

Public Document Pack

Date of meeting Thursday, 7th December, 2017
Time 7.00 pm
Venue Committee Room 1, Civic Offices, Merrial Street,
Newcastle-under-Lyme, Staffordshire, ST5 2AG
Contact Jayne Briscoe 2250



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

Economic Development and Enterprise Scrutiny Committee

AGENDA

PART 1- OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in this agenda
- 3 MINUTES OF PREVIOUS MEETING** (Pages 3 - 6)
To agree as a correct record the minutes of the previous meeting(s)
- 4 CALL IN - ASSET MANAGEMENT STRATEGY AND DELIVERY PLAN** (Pages 7 - 18)
- 5 THE DISTRICT DEAL** (Pages 19 - 28)
- 6 WORK PLAN** (Pages 29 - 32)
To discuss and update the work plans to reflect current scrutiny topics
- 7 PUBLIC QUESTION TIME**
Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council.
- 8 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972

9 DATE OF NEXT MEETING

Members: Councillors Allport (Vice-Chair), Gardner, Holland, Huckfield, Loades, Matthews, Northcott, Olszewski (Chair), Owen, Spence and G Williams

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

FIELD_TITLE

Classification: NULBC **UNCLASSIFIED**

Economic Development and Enterprise Scrutiny Committee - 18/09/17

ECONOMIC DEVELOPMENT AND ENTERPRISE SCRUTINY COMMITTEE

Monday, 18th September, 2017
Time of Commencement: 7.00 pm

Present:- Councillor Mark Olszewski – in the Chair

Councillors Gardner, Holland, Loades, Matthews,
Northcott, Owen and Spence

Officers Jayne Briscoe - Scrutiny Officer, Kim
Graham - Regeneration and Economic
Development Manager and Jo Halliday -
Head of Housing, Regeneration and
Assets

Apologies Councillor(s) G Williams

1. **DECLARATIONS OF INTEREST**

Whilst not a declaration of interest Councillor Owen pointed out that he no longer represented UKIP in relation to the political balance and the future allocation of seats.

2. **MINUTES OF PREVIOUS MEETING**

Resolved: That the minutes of the meeting held on 21 June 2017 be agreed as a correct record.

3. **THE GOLD STANDARD FOR HOMELESSNESS SERVICES - DIAGNOSTIC PEER REVIEW**

The Head of Housing, Regeneration and Assets presented this report which provided an update on the DCLG Gold Standard Peer Review Assessment. Participation of the Gold Standard Process is considered to be a key process to support the continuous improvement of the homelessness/housing services at the Council. The Council passed the first stage with an overall score of 67%.

As part of the process a number of key recommendations were identified for the council to consider and implement prior to pursuing the further challenges which concerned the website, reception and interview facilities, homelessness case files and the overall quality of the housing options.

Members questioned whether improvements could be made alongside pursuing the challenges and the Chair explained that the process would be one of co-operation with the service provider to achieve the best outcome.

A member was concerned at the apparent difficulties with the IT provision and looked forward to an improvement upon the move to Castle House.

Agreed: That support be given to Option 2 – That the Council consider and implement actions from the improvement plan prior to pursuing the challenges.

4. **HOMELESSNESS REDUCTION ACT 2017**

The Head of Housing, Regeneration and Assets submitted a report based on The Homelessness Reduction Act (HRA) 2017 which was predicted to be enacted in April 2018.

The updated HRA sets out a framework for significant change to homelessness legislation with several new duties which will require a change in working practices and additional resources. The main aim of the new legislation is to help prevent the homelessness of all client groups, regardless of priority need.

As the full details of the legislative changes were not known it was considered sensible for the scrutiny committee to retain this item on the work programme and to examine it again when appropriate. Meanwhile it was recommended that a communication be sent to the DCLG which pointed out the difficulties in responding to the proposed legislation until details were published.

Agreed: That this item be retained on the work programme and that clarification be sought from the DCLG on the implications for Local Authorities of The Homelessness Reduction Act 2017

5. **DRAFT ECONOMIC DEVELOPMENT STRATEGY**

A meeting of the Economic Development and Enterprise Sub Group was held on 19 July to inform the first draft of the Economic Development Strategy (EDS) 2018 – 2023 The draft EDS, subject to revision by this Committee will be used as a basis for consultation with partner organisations, local businesses and wider community.

Members felt that the support of local MPs should be enlisted to lobby for improvements at Junction 15.

It was noted that reference to knowledge based work should be included in the strategy.

Overall it was agreed that the aspirations expressed in the draft strategy should be accompanied by targeted outcomes, a SWOT (strengths, weaknesses, opportunities and threats) analysis, that the housing assessment was in line with the Borough Strategy and that reference be made in the document to the major changes which would occur during the life of the strategy 2018-2023 such as the impact of Brexit and HS2. Members also requested there should be reference to work with the rural communities and more detail on SMEs (small and medium enterprises).

Agreed: That, taking into account the comments of this Committee, the Draft Economic Strategy be revised and re-submitted for final approval by this Committee. Moving forward, the strategy be used as a basis to consult with our partner organisations and local business community and the results from the consultation reported to Cabinet.

6. **WORK PROGRAMME**

Members gave consideration to their future work programme and the contents noted.

7. **PUBLIC QUESTION TIME**

There were no members of the public present at the meeting.

8. **URGENT BUSINESS**

There was no Urgent Business.

9. **DATE OF NEXT MEETING**

The next meeting of the Economic Development and Enterprise Scrutiny Committee will be held on 7 December 2017.

COUNCILLOR MARK OLSZEWSKI
Chair

Meeting concluded at 8.00 pm

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Classification: NULBC UNCLASSIFIED

ACTION	BY WHOM	TIME LIMIT
Explanation of procedure to be followed	Chair	
Explanation of reasons for the call-in and justification for proposal set out on the call-in form	Lead call-in Member and any other persons that they wish to involve	15 minutes
Explanation of decision taken and views on alternative proposal	Relevant Cabinet Member and officer (if a Cabinet decision) or relevant officer (if decision was delegated to an officer) and any other persons that they wish to involve	15 minutes
Questioning of call-in representatives and decision taken and consideration of any photographs, plans etc. that illustrate the issue under discussion	Scrutiny members	Unlimited
Summing up	Lead call-in Member	5 minutes
Summing up	Decision taker	5 minutes
Voting on the proposal on the call-in form	Scrutiny committee members	Unlimited

14.7 The appropriate committee, having reviewed the decision, can:

- (a) reject the call-in proposal and note the original decision. The decision will take effect on the date of the scrutiny meeting;
- (b) accept the proposal set out on the call-in form and refer back to the decision making person or body, with any comments they may also wish to make. The Cabinet shall then reconsider at the next scheduled Cabinet meeting, amending the decision or not before adopting the final decision, or if the decision has been made by an officer with delegated authority, that person shall then reconsider within a further three working days, amending the decision or not, before adopting a final decision; or
- (c) accept the proposal set out on the call-in form and refer the matter to Full Council if the decision is deemed to be outside the budget and policy framework

14.8 If a proposal is supported, Members may come to agreement on any comment they wish to pass to the Cabinet or the decision taker

14.9 If after a call-in is received, the appropriate scrutiny committee does not meet in the period set out above, the decision shall take effect on the expiry of ten working days after the call-in form has been received

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CALL-IN REQUEST FORM

Decision reference/minute no.	A6: UPDATE ON ASSET MANAGEMENT STRATEGY AND DELIVERY PLAN
Date of publication of decision:	13/11/2017
Decision taken by:	Cabinet
This form must be returned to the Chief Executive within 7 working days of the decision being published with at least 5 signatures	
Decision Called in:	
<p>(i) That Cabinet approves the updated Asset Management Strategy and Delivery Plan and agrees in principle to the disposal of the sites set out in Appendix 1, subject to the relevant consultations being carried out and the outcomes being reported back to Cabinet.</p> <p>(ii) That officers take the appropriate steps to protect the Councils interests in respect of all its land.</p> <p>(iii) That officers be authorised to take appropriate steps to achieve the principle of residential development of the subject sites prior to any disposal</p> <p>(iv) That the Leader of the Council writes to the relevant Government Minister or Department to highlight the issues caused by undetermined applications for Village Green status and urging further legislative changes and/or guidance to achieve a better balance between the interests of land owners and other interested parties.</p> <p>(v) A copy of this letter to be sent to the 4 MPs serving the Borough asking them to raise this issue in Parliament.</p>	

A call-in should satisfy one or more of the following criteria

Which of the following criteria is supports the call-in of this decision? (please tick)

- The decision may be contrary to the budget or policy framework set by the council and the Monitoring Officer has advised accordingly
- The decision is inconsistent with another Council Policy
- The decision is inconsistent with a previous Overview and Scrutiny recommendation, which has been accepted by the council or the Cabinet
- The decision maker has not taken into account relevant considerations and this can be demonstrated by reference to the documents supporting the decision
- The decision maker has failed to consult relevant people or bodies in contravention of defined Council Policies or procedures
- The decision has or will demonstrate a significant adverse public reaction
- The decision gives rise to significant legal, financial or propriety issues

Please explain how the relevant criteria above are met by this call in:

The Cabinet has failed to take into account:

- a) the value of green spaces within local communities
- b) the need for fairness, transparency and consistency in decision-making
- c) the recommendations of Asset Committee. Particularly recommendation (f) relating a comprehensive area review process

Suggested proposal you would like to be voted on at the call-in meeting
(this should be an evidence-based proposal and you should provide evidence to support the proposal)

(i) that an 'in principle' decision to disposal of the sites set out in Appendix 1 is not made until a comprehensive review of council owned land/sites is carried out and made publically available

(ii) that the Committee urges the Council Leader, Deputy Leader & Cabinet to accept that Village/Town Green Status legislation was put in place to protect local communities from loss of locally valued green space and to preserve it for future generations.

Members requesting call-in of the decision:

	Name	Signature	Date
1.	SIMON TAGG		17/11/17
2.	GILL HESOM		17/11/17
3.	MARK HOLLAND		17/11/17
4.	STEPH SWOON		17/11/17
5.	TRUISE VOITARDJIE		17/11/17
6.	DAVID WOOLLEY		17/11/17

THIS PART OF THE FORM IS TO BE COMPLETED BY THE CHIEF EXECUTIVE OR HIS/HER REPRESENTATIVE

Date and time form received:	18/11/17 10:30
Form processed by (name):	
Date of publication of decision:	13/11/17
Was the Call-in request received within 7 working days of publication?	<input checked="" type="radio"/> YES/ <input type="radio"/> NO If no reject and inform relevant parties
Are there at least 5 appropriate Member's signatures on the call-in notice?	<input checked="" type="radio"/> YES/ <input type="radio"/> NO If no reject and inform relevant parties
Which Overview and Scrutiny Committee will this call-in be referred to?	

Signature of Chair / Vice-Chair of relevant Overview and Scrutiny Committee		Date:
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Economic Dev 7th December (scheduled)
 The appropriate decision making body, Members requesting call-in and the Scrutiny Officer need to be informed of receipt of call-in form.

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

Date 8th November 2017

1. **HEADING** Update on Asset Management Strategy and Delivery Plan
- Submitted by:** Assets Manager
- Portfolio:** Finance, IT and Customer
- Ward(s) affected:** All

Purpose of the Report

To update members on progress with delivery of the approved Asset Management Strategy (AMS) and to approve the disposal of additional sites, subject to consultation, which are not required to meet Open Spaces and Green Infrastructure purposes in accordance with the up-to-date Strategy.

Recommendations

- a) That Cabinet approves the updated Asset Management Strategy and Delivery Plan and agree in principle to the disposal of the sites set out in appendix 1, subject to the relevant consultations being carried and the outcomes being report back to Cabinet.
- b) That officers take the appropriate steps to protect the Council's interests in respect all its land.
- c) That officers be authorised to take appropriate steps to achieve the principle of residential development of the subject sites prior to any disposal.

Reasons

The Council has an adopted Asset Management Strategy 2015/16-2017/18 which sets out the Council's approach to managing its assets, including the disposal of sites which are surplus to operational requirements and may have alternative uses.

The Open Spaces and Green Infrastructure Strategy has now been adopted and in accordance with the approved AMS, any sites that are not required to meet local standards should be considered, following consultation, for disposal.

1. **Background**

- 1.1 The Council's Capital Strategy and Asset Management Strategy are key documents evidencing the Council's approach to its use of resources. The Asset Management Strategy provides a clear framework for understanding the value and condition of property owned by the Council so that, in turn, investment decisions can be taken to optimise the use of the said land/property to meet the needs of the Borough's residents, businesses and visitors. This Strategy along with the Council's Capital Strategy seeks to demonstrate alignment with, and delivery of, the Council's ambitions as set out in the Council Plan.
- 1.2 The Asset Management Strategy 2015/16-2017/18 set out the categories which these surplus sites fall into. These are listed below:
 - Brownfield sites not required for operational use;
 - Greenfield sites that do not form part of the Green Space Strategy (now the Open Space and Green Infrastructure Strategy);

- Sites identified in the Open Space and Green Infrastructure Strategy that are considered to have a better alternative use (i.e. not required to fulfil the objectives of the Strategy);
- Sites identified in the current Playing Pitch Strategy where there is no local demand or business case for retention;
- Sites identified in the Open Space and Green Infrastructure Strategy which form a small part of a larger site and the removal of which would not adversely impact on the function or enjoyment of green space.
- Operational land and buildings where there is no strategic, financial, operational or other public interest reason for retention.

1.3 The existing Asset Management Strategy makes clear that if a site falls into one of these categories then it should be regarded as surplus to requirements and should be disposed of as a matter of principle to avoid holding cost and land ownership liabilities; to recycle the receipt to fund service needs and; to facilitate private sector delivery of development needs such as housing.

1.4 Members will be aware that significant progress has been made during the course of the past 12 months with the securing of resolutions to grant planning permission on a number of sites including the four largest sites, three of which are being actively marketed and generating interest from prospective developers.

2. **Issues**

The Open Space and Green Infrastructure Strategy

2.1 In March 2017 Cabinet approved The Open Space and Green Infrastructure Strategy and resolved to:

- (a) report back to Cabinet the implications of this Strategy for the Council's Asset Management Strategy and
- (b) to take all reasonable and proportionate steps to protect the Council's interest in the future management and maintenance of council-owned land in the overall public interest.

There are a number of sites that are not required to meet local standards and are their suitability is being assessed through the joint Local Plan. These sites are listed in Appendix 1.

Landowner Statements/Village Green Applications

2.2 Village Green Applications which were submitted as long as 6 years ago are still outstanding in respect of six parcels of Council-owned land. All of these applications are pending consideration by the County Council thereby creating uncertainty from a strategic asset management perspective. Therefore officers are engaged in ongoing discussions with the County Council to clarify the decision-making processes and the associated timescales. As part of this engagement officers may need to provide evidence and take necessary steps to protect the Council's interests as land owner. In accordance with relevant legislation a landowner can submit a landowner statement to protect its interests. The latter action has been taken in respect of the land parcels referred to and will extend to other Council-owned land as considered appropriate in consultation with the relevant Portfolio Holder.

Commercial portfolio

2.3 As referred to in the approved Asset Management Strategy officers are in the process of reviewing the commercial estate with the aim of ensuring the Council is achieving value for money (optimising income and reducing liabilities). In view of the Council's current position in respect of capital funding it is proposed that this piece of work is run in parallel with the current Stock Condition Review with the expectation that parts of the commercial portfolio would be identified for disposal at the earliest opportunity thereafter. This would provide

short-term capital funds to support delivery of the capital programme. As part of this review the revenue implications (loss of rental income) would be taken into account as well as any known maintenance/repair liabilities.

3. **Options considered**

Option 1 – Do nothing

3.1 If the Council did not prepare and refresh its Asset Management Strategy and Plan it would not be possible to either manage assets dynamically or demonstrate the rationale for investment; thereby exposing the Council to criticism that it had a weak approach to the management and use of its physical resources.

3.2 More importantly and practically, if capital receipts are not generated through the disposal of assets or there is a delay in this happening, this will mean that it will be necessary to either abandon or postpone investment in the capital programme or to find an alternative source of funding, most likely to be further borrowing (the revenue consequences of which would need to be addressed as part of the General Fund budget setting process).

Option 2 – Adopt the refreshed Asset Management Strategy and Delivery Plan

3.3 Having an up to date Asset Management Delivery Plan provides a clear programme to optimise property investment in the context of the Strategy. In addition its' implementation would facilitate delivery of the Council's capital programme to meet service needs.

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

4.1 In previous years it has been identified that in view of the lead-in times for making capital purchasing decisions it is considered prudent to agree upon a programme of disposals over at least a two-year, but preferably three year timescale. It is therefore recommended that this approach continues.

4.2 The attached additions to the Delivery Plan is proposed to give the most suitable disposal programme to meet the known and anticipated future needs of the Council.

4.3 In addition it is confirmed that officers will be preparing a substantial review of the current AMS and this will be brought to Cabinet in January 2018 to run for the following three years.

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

5.1 The disposal of surplus assets enables the achievement of priority outcomes in all four of the Council's Corporate Priorities.

6. **Legal and Statutory Implications**

6.1 The Council has a duty, both fiduciary and operationally, to utilise its Assets for the benefit of the community.

6.2 The Local Government Act 1972 (as amended) – Section 123 - the Council has a duty to achieve best consideration when disposing of its assets.

6.3 The Local Government Act 2000 - powers to promote the economic, social and environmental wellbeing of the Borough.

6.4 The Council has a legal duty in respect of unauthorised access to sites under the Occupiers Liability Acts of 1957 and 1984.

7. **Equality Impact Assessment**

7.1 The Asset Management Strategy does not create any specific equality impacts.

8. **Financial and Resource Implications**

8.1 The plan identifies sites for disposal and in most situations the sites will generate a larger receipt if they have the benefit of planning permission. Funding for specialist planning consultants to develop plans and make planning applications on the most significant sites has been allocated previously and it is anticipated that this provision will meet the costs of such planning application-related costs with the current programme.

8.2 The intention to dispose of properties which fall within the commercial portfolio will provide capital receipts to meet short term demands of the Council's capital programme. Any loss of rental income will need to be assimilated into the medium term financial strategy. In addition there may be some opportunities to offset the potential costs arising from maintenance and repair liabilities.

9. **Major Risks**

9.1 The identification of a site for disposal does not mean that the site will be sold as there is a risk that there is no suitable market interest. The Council could therefore continue to hold liabilities for these sites and revenue expenditure. Lack of land sales would create a loss of income to the Council and therefore impact on the Council's ability to deliver essential Council services. The delivery of the Asset Management Strategy brings risks of Community and/or political resistance to the land sales and potentially reputational damage to the Council.

10. **Key Decision Information**

10.1 The Strategy affects more than 2 wards and future disposals have the potential to generate more than £50,000 and resources are required to seek planning permission for the development of the sites in advance of any disposals.

11. **Earlier Cabinet/Committee Resolutions**

11.1 The current Asset Management Strategy 2015/16 to 2017/18 was adopted by Cabinet on 14 January 2015 and reviewed by Cabinet in January 2016 and 2017.

12. **List of Appendices**

12.1 Appendix 1 - The updated Asset Management Strategy Delivery Plan is attached for approval.

13. **Background Papers**

13.1 The adopted Asset Management Strategy is available at: https://www.newcastle-staffs.gov.uk/sites/default/files/IMCE/YourCouncil/A_to_Z_Policies/Assets_Management_Strategy.pdf

Asset Management Strategy Delivery Plan – 2017/18

Additional Land and Property Disposals			
Address	Site Area acres	Site Area (Ha)	Position Statement
Leys Drive, Seabridge	6.082	2.461	This site is not required to meet local standards in the Open Spaces and Green Infrastructure Strategy and the site's suitability is now being considered through the Joint Local Plan.
Westbury Road, Westbury Park	0.566	0.229	This site is not required to meet local standards in the Open Spaces and Green Infrastructure Strategy and the site's suitability is now being considered through the Joint Local Plan.
Pilkington Avenue, Westlands	0.198	0.080	The site wasn't considered as part of the OSGIS and isn't large enough to be considered for site allocation under the Joint Local Plan but is regarded as a sustainable and policy-compliant location.

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Strategic Delivery Managers

Background

Staffordshire County Council has a clear vision that has been the strategic focus of our efforts in recent years, with considerable success. Whilst it maybe refreshed as we develop the Council's 2018/22 strategic plan, the overall ambition for Staffordshire and its people will be enduring:

A connected Staffordshire, where everyone has the opportunity to prosper, be healthy and happy.

The people of Staffordshire will:

- **Be able to access more good jobs and feel the benefits of economic growth**
- **Be healthier and more independent**
- **Feel safer, happier and more supported in and by their community.**

What is also clear is the importance of 'place'. Of course, place operates at a number of levels; the UK as a whole; the West Midlands region; Staffordshire as a historic county; the eight diverse districts; and (arguably the most important) the neighbourhoods, villages and streets where communities, families, and citizens live.

'Community' and 'place' are defining features of our emerging strategic plan for 2018/22. How we create growth and better jobs that connect with local people; supporting people to live independently within their communities; creating greater resilience within communities to ensure children and families avoid falling into crisis; and stimulating a culture of wellness amongst our communities, encouraging everyone to take greater control over their own health and well-being.

These challenges will require a concerted effort from all partners in Staffordshire at a strategic, delivery and most importantly locality level. The challenges (and opportunities) facing our communities are largely concentrated in certain areas and we need to focus on creating places where everyone can lead the happy, healthy and successful life they want.

But to be successful, we need to have a clear vision and strategy for place and people that is developed with and through key stakeholders who have a vested interest in improving the quality of life in that community. Collectively focusing on the things that will make the greatest difference and grasp the many and significant opportunities that are ahead of us.

By working in this way, we can make best use of the increasingly stretched public sector resources and harness the capacity of the voluntary sector, the private sector, schools, parish councils, housing associations and many others who make a hugely important contribution.

Strategic Delivery Managers (SDMs)

The new role of Strategic Delivery Manager will take responsibility for two districts as set out below:

SDM	Districts
Gail Edwards	Staffordshire Moorlands Newcastle
Tim Leese	Tamworth Stafford
Wayne Mortiboys	Lichfield East Staffordshire
Angela Schulp	Cannock South Staffordshire

The SDM is fundamentally different to the former DCL role which evolved to encompass a wide range of strategic, operational and local priorities and whilst all had some value, the SDM role will need to be more strategic and focused and on a smaller number of priorities as set out in the job description.

Key areas of responsibility:

Economic Development and Property

- Provide local leadership around Economic Development and Property Boards and be part of the Corporate Property Programme Group.
- Lead on the development of Local Asset Management Plans bringing together public, private and voluntary sector property plans into a coherent strategy.
- Influence district based Local and Development Plans to embed the County Council’s strategic priorities.
- Work with lead commissioners to secure the investment and capability to deliver the strategic priorities.

Children and Families

- Work with senior Commissioners to lead the implementation of the Place Based Approach (PBA) in the district and leading the local partnership to ensure effective delivery.

- Develop the network within the District and engaging key stakeholders including schools to deliver change.
- Shared accountability for delivering the Early Help implementation plan as appropriate and hold the accountability for the delivery of 'Earliest Help'.
- Following go-live for PBA provide on-going leadership overview and ensure it is integrated within the wider strategy.

Health and Care

- Lead on the development and implementation of a locality based 'Prevention through Wellness Plan' working closely with the Public Health Lead.
- Provide strong leadership and oversight across the STP (Sustainability and Transformation Plan) in the locality ensuring the Council's priorities are delivered.
- Work with lead commissioners to shape and implement local plans for extra care and nursing homes, brokering locality conversations and facilitating the development plans.
- Lead the work with District and Borough Councils to ensure housing for older and vulnerable people is given a higher priority enabling a greater number of people to live independently at home or with family members.

People Helping People

- Lead the implementation of the People Helping People Year 2 plan at a locality level.
- Lead the capacity building work with S3 as part of the capacity building contract to ensure we grow greater community capacity in our priority areas.
- Lead the work with communities and partners, supported by the CPOs, to identify and progress community led ideas that will help deliver our priorities and more resilient communities.

We are proposing that there is an agreed SDM lead for each area (with a nominated support to ensure continuity) who will work closely with the Cabinet Member and Director to help lead, shape and deliver agreed priorities as part of the wider place based vision and strategy:

Priority	SDMs
Property	Wayne Mortiboys and Gail Edwards
Regeneration	Gail Edwards and Wayne Mortiboys
Children and Families	Tim Leese and Gail Edwards
Health and Social Care	Gail Edwards and Angela Schulp
Wellness and Prevention	Angela Schulp and Tim Leese
People Helping People	Angela Schulp and Wayne Mortiboys

Equally, the breadth and depth of the SDM role means they are well placed to provide leadership, challenge and support around the four enablers (**Digital, People Helping People, Commercial and Demand Management**) and they will work closely with the Enabler Leads to champion and embed the agreed priorities with commissioners and in the development of local plans.

Leading and Delivering

Whilst the SDMs will have the overall leadership responsibility for the development and implementation of our place based strategies, they cannot do this alone. It will require the commitment, leadership and focus of Cabinet, SLT, the wider leadership team and senior colleagues across the organisation.

The Leader of the Council and Chief Executive to be the joint sponsors for this new way of working and provide strong leadership within Cabinet, SLT and the wider Council to this new approach.

September 2017

Elizabeth Shenton
Leader
Newcastle under Lyme Borough Council
Civic Offices
Merrial Street
Newcastle under Lyme
ST5 2AG

My Ref: PA / TK 153

Your Ref:

Date: 12 July 2016

Dear *Elizabeth*

District Deal 2 refresh for Newcastle-under-Lyme

The time feels right to look at our current District Deal 2 and re-affirm our priorities for delivering further benefits to the communities of Newcastle-under-Lyme.

To this end, our respective officers have worked together to refresh the agreement to reflect progress made so far and sharpen the focus on some of our key priorities.

Place

- **Newcastle Town Centre**

- Ryecroft - the revitalisation of Newcastle Town Centre remains a shared key priority. The Ryecroft development should be a key catalyst for reviving the retail function and economic fortunes of the town. We will ensure that key enabling services are aligned to optimise the prospects of the scheme being delivered.
- Public sector service hub – subject to the outcome of the Ryecroft project, the co-location of public sector service providers within the town centre will underpin our efforts to serve our communities more efficiently and accessibly, and stimulate footfall to benefit the town centre economy. We will ensure that our resourcing of the scheme in the construction phase and during occupation seeks to achieve the optimum value for money to the overall public purse.
- University Town - just as importantly, the Ryecroft development will build on the connections between the town centre, Keele University and Newcastle College and reposition Newcastle as a vibrant University and College town centre. In addition to

the investments in new and additional further education facilities on the western side of the town centre and the plans for new student accommodation within / adjacent to the ring road, we will endeavour to facilitate the provision of an accessible learning resource base in the town centre to establish a more vibrant student-friendly atmosphere.

- Town Centre Partnerships – we support the principles of the town centre partnerships to engage with the private sector and through working together we seek to maximise the economic potential of the towns as retail destinations of choice, centres of commerce and places to access public services. We will continue to discuss with the partnerships ways to increase footfall, including enhancement to highway signs to enhance vehicular and pedestrian access and to promote appropriate parking. We will consider where the strategic partnerships with Amey, Kier and Entrust can enhance delivery and where new opportunities arise to support the development of local enterprises in the towns. We will continue to support the Newcastle Town Centre Business Improvement company in the preparation of its future business plans and, where appropriate, in the execution of service delivery improvements.

- **Kidsgrove**

- Sports Centre – we will work together towards the provision of a new Sports Centre and Pool in Kidsgrove. The vision is for this to be accessible to, and used by, all the community and to be a genuine public health asset, as well as being the facility of choice for all schools in the area. Subject to a joint approach to securing the initial capital investment, we envisage this being run by the Borough Council on a highly efficient and self-sustaining model, in the same way as the successful Jubilee 2 centre in Newcastle (see Health and Wellbeing below).
- Master Plan – we will jointly develop a Town Centre Master Plan for Kidsgrove to provide a comprehensive framework for investment in development and infrastructure that will help to revitalise the function and purpose of the town centre to serve the needs of the local communities. The Plan will feed into the emerging Local Plan process and will take a single integrated view of the location and connectivity of Kidsgrove, the physical assets and infrastructure of the town, and the potential opportunities to be derived from future developments such as HS2 and the opportunity this presents to position Kidsgrove as a key sustainable Transport Hub for northern Staffordshire and southern Cheshire.

- **Villages and Rural Communities**

- Planned approach – we will work together to take a planned approach to each of our villages and rural communities. We will use our best endeavours to use the emerging local plan process to ensure that housing, retail and business opportunities are supported by good infrastructure connectivity. We will use this planned approach to access European and other external funding streams.
- Broadband - where there are gaps in coverage we will work together to see how these can be addressed to ensure that rural communities are not disadvantaged in the digital era and we will work with partners to optimise take-up by the business community to improve economic output.
- We will work together to develop a specific 'Rural Deal' for these communities.

Themes

- Education/Keele University – we are privileged to have one of the Country's foremost universities located in Newcastle under Lyme. We must continue to take maximum advantage of the opportunities that this presents for Newcastle-under-Lyme and for the county as a whole. We will support the continuing development and expansion of the University itself, and ensure that this supports the revitalisation of the Town Centre. More particularly we will work with both the Council and University in the preparation of a Master Plan for the area to feed into the emerging Local Plan process. We will continue to support the development of Keele Science Park as the destination of choice for innovative businesses and seek to optimise available external funding opportunities to help realise this ambition. We will continue to work with the University to look at ways to draw in research opportunities that are connected with the Staffordshire Strategic Economic Plan and the work of the Local Enterprise Partnership.
- Education and School Improvement – we will work together to develop an approach with local schools to support them to deliver improved educational outcomes for children and young people across the Borough. Wherever possible we will link these to outcomes to the skills required by local employers to maximise local employment opportunities; this will be most effectively co-ordinated and achieved through the work of the Local Enterprise Partnership and the Education Trust.
- Rural Issues – we will ensure that we take advantage of the rural, green and agri-tech opportunities that exist within the farming communities of the borough, and makes sure that these are linked in with work taking place in neighbouring authorities, particularly Shropshire, exploiting where we can the emerging European Rural LEADER funding programme.
- Enterprise and economic growth – we will ensure that links are in place with the City Council and neighbouring LEP areas. In particular we will harness and direct our resources to support the work of the Midlands Engine, Midlands Connect and the Northern Gateway Development Zone (NGDZ) to ensure that the economic growth potential of our area can be maximised.
- Local Plan – we will ensure that the infrastructure requirements of necessary growth in housing and employment can be adequately assessed as part of the process and generally assist where appropriate in order to optimise the prospects of a 'sound' plan being produced.
- **Strategic Transport**
 - Local Sustainable Transport Plan – we will prepare an LSTP for the borough that reflects known and forecast needs and opportunities for investment in transport infrastructure with the aim of supporting sustainable economic growth.
 - Rail and Strategic Roads – we will work together and with other partners – particularly through the work of the NGDZ and Midlands Connect to maximise the connectivity of our area into existing and planned road and rail infrastructure whilst seeking to minimise its environmental impact upon communities. Key long term priorities relate to the opportunities to take advantage of the additional rail capacity provided by HS2, the West Coast Main Line and the potential for utilising abandoned rail infrastructure such as the former Silverdale Mineral Line. Whilst in

terms of short term rail priorities the delivery of the Transport Hub at Kidsgrove station is vitally important. With regard to strategic road infrastructure the earliest possible completion of the M6 Managed Motorway from J13 to J19 is recognised as a priority.

- Community empowerment - we will work together to ensure that the excellent Chesterton Vision facility becomes an exemplar of community ownership, management and empowerment and assess opportunities for greater efficiency in the use of community assets, including engagement in the Borough Council's review of its community centres.
- Locality working – we will continue to support existing Locality Action Partnership infrastructure and will complement this with an evaluation of Social Action models or similar community empowerment models in the Holditch/Chesterton area of Newcastle to improve health, employment and education outcomes and reduce demand on the public sector.
- Health and Wellbeing – we will continue to work with partners to maximise the outcomes for the elderly and vulnerable. Where changes take place with the Disabled Facilities Programme we are committed to ensuring that these most vulnerable clients are not disproportionately affected. We acknowledge the need to deliver suitable housing options to this increasingly elderly population with care needs and through partnerships approaches we will seek to deliver appropriate housing solutions for potentially vulnerable people. Additionally we will work with partners in the health community to optimise the sustainability of community recreation and leisure services through the commissioning of health improvement programmes.
- Community Safety – we will continue to support the delivery of the Local Police and Crime Plan.
- Vulnerable Families – we are committed to the ongoing support for the Newcastle and Maryhill Children's Centres. We will work together to assist the most vulnerable families, maximising the potential and opportunity to achieve positive futures. We will continue to work across a wide range of partners in the Borough to deliver positive outcomes for families through the Building Resilient Families and Communities programme.
- We will work together to develop a model of support for Families that can promote preventative and early-help approaches that will help us manage demand for expensive specialist services and will improve outcomes for our Children, Young People and Families.
- Knutton Enterprise Centre – we will keep under review the scope or potential for re-providing this facility to a more appropriate location in purpose-designed accommodation through the strategic property partnership with Kier and with a view to exploiting ERDF support. In addition we will review the scope for preparing a joint master plan to address physical and community regeneration opportunities within Knutton through the rationalisation of our respective estates taking account of land and property assets owned by both parties in this area.

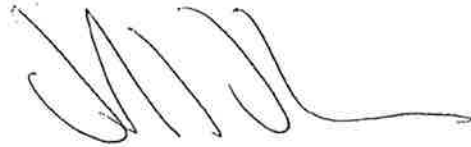
Hopefully we can continue to work closely and effectively together on these issues, and on other opportunities which we will take as they arise, to improve the prosperity, health and wellbeing of the residents and communities of the Borough of Newcastle-under-Lyme.

If you agree with the priorities that have been outlined herein I should be grateful if you could write to me confirming your support. I look forward to hearing from you.

Yours sincerely



Philip Atkins, OBE
Leader of the Council



John Henderson, CB
Chief Executive

cc John Sellgren, Chief Executive



Members: Allport, Bailey, Gardner,
Holland, Loades, Matthews, Northcott,
Olszewski, Owen, Spence, G. Williams

ECONOMIC DEVELOPMENT AND ENTERPRISE SCRUTINY COMMITTEE WORK PLAN

Chair: Councillor Mark Olszewski
Vice Chair: Councillor David Allport

Portfolio Holder(s) covering the Committee's remit:
Councillor John Williams (Town Centres, Property and Business)
Councillor Kyle Robinson (Planning and Housing)
Councillor Terry Turner (Finance, IT and Customer)

This document sets out the work programme of the Economic Development and Enterprise Scrutiny Committee 2017/18

The Economic Development and Enterprise Scrutiny Committee may wish to scrutinize the following topic areas which fall under the remit of the Committee:

- Building Control
- Design and Heritage Champion
- Economic Development
- External Regeneration Funding
- Housing and Homelessness
- Inward Investment/Marketing
- Land and Property (Asset Management)
- Local Enterprise Partnership
- Planning Policy and Development Control
- Transport Strategy and Policy (Planning)

We review the Work Programme from time to time. Sometimes we change it if something comes up during the year we should investigate as a priority. **Councillor Mark Olszewski – Chair of Economic Development & Enterprise Scrutiny Committee.**

If you would like to know more about our work programme please get in touch with Jayne Briscoe, Democratic Services Officer on 01782 742250 or jayne.briscoe@newcastle-staffs.gov.uk

Date of meeting	Item	Reason for Report/Undertaking the Scrutiny	Cabinet Response/Outcomes
21 June 2017	Economic Development Strategy	For member input	n/a
	Members develop the work programme		n/a
18 September 2017	Gold Standard for Homeless Service	For member input	Recommend Option 2 to Cabinet
	Homeless Reduction Act	For member information	Retain on Work Programme to be reconsidered when the full details of legislative changes are known
	Economic Development Strategy	To consider updated draft policy following the work of the sub group	Draft Strategy to be revised and re-submitted for final approval
7 December 2017	To consider a report outlining the Economic Performance of the Borough	Request from scrutiny member	
	District Deal – District Commissioning Lead to be invited to attend the meeting for this item	Request from scrutiny member	
	Presentation on the work of the BID	Member request at Council	
22 March 2018	Future use of land associated with the Rycroft development	Request from scrutiny member	
	Bid Manager to attend meeting in connection with an examination of town centre development	Request from scrutiny member	
	Planning Development and Building Control Regulation Policy	Request from scrutiny member. Further information requested from member to enable detailed report to be written	

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