adopted 2009)

- 2.12 This Strategy provides the main planning policy context for the local planning authority's consideration of development proposals relating to the University. It is considered to provide adequate policy direction to facilitate the University's Growth Strategy 2015-20.

Newcastle under Lyme and Stoke-on-Trent Local Plan (to 2031)

- 2.13 This is the emerging Local Plan and will be informed by the range of documents referred to in this report as well as key elements of the evidence base (e.g. the Employment Land Review). This plan is being prepared jointly by the two local planning authorities and will set the planning context for development in Stoke-on-Trent and Newcastle under Lyme for the next 15 years.
- 2.14 A report will be made to a future meeting of Cabinet (likely to be early summer 2017) to consider the "Spatial Options" for the Plan (of where major housing and employment proposals are being considered) and it is anticipated that a Draft Local Plan will have been completed by the end of 2017 with a view to final Plan adoption by early 2019 (subject to the timing of any Examination in Public during the latter part of 2018). As part of this process it will be necessary for the University (with support from its key partners) to articulate the perceived economic benefits arising from future development relating to its core activities.

Staffordshire Local Enterprise Partnership (LEP) Strategic Economic Plan (SEP)

- 2.15 The LEP's Strategic Economic Plan sets out how the LEP will develop Staffordshire's economy over the next 20 years. This will be used as a basis for prioritising resource allocation, including any available funding secured from Government, such as Growth Deal monies and The Growing Places Fund to invest in the local economy. The further growth of Keele University and the "high tech" businesses which could be attracted to Keele Science and Innovation Park is seen as one of the SEP's priorities. A refresh of the currently approved SEP is currently taking place.

Northern Gateway Development Zone (NGDZ) emerging Growth Strategy (up to 2040)

- 2.16 This Partnership will provide an economic growth strategy for the South Cheshire / North Staffordshire sub-region in the context of the major economic stimulus which will be provided by investment in HS2 and a new rail hub to be located near to Crewe. The further growth of Keele University along with the Science and Innovation Park and its environs is seen as a major component in this.

University Town (“Studentification”)

- 2.17 On a broader level, the borough council has begun to engage a range of partners and stakeholders to promote awareness and stimulate actions in order to create a greater sense of Newcastle under Lyme being a University Town. Members will be aware that a number of accommodation blocks are being constructed by a range of providers and this will provide opportunities for businesses (as the providers of goods and services) to differentiate their offer to meet the future demands and needs of student tenants (thereby improving the resilience and vitality of the town centre economy). In addition it is important that students’ experiences are positive both from the University’s perspective but also from a longer term economic viewpoint because it helps to strengthen the prospects of graduate retention and promotes return visits to the town’s environs.

3 Options

- 3.1 Do nothing / do minimum – the Council could decide to take no form of action or merely note the various strategies and plans.
- 3.2 Or the Council could consider making a formal decision to either support or object to the University’s growth strategy and related plans/documents.

4 Proposal and Reasons for Preferred Solution

- 4.1 The principal issue is for the Council to consider whether it wishes to not only acknowledge the role that Keele University plays in the local economy (providing both direct and indirect employment, supporting supply chain spending, teaching, undertaking research, providing a key opportunity for inward investment, promoting local aspiration) but whether it wishes to formally endorse the direction of travel by taking steps to align relevant strategies, policies and plans for which it has the sole or contributory responsibility.
- 4.2 Your officers consider that to support the University’s growth ambitions, at a level of principle, would be wholly consistent with both the Council’s strategic objectives relating to economic growth and the associated existing and emerging strategies across the sub-region. The proposal is therefore to record the Borough Council’s broad support for the University’s growth plans where they are consistent with the current strategies and plans of the Council and its partners. Whilst with regard to long term plans it is recommended that officers be authorised to work with the University to ensure that the Council is well placed to consider and influence future policy alignment where appropriate. On a point of detail it is important to note that this in-principle support would not bind the Council’s hands as local planning authority in

making decisions on individual planning applications. Each individual scheme would need to be determined on its own merits against all material Planning considerations at the time of any such decision (e.g. the Development Plan, site-specific constraints or technical issues, as well as key strategic policy documents).

5. **Outcomes Linked to Corporate Priorities**

5.1 Economic Development is one of the Council's key corporate objectives and as Keele University and its Science and Innovation Park is a key driver to the economic growth of the Borough so it is considered vitally important that the Council identifies ways in which to support such growth as a matter of principle.

6. **Legal and Statutory Implications**

6.1 The Council is not under any statutory duty to act. However it has powers under the Local Government Act 2000 (as amended) to promote the economic, social and environmental well-being of the borough.

7. **Equality Impact Assessment**

7.1 There is no identified differential impact resulting from this decision.

8. **Financial and Resource Implications**

8.1 There are no direct financial implications arising from this decision. There are, of course, staff implications arising from staff investing time working alongside colleagues at the University in helping to develop and shape their emerging development proposals. For reasons explained earlier this is considered appropriate in view of the likely economic benefits to be derived.

9. **Major Risks**

9.1 There are no major risks directly arising from following this decision, however it should be noted that should the Council cease to support Keele University then there will be an adverse impact on the future employment opportunities in the Borough and the economy in general. In the future there will be risks arising from specific investment decisions and planning matters and these will be assessed and reported in later reports.

10. **Key Decision Information**

10.1 This is not a key decision; the report does not require additional Council resources and does not directly affect more than 2 wards.

11. **Earlier Cabinet/Committee Resolutions**

11.1 The approach to joint commissioning of the Keele University / Newcastle West Masterplan was approved by Cabinet on 23rd July 2014.

12. **List of Appendices**

12.1 Appendix 1 – copy of the Keele Deal summary brochure.

13. **Background Papers**

- 13.1 The published reports discussed above are available on a variety of websites; these can be signposted by contacting the Economic Development Team.

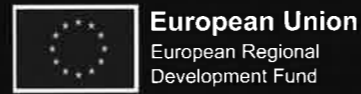
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New Keele Deal Priorities

Over the next five years, the New Keele Deal will focus on eight priorities:

Priority 1

Keele Research and Innovation Support Programme (KRISP)



KRISP has been designed to support businesses that are thinking about, or are currently in the process of, developing a new product, process or service. By providing dedicated human resource and academic expertise, KRISP delivers the knowledge, focus and procedures that will help local SMEs bring their innovative products and services to market quicker and support their long-term sustainable growth. This programme is part-funded through the European Regional Development Fund (ERDF) as part of the England 2014 to 2020 European Structural and Investment Funds (ESIF) Growth Programme.



Support **460**
local businesses



Create **90**
higher
value jobs



GVA from **£10.5m**
investment
(**>2:1 ROI**)

Priority 2

Mercia Centre for Innovation Leadership (MCIL)



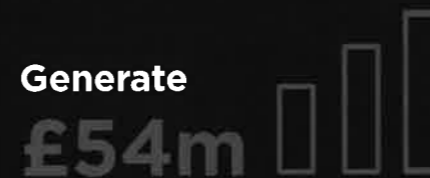
MCIL is a prestigious innovation leadership programme that addresses distinctive organisational and leadership challenges for innovation-led, knowledge-intensive businesses across the Stoke-on-Trent and Staffordshire Local Enterprise Partnership area. By supporting local business leaders and entrepreneurs, the programme will develop the unique leadership and management skills required to achieve and sustain strategic business growth. This programme is part-funded through the European Regional Development Fund (ERDF) as part of the England 2014 to 2020 European Structural and Investment Funds (ESIF) Growth Programme.



Support **150**
local businesses



Create **254**
higher
value jobs



GVA from **£19m**
investment (**~3:1 ROI**)
(Increasing to **£68m**
GVA by 2036 - **~4:1 ROI**)

Priority 3

Smart Energy Network Demonstrator



A European first, this world-class demonstrator facility for smart energy research and development will enable the testing and evaluation of new and evolving energy technologies. Working collaboratively with local partner companies, the programme will provide the opportunity to assess the efficiency of these new technologies in terms of energy reduction, cost and CO₂ emissions.

Transforming the Keele University campus into an 'at scale living laboratory' will provide a unique testing site model due to the diverse range of activities and facilities within it - 3,100 students in halls of residence, 1,000 commercial users on the Science and Innovation Park, 200 'standard' domestic households, and academic activities serving 10,000 students. This programme is part-funded through the European Regional Development Fund (ERDF) as part of the England 2014 to 2020 European Structural and Investment Funds (ESIF) Growth Programme.



tonnes of Carbon
Dioxide each year



Support more than
240 local businesses



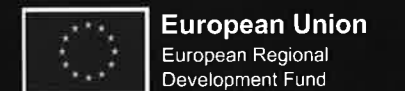
Create
up to
440
higher
value jobs



GVA from **£16m**
investment (**>2:1 ROI**)
(Increasing to **£80m** GVA
by 2036 - **>5:1 ROI**)

Priority 4

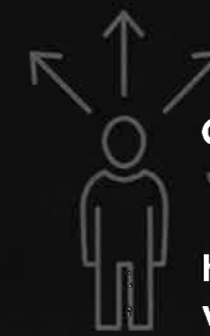
An NHS-University-Industry collaboration



Continuing Keele University's long and successful relationship with University Hospitals of North Midlands NHS Trust, the Business Bridge project aims to support local businesses through improved access to researchers and clinicians who can advise on, and assist with, the development of new health innovations. By working with experts and specialist advisors, businesses will be able to identify and address unmet needs in healthcare that can ultimately result in improved diagnosis and treatment of health conditions. This programme is part-funded through the European Regional Development Fund (ERDF) as part of the England 2014 to 2020 European Structural and Investment Funds (ESIF) Growth Programme.



Support more than
140 local businesses



Create
160
higher
value jobs



Priority 5

Harnessing global reach and visibility for local economic impact

Harnessing the established and emerging links and partnerships that Keele University has in China and South East Asia, the University aims to develop and deliver a programme of support for local businesses. This programme will enable businesses to overcome the barriers associated with international trade by increasing the leadership, innovation and creative capabilities within local SMEs whilst leveraging the value of the commercial and academic networks of the University's international partners.

Priority 6

A strategic site of the Northern Gateway Development Zone

The Northern Gateway Development Zone, spanning areas of Cheshire and Staffordshire, aims to deliver more than 100,000 new homes and 120,000 new jobs by 2040. One of the six strategic sites within the Northern Gateway is Keele University Science and Innovation Park. With a number of development-ready plots, the Park has the potential to add an additional 1.5million sq.ft of first-class business accommodation to the local area.

Priority 7

Higher-level educational provision

Through its flexible, research-led curriculum, Keele University already develops the most employable graduates in the UK. However, the University is keen to extend its capacity to develop workplace skills in-situ through investment in placements and internships that will provide invaluable work experience to the student whilst stimulating both innovation in SMEs and employer demand for higher level skills.

The University will also enhance its portfolio of continuous professional development through collaborations with local employers, the LEP and the Local Skills Partnership.

Priority 8

A spatial masterplan for the University campus and local area

Working in collaboration with local authorities, the University Masterplan will provide the framework within which to manage growth within the University, improve the public realm and the civic spaces within the built environment, and make a positive contribution to the challenge of building, working and living in an environment which is more sustainable.

The New Keele Deal is a unique commitment by partners across Staffordshire and Stoke-on-Trent to generate higher value employment and economic growth by using Keele University's world-leading research and facilities to create jobs and support businesses to grow and thrive.

It's a deal that will benefit every business and every person in Stoke-on-Trent and Staffordshire, and will support the UK economy to become greener.

We'll do this by supporting:



460 small and medium businesses to gain COMPETITIVE ADVANTAGE through knowledge from research through the **BUSINESS GATEWAY**



150 businesses to innovate



250 businesses to save energy or create green energy products



140 medical technology and healthcare businesses to collaborate with academics and the NHS



increased student placement opportunities

www.keele.ac.uk/newkeeledeal

The New Keele Deal

Working together to create jobs and growth

£70m investment will...



Create at least

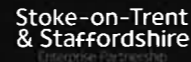
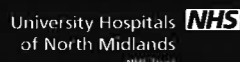
700
high value jobs



improve local health and care for **EVERYONE**



New Keele Deal Partners



New Keele Deal Partners

Keele University

The county's research-led university

The New Keele Deal presents a case for investment-led growth that is underpinned by high-quality research and development.

The latest UK research assessment exercise (2014) established Keele University as Stoke-on-Trent and Staffordshire's 'research-led' university. Locally, Keele University is responsible for 87% of the research that is rated as internationally or world-leading; 91% of funding allocated in response to the assessment; 80% of the area's research staff submitted for assessment; and 90% of the external research income from the public and private sector.

Providing sector-leading student education

Keele University's research performance underpins its educational philosophy and its founding approach to higher education, which enables students to study two subjects to degree-level via a sector-leading combined honours degree programme.

Today this places Keele University as number one in the UK for student satisfaction for the third year running (as determined by the National Students Survey 2014, 2015 and 2016) and one of the key reasons why it is also the number one for graduate employability.



Home to Staffordshire's only Science Park

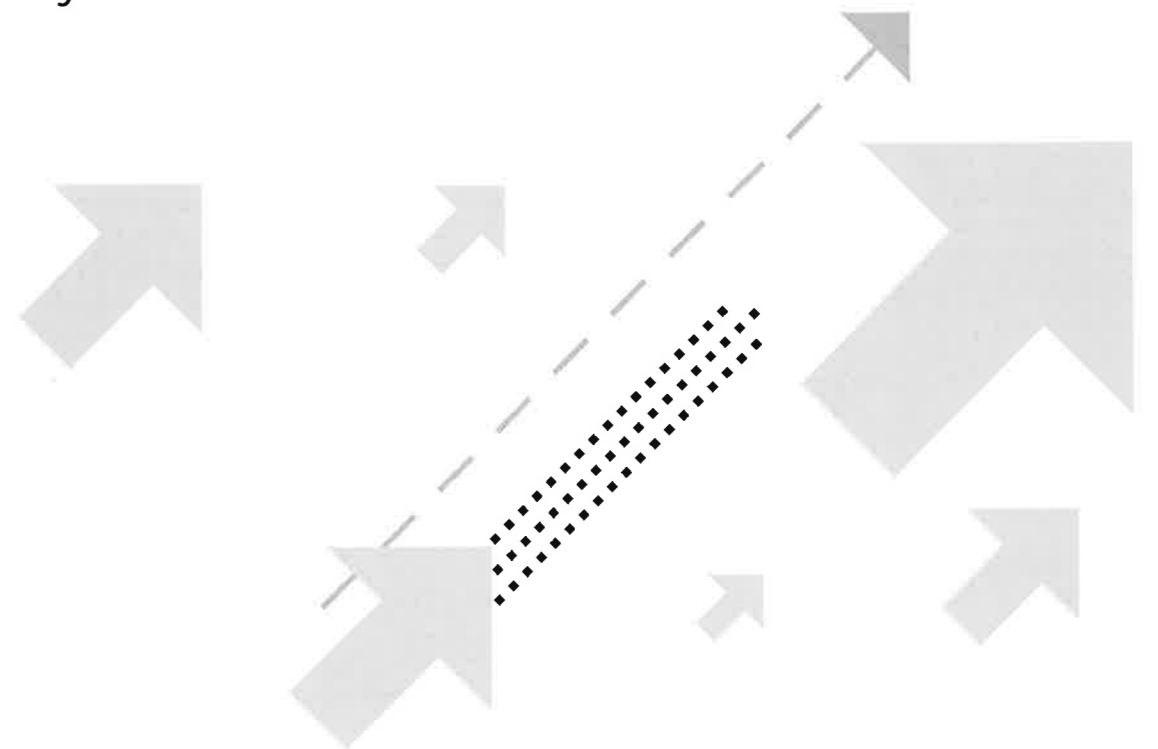
Keele University is uniquely placed to exploit the value of its national research positioning via Keele University Science and Innovation Park. Established for over 30 years, the Park has been home to over 60 companies and has provided over 1,200 high-value jobs to the local economy, with one-third of all companies a result of foreign direct investment.

Integrated with the main University campus, the Park consists of five Innovation Centres, two high-tech manufacturing facilities (for Alliance Medical Radiopharmacy and Cobra Biologics) and a dedicated business incubation centre.

The fifth Innovation Centre, which was funded by Staffordshire County Council, was completed in August 2016 and has been so successful that plans for a sixth are already underway.

A leading contributor to the local economy - and this will only grow

Keele University already generates £125million in GVA annually and supports 3,390 jobs locally. However, Regeneris Consulting estimates that, based on an initial assessment of just four of the priority areas outlined in the Deal, the University's presence in the area will lead to the creation of 700 additional jobs by 2026 and an additional £90million by 2036. This puts the University's annual contribution to the regional economy at around £250million, including £177million locally.



Staffordshire County Council

Developing and growing Staffordshire's economy is the County Council's number one priority, offering a range of support to both new and growing businesses in the area. Amongst the County Council's investments in Staffordshire's business environment is Innovation Centre 5 (IC5).

Located on Keele University Science and Innovation Park, IC5 provides high quality office accommodation for high-tech businesses. The County Council invested £7million to fund and help build IC5 and has worked closely in partnership with Keele University to further develop the Science and Innovation Park and attract innovation-led businesses to the area.

The success of the collaborative project has led to plans for a sixth Innovation Centre (IC6) to be developed, with the County Council set to invest approximately £2million to create the new facility. Located alongside an innovation leadership hub and a new home for Keele Management School, IC6 will provide high-quality letting space for innovative businesses and would allow for a further 100 skilled jobs to be located in the area.



Stoke-on-Trent City Council

Stoke-on-Trent has strong links with Keele University, with the campus being situated just a couple of miles outside of the City. The City Council, in partnership with the County Council and the Local Enterprise Partnership, ensured that the University's Smart Energy Network Demonstrator was delivered as part of the 2014 Stoke-on-Trent and Staffordshire City Deal.

Additionally, through the Growth Hub and Make It Stoke-on-Trent and Staffordshire programmes, Stoke-on-Trent City Council is supporting the University to deliver the priorities included as part of the New Keele Deal.



Stoke-on-Trent and Staffordshire Local Enterprise Partnership

Stoke-on-Trent and Staffordshire Local Enterprise Partnership's (LEP) business-led partnership of private, public and academic partners aims to ensure that local expertise and experience are instrumental in supporting local growth. Its wide remit allows key partners to work together to develop all aspects of economic development: setting overall priorities for local growth, negotiating significant investment for infrastructure, coordinating support for business, encouraging outside businesses to invest and trade in the area, and supporting skills development. The LEP's business growth agenda is based on recognised strengths in key areas of advanced manufacturing, as well as a small number of other complementary sectors in which our economy performs well or has significant potential for growth. Key areas include energy generation, applied materials, auto-aero, medical technologies and agri-tech.

As an active partner, Keele University supports the LEP in a number of ways, including:

- Providing technical assistance, alongside Stoke-on-Trent City Council and Staffordshire County Council, for the 2014-2020 European Regional Development Fund (ERDF) programme, and being a member of the local European Structural and Investment Fund Committee to establish investment priorities for structural funds, set against the strategic economic plan for the area.
- Providing support and expertise in the delivery of the LEP's City and Growth Deal programmes, via membership of the Growth and City Deal Board, and to enable the LEP to partner with other LEPs in the development and delivery of the Midlands Engine Investment Fund.
- Being involved in the establishment of the LEP's Education Trust to ensure that the young people of Stoke-on-Trent and Staffordshire have the education, skills and attitude that local employers need to develop and grow their businesses.



The New Keele Deal:

a plan for investment in innovation-led local growth

Businesses continue to thrive and spread opportunity for everyone in Staffordshire and Stoke-on-Trent despite cultural and societal challenges. Although the area is historically one of the poorest regions in Northern Europe, the last five years have seen the local economy strengthen and grow.

The region is host to some big-name global businesses that have provided large numbers of jobs for the area. However, just as important for job creation are the tens of thousands of micro, small and medium-sized enterprises (SMEs) which call Staffordshire home.

The New Keele Deal is a plan for £70million of investment by Keele University, Staffordshire County Council, Stoke-on-Trent City Council, Newcastle-under-Lyme Borough Council, University Hospitals of North Midlands NHS Trust and the Stoke-on-Trent and Staffordshire Local Enterprise Partnership to generate significant long-term economic growth for the region.

By harnessing the power of the cutting-edge research taking place at Keele University, one of the UK's leading research institutions, the New Keele Deal will help deliver a significant number of higher value jobs for the next 20 years, improve local health and healthcare and inject innovation into the heart of the local business community to allow them to be more globally competitive.

This will all be achieved whilst saving 4,000 tonnes of CO₂ per year - putting our region at the heart of the UK's transition to a lower carbon economy.

Through the New Keele Deal, this investment will help to tackle low productivity and grow a positive culture of innovation and research within the region.

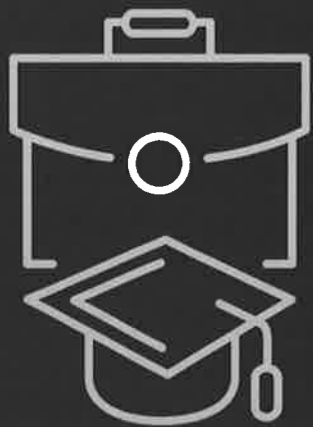
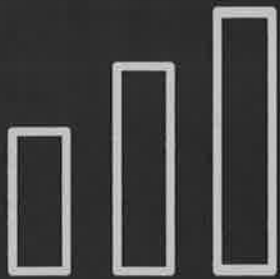
The New Keele Deal is a plan that works for everyone.

“Universities have an extraordinary potential to enhance economic growth. Institutions have a role to play, from local SME support and supply chain creation to primary technology leadership and breakthrough invention.”

Encouraging a British Invention Revolution: Sir Andrew Witty's Review of Universities and Growth (2013)



A plan for investment by Keele University and partners to realise the benefits from research and innovation, to generate significant local economic growth, improve local health and care and put our region at the heart of the UK's transition to a lower carbon economy.



Newcastle-under-Lyme Borough Council

Keele University is located within the Staffordshire borough of Newcastle-under-Lyme and has a positive relationship with the local Borough Council.

As a priority investment site that will help to accelerate economic growth in the wider area, the University is working closely with the local authority as part of the Northern Gateway Development Zone project.

Newcastle-under-Lyme Borough Council, as a significant land owner in the area, has committed to the preparation of a spatial masterplan, facilitated by the County Council, encompassing the University-owned land with the aim of optimising the University's long-term economic impact through the planned growth and expansion of the campus.

With regard to the University's short to medium-term expansion, the Borough Council, as local planning authority, will continue to support the University's growth plans in accordance with existing planning policies.

Whilst in Newcastle's town centre, the Borough Council has been instrumental in facilitating the emergence of student accommodation to complement the campus-based offer, in order to create a greater sense of it being a University town with strong public transport links to the campus.



University Hospitals of North Midlands NHS Trust

University Hospitals of North Midlands NHS Trust (UHNM) is the organisation which manages Royal Stoke University Hospital in Stoke-on-Trent and County Hospital in Stafford.

One of the cornerstones of the Keele University-UHNM partnership is its ongoing success in providing local and national healthcare systems with highly trained and qualified staff. The four Schools within the Faculty of Medicine and Health Sciences (FMHS) at Keele University are focused on developing excellent clinicians in Medicine, Nursing & Midwifery, Pharmacy, and Physiotherapy & Rehabilitation. In national subject rankings, all four schools are in the top 10 of every league table, and employment within six months of graduation from FMHS is 100%. This is the result of the highly successful partnership between the University and UHNM, delivering the teaching excellence required in both academic and hands-on clinical environments.

Keele University and UHNM also have a long-established history of successful research collaboration. Recently, the partners' mutual need to grow their clinical research capability further still has been recognised by the establishment of a third health-related research institute at the University and the appointment of a number of new clinical professorial positions. The partners have established a long-term commitment to strengthen their already robust partnership to expand world-leading research in regenerative medicine and primary and secondary care, enhance the health and wellbeing of the local population and forge strong links with the commercial sector.

University Hospitals **NHS**
of North Midlands
NHS Trust





The New Keele Deal



A unique partnership and plan for sustainable, long term economic growth



Keele University

For more information about the New Keele Deal, please visit www.keele.ac.uk/newkeeledeal

Keele University
Staffordshire, UK
ST5 5BG



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