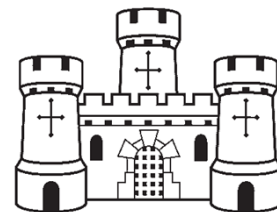


Public Document Pack

Date of meeting Wednesday, 21st March, 2018
Time 2.00 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 5 - 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 TOWN & COUNTRY PLANNING ACT 1990 - SECTION 106
PROCUREMENT OF AFFORDABLE HOUSING** (Pages 7 - 10)
- 5 IRRECOVERABLE ITEMS** (Pages 11 - 12)
- 6 LEISURE PROVISION IN KIDSGROVE** (Pages 13 - 16)
- 7 DRAFT ECONOMIC DEVELOPMENT STRATEGY 2018 - 23** (Pages 17 - 58)
- 8 LYME VALLEY CAR PARKING** (Pages 59 - 62)
- 9 DISPOSAL OF RYECROFT CAR PARK** (Pages 63 - 64)
- 10 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.
- 11 DISCLOSURE OF EXEMPT INFORMATION**
To resolve that the public be excluded from the meeting during consideration of the following reports, because it is likely that there will be disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.

12 IRRECOVERABLE ITEMS - CONFIDENTIAL APPENDIX

(Pages 65 - 66)

13 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 S Tagg, Holland, Johnson, Northcott, Sweeney and J Waring

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.

NOTE: THERE ARE NO FIRE DRILLS PLANNED FOR THIS EVENING SO IF THE FIRE ALARM DOES SOUND, PLEASE LEAVE THE BUILDING IMMEDIATELY FOLLOWING THE FIRE EXIT SIGNS. PLEASE DO NOT USE THE LIFTS.

COUNCIL CHAMBER: FIRE EXITS ARE AT THE REAR OF THE CHAMBER AT BOTH SIDES AND THIS IS THE SAME FOR OCCUPANTS OF THE PUBLIC GALLERY.

COMMITTEE ROOMS: EXIT VIA THE WAY YOU ARRIVED AT THE MEETING OR AT THE FAR END OF THE COUNCIL CHAMBER.

ON EXITING THE BUILDING, PLEASE ASSEMBLE AT THE REAR OF THE ASPIRE HOUSING OFFICE OPPOSITE THE CIVIC OFFICES. DO NOT RE-ENTER THE BUILDING UNTIL ADVISED TO DO SO.

CABINET

Wednesday, 21st February, 2018

Time of Commencement: 2.00 pm

Present:-	Councillor Simon Tagg – in the Chair
Councillors	Holland, Johnson, Northcott, Sweeney and J Waring
Officers	Executive Director (Resources and Support Services) - Kelvin Turner, Executive Director Operational Services- David Adams, Executive Director (Regeneration and Development) - Neale Clifton and Jayne Briscoe - Democratic Services Officer

1. **APOLOGIES**

An apology was received from John Tradewell – Acting Chief Executive/Head of Paid Service

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

3. **PETITIONING ON THE HIGH SPEED RAIL (WEST MIDLANDS - CREWE) BILL**

Government are proposing to develop a high speed rail line between Fradley (Lichfield) and Crewe – High Speed 2, Phase 2a – as part of a wider high speed rail network which will link London with Birmingham, Manchester and Leeds. A Hybrid Bill relating to High Speed 2 Phase 2a was deposited in Parliament on 17 July 2017 and enactment of the Bill will give the Government the powers to build and operate a high speed rail line as proposed.

The Portfolio Holder for Planning and Regeneration welcomed a report which provided members with information in order that they might consider petitioning Parliament on the Hybrid Bill due to concerns relating to the impact on the route on the landscape and amenity of the Borough and the effects on local communities of the routes construction and operation. The Leader was supportive of this action and explained that there may be considerable scope for the Borough to commission technical or legal expertise jointly with Staffordshire County Council which would help to keep legal costs to a minimum.

- Resolved**
- (i) **that Full Council be recommended to agree to the principle of petitioning the High Speed Rail (West Midlands – Crewe) Bill and**
 - (ii) **delegates authority to the Cabinet Member for Planning and Regeneration in consultation with the**

Executive Director for Regeneration and Development to:

- (a) develop the scope of the Borough Council's petition to Parliament, in consultation with the relevant Members and Officers of Staffordshire County Council (including the commissioning of Parliamentary Agents) and;**
- (b) co-ordinate the petitioning of the Hybrid Bill before Parliament and in so doing, to seek any necessary approvals for the expenditure of resources, if required.**

4. URGENT BUSINESS

There was no Urgent Business.

COUNCILLOR SIMON TAGG
Chair

Meeting concluded at 2.20 pm

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE CABINET

Date 21 March 2018

1. **REPORT TITLE** Town and Country Planning Act 1990 - Section 106
Procurement of Affordable Housing
- Submitted by:** Executive Director (Regeneration and Development)
- Portfolio:** Planning and Regeneration
- Ward(s) affected:** All

Purpose of the Report

To seek approval to procure the provision of affordable housing accommodation within the Borough using funds from developer contributions obtained as a result of planning obligations.

Recommendations

- (i) That Cabinet authorises officers to undertake a tender process to evidence best value in the provision of contributions to a registered provider for the provision of affordable housing.
- (ii) That Cabinet delegates authority to the Executive Director (Regeneration and Development) to award a contract, in consultation with the Portfolio Holder for Planning and Regeneration, following the completion of the procurement process which is within the budget provision.

Reasons

The Council has received funds to be used to provide affordable housing and is procuring a suitable provider to achieve this.

1. **Background**

- 1.1 In 2009 the Council adopted an Affordable Housing Supplementary Planning Document (SPD) which in accordance with Government guidance states that "the Council will seek to ensure that affordable housing is provided on-site in the first instance. Only in very particular, agreed circumstances will another site or payment in lieu of on-site provision be considered as an acceptable alternative." The SPD refers to such payments being held by the Council in a ring-fenced Affordable Housing Fund (this is to ensure compliance with the law in respect of Planning Obligations).
- 1.2 To date, the Council has received £219,715 in affordable housing contributions and it is now seeking to expend these monies with a registered provider who is able to offer the Council the best return for these contributions. Included within the relevant obligations will be clauses limiting the purpose to which the money can be spent and in the case of obligation contained within agreements, as opposed to Unilateral Undertakings, setting a date by which, if the money is not spent, it is to be returned to the party who paid the original contribution.

2. **Issues**

- 2.1 Although, the SPD contains broad principles about affordable housing off-site contributions it does not define a mechanism as to how such monies should be spent. Officers have considered the various options open to the Council and which would be the most appropriate process to ensure openness, transparency and best value.

3. **Options Considered**

a) **Do nothing**

There are legal terms contained within the Section 106 Agreement, requiring the Council to spend the funds for the purposes of affordable housing within the Borough; should this not occur it would lead to reputational damage, and potentially the repayment of the money, with interest.

b) **Direct Award of Monies**

To make a direct award of these monies to a known Registered Provider without a call for competition. The obvious concern with this approach is that officers would find it difficult to justify best value having not undertaken any market evaluation.

c) **To evidence Best Value by awarding the funding to a Registered Provider via a competitive tendering process to build /acquire affordable housing.**

Officers will obtain market intelligence by completing a tender process with Registered Providers of social housing who build, own, acquire and manage affordable housing. Officers believe it would be appropriate, therefore, to invite bids/proposals from Registered Providers, which can be evaluated against set criteria with the winning submission awarded the funding to develop or acquire affordable housing.

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

- 4.1 The proposal is to seek Cabinet approval to award the funding to a Registered Provider via a competitive tendering process (option c) which will support and evidence best value. A tender pack has been drafted with the support of the Council's corporate procurement section and this is available as a background document.
- 4.2 The evaluation of the proposals will be undertaken by officers from Housing Strategy, Planning Policy and Development Management.
- 4.3 At Planning Committee in December 2016, it was resolved that Officers upon receipt of such sums would consult with the appropriate Parish Council or Parish Councils, on whether or not there are opportunities to expend such sums within the areas of those Councils. At the same time the Committee resolved that such sums should not have to be spent in areas where they have been generated from.
- 4.4 As £45,000 of the £219,715 has originated from approval granted in Wrinehill, consultation has taken place with the Parish Council and consideration had been given to expending this sum within the area. However it was agreed that the preferred proposal would be to make available the affordable housing contribution as a single fund and to competitively procure the development of affordable housing via a Registered Provider.

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

- 5.1 The provision of affordable housing within the Borough will contribute to the corporate priorities of a Borough of opportunity and a healthy and active community.

6 **Legal and Statutory Implications**

- 6.1 There are legal terms contained within the Section 106 Agreement – requiring the Council to spend these monies for the purposes of affordable housing within the Borough.
- 6.2 The decisions taken offers a route to demonstrate best value in expending affordable housing contributions and utilises the Councils internal governance rules as set out in its Constitution.

7 **Equality Impact Assessment**

- 7.1 There are no adverse equality impact issues identified from this proposal. It is envisaged that the development of affordable housing will have a positive impact.

8 **Financial and Resource Implications**

- 8.1 To date, the Council has received £219,715 as Section 106 contributions so as to facilitate the development of affordable housing within the Borough and this fund resides in a ring-fenced account. The funding will be obtained from this account. In addition there will be a modest requirement for existing officer resources to manage this tendering process.
- 8.2 The Council's specification of requirements as part of the tendering process places restrictions on the release of these monies to the successful service provider.

9. **Major Risks**

- 9.1 The offsite contributions have been paid for the specified objective of facilitating the development of affordable housing, it would lead to reputational damage should these monies not be spent.
- 9.2 Officers will be required where possible to evidence sustainability of the development through to completion as part of expending of such monies.

10. **Key Decision Information**

- 10.1 This is a key decision as the contract value is in excess of £50,000 and it has therefore been included in the Forward Plan.

11. **Background Papers**

- 11.1 A tender pack has been drafted with the support of the council's corporate procurement section. This is available on request from the Housing Strategy Team.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

21 MARCH 2018

IRRECOVERABLE ITEMS

Submitted by: Revenues Manager

Portfolio: Finance and Resources

Ward(s) affected: All

Purpose of the Report

To consider items deemed irrecoverable.

Recommendations

That the items detailed in the attached Appendix be considered irrecoverable for the reasons stated and be written off.

Reasons

For a variety of reasons, from time to time, it is considered that certain items are unable to be recovered from debtors. When this occurs, it is necessary to write off these balances from the appropriate Council account records.

1. **Background**

For a variety of reasons, following the issue of accounts for amounts due to the Council, it is considered the debt is no longer able to be collected. Normally, these reasons follow from the debtor having been subjected to insolvency proceedings or other legal processes in respect of their debts or even the death of a debtor. There is then no further redress to recover the outstanding amounts and it is necessary to write off the outstanding balances from the Council's records.

2. **Collection Procedures**

Collection procedures in respect of business rates and council tax are operated in accordance with legislative guidelines. Other debts are collected by a variety of schemes suitable to the type of account involved.

3. **Proposal**

That the items listed in the attached Appendix be considered irrecoverable for the reasons stated and these balances be written off. Irrecoverable amounts are considered to be of a confidential nature and reports have historically been treated in this manner. Guidance obtained from the Local Government Association in May 2011 endorsed this methodology for reporting on irrecoverable items. It is used to ensure the principles of data protection are maintained. It would also obviously be inappropriate to disclose information for instance about deceased debtors, with the potential for causing further distress to bereaved family members. Where debts are in respect of commercial organisations, there is the potential in cases such as administration that disclosure could jeopardise the potential recovery of the business in the long term. Items are only ever considered for write-off following robust adherence to the appropriate collection policy.

4. **Financial and Resource Implications**

The Council makes provision for unrecoverable sums and the amounts recommended for write-off are within the current budgeted bad debt provision.

5. **Recommendations**

That the items detailed in the attached Appendix be considered irrecoverable for the reasons stated and be written off.

6. **List of Appendices**

Irrecoverable items (Cabinet write offs) 2017-18

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE CABINET

Date 21 March 2018

1. **REPORT TITLE** Leisure Provision in Kidsgrove
- Submitted by:** Executive Director, Operational Services – Dave Adams
- Portfolio:** Corporate and Service Improvement, People and Partnerships
- Ward(s) affected:** All

Purpose of the Report

To update members on progress in the re-provision of leisure facilities in Kidsgrove.

Recommendations

It is recommended that Cabinet:

- (a) Endorses the approach outlined in recently signed Memorandum of Understanding between the Leaders of Newcastle Borough Council and Staffordshire County Council for providing leisure facilities in Kidsgrove and recognises this as a significant development in addressing the sporting aspirations of the town.
- (b) Notes the current progress against what was agreed at Cabinet and Full Council in July 2017 regarding opportunities for sports facilities in Kidsgrove.
- (c) That Cabinet considers the final Business Plan from the community group at a future meeting prior to instructing any formal agreement.

Reasons

To ensure that a community led quality sports offer in Kidsgrove forms part of a comprehensive plan for the area.

1. **Background**

1.1 Since the Kidsgrove Sports Centre was closed the Council has been working to secure replacement sports facilities for Kidsgrove. Among other things:

- In terms of potential alternative provision if the Sports Centre cannot be reopened, agreement in principle has been secured with the Governors of the University Academy Kidsgrove for community use of their sports facilities by the Borough Council's Sport and Active Lifestyles Service.

- In terms of replacement swimming provision, arrangements have been made with Alsager Pool and Horizons for the provision of additional swimming lessons and welcoming Kidsgrove residents to public swimming or activities they previously attended at Kidsgrove. For example both the Seawolf and the Sub Aqua group have relocated to Horizons. Around 50 members transferred to Jubilee2 and a sizeable number chose to complete their swimming lessons at J2 and have re-enrolled.
- 1.2 However, the Council's ultimate aim has always been to secure like-for-like provision of what was available at the Sports Centre, either at that site or at another facility in the town. Significant progress towards that goal has now been made in two important respects.
- 1.3 Firstly, a local community group has come forward with a business plan to bring the Kidsgrove Sports Centre back into use and to operate it as a community-run leisure facility, initially reopening the dry-side facilities with a view to reopening the pool when resources permit.
- 1.4 Secondly, and in light of the community group's interest, the Leaders of the Borough Council and the County Council have agreed a Memorandum of Understanding (see attached) which commits to the following aims:
- Reopening a leisure facility in Kidsgrove within six months which as a minimum comprises a fitness room and other dry-side leisure facilities followed by a pool if, and when, resources permit.
 - Working together within a 5-10 year timeframe to provide a new leisure centre designed and funded by the Borough Council and other partners that includes a pool, fitness centre and space for fitness classes.
 - Co-operating over the implementation of a community-run leisure model which would be owned, managed and run by a Community Interest Organisation (CIO).
 - Ensuring a CIO facility can operate without the need of revenue subsidy from either council.
 - Working with the CIO to identify and secure external sources of revenue and capital funding.
 - Bringing together a working group to deliver the outcomes above which will involve the two councils, the CIO, the King's CE School. This group will also look to bring in external expert advisors to support the CIO in developing its business plan.
- 1.5 Although there are significant challenges still to overcome, this means that for the first time we now have the two local authorities and the community group working hand in hand to achieve the same goals. By the two councils embracing the idea of the sports centre being community managed and operated, this opens up the possibility of the facility being run without ongoing revenue support, which significantly improves the financial challenges for the two councils. The new community model could be the real game-changer.

1.6 The Leader and Chief Executive of the Borough Council are therefore bringing the working group together to drive forward progress on this issue, with a view to having at least part of the existing sports centre reopened as a community run sports centre by September at the latest.

2. **Issues**

2.1 There are a number of issues for the parties to the Memorandum of Understanding to resolve.

2.2 Discussions with University Academy Kidsgrove will need to be paused to give proper consideration to the community group's interest in the former sports centre.

2.3 It should be noted that there is both a capital and revenue requirement if an interim solution is to be provided at University Academy Kidsgrove and the majority cost would fall on the Borough Council as service provider. Under current legislation schools are provided for educational purposes and cannot be used to subsidise community use.

2.4 The former sports centre shares a campus with the King's School, which itself has aspirations to enhance its sports facilities and enter into a community use arrangement for the local community.

2.5 A strategic funding case is being developed to support the re-provision of a swimming pool in the town. To deliver on plans for a new swimming pool there is need for a programme of on-going capital investment, and a robust sinking fund, to ensure quality of facility provision is maintained in the future.

3. **Options Considered**

3.1 As detailed above

4. **Proposal**

4.1 Approval is given for officers to work to achieve the objectives of the Memorandum of Understanding.

4.2 The Financial implications of supporting the community groups efforts to reopen the sports centre will be considered. at the appropriate time, on the strength of the final Business Case received.

4.3 The discussions with University Academy Kidsgrove are paused pending the outcomes of 4.1 above.

4.4 The report on the strategic funding case to support the longer term re-provision of a swimming pool in the town be received in due course.

5. **Reasons for Preferred Solution**

5.1 To ensure that quality sports facilities are provided in the Kidsgrove area.

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

6.1 The recommendations contained in this report seek to achieve positive and sustainable health and wellbeing outcomes for the local community.

7. **Legal and Statutory Implications**

7.1 There is no statutory duty on the Council to provide sport and leisure facilities; however it has the power to and also the power of community leadership, introduced by the Local Government Act 2000, to lead, influence and support partner organisations to work to common goals to meet the needs and aspirations of their communities. The Council has the power to provide sport and recreation facilities.

8. **Equality Impact Assessment**

8.1 The current facilities do not comply with current access regulations. These issues would be fully addressed in the approval of any redevelopment work.

9. **Financial and Resource Implications**

9.1 None at this point. The strength of the final Business Case received from the community group will be considered in determination of whether the plans can be supported by the Council. Within the Council's revenue budget for 2018/19, approved by Full Council on 21 February, is the residue budget in respect of the Kidsgrove Sports Centre. This could be utilised for sports provision in Kidsgrove.

10. **Major Risks**

10.1 There is currently a lack of sports and leisure provision in the Kidsgrove area and there is a risk that this will continue until suitable replacement facilities are made available.

11. **Key Decision Information**

11. 1 This is a key decision and appears on the Council's Forward Plan

12. **Earlier Cabinet/Committee Resolutions**

12.1 Cabinet July 2017
Council July 2017
Active and Cohesive Scrutiny Committee October 2017

13.0 **Appendix**

13.1 Memorandum of Understanding between the Leaders of Newcastle Borough Council and Staffordshire County Council

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

CABINET 21 March 2018

**REPORT ON THE COMMENTS RECEIVED FOLLOWING CONSULTATION
ON THE DRAFT ECONOMIC DEVELOPMENT STRATEGY 2018 - 23**

Submitted by: Executive Director (Regeneration and Development)

Principal author: Regeneration and Economic Development Manager

Portfolio: Corporate and Service Improvement, People and Partnerships

Ward(s) affected: All

Purpose of the Report

To report comments received on the draft Economic Development Strategy 2018-23, following consultation on the draft, and to consider recommended changes to the document in light of these comments.

Recommendations

- (a) That the draft strategy, as amended, be approved.
- (b) That Cabinet authorise officers to publish the approved strategy subject to inclusion of appropriate images and photographs, along with any minor textual changes as may be required, in consultation with the Portfolio Holder.
- (c) That officers report back to the next meeting of Cabinet with a draft Year 1 action plan.

Reasons

To strengthen the strategy and to ensure that it better reflects stakeholders' views.

1. **Background**

- 1.1 Cabinet approved a first draft of a new Economic Development Strategy for the Borough at its meeting on 4 January 2018 and agreed that this should form the basis of consultation with partners, LAPs, the local business community and other interested groups and stakeholders.
- 1.2 The consultation process began on 15 January 2018 and allowed six weeks for comment (closing on 1 March). The consultation has been promoted on the Council's website and sent directly to our partners and wider community through the LAPs.

2. **Comments received from the consultation process**

- 2.1 62 comments have been received and these are summarised in Appendix 1 to this report. The source of the responses is not identified (to avoid unintended bias). Nearly all responses have come via the Council's website and one by separate email. Officers have provided a summary response to each of the points raised and updated the Strategy where it has been considered appropriate (see Appendix 1).

3. **Options considered**

- 3.1 Members need to consider whether to approve the draft Strategy as originally prepared or to make revisions to it, taking account of the consultation responses received.

4. **Preferred option**

- 4.1 Members are recommended to approve the revised Strategy and to resolve that officers report back with a Year 1 action plan to the next available meeting of Cabinet. Before publication of the Strategy a range of photographs and illustrations will be added; this will help to animate the document. In addition the document will need to be formatted appropriately and minor textual changes may be required (no changes to the substance of the approved text); these will be undertaken in consultation with the Portfolio Holder.

5. **Outcomes Linked to Corporate Priorities**

- 5.1 The strategy has been prepared in response to the Council's priority of 'Creating a Borough of Opportunity'.

6. **Legal and Statutory Implications**

- 6.1 Aside from the well-being powers provided for in the Local Government Act 2000 (as amended) there is not a strict requirement on the Council to prepare an economic development strategy. However, developing policies, committing resources and making investment against a rational set of agreed objectives is good business practice and having an adopted strategy is a good place to start when it comes to encouraging partner organisations to share objectives and develop concrete plans.

7. **Equality Impact Assessment**

- 7.1 No differential impact has been identified.

8. **Financial and Resource Implications**

- 8.1 There are staff resource implications arising from the preparation of the strategy and these are built into current work programmes.

9. **Major Risks**

- 9.1 The principal risk of *not* preparing a strategy for the promotion of economic development is that staff resources are committed and financial investment made without reference to the things which the Council and its partners

consider to be most important. This would most likely cause the Council's actions to be ineffective (or at best, not as effective as could be).

- 9.2 There is no obvious risk to preparing a strategy in itself, other than perhaps raising expectations from Members, staff and partners that everything in it will be achieved – but this simply reflects the inherent risk of setting objectives and targets. The strategy itself does not commit the Council to specific actions; these will be the subject of more detailed reports including future annual action plans.

10. **Key Decision Information**

- 10.1 This strategy will impact on two or more wards and has been included in the Forward Plan.

11. **Earlier Cabinet Resolutions**

- 11.1 January 4th 2018.

- That the Draft Economic Development Strategy, taking into account the views of the Economic Development and Enterprise Scrutiny Committee and subject to modifications suggested by Cabinet, be used as a basis for consulting with partner organisations, local businesses and wider community.
- That comments received are reported back for Cabinets consideration.

12. **List of Appendices**

Appendix 1: Draft Economic Development Strategy 2018 - 2023, Summary of Responses.

Appendix 2: Updated draft Economic Development Strategy.

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Appendix 1: Draft Economic Development Strategy 2018 - 2023

Summary of Consultation Responses

NB. Officer comments (in brackets); any revision to Strategy shown in *italics*.

1. Do you agree with the key issues identified?

1.1 Education - recognise the education sector within the district as key players in providing the workforce of the future.

(We will continue to work with the LEP Education Trust and locally with Newcastle and Stafford College Group to provide training and education opportunities for our future workforce)

Reflected in the strategy – no change required.

1.2 Kidsgrove - develop the brown-field spaces within the town centre and develop a long term strategy for the growth & well-being of our town centre & surrounding residential areas

Make the most of Kidsgrove having a train station - unlike the rest of the borough, focus should be on improving business in Kidsgrove – and perhaps better links to the rest of the borough.

(We will work together with the County Council and other partners to developing a master plan for Kidsgrove during 2018. In addition the emerging Joint Local Plan will seek to earmark suitable sites for development.)

Minor revision on page 17 to reflect the proposed master planning.

1.3 Social Enterprise - development of social enterprise as a priority, given the commitment to pursue the SE place agenda

More focus on work with the Third Sector to develop this area of work

(This is an area we have worked previously and successfully with Aspire Housing and PM Training - we will review the current position and explore the scope for improving work with the Third Sector and the Newcastle and Employment and Skills Group).

Reflected in the strategy – no change required.

1.4 Resources – has the Council allocated resources to support the strategy. Need smarter targets.

(We will continue to work within the constraints of the Council's budget and Medium Term Financial Strategy, noting that this will require the Council to play a greater enabling role where other parties deliver specific initiatives. We will also work with our partners and the Local Enterprise Partnership to secure additional resources for the Borough)

Reflected in the strategy – no change required.

1.5 Partnerships - Newcastle can't be considered in isolation from the wider sub-regional and regional context

(We will continue to work with our partners both locally, regionally and nationally; notably the LEP and the Constellation Partnership in terms of formal partnerships)

Reflected in the strategy – no change required.

1.6 Culture – Good to see recognition of the value culture has to play in making the town a great place to live and work. Suggest the council + partner provide more support to generate a more varied and distinctive cultural offer in the town.

In particular the Council should support smaller and up-and-coming cultural organisations as well as the larger NPOs (like the New Vic). As well as financial support, the Council could use historical buildings to provide subsidised studio space or work-live options for people working in the creative industries.

The Philip Astley Project, part-funded by Heritage Lottery is at the heart of the areas cultural tourism development. The project has raised the profile of Philip Astley and of the Borough. It has encouraged people to celebrate their local cultural heritage and learn more about this. Through the project, relationships have been built which will create exciting plans for future collaborations to promote Philip Astley & Newcastle-under-Lyme both nationally and internationally. The Philip Astley Project has enabled Newcastle to be named as one of the six towns/cities at the heart of Circus 250 celebrations in 2018.

(The Council recognises the value of culture and the importance of cultural heritage to the town. We will continue to support this work with officer time)

Revision to acknowledge the work of the Philip Astley Project part funded by HLF on page 17.

1.7 Transport – address the issue of large parts of the day when traffic is slow or stationary. There are particular problems with getting across the A500. What plans are there to increase mobility?

(Newcastle Sustainable Transport group has been established for over two years and will look into these issues. More specifically the Council will continue to work with the Highway Authority (the County Council) and Highways England, along with the City Council, to promote strategic infrastructure projects which have the potential to unlock development and/or relieve congestion.)

Minor revision to reflect the ongoing signage and wayfinding work Page 13.

1.8 Town Centre - The town has some good independent businesses but what is the Council doing to support that particular sector

Can the Council do anything to address the empty buildings in then town centre?

Recognise the importance of public realm

(We will continue to work with Newcastle BID to support local businesses and with the County Council to improve the public realm)

No revision required as reflected in the strategy.

1.9 Night time economy – car parking decisions to close the Midway earlier does not support the development of the night time economy and parking charges are too high compared to nearby areas

(We will continue to work with partners and the BID to retain Purple Flag status. There are a number of other car parks within and adjacent to the town centre which support the night-time economy.)

No revision required as reflected in the strategy.

1.10 Economic Growth – over ambitious plans given the growth in the last 15 years is 6,000 people or 0.3% per year. The last 15 years saw some of the highest growth the UK has ever seen. The next 15 years will include adjusting to Brexit and a loss of manufacturing jobs, which is Newcastle's largest employment group.

(We will continue to work with our partners and the LEP to ensure that growth projections are as accurate as possible with the aim of optimising delivery of investment in our borough.)

No revision required as reflected in the strategy.

1.11 Student town – what happens when the students are away during summer break?

(We believe the town centre economy will benefit from having more students in town during term time and accept that student numbers will dwindle at certain times of the year. The additional footfall will support local businesses and re-energise the town centre)

No revision required as reflected in the strategy.

1.12 Greenbelt – given the amount of brownfield land available in the city there is surprise that land in the Greenbelt at Keele is being considered.

(The Joint Local Plan will provide strategic direction in respect of any Green Belt release. This strategy recognises the importance of Keele University as a driver of economic growth and a significant contributor to the area's prosperity, the land use considerations of which will need to be considered by the JLP.)

No revision required as reflected in the strategy.

1.13 Priorities - There are too many priorities.

(We will review the priorities to see what we believe can be realistically achieved over the 5-year life of the strategy)

No revision required as reflected in the strategy.

2. **What do you feel are the most important issues to you for us to address over the life of the strategy? Do you feel that the actions proposed will ensure that these issues are addressed?**

2.1 Kidsgrove - It's clear that the borough council has no strategy for the development of Kidsgrove town centre or for the necessary resources to support the population & communities outside of Newcastle town centre

Invest in Kidsgrove to make it a thriving town

(see 1.2)

No further revision required.

2.2 Student Town - graduate retention. Making the town a more innovative and exciting place to live and work.

Relook at over inflated growth figures for student population and Business Park development

(We will continue to work with Keele University and the Science and Innovation Park to support further development and will keep growth projections under review)

Minor revision to reflect specific work on graduate retention and growth projections on pages 13 and 14.

2.3 Business - Support for SME businesses to generate more wealth, employment and skills.

That pre-start and start-up businesses have the support and advice to thrive and grow in the Borough...we want to keep them here, so need to ensure the correct growth on space is available and is cost effective

Negative impact of Brexit on manufacturing

(We will continue to work with the Stoke and Staffordshire Growth Hub and LEP to ensure high quality business support and we will work with the LEP and Staffordshire Chamber to ensure we are best prepared for the challenges and opportunities of Brexit)

No revision required as reflected in the strategy.

2.4 Town Centre - There seems to be a complete absence of thinking related to SMART Cities ideas. What about free Wi-Fi in the town centre, digital kiosks etc. If you want to attract visitors especially business visitors, they need somewhere to stay. At the moment there is a very small number of beds available and the quality of some of them is much to be desired. What are you going to do to grow B&Bs and hotels?

(We will work with our partners at Enjoy Staffordshire and the Destination Management Partnership to explore opportunities to improve the B&B offer)

(We will continue to work with the BID to identify Wi-Fi hot spots in the town centre)

Creative approach to addressing the vacancy rate in town centre.

(We will continue to work with Hometown Plus and BID to further develop a creative approach to encouraging more businesses into the town centre)

Minor revision to reflect opportunities to improve B&B offer on page 10, And minor revision regarding Wi-Fi hotspots and work with Hometown Plus creative approach at York Place on page 11.

2.5 Partnership working - Working better with Stoke on Trent City Council would be a start.

(We continue to work closely with the City Council on a number of projects including the Enterprise Zone and the Joint Local Plan along with partnership activities such as those associated with the LEP and Constellation Partnership)

No revision require as reflected in the strategy.

2.6 Financial Inclusion - provision of ethical & affordable alternatives to Pay Day Lenders and Loan Sharks

(The Newcastle Partnership works closely with the Financial Inclusion Group to address these issues)

No revision as the links to the Council's Stronger and Safer Communities Strategy and inclusive growth approach are stated in the introduction on page 2.

2.7 Housing - The lack of starter homes, social housing and retirement villages. Inflated growth figures of 9,000 homes required when it's nearer to 2500

The over-supply of housing and the reliance on buy to let and private land lords who are unregulated.

Address empty homes and provide more social housing

(Our housing policy team and housing enforcement team will continue to monitor the private rented sector whilst the Joint Local Plan will seek to provide for future housing need based upon up-to-date evidence. The Council's adopted policy on Affordable Housing continues to enable delivery of new affordable housing. And the Belong Village is an excellent example of the Council working in partnership with private sector and Heritage Lottery to deliver high quality homes for 100+ people and the restoration of a key Listed Building.)

Minor revision to reflect how the Council is addressing the issue of empty homes and social housing on pages 14 and 15.

3. Are there any local economic conditions / barriers to growth to doing business in Newcastle? Does the strategy address these?

3.1 Town centre - address the problem of empty shops in Newcastle. You need to be bold on this issue, lower business rates, lower parking fees and start competing with Hanley etc.

Parking too expensive and provision is poor quality

Town centre is lack lustre and looks run down

(We will continue to work with the BID, Hometown Plus and other partners to encourage more businesses to choose Newcastle as their preferred location. In addition the committed growth of student accommodation within and adjacent to the town centre, along with plans for more housing within the town centre catchment area, should generate greater demand for goods and services thereby improving the prospects and sustainability of town centre businesses)

Minor revision to reflect more strongly how we will encourage more businesses to relocate to the town centre along with plans to increase footfall on page 13.

3.2 Kidsgrove - Better links between the boroughs only rail station and the rest of the borough

(see 1.2)

No further revision required.

3.3 Joint Local Plan - The current lack of a development plan limits clear strategic direction

(We will continue to work with the City Council on the delivery of the Joint Local Plan due to be adopted by 2020)

No revision required as reflected in the strategy.

3.4 Student town - Graduate retention - provide starter units in the town centre targeted at students and graduates to retain them in the area

Staffordshire University is an asset on our doorstep not just Keele University

(We will continue to work with both Keele and Staffordshire Universities to explore ways of retaining more graduates in our area)

No further revision required; already noted in 2.2.

3.5 Local Economy - We are a low income economy - needs to be more realism about the long term decline in the area and the consequences of that

Poor local transport links

(We are seeking to promote the expansion and growth of Keele University and its' Science and Innovation Park with the aim of increasing the number of higher value, knowledge economy, jobs. Also we will continue to work with the County Council, as the Highway Authority, and through the Newcastle Sustainable Transport Group to improve transport links in the area)

No revision required as already reflected in the strategy.

3.6 Skills - We need more apprenticeships and jobs to go with them. There is a huge shortage of plumbers, electricians, builders, truck drivers, etc. and the JDP could put money with the colleges into promoting the area.

Shortage of skilled jobs in Kidsgrove

(We will continue to work with our local college Newcastle and Stafford College Group, the Universities and the LEP Education Trust to encourage more people into training, apprenticeships and education to improve the levels of skills within our area)

No revision required as already reflected in the strategy.

3.7 Housing - Promote new forms of building such as SIPS (Structured Insulated Panels) and solar, including house batteries.

(We will explore options for innovative house building solutions with our local housing partners and the central government agency, Homes England)

Minor revision to reflect exploration of innovative approaches to house building on page 15.

4. What are the Key Performance Indicators (KPIs) you feel we should be measuring?

- Average salaries - NOMIS
- Leisure centre provision – Council Leisure Services
- Skills levels - NOMIS
- Cultural provision – Arts Council England
- Benchmark productivity against local and national - NOMIS
- Levels of business starts and survival - NOMIS
- Graduate retention – Keele and Staffordshire Universities
- Student growth – Keele and Staffordshire Universities
- Growth of business on the science park - KSP
- Percentage of firms exporting – LEP / Staffordshire Chamber
- Salary levels - NOMIS
- Percentage of firms investing in skilled workforce - LEP
- Annual breakdown of key business sectors - NOMIS
- Unemployment levels - NOMIS
- Apprenticeships completed – County Council
- Empty commercial units (council owned and other) – internal survey
- Average house price – Online sources
- Housing built – Planning
- Level of personal debt – Financial Inclusion Group
- Visitors to the town – BID and DMP
- Town centre occupancy - Council survey

5. Any further comments about the EDS, or suggestions or amendments that could be made?

5.1 Kidsgrove – more joined up approach needed

(see 1.2)

No further revision required.

5.2 Capacity to deliver - can Newcastle effectively deliver an economic strategy or should it be part of a wider conurbation strategy with a local flavour

(We will work with our partners, locally, regionally and nationally to deliver the strategy and it has been drafted in the context of the LEP's updated Strategic Economic Plan and the Government's Industrial Strategy, along with influences from the strategies of key local partners such as Keele University.)

No revision required as already reflected in the strategy.

5.3 Strategic approach - how does the plan tie-up with transport, open spaces, green spaces, safety etc.

(We will continue to work across other Council departments and with our partners to ensure a strategic approach to delivery of the strategy recognising that other strategies or long term plans, such as the Joint Local Plan, have a more substantial role in co-ordinating these kinds of considerations.)

Minor revision to reflect more strongly the Council's strategic approach on page 3.

5.4 Threats and developments - you mention the high speed rail development but have not, as far as I can see, said how you are to going to address the problem of SOT not being part of it? Likewise, if leaving the EU is a threat, what type of threat is it, and why does your strategy address that specific threat

(We will continue to work with the Constellation Partnership to ensure we make the most of opportunities for the Borough through HS2 and will work with partners to address challenges and opportunities presented through Brexit)

No revision required as already reflected in the strategy.

5.5 Earlier testing of the draft - The draft strategy should have been tested earlier than this to remove some of the glaring issues, such as HS2 being a benefit and the proposed growth in population. Being 40 miles from both Manchester & Birmingham is a difficult place to be economically. If you factor in the comments from parishes and residents and scale back the housing development and move the student accommodation to the golf course and social housing to the centre of Newcastle this could be a great strategy.

(All consultation responses will be reported to the Council's Cabinet for consideration. More specifically, the Council is a partner within the Constellation Partnership with one of the key aims being to optimise the economic benefits of HS2 for our area.)

No revision required as already reflected in the strategy.

5.6 More join up - I was disappointed that this consultation ran concurrently with the JLP Preferred Options consultation, this shows a lack of joined up thinking. Newcastle has the potential to thrive. It has cheap housing, good external transport links e.g. proximity to motorways and airports, a proud industrial heritage, good training facilities and in neighbouring Stoke on Trent a great deal of cheap property and land.

(We will continue to work closely with our colleagues in the Council and City Council to ensure strategic fit with the emerging Joint Local Plan)

No revision required as joined up approach is already reflected in the strategy.

Draft
Economic Development
Strategy 2018 – 2023

DRAFT

Introduction

This Economic Development Strategy (EDS) is about how Newcastle-under-Lyme Borough Council (NULBC) will work with the business community, local partners and wider community to improve the economic prospects for everyone living and working in our Borough.

The strategy is driven by the Council Plan – “Our Newcastle Plan 2020” - to create a Borough that is ‘Prosperous, Clean, Healthy and Safe’. The EDS focuses on ‘Creating a Borough of Opportunity’ to encourage investment and inclusive growth in the Borough which will bring jobs and improve prosperity as well as improving the well-being of our citizens and their communities.

The Council will seek to use its assets both in terms of commercial portfolio and community assets to support and improve the economic well-being of the Borough. We recognise the provision of such facilities plays an important role in supporting small and medium sized enterprises (SMEs), businesses and community based organisations that provide valuable services in our community.

The strategy also reflects our links to the Council’s Stronger and Safer Communities Strategy which highlights the importance of partnership working between the Council and its key partners, which is integral to the delivery of inclusive growth.

In addition the Strategy is closely aligned to the Stoke and Staffordshire Local Enterprise Partnership (SSLEP) Strategic Economic Plan and reflects the inclusive growth approach, which is detailed in the emerging post-Brexit, UK Shared Prosperity Fund.

Strategy at a glance

The Strategy will set the context for long-term investment for the whole of our borough.

Each section sets out a series of priorities the Council proposes to take forward and looks at the strengths which the Borough has to offer, the opportunities which may be capitalised on and develops proposals which aim to take advantage of these.

A number of challenges are identified relating to the economy, skills, perceptions of place and proposes interventions to address or mitigate them.

The Borough of Newcastle-under-Lyme is changing. All around us we see new development which, in the town centre, will result in over 2000 units of accommodation for Keele and Staffordshire University students by 2020 as well as a bespoke dementia care facility “Belong Village” providing 100 accommodation spaces and 150 new jobs.

From mid-2018 Castle House will be the new town centre hub for public services including the Council, Staffordshire Police, Staffordshire County Council’s district-based services, Newcastle Library, Newcastle Registry Office and Aspire Housing Group.

This will make the existing Civic Offices site available for the planned Ryecroft mixed use development, including retail units and accommodation for students, with a start on site expected in the latter part of 2018. This development has the potential to change the shape of the town centre, boost business and strengthen investor confidence in the area.

In recent years, working with our partners at Newcastle Business Improvement District (NBID), the Creative People and Places Programme - Appetite and The New Vic Theatre, the town’s emerging cultural economy has grown from strength to strength.

The focus has been on celebrating the life and legacy of Philip Astley, founder of the modern circus, inventor of the circus ring and born in Newcastle in 1742. Recent investment from Arts Council England and Heritage Lottery Fund (HLF) amounts to over £1M to celebrate the importance of Philip Astley to the cultural heritage of the town. Newcastle will be at the heart of the 2018 celebrations, “C250”, to mark 250 years since the first circus.

The borough became an HLF Priority Development Area in 2015, since which time over £3M has been secured from HLF to support a wide range of cultural heritage projects right across the borough.

The Council will continue with an approach to this strategy of building a broad consensus, through consultation with our partners, with the local business community and wider community who will help to influence the work that the Council should undertake and will also play their own part in delivering elements of this strategy.

We will continue to work across the Council and with our partners to ensure a strategic approach to delivery of this strategy recognising that it needs to be read and delivered alongside other strategies or long term plans, such as the Joint Local Plan, in order to achieve overall improvement in the economic, social and environmental well-being of our community.

A key element of the approach to delivering this Strategy will be prioritisation. The Council (in the context of ongoing reductions in public service budgets) can’t do everything. It is important to focus on the things which are going to have the greatest impact and which the Council is best placed to influence; in short, it will be more about ‘enabling’ rather than ‘doing’. Where possible, we will follow the principle that ‘resources follow priorities’.

Some of our priorities are sub-regional, rather than specific to the Borough, and in such cases we will work closely with our partners such as Stoke on Trent City Council, Staffordshire County Council, Stoke and Staffordshire Local Enterprise Partnership (SSLEP), The Constellation Partnership and The Midlands Engine.

The strategy's action plan sets out in greater detail who will lead on each activity, what it will achieve and how this will be resourced.

Strategic alignment

District Deal

We work in partnership with Staffordshire County Council to deliver the District Deal, which focuses on the following key priorities for delivering economic regeneration benefits to the communities of our borough.

- Newcastle Town Centre Ryecroft Development
- Public Sector Service Hub (Castle House)
- University town
- Newcastle Business Improvement District (NBID)
- Kidsgrove Town Centre Partnership (Go Kidsgrove)
- Villages and rural communities
- Keele University Science and Innovation Park
- Strategic transport
- Knutton Enterprise Centre

Keele University

Keele University and Keele Science and Innovation Park are both located within our Borough. Together they make a unique contribution to the local area not only as a high quality provider of higher education, but as one of the biggest employers and a place where new high value, knowledge economy jobs are being created linked to and supported by the research capabilities of the University. The Stoke and Staffordshire Strategic Economic Plan (SEP) identifies the Science and Innovation Park as the premier development site in North Staffordshire.

The Council is one of five partners signed up to a plan for investment in innovation-led growth called "The New Keele Deal", which is a plan for £70 million 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 LEP, that sets out eight development priorities over the next five years:

- Keele Research and Innovation Support Programme (KRISP)
- Mercia Centre for Innovation Leadership (MCIL)
- Smart Energy Network Demonstrator (SEND)
- NHS-University-Industry collaboration
- Harnessing global reach and visibility for local economic impact
- A strategic site of The Constellation Partnership
- Higher level educational provision
- A spatial masterplan for the University campus and local area

The Council recognises the University is a priority investment site which will help to accelerate economic growth across our Borough as well as further afield. We will continue to support the University's growth plans in accordance with existing planning policies.

The Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP)

The Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) was formed in 2011 and brings businesses and local authorities together to drive economic growth and create jobs. The vision is to create 50,000 jobs and grow the economy by 50% in the next 10 years by building on the region's strong transport links, educational institutions and high quality of life to ensure that Stoke-on-Trent and Staffordshire continues to be an attractive place to live, work and do business.

The SSLEP wants to make Stoke-on-Trent and Staffordshire the best place in Britain to do business and focuses on providing the support that businesses need whether they wish to start-up, grow or relocate.

The SSLEP has a single inward investment team "Make it Stoke-on-Trent and Staffordshire" and an Education Trust, which is working with education providers and businesses to address the skills gap, while "Destination Staffordshire" is working with tourism businesses to market the county as a place to work and visit.

The SSLEP Strategic Economic Plan focuses on five main objectives – City, Connected County, Competitive Urban Centres, Sector Growth and Skilled Workforce. This is informed by an evidence base recently gathered, which focuses on Infrastructure and Place, Site and Premises, Skills, Innovation, Business Intelligence and Growth. This EDS is aligned to these themes.

The Constellation Partnership

The Council is one of seven local authorities along with two Local Enterprise Partnerships, which form The Constellation Partnership. The partnership has strong ministerial backing from Government and a unified fast-track approach to plan-led 'good growth' across North Staffordshire and South Cheshire. The partners share a single vision - a single economic footprint creating a coherent investment market boosted by the international investment magnet of High Speed Rail connectivity. The arrival of HS2 to the region in 2027, 6 years earlier than planned, with a full HS2 hub at Crewe and classic compatible services to Stafford and Stoke-on-Trent will see the Constellation Partnership become one of the best connected regions in the UK. In return the Partnership envisages being able to deliver 100,000 new homes and 120,000 new jobs across the sub-region.

The Constellation Partnership is positioning itself as the bridge between the Northern Powerhouse and Midlands Engine and will itself play a key role in rebalancing the UK economy. Most of the proposed HS2 Phase 2a route passes through the Constellation Partnership bringing disruption to its local communities along the route, including rural communities in the Borough at Whitmore and Madeley. Whilst the Council is in general supportive of the Phase 2a scheme for reasons of potential economic benefits the Council is committed to ensuring that the negative impacts of the scheme are mitigated as far as possible and that local residents and business receive the maximum levels of compensation.

The Midlands Engine

The Midlands Engine is focusing on five priority areas: to improve connectivity, strengthen skills, support enterprise and innovation, promote the Midlands and enhance quality of life. It plans to create 300,000 new jobs and £34billion worth of growth over the next 15 years to 2030.

UK Industrial Strategy

The emerging Industrial Strategy focuses on 10 pillars; Investing in Science, Research and Innovation, Developing Skills, Upgrading Infrastructure, Supporting Businesses to

Start and Grow, Improving Procurement, Encouraging Trade and Investment, Delivering Clean Energy and Clean Growth, Cultivating World-Leading Sectors, Driving Growth across the whole Country, Creating the right Institutions to bring together Sectors and Places.

Brexit

With Brexit talks still at a relatively early stage we can only assume at this point that the regeneration of our areas, including the funding we have be accustomed to accessing, will change and we will have to re-think our approach whilst living through these uncertain times.

The Industrial Communities Alliance recognises the unique needs of older industrial areas such as our own, which have benefited greatly from EU Structural Funds such as European Regional Development Funding and European Social Fund. Going forward The Alliance is suggesting a post-Brexit regional policy that is well funded, strongly targeted, within and between regions, driven by objective evidence of need and opportunity, tailored to local tasks in hand, flexible in delivery and managed locally and democratically.

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Business intelligence and support - growth and sustainability of the business base

The economic pressures resulting from Brexit, the 2017 Rates revaluation, the development of HS2 and increasingly rapid evolution in technology to name but four factors will impact significantly on local prosperity over the life of this strategy. Whilst we can't predict exactly what affect these and other external forces will have on local business, we will endeavour to mitigate them through the strategic aims set out below.

- 1. Continue to develop an economy in which the growth of innovative and niche businesses can flourish to increase both the amount of knowledge intensive employment and the proportion of high quality jobs in new and traditional sectors.**

The most successful places are those that build on their existing strengths and develop diverse specialisms. This is the Council's strategic approach to promoting the Borough, attracting new business and increasing employment opportunities. North Staffordshire boasts a number of niche industrial specialisms which have been highlighted as providing significant opportunities for growth. While the Council will continue to work with its partners in the LEP and The Constellation Partnership on sub-regional objectives, it will focus on promotion of Newcastle's distinctiveness, as reflected in:

- A differentiated town centre offer working with the BID and specific marketing activities aimed at attracting inward investment and new business start-up in the town centres.
- A strong professional and financial services sector
- Prospects for providing a balance of high quality and affordable housing including accommodation for almost 2000 students in our town centre
- A thriving research based university and Science and Innovation Park with a maturing medical technologies sector.

- 2. Developing a co-ordinated approach to business support which puts business first and supplies a relevant mix of services that is well publicised and accessible to all businesses.**

We will continue to work with the areas strong network of business support providers such as the Growth Hub who encourage the growth and development of new and existing enterprises across the borough. We also benefit from a network of enterprise centres which offer a supportive environment to new enterprises and in some cases the capacity to grow on to larger units where required.

We will continue to work with the LEP and with partners to develop a range of measures designed to support business development including:

- Promotion of the area as a premier investment location at a national and international level using the 'Make it' brand
- Continue to work with our single point of contact for business, the Growth Hub
- Development of a business mentoring service
- Support for rural businesses through the Rural Enterprise Grants and the Leader programme
- Support to deliver broadband access and superfast broadband across the area and particularly in rural areas
- Access to finance for business investment via the LEP and other partners

We will continue to support the services of the Growth Hub and other partners by signposting and promoting them to local businesses and seeking to be more proactive in informing businesses of opportunities available to them.

The Growth Hub, which is a public/private sector partnership, funded through Regional Growth Fund, helps to drive strong, sustainable business growth by joining up national and local business support, making it easier for businesses to find the help they need.

The Stoke and Staffordshire Business Helpline is the first point of contact for business support across Staffordshire, including accessing the Growth Hub. The helpline provides a central point of contact for a range of free (and paid for) business support which includes start up, growth, finance, regulation, people and contacts.

- Where the Council is able to add value to the Growth Hub, for example through co-ordination or hosting activities, this will also be on offer.
 - Although the opportunity to attract external funding is now much reduced, the Council will support co-ordinated bids, where the opportunity arises, to attract funding for enterprise activity.
 - The Council recognise the importance of catering for the needs of existing businesses as well as supporting start-ups and will support improving networking and communications with and between local companies.
3. **Support activities which encourage entrepreneurialism and new business formation. We need to address the business formation rate in Newcastle, which is still below the regional and national average and business survival remains a challenge with a business failure rate that is slightly above the national average.**

Developing entrepreneurs starts at an early age, and in addition to the actions that our partners already take to support enterprise in schools, the Council will continue to support the Newcastle Employment and Skills Group, the LEP Locality project and the Carousel of Opportunity, which focuses on primary schools, to develop innovative ways to engage young people in enterprise

We will support continuation of the annual Newcastle Business Boost competition. This brings together public, private and education sectors in support of local businesses and, since its inception in 2008, has provided in excess of £80,000 direct investment in their growth and development

We will continue to signpost businesses to appropriate sources of assistance, including those offered by the Council such as rates advice, licensing, waste disposal, planning and environmental health. We will ensure that advice on the council's website is kept up-to-date and includes links to appropriate partner sites

4. **Supporting our higher and further education establishments in the development of knowledge intensive sectors.**

Newcastle benefits from being home to both Keele University and Staffordshire University is just a few miles away in Stoke on Trent.

The study range of offered courses between the two includes science, creative, technology, business and humanities opportunities for research and study. These are the drivers of the area's knowledge intensive jobs both through enterprise support to graduates and through the accommodation and services offered to business.

Growth plans for Keele include an increase from the current 10,500 students to 13,000 with further potential expansion contributing up to 6,000 jobs and £0.4billion per year to the regional economy.

The University's Strategic Plan 2015-20 sets out how it will bolster its role as a centre of excellence, research, teaching and scholarship and boost economic growth, in particular innovation-led high value employment growth. The expansion of the University and Science Park is necessary to sustain Keele's nationally important position, given the highly competitive environment in which the University must compete for key staff, students, businesses and research commissions.

The Borough is also home to Newcastle under Lyme College, (Newcastle and Stafford College Group since 2016).

NSCG is financially one of the strongest of its kind in the country with very high success rates, amongst the top 10 per cent nationally. The group is currently home to a population of over 5,000 full-time students, around 620 students on higher education programmes, over 2,000 part-time or adult learners and 2,000 apprentices with over 800 individual employers.

- **Specialist business accommodation**

Keele University and Science and Innovation Park is the Borough's flagship accommodation offer to knowledge intensive industries. The high specification of the innovation centre buildings and the strong links to the university naturally attracts businesses specialising in research and development and higher level skills. IC5 opened in 2016 with plans for further specialist accommodation during the life of this strategy.

- **Keele University business gateway**

This is the University's single point of contact for the services it offers to business including research and innovation support, Knowledge Transfer Partnerships, licencing opportunities and smart energy network demonstrator.

- **Low carbon and environmental sustainability**

Keele University and Science and Innovation Park is the primary driver for growth in the environmental sustainability field. In addition to the Science and Innovation Park accommodation and business offer, the university is committed to developing an environmentally aware and outward facing campus with an extensive commitment to carbon reduction including plans to introduce renewable energy on campus and BREEAM 'very good' status to all new and refurbished buildings.

Keele University Sustainability Hub acts as a focus for the research into, teaching of, and management for sustainability and green technology that takes place at Keele University. Building upon this the university aims to significantly expand its capacity in energy / renewables research, particularly around wind, solar and geothermal.

The LEP area has a strong cluster of companies within the environmental technologies sector, including the District Heat Network and many renowned international brands such as Siemens and General Electric. These companies already invest heavily in research and development, and this could be actively supported by high quality academic research to create truly innovative energy solutions.

- **Manufacturing**

Newcastle has a strong manufacturing base which employs a significant number of people. Support for this sector is principally delivered through working with the SSLEP Education Trust and Staffordshire STEM (Science, Technology, Engineering and Maths) centre to ensure the workforce possesses the skills that enable them to meet market needs and innovate effectively.

Inward investment of manufacturing companies is supported through Make It and ensuring there is suitable employment land available for development in the Borough.

- **Applied materials**

Originally a part of the SSLEP City Deal, the work to develop the Applied Materials Research, Innovation and Commercialisation Company (AMRICC) highlighted the potential to build upon existing strengths of materials companies and innovation in the area. Comprising a research laboratory, pilot plant and educational facility, AMRICC will provide an environment which joins together scientific success with the business acumen needed to make innovation a commercial reality. A number of companies at the heart of this sector are based in the Borough, including, KMF Sheet Metal Fabrication and Precision Engineering and Intelligent Orthopaedics.

- **Medical technologies**

The medical technologies sector is still relatively small in terms of employment numbers, although employment in scientific research and development (R&D) in medical technologies has grown over the last few years. The School of Medicine at Keele University, the University Hospital of North Midlands NHS Trust and Keele University Science and Innovation Park represent an opportunity for attracting more growth in this area.

The Research Institute at Keele University focuses on four key themes for research: Bioengineering and Therapeutics; Clinical and Diagnostic Science; Infection, Inflammation and Immunity; and Neuroscience and Metabolism. A number of leading medical technology and healthcare companies are based at Keele including TRB Chemedica, Biocomposites, Cobra Biologics and Intelligent Orthopaedics.

- **Creative industries**

Digital creative firms continue to be a potential growth area for the Borough. A number of highly respected video production companies set up by Staffordshire University students exist in the area already. Attracting, growing and retaining this type of firm relies on the availability of superfast and reliable broadband, the right style of business premises and the opportunity to cluster with other digital technology firms. Further actions include:

- Working with the LEP and its partners in the higher and further education sectors aiming to encourage the growth of creative industries, promote technology transfer and provide specialist business accommodation
- The Council will support the re-use of existing property in the town for businesses such as graphic design, film and media, publishing, animation, music and computer/console games software development including, where suitable, its own premises
- The Council will continue to work with Keele University and Science Park to encourage development of Keele Science Park Phase 3 and attract knowledge intensive businesses to Keele Science Park through marketing support, lobbying for infrastructure investment and planning advice.

6. **Making the most of existing strengths in the professional and business services and logistics sectors.**

Professional and business services are an important knowledge intensive sector for the Borough. The improvement in broadband connectivity, development of new technologies and new working practices coupled with good transport links means that this sector offers the potential for continued growth. Our approach is based around three main activity areas:

- Ensuring the availability of appropriate accommodation (both commercial and residential), which is necessary to attract and retain highly skilled workers in these sectors.
- Support the growth and diversification of the rural economy. A number of potential funding streams are available to rural businesses during the first few years of this strategy, including new build and conversions to business use. The roll out of superfast Broadband continues making the Borough's rural hinterland an increasingly attractive option for business start-ups.
- Logistics has been a major growth area in our economy which is due largely to the good connectivity that the area enjoys and our position close to the centre of the country.
- Through the Ceramic Valley Enterprise Zone the Council plans to continue the development of Chatterley Valley on land to the west of the JCB Blue Planet building, (described as Chatterley Sidings and Peacock Hay). We will work with the landowners and their agents to explore bringing forward Peacock Hay for light industrial development.

7. **Making the most of business opportunities in the tourism and leisure sectors**

The Borough is home to a number of business and leisure tourist destinations including the Brampton Museum and Art Gallery, the Dorothy Clive Garden, the New Vic Theatre, Apedale Community Heritage Park, the Trent and Mersey canal and famous Harecastle Tunnel, Newcastle town centre and Keele University.

Its central location also makes it a good resting place for visitors to other parts of the county. We work closely with Enjoy Staffordshire, the Destination Management Partnership for the county, which is the main organisation responsible for promoting the area to business and leisure visitors. They also recognise the importance of sector-specific support to develop skills and products amongst local tourism businesses including our Bed and Breakfast accommodation. We will:

- Promote diversification amongst rural businesses, for example through the LEADER programme and Rural Enterprise Programme.
- Work with the town centre BID to encourage new businesses into the town centre.
- Work with the BID to maximise the opportunities afforded by the growth of student accommodation in Newcastle town centre, expected to reach 2000 by 2018.

8. **Optimise the benefit to local companies from public sector procurement.**

Over the life of this strategy, the Council will continue to identify ways of making savings and reducing it's spend on procuring goods and services. However, even this reduced amount could represent significant income for local businesses. The councils spend profile

includes a significant number of lower value contracts which are particularly suitable for smaller businesses.

The council also considers social value in awarding contracts and is keen to engage with all types of providers, including small and large businesses and social enterprises. New ways of working will be considered such as joint ventures with other partners and procurement models from other areas of the country that encourage tenders from small businesses.

There remains a statutory requirement to advertise all larger high value contracts through the Official Journal of the European Union. This will be monitored as Brexit begins to gather pace.

The Council will also comply with the requirement to advertise any contract over £25,000 on Contracts Finder. The council will support measures that make it easier for smaller businesses to tender for these and will also support emerging processes to standardise tender documentation.

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Place and infrastructure – physical transformation

This section of the Economic Development Strategy sets out what action the Council will carry out to enhance the quality of the place and infrastructure of the Borough to promote its economic development.

Improving the town's retail offer

The age, size and configuration of many of Newcastle's retail premises, many of which are nineteenth century, are valued as being aesthetically pleasing but are not necessarily what modern retail businesses require. However, these premises do lend themselves to the independent sector, from dog-boutiques to gin bars!

The market continues to be an integral part of the life of the town centre. The Council recognises the importance of the market and it has partnered with Market Place Management, an award winning market operator that has a wealth of experience in the market sector to take forward the delivery of markets in Newcastle town centre in Spring 2018.

There is strong competition from out of town retail locations such as Trentham Retail Village, Wolstanton Retail Park and Festival Park, all of which provide free parking and the convenience of level, single storey shop units. But, Newcastle's growing reputation as a town for independents, especially in the food and drink sector, has helped the town centre to remain buoyant. Home Town Plus have taken an innovative management approach to re-energising York Place shopping arcade in the town centre, which focuses on inclusive growth and a more purposeful shopping experience to encourage more people to visit and to volunteer their time.

The town centre vacancy rate is currently 13%, which is above the West Midlands average and which we expect to decrease over time, due to the large number of students expected to be moving into the newly built and planned accommodation.

The shape of our town centre is changing as we see huge developments such as The Sky Building emerging from the former Jubilee Baths site. The site stands at one of the main entrances to the town and will provide accommodation for 244 students with views directly over Queen's Gardens and the newly built Castle House, the partnership hub for accessing public services.

The former Bristol Street Motors site just on the edge of the town centre will provide another 499 apartments for students and key workers and the former Blackburn House site, now named Keele House, provides another 147 student apartments.

The Council, in partnership with the County Council, acquired the former Sainsbury's site on the northern edge of Newcastle Town Centre and, through a competitive process, Henry Davidson Developments (HDD) was appointed to deliver a £50 million investment in the town. This will provide 65,000 sq. ft. of new retail accommodation in 10 or 11 units, mostly of a size and configuration not currently provided in the town centre with a view to appealing to the modern retailer.

HDD's plans will also make provision for 513 units of accommodation for students which will add to the footfall and general 'busyness' of the town, increase spending in local shops and also add to the townscape appeal of the scheme as a whole.

In terms of jobs, it is expected that the Ryecroft retail scheme will result in around 350 additional jobs and that Castle House, as well as accommodating the existing staff based at the Civic Offices, will also accommodate up to a further 100 office jobs currently located elsewhere in the Borough. The new residential development will result in additional jobs in the town centre as well, as a result of the additional spending in local shops and other services estimated at around £30 million per year.

The 'Belong Village' development mentioned earlier in the strategy, on the site of the former Maxims Nightclub, will also provide a new gallery, funded through HLF, which will link to the town's existing Brampton Museum and Art Gallery and strengthen the town's arts and cultural offer.

Providing for new business accommodation

For many years the Council has promoted the aim of accommodating more business space in and around the town centre, both to strengthen the role of the town and to increase its vitality. Town centres are also the most sustainable location for housing a workforce, given their accessibility by means other than car and the proximity of shops and other services to a daytime workforce.

The establishment of the Ceramic Valley Enterprise Zone (which includes Chatterley Valley West) will provide some opportunity for Council investment in new business space since it will be a requirement of the EZ governance that the retained business rates will be invested into Growth Priorities. In the Borough these are Keele Science and Innovation Park, Newcastle Town Centre and Chatterley Valley.

As a result, once future rate income arising from development at Chatterley Valley West can be accurately calculated, borrowing can be made against this figure and a schedule of investment in new business accommodation to meet market need can be put to the LEP.

Improving the public realm

Newcastle has arguably the most attractive town centre in the North Staffordshire conurbation. Its inherent attractiveness is down to a number of factors including:

- Attractive groupings of well-maintained Georgian and Victorian buildings around the town
- A safe and convenient pedestrianised environment
- The street market
- The large number of cafes, bars and restaurants around the town and
- A relatively low shop vacancy rate

All of this helps to convey an ambience and a sense of place which masks a number of economic challenges that the town faces. On its own, enhancing and protecting the best features of the town's public realm will not bring new investment into the town but helps to influence investment decisions and add to the pleasure of visiting, shopping, living in or working in the town.

The Council will improve the public realm by:

- Selectively investing in valued buildings, particularly those 'at risk'. This may include the use of conservation grants, such as those made toward the improvement of Mellard's Warehouse or be a factor in negotiating land deals, such as that which helped to enable the refurbishment and re-development of the former Maxim's nightclub to the Belong Village.
- Working with the county council in investing and helping to design improvements to the streetscape, such as that which improved the partially pedestrianised High Street, associated investment in new market stalls, improvements to Red Lion Square and improved pedestrian access to Newcastle Bus Station. Further work to improve wayfinding and signage into the town centre is aimed at improving the visitor experience and reducing traffic congestion.
- Commissioning artists to create designs for the town centre roundabouts and subway entrances and working with the County Council on structural refurbishments, all of which help to make the town more accessible and safer for pedestrians.

- Investment in, and continued improvement to, the town's parks and gardens, such as the Queen's Gardens, The Brampton, Station Walks, Grosvenor Gardens and Queen Elizabeth Park, mainly financed through neighbouring development schemes or sponsorship.
- Making use of our town centre public spaces to present arts and cultural events.

Working with Newcastle BID (Business Improvement District)

The Council supported the establishment of a town centre Business Improvement District (BID) in 2015, run by the local business community and funded from an additional levy on the business rates on businesses in and around the town centre. This now operates as an independent entity to promote the town, develop the distinctive Newcastle under Lyme experience, and support growth, development and investment.

The Council partners with the BID in promoting positive news about the town centre and working to encourage landowners and local businesses to invest in the quality of the visitor experience. It also helps it to develop funding applications to secure investment from external bodies such as Arts Council England (ACE) and the Heritage Lottery Fund (HLF).

The Council has also worked with the BID to gain Purple Flag accreditation, which is a prestigious award for those towns who manage their night life to an excellent standard by providing an entertaining, diverse safe and enjoyable night out. Newcastle has held Purple Flag status since 2014.

We will continue to work with the BID, Hometown Plus and other partners to encourage more businesses to choose Newcastle as their preferred location. In addition the committed growth of student accommodation within and adjacent to the town centre, along with plans for more housing within the town centre catchment area, should generate greater demand for goods and services thereby improving the prospects and sustainability of town centre businesses.

Helping Keele University Science and Innovation Park to grow

Keele University is one of the UK's top ranked universities, and together with its Science and Business Park is a key motor of the North Staffordshire economy. Helping it to grow and thrive and retain graduates in the Borough will be critical to the future success of the area, ensuring that the sub-regional economy is fit for a future which will be typified by rapid technological change.

Overall the university currently contributes £125 million per year into the local economy and supports around 3400 FTE jobs in Stoke-on-Trent and Newcastle, including 1750 directly, 350 through its supply chain, 440 from staff and student spending in the local area and a further 810 working for firms based at the Science Park (source: Regeneris Consulting).

In a relatively low waged economy such as North Staffordshire, the calibre of jobs supported by the University and Science Park is particularly valued. Many of the jobs at the University are in highly skilled academic, managerial and professional professions with high pay and prospects of career progression. Those working for firms at the Science Park are in growing sectors such as medical technologies, energy, IT and advanced materials.

The University is consistently recognised in national surveys for its student satisfaction rating, graduate employment and affordability and its graduates are officially recognised as the most employable in the country. In 2017 the university has achieved Gold Standard in the Teaching Excellence Framework, first in the world for Green Setting and Campus Infrastructure and University of the Year for Student Experience.

In order to provide for the University's growth ambitions and to ensure that North Staffordshire maximises the full potential of this prestigious University, the Borough Council has worked

alongside the University and the County Council to commission a masterplan for a Newcastle Western Expansion, based around the university campus and adjoining land to the north (a former Municipal Golf Course) and south (toward the A53). We will continue to work with Keele University and the Science and Innovation Park to support further development of a scale and nature that is justified through the master-planning process.

This aims to provide for a sustainably designed form of development, on the shoulder of the North Staffordshire conurbation, where high quality employment and high quality housing are provided on 'garden settlement' principles where the costs of the necessary infrastructure investment are funded from the development and the cost of long term stewardship of shared assets is met from any funding arrangement.

The emerging masterplan is based on the 'Innovation District' model which sees the creation of co-located working and living environments in a much denser urban form to the existing campus layout. It would not be possible to reproduce this form of development anywhere else in North Staffordshire, since nowhere else has the co-location and critical mass of university, the concentration of knowledge-based industries and the potentially superb residential environment.

Providing up to 3000 additional high quality jobs and 2700 new houses in a superb living and working environment will have a transformative impact not only on the local economy but also on the local housing market, helping to counter outmigration of high earners (usually to remoter rural villages some distance from the Stoke/Newcastle urban area) and to attract new people to the area.

The University plans to redevelop part of its older central core to a higher density, complete the development of its current Science Park (Keele Science Park phase 3, where IC5 and the new Centre for Autism Research are being built) including the development of four further Innovation centres and a hotel and conference facility and provide for a further 22 hectares extension to the science park for further development. Regeneris Consulting estimate that as a result of these growth plans the total quantifiable economic contribution of the University and Science Park will have doubled to over 7000 FTE jobs by 2040.

Realising the wider benefit of housing development

New housing development is a significant driver of inclusive growth through the local supply chain as people use local professional services to fit out and furnish their new houses. Over the longer term, an increased resident population means more money spent in local shops, cafes, restaurants, leisure providers and a whole host of businesses dependent on consumer spending.

One of the Borough's economic aims is to significantly raise the number of new houses built in the Borough each year from its modest current annual average of 297 (2012-2017) in order to address the current housing shortage and to provide greater housing choice.

We will explore options for innovative house building solutions with our local housing partners and the central government agency, Homes England.

The Council's housing policy team and housing enforcement team will continue to monitor the private rented sector to ensure that high standards are met and to achieve legal compliance whilst the Joint Local Plan will seek to provide for future housing need based upon up-to-date evidence. The Council's adopted policy on Affordable Housing continues to enable delivery of new affordable housing. And the Belong Village is an excellent example of the Council working in partnership with private sector and Heritage Lottery to deliver high quality homes for 100+ people and the restoration of a key Listed Building.)

A key factor in formulating new housing proposals in the forthcoming Joint Local Plan, currently being put together in partnership with Stoke on Trent City Council, will be the consideration of its impact across our borough, planning factors such as green field/brownfield, density, sustainability and design will all be considered.

Significant housing development is being included in plans for the Newcastle Western Extension around Keele University as well as new employment proposals. This will provide a mix of housing including provision for housing appealing to higher income groups, provision for self-build plots and affordable housing in line with the Council's policy.

Maximising the benefit of High Speed Rail (HS2)

Plans for HS2, the high speed rail link between London, Birmingham and the North, have been developed by The Government and HS2 Ltd. to transform the national rail system.

HS2 will significantly reduce travel times between London and the key regional cities of Manchester, Leeds, Sheffield, and Birmingham and so improve the attractiveness of these 'northern' cities for future investment and links with the Government's strategy for 'The Midland Engine' and 'The Northern Powerhouse'.

The Government announced in November 2016 that the construction of HS2 Phase 2a (the section from Birmingham to Crewe) HS2 has been accelerated and will now be completed by 2027.

Through the establishment of a partnership of Local Authorities in Cheshire and North Staffordshire, which is called The Constellation Partnership, work is underway to maximise the economic advantage that can be gained from the siting of the planned new Rail Hub near to Crewe Railway Station with the aim of bringing together a better HS2 service with the existing rail network.

The Constellation Partnership will showcase key sites within the Borough for development including Keele University Science and Innovation Park and the Ceramics Valley Enterprise Zone (which includes Chatterley Valley). It has appointed an independent Chair and has commissioned a Growth Strategy comprising spatial plans, a development viability study, financial modelling, masterplans for Crewe and Stoke Railway Stations, a skills supply chain and local labour strategy.

Making provision for inward investment and for local firms to grow

We want businesses to prosper in our borough and there are some things the Council can do to help. These include a low tax environment, the availability of attractive and affordable development sites and premises which are accessible to the primary road network and for the local workforce, and adequate car parking.

Chatterley Valley, a 40-hectare development site in the north of the Borough, is one of six sites in North Staffordshire which comprise the Ceramic Valley Enterprise Zone where, as an incentive for investment, businesses are not required to pay business rates for the next 25 years. The Council is working with the developers, Harworth Estates and with the County Council to bring forward the development of this site through help with the provision of a new site access and a 'can-do' planning regime. Potentially this site could bring around 1500 new jobs to the area in addition to the JCB investment made at Blue Planet on former Council owned land adjacent.

Newcastle Town Centre hosts the Borough's principal collection of professional services companies, many of which are housed along King Street, Queen Street and The Brampton. In order to attract more such businesses (and retain those which exist) lessons need to be learned from the provision in Etruria Valley. We recognise that businesses often prefer modern office premises and need convenient on-site car parking (which town centre premises are rarely able to offer). The Council will work with developers to bring forward potential sites with business needs in

mind and will continue to work with the 'Make It' Inward Investment Service to attract firms to available premises in and around the town.

During the last 25 years considerable development of employment land has taken place across the Borough including the development of the whole of Lymedale Park, Phase 2 of Keele Science Park (including the first five Innovation Centres and the School of Medicine), Centre 500, High Carr Business Park, phase 1 of Chatterley Valley (JCB), Silverdale Enterprise Park, Knutton and Silverdale Industrial Estates, Rosevale Business Park, the later phases of Parkhouse Industrial Estate, and parts of West Avenue and Rowhurst Industrial Estates.

Together these comprise over 150 hectares of development land resulting in an estimated 7500 to 8000 jobs. And, significant sites within and on the edge of Newcastle Town Centre have also been redeveloped - the Newcastle College and Performing Arts Centre on Knutton Lane, the new Sainsbury's, the new Fire Station, the Aldi development at Blackfriars and the new Travelodge.

The Joint Local Plan 2013-2033

The Newcastle/Stoke-on-Trent Employment Land Review 2015 (one of the sources the next local plan will rely on to identify need) identified the need for between 44 and 133 hectares of employment land in the next local plan period, 2013-2033.

The review also identified that there was an existing supply of 85 hectares of employment land in the Borough. The local plan issues consultation document therefore concluded that it will be critical for additional sites to be identified if full economic growth is to be realised over the plan period.

The new Joint Local Plan will identify a major employment site of 45 – 50 hectares to address the current shortage of available development land in the mid-term. Only once sites are identified in an approved Local Plan can steps be taken to marshal the resources (people, money and commitment) to bring forward development land, not least the necessary highway infrastructure and off-site services. This will have implications for future bids for Government funding and financial support from Staffordshire County Council as well as funding allocated through the UK Industrial Strategy and post Brexit UK Shared Prosperity Fund.

Marketing, promotion and cultural economy

Marketing and promotion in the Borough is primarily carried out by three organisations, which are supported by the Council through investment in staff time:

- Make It Stoke and Staffordshire

Within North Staffordshire, enquiry handling and promotion of the area as an inward investment and business growth location is primarily carried out by the Make It Stoke-on-Trent & Staffordshire team. The 'Make It' team has a county-wide remit and provides key links for Newcastle to both Staffordshire wide and regional marketing initiatives.

- Enjoy Staffordshire

The 'Enjoy Staffordshire Partnership' is the County's principal agency for promoting the area to visitors, including its principal attractions such as its theme parks, gardens, ceramic factories and tours, canals, and the nearby Peak District, all of which are easily accessible from Newcastle. More indirectly, Destination Staffordshire's promotional campaigns play an important role in raising the public profile and appeal of the area to a national audience which inevitably impacts on the perceived desirability of the area as a place to live, in terms of staff recruitment and, indirectly, on business location decision-making.

- Newcastle BID and Go Kidsgrove CIC

The BID was established in 2015, to support all businesses and organisations in the town within the BID levy area. The BID has three Objectives:

1. Promotion of the town – its key strengths and characteristics as a vibrant, university, market town and build awareness of its retail, leisure and professional services sectors and its college, regionally and nationally.
2. Development of the distinctive Newcastle experience – that is a safe, attractive and appealing experience for visitors, students, residents and workers to enjoy.
3. Growth, Development and Investment – to build on the strengths of the businesses and organisations of the town to support and promote growth, development, investment and sense of business community.

Go Kidsgrove is the brand name for Kidsgrove Town Centre Community Interest Company. This is a business led initiative for town centre businesses. It has been set up as a Community Interest Company, which was incorporated in September 2013.

The Board of Directors comprises representatives from local businesses supported by Newcastle-under-Lyme Borough Council and Kidsgrove Town Council. The main purpose of Go Kidsgrove is to work in partnership with local businesses and organisations to build on the town's key strengths and cultural heritage through the development of a programme of events and activities.

Kidsgrove is also home to Borough's railway station which currently has direct links to Crewe, Derby, Manchester, London and Stoke on Trent. 2018 will see £4M investment in the station to improve pedestrian access and car parking for the annual 230,000 customers. This will help to realise the aspiration of Kidsgrove becoming a transport hub.

There may be potential through HS2 to improve connectivity from Kidsgrove and local stations Stoke on Trent and Crewe. We will work with our partners in the Constellation Partnership to gain more detailed information once this becomes available.

The Borough Council will work with the County Council and other partners to develop a master plan for Kidsgrove during 2018. In addition the emerging Joint Local Plan will seek to earmark suitable sites for development.

Cultural Economy

We recognise the value of placing arts and culture at the heart of our town to create a vibrant place that people enjoy.

Brampton Museum, set in the beautiful Brampton Park, attracts 56,000 visitors annually to view existing collections and the programme of arts and contemporary makers. Working with our partners over the last few years we have built a positive reputation for delivering high quality cultural activities that celebrate our unique cultural heritage.

The Borough is also home to the New Vic Theatre, one of the Country's most successful producing theatres and a key part of the region's cultural life, engaging 150,000 people each year.

Working with Newcastle BID, New Vic Theatre, Appetite Creative People and Places Programme and Arts Council England (ACE), we have presented the best of national and international new circus at the heart of our town centre and have drawn huge crowds who have returned year on year.

In 2012 we became a Priority Development Area for Heritage Lottery Funding (HLF), which meant we were allocated dedicated officer time to provide information sessions and advice on potential project ideas. This has resulted in over £3 million investment from HLF in the area for a wide

range of projects including support for the Philip Astley profile-raising work. The Philip Astley Project, part-funded by Heritage Lottery, is at the heart of the area's cultural tourism development. The project has raised the profile of Philip Astley and of the Borough. It has encouraged people to celebrate their local cultural heritage and learn more about this. Through the project, relationships have been built which will create exciting plans for future collaborations to promote Philip Astley & Newcastle-under-Lyme both nationally and internationally. The Philip Astley Project has enabled Newcastle to be named as one of only six towns/cities at the heart of Circus 250 celebrations in 2018.

Internationally acclaimed No Fit State Circus returned to Newcastle for almost two months to rehearse and present their new show Lexicon as part of the wider Circus, Past Present and Future project managed by The New Vic Theatre. Alongside The Philip Astley Project, we believe this will place Newcastle under Lyme firmly on the cultural tourism map, build on the attractiveness of our town to encourage more visitors and support our local businesses.

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Skills - addressing issues around the skills agenda

The Newcastle Employment and Skills Group (NESG) has been established in Newcastle for 10 years and brings together key providers who deliver in Newcastle along with the Council, the core membership is the Aspire Group, Newcastle and Stafford College Group, DWP/Job Centre Plus, National Careers Service, Business Enterprise Support, Support Staffordshire, Staffordshire County Council – Libraries and Adult Learning.

One of the priority focus areas is to help people who are claiming ESA (Employment Support Allowance) into training and work, especially those who are struggling with mental health issues.

The LEP Skills Strategy provides a framework within which to address the skills gaps through more focus on schools and business working together, further education and business working together and higher education providers and business working together.

Since 2009 we have been working with partners to successfully deliver the Carousel of Opportunity, which is aimed at primary school students to introduce them the career opportunities available in the current jobs market. A 'speed-dating' format is used to introduce a wide range of career options from engineers to administrators and dog-wardens to IT specialists.

Long-term worklessness

Although we currently have historically low Job Seekers Allowance (JSA), Income Support and Universal Credit levels, which are running at 1.3% (1085) we still have almost 4000 people who have been out of work over a longer period of time claiming Employment Support Allowance (ESA). These are the people who are furthest from the training and jobs market who require more intensive support from a range of agencies.

Up to 6% of people claiming ESA are living with mental ill health – listed as 'Mental and Behavioural Disorders'.

The Employment and Skills team at Aspire Housing continues to support customers to become less dependent on benefits by helping them to gain employment, whilst tackling generations of worklessness that resided in many neighbourhoods.

The Aspire Employment and Skills Team has also delivered a range of externally funded employability contracts over the years, including DWP, Coalfields Regeneration, NHS and Staffordshire County Council funded contracts. During 2017/18 team has started to deliver several ESF funded employability contracts aimed at enhancing the employability of local people in our borough.

Apprenticeship LEVY

We know that apprenticeships provide people with the chance to learn and to gain nationally recognised qualifications whilst receiving a weekly wage. They are also recognised in the SSLEP Apprenticeships Strategy 2015-2017 as a key component in the drive to increase employability and growth and a main route for increasing participation in education and training.

The most significant change to apprenticeships has been the introduction by central Government of the Apprenticeship Levy April 2017, which aims to create 3 million quality apprenticeship starts over the next 5 years. All large businesses with a pay bill over £3 million have to pay the levy of 0.5% of their annual pay bill.

NSCG (incorporating Newcastle-under-Lyme College, Stafford College and training provider Axia Solutions) provides expert advice, guidance and support on all aspects of work based learning, including: apprenticeships, traineeships, bespoke training and professional development. The

Staffordshire Providers Association (SPA) provides a network of Staffordshire training providers many of which are based in Newcastle. Two of the main local providers are PM Training and Newcastle and Stafford College Group (NSCG).

Volunteering

We recognise that formal volunteering opportunities can offer similar routines to regular paid work and can help people who are unemployed build their confidence and self-esteem to help them get back into training and work.

Working towards getting the right skill mix to increase productivity (skills strategy)

The Council will continue to work with the SSLEP who have identified three priorities;

1. Developing a more enterprising culture both at school and beyond
2. Ensuring that young people and adults are equipped with basic employability skills required by local businesses
3. Ensuring we are delivering the education and skills needed to fill jobs now and in the future

Innovation

It is widely recognised that innovation at the heart of business will improve efficiency and increase production. However, the challenge is how to create the conditions for innovation to increase economic growth and ensure that everyone benefits.

Reflecting the UK Industrial Strategy and Midlands Innovation we will work with our partners to create a more innovative economy building on our world leading sectors based at Keele University Science and Innovation Park and others such as KMF Sheet Metal Fabrication and Precision Engineering and JCB World Logistics.

Working with the SSLEP we will help our businesses to access the resources required to build on existing good practice and introduce new innovative approaches to enable further growth and development of new technologies to drive growth across the borough.

We will work with partners to make the most of the Medical Technology sector, which has seen significant growth in our area. Although it is still quite a small sector when statistically defined, accounting for nearly 500 jobs across Stoke-on-Trent and Staffordshire, Newcastle-under-Lyme has a concentration of employment in this sector that is more than twice that seen nationally, primarily comprising companies involved in the wholesale of pharmaceutical products.

Working with SSLEP we will help to further raise the profile of the growing number of leading medical technology and healthcare companies, including TRB Chemedica, Biocomposites, Cobra Biologics and Intelligent Orthopaedics, which are based at Keele Science and Innovation Park and in the Borough.

In line with the STEM (Science, Technology, Engineering and Maths) Strategy, which aims to deliver growth and success in STEM related industries, we will work with partners in education and skills to encourage growth and success within this area.

Artificial intelligence (AI)

Known as the 4th Industrial revolution, the role of automation and AI will provide a significant boost to the economy but has a potentially negative impact on the availability of jobs, particularly middle skills/income positions. By 2030 it is estimated that many knowledge-based professions will be impacted by the use of AI in the workplace leading to a polarisation of the workforce and a change in workplace practice.

Careful consideration and forward planning is required within the term of this strategy to work with education partners and other stakeholders to develop the future skills required, with many estimates suggesting the main growth area for work will be within the care sector, creative industries and high skill areas (post-graduate).

Implementation, Monitoring and Review

An Action Plan will be prepared each January/February and will set out in more detail how the aims and objectives agreed will be carried out. Like the strategy itself, these will also be based around the four themes of

- Business Intelligence and Support
- Place and Infrastructure / Sites and Premises
- Skills
- Innovation

The Action Plans will identify lead bodies and timescales for implementation.

At the end of each year the Council will publish an annual progress report, reviewing the year as well as agreeing the action plan for the following year, giving decision makers in the Council and their partners the opportunity to assess success to date.

The review may also take the opportunity to consider fresh Government initiatives or changes in the economic or financial landscape.

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ACTIONS

We will work with our partners to deliver the following:

Business Intelligence and Support

Action	Partner / Lead	Resources	Timescale
Increase both the proportion of knowledge intensive employment and the proportion of high quality jobs in retail, leisure, tourism and distribution	LEP Keele NSCG Council	Review in line with changes to EU funding	2020-22
Support development of emergent knowledge intensive sectors, building on higher and further education expertise	LEP Keele NSCG Council	EU funding	2020-22
Support development of the professional and business services sector	Growth Hub Finest Chamber Council	LEP funding Company membership of relevant organisations Staff time	Ongoing
Make the most of the Borough's successful logistics sector	LEP Make It Council	LEP Staff time	Ongoing
Focus on support and development of local SMEs	Council LEP Chamber	Staff time	Ongoing
Seek to optimise the benefit to local companies from public sector procurement.	Council SCC Anchor institutions	Staff time	2020

Place and Infrastructure

Action	Partner / Lead	Resources	Timescale
Work with Newcastle BID and Go Kidsgrove to promote the town centre's as a places to visit, work and live	BID Go Kidsgrove Council SCC Town Centre Businesses Appetite York Place and other investors	BID membership levy Go Kidsgrove fundraising Staff time	BID until 2020 subject to re-ballot
Work with the developers of the Ryecroft area of town to secure a development that will add to the economic vitality of the town.	HDD Council SCC LEP	Private sector investment Possibly LEP funding Possibly Sustainable Transport funding Staff time	2018-20
Promote Keele Science and Innovation Park for high tech inward investment including new Innovation Centres and a new Training and Conference Hotel	Keele Council SCC LEP Make It	Private sector investment EU funding SCC funding Possible central government funding Staff time	2018 onwards
Work with partners in the Enterprise Zone to attract employment investment to sites and premises around the Borough including land at Chatterley Valley	LEP Council SCC Stoke CC Private Investors	Private sector investment EU funding SCC funding Possible central government funding	2017 onwards

		Staff time	
Bring forward proposals for retail and business accommodation in Newcastle Town Centre with priority placed on growing its professional services and a distinctive retail offer	BID Council HDD York Place	Private sector investment Rural Enterprise Grants Staff time	Ongoing private investment Up to 2020 for grants
Enable the development of a wide range of housing, including affordable and higher quality housing for current and future residents.	Homes and Communities Agency Registered Providers Council Private Developers	Private Developers HCA funding S106 funding to support affordable housing Staff time	Ongoing
Bring forward new sites for employment and housing through the Site Allocations Development Plan Document to enable the further growth of the Borough.	Council SCC Stoke CC	Staff time	2022
Explore options to improve M6 connectivity at Junction 15 in line with the SMART Motorway improvements	Council LEP Highways England Local MP's	Staff time	Ongoing

Skills

Action	Partner / Lead	Resources	Timescale
Continue to work with Newcastle Employment and Skills Group and providers to support people furthest from training and jobs and ensure effective communication between service deliverers	Council Aspire Housing NSCG DWP National Careers SCC / Libraries Providers	Staff time	Ongoing

Work with the SSLEP Education Trust and partners to deliver the Skills Strategy priorities	LEP Council SCC Stoke CC	Staff time EU funding Central Government Funding Private Sector Investment	Ongoing (including review of EU funding)
Work with the SSLEP Locality Project and Stoke on Trent and Newcastle Cultural Education Partnership to encourage a more enterprising culture within our schools	LEP – Education Trust Council Careers and Enterprise Company Cultural education Partnership	Staff time EU funding	Ongoing subject to EU funding
Continue to work with both Keele University, Staffordshire University and Newcastle and Stafford College Group to address skills gaps	LEP Universities NSCG	Staff time	Ongoing subject to EU funding
Raise skills and increase training and employment rates to increase productivity	NESG partners Universities NSCG LEP Providers	Staff time EU funding	Ongoing subject to EU funding
Stimulate demand for higher skills and create opportunities for people to acquire skills for current and future industrial structure	NESG partners Universities NSCG LEP Providers	Staff time EU funding	Ongoing subject to EU funding

Innovation

Action	Partner / Lead	Resources	Timescale
Continue to support further development of Keele University and Science and innovation Park as detailed in The New	Keele LEP SCC	EU funding Private Sector Funding SCC	Ongoing

Keele Deal	Council	Staff time	
We will work for a well-funded, strongly targeted funding structure that is flexible in delivery and managed locally and democratically post Brexit	LEP Universities Council Local businesses	Staff time UK Shared Prosperity Fund	Ongoing
Encourage a greater level of innovation amongst our local businesses including Medtec.	LEP Universities Local Businesses	EU funding Private Sector Funding SCC Staff time	Ongoing
In line with our Local Plan develop employment sites and premises that support creation and investment of innovative businesses	Council Universities Private Developers LEP	Staff time Private Investment	Ongoing
Monitor the growing influence of AI and automation on job trends and skill requirements and work with the education partners to develop courses and structures to enable people to train within the identified growth areas.	Council Universities and wider education sector LEP	Staff time	Ongoing
Consider the support in terms of housing, services and benefit provision to mitigate against the impact of work-force polarization resulting in an increase in unemployment and of low-paid and insecure jobs.	Council LEP	Staff time	Ongoing

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

Date 21st March 2018

1. **REPORT TITLE** Lyme Valley car parking
- Submitted by:** Engineering Manager
- Portfolio:** Finances and Resources
- Ward(s) affected:** Town

Purpose of the Report

To seek approval to include the two remaining Lyme Valley car park in the existing proposed off-street parking order.

Recommendations

1. To approve the remaining two car parks be included in the off-street parking order which is currently being drafted.
2. To authorise the Executive Director (Regeneration and Development) in consultation with the portfolio holder for Finances and Resources to consider the consultation responses and make the off-street parking order as necessary.

Reasons

Following Cabinet's approval of a previous report where only one car park in the Lyme Valley was approved to be managed by the introduction of charging for parking, a significant number of observations have been received regarding displacement, in particular to the remaining two car parks.

1 **Background**

- 1.1 There are three car parks situated in the Lyme Valley car park which are intended for use primarily by users of the park.
- 1.2 Unfortunately with the Lyme Valley Park being in close proximity to the hospital the car park off the A34 is often full with members of staff and visitors to the hospital, with some similar use to the car park adjacent to the football club.
- 1.3 There is some use of the car park located off Lyme Valley Road (behind Homebase) by shoppers and staff from the town centre.
- 1.4 A previous report (July 2017) agreed that charging should be introduced to the car park situated off the A34 and that the remaining two car parks be monitored.

2 Issues

- 2.1 A number of observations have been received from members of the public who are concerned that if charging on the car park off the A34 is introduced then there will be displacement of the staff and visitors to the other car parks especially the one located next to the football club.
- 2.2 Officers have visited the site and can confirm that there are already cars parked on the car park adjacent to the football club with a number understood to be staff and visitors to the hospital. This car park is 5 or 6 minutes' walk to the one located off the A34.
- 2.3 There has been some concern from the public that a number of the cars parked in the car park off Lyme Valley Road are staff and visitors to the town centre and not users of the park.

3 Proposal

- 3.1 Officers are currently in a position whereby the original proposal, of only introducing an off-street parking order for the Lyme Valley car park located off the A34, could be easily amended to include the remaining two car parks, thereby reducing any administrative and consultation costs.
- 3.2 It is proposed that all three car parks be included in the new off-street parking places order with the ticket machines at each location.
- 3.3 Due to the hospital being a 24-hour/day operation it is proposed that the car parks tariffs match these times so the tariffs for the car parks in the Lyme Valley would be:
 - 3.3.1 Off the A34 - free up to 2 hours and £6.00 up to 12 hours.
 - 3.3.2 Off Lyme Valley Road (behind Homebase) - free up to 2 hours and £6.00 up to 12 hours.
 - 3.3.3 Adjacent to football club - free up to 3 hours and £6.00 up to 12 hours.
- 3.4 A ticket from the machine will need to be obtained and displayed at all times (including the free period) to assist in the enforcement of the regulations.

4 Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

- 4.1 Providing access to healthy and active lifestyles is a key priority for the Council.

5 Legal and Statutory Implications

- 5.1 The Council is required to operate the car park in accordance with the Traffic Management Act.

6 Equality Impact Assessment

- 6.1 Charging will not affect the protected equality groups as registered disabled users will still be eligible for free parking in line with the overall Council car park fees and charges.

7 Financial and Resource Implications

- 7.1 The cost to provide enforcement of these two additional cost car parks, depending on the frequency of visits could be about £6,240 each per annum (cost of Stoke City Council enforcing due to the car park off the A34 being located in the administrative area of Stoke).
- 7.2 However due to the close proximity of the car parks off the A34 and adjacent to the football club there is likely to be some reduction.

- 7.3 The car park off Lyme Valley Road may be able to be enforced using Borough Council civil enforcement officers.
- 7.4 There would need to be cash collections for the ticket machines, this will cost £30 per week and a 40p counting charge per £100 collected.
- 7.5 Three new parking machines would need to be purchased at an approximate cost of £4,000 each including installation and a maintenance cost of £350 per year. Neither of these costs have been budgeted for and would require capital and revenue funding. Therefore it is proposed that these costs be funded from the first £12,000 of income the Council receives from these machines.
- 7.6 The alternative option is that suitable ticket machines may become available from the planned closure of another car park in the town centre. Subject to the timing of the latter the machines would require some reconfiguration which would cost about £2,500.
- 7.7 The income from the car parks would be dependent on the level of charges proposed, taking account of the fact that the Council is attempting to promote the short term nature for leisure users compared to all day parking. It is proposed to provide for a nil charge for stays up to 2/3 hours and £6.00 up to 12 hours. Parking would be free to Blue Badge holders subject to a maximum of 3 hours. Overall it is envisaged that costs would be balanced by income to achieve cost recovery.
- 7.8 Should a penalty charge be issued the charge is £50 or £70 pounds depending on contraventions with a 50% discount if paid within 14 days.

8 Major Risks

- 8.1 The main risk should the changes not be made to the management of the car parks is reputational both from the users of the Lyme Valley Park and the adjacent business.
- 8.2 There is a risk that the council will not achieve at least a break-even financial position.

9 Earlier Cabinet/Committee Resolutions

- 9.1 Cabinet report 19th July 2017 – Lyme Valley car park off A34.

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

21st March 2018

1. **REPORT TITLE** **Disposal of Ryecroft, Civic Offices and Merrial Street car parks**
- Submitted by:** **Engineering Manager – Graham Williams**
- Portfolio:** **Finance and Resources**
- Ward(s) affected:** **Town**

Purpose of the Report

To seek authority for the making of an order to remove the Ryecroft, Civic Offices and Merrial Street car parks from the town centre off-street parking order.

Recommendations

That members approve that:

1. **the process to make the order is progressed;**
2. **the making and implementation of a Ryecroft, Civic Offices and Merrial Street car parks off-street parking order be delegated to the Executive Director (Regeneration and Development), following consultation with the relevant Cabinet member, as required.**

Reasons

The land forming the Ryecroft, Civic Offices and Merrial Street car parks are part of a larger area of land which is due to be redeveloped.

To enable this redevelopment it is necessary to remove the off-street parking order relating to this piece of land.

1. **Background**

- 1.1. The area of land currently known as Ryecroft car park was formed when the site was purchased from Sainsbury's under a joint venture agreement between Staffordshire County Council and Newcastle Borough Council. The car parks surrounding the Civic Offices and the Merrial Street car park were formed at the time that the building was erected (in the mid-1960s).
- 1.2. To assist the businesses in this area of the town centre off-street parking orders were made which covered parking areas of the site, thereby enabling use of the car parks in the interim period (in the case of Ryecroft) and at weekends (in the case of the Civic Offices and Merrial Street).

2. **Issues**

- 2.1. To enable the redevelopment of the whole Ryecroft site the car parks described above need to be removed from the off-street parking order which covers all the Borough Council town centre car parks.

3. **Proposal**

- 3.1. To enable the said car parks to be removed from the town centre off-street parking order a new off-street parking order needs to be made.

- 3.2. It is proposed that:

3.2.1. the process to make the order is progressed and;

3.2.2. the authority to make the order is delegated to the Executive Director – Regeneration and Development, following consultation with the relevant Cabinet member, as required.

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

- 4.1 The removal of the car parks would facilitate the redevelopment of the area thereby contributing to the Council's priority of creating a Borough of opportunity.

5. **Legal and Statutory Implications**

- 5.1 The removal of the car parks from the Off-Street Parking Order is controlled by the Road Traffic Act 1984 and the associated legislation.

6. **Financial and Resource Implications**

- 6.1 The closure of these car parks would result in a reduction of income to the Borough Council of about £30,000 per annum; the expectation being that much, if not all, of this will be replaced by displacement and therefore increased income on other Council owned car parks in the town centre. The timing of the order being brought into effect would be arranged as close as possible to the date upon which the Council is required to provide vacant possession of the site to the developer of the wider site.

7. **Major Risks**

- 7.1 Any objections could delay the removal of the car park from the Off Street Parking Order, which would delay redevelopment of the land.

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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