

Public Document Pack

Date of meeting **Wednesday, 7th November, 2018**
Time **3.00 pm**
Venue **Astley Room - Castle House**
Contact **Jayne Briscoe 01782 742250**

Cabinet

AGENDA

PART 1– OPEN AGENDA

- 1 APOLOGIES**
- 2 MINUTES** **(Pages 3 - 8)**
To consider the minutes of the previous meeting of Cabinet held on 17 October 2018.
- 3 DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in the agenda.
- 4 RYECROFT FUTURE REDEVELOPMENT OPTIONS** **(Pages 9 - 14)**
- 5 BOROUGH MARKET MANAGEMENT** **(Pages 15 - 18)**
- 6 ONE PUBLIC ESTATE - KNOTTON MASTERPLANNING PROJECT** **(Pages 19 - 22)**
- 7 KIDSGROVE SPORTS CENTRE UPDATE (To be given at the meeting) (Report now attached)** **(Pages 23 - 26)**
- 8 FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END QUARTER TWO (JULY -SEPTEMBER 2018-19)** **(Pages 27 - 36)**
- 9 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.
- 10 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.
- 11 ATTENDANCE AT CABINET MEETINGS**

Councillor attendance at Cabinet meetings:

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

Public attendance at Cabinet meetings:

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

Members: Councillors S Tagg (Chair), M. Holland, T. Johnson, P. Northcott, S. Sweeney and J Waring

'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

CABINET

Wednesday, 17th October, 2018
Time of Commencement: 2.00 pm

Present:- Councillor Simon Tagg – Chair

Councillors M. Holland, T. Johnson, P. Northcott,
S. 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

Apologies Interim Chief Executive – Mr J Tradewell

1. **MINUTES OF THE LAST MEETING - 19 SEPTEMBER 2018**

Resolved: That the minutes of the Cabinet meeting held on 19 September be agreed as a correct record.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

3. **MEDIUM TERM FINANCIAL STRATEGY**

The Deputy Leader and Cabinet member for Finance and Efficiency presented the Medium Term Financial Strategy for the period 2019/20 to 2023/24. Whilst the strategy demonstrated alignment with the Council Plan, and ensured efficiency in service delivery and targeting resources to agreed priority areas it identified significant budgetary shortfalls over the next five years. In this respect further budget options developed by the Efficiency Board would be available for consideration in December prior to consideration of a draft budget for 2019/20 at the January meeting.

The Medium Term Financial Strategy had been considered by the Finance Assets and Performance Scrutiny Committee (20/09/2018).

Resolved: (a) That the Medium Term Financial Strategy for 2019/20 to 2023/24 be approved.

(b) That an online consultation on options for the budget go live after this meeting.

4. **CAR PARKING REVIEW/STRATEGY**

The Deputy Leader and Cabinet Member for Finance and Efficiency presented this report which reviewed options for modifying the management and operation of the

Councils town centre car parks with the aim of increasing usage and encouraging footfall to improve the town centre economy and stabilising income for the Council. The initiatives had been developed in consultation with the Newcastle under Lyme Business Improvement District.

- Resolved:**
- (a) That officers be authorised to take all the necessary steps to introduce a flat rate charge of £1 for all town centre car parks after 3pm at the earliest opportunity (and by no later than 1 December 2018)
 - (b) That officers be authorised to take all necessary steps to implement a variation to the current Traffic Regulation Order to establish short stay pay and display in respect of the spaces on the former Civic Offices forecourt (Merrial Street) at the earliest opportunity (by no later than 1 March 2019)
 - (c) That officers, in liaison with the relevant Cabinet Member, be authorised to engage with the Newcastle under Lyme with a view to implementing the following:
 - (i) A BID supported Permit parking arrangement targeted at BID members on the basis described in the report.
 - (ii) To enable discounted town centre parking on up to five occasions in any financial year on the basis described in the report and;
 - (iii) To facilitate free parking on all town centre car parks from noon to 8pm on the 2018 Christmas lights switch-on.
 - (iv) To give free parking on all town centre car parks from 3pm to 8pm on up to five late night pre-Christmas shopping events.
 - (d) That officers take steps to promote the sale of Permits to medium to large size businesses and organisation (minimum 20 employees)
 - (e) That officers be authorised to take all necessary steps to introduce parking charges on the town centre car parks on Bank Holidays at a flat rate of £1 with effect from no later than 1 April 2019.
 - (f) That officers continue to promote "Pay by phone" on all appropriate town centre car parks.
 - (g) That officers be authorised to explore through consultation with local partners the potential for establishing Pay on Exit arrangements on key town centre car parks (particularly The Midway MSCP, Goose Street and King Street) and to report back the outcome at the earliest opportunity.
 - (h) That officers be requested to monitor the impact of the above proposals (particularly (a) to (f)), and be asked to report back by no later than 1 February 2020 so that Members can review future approaches.

- (i) That officers, in consultation with the relevant Portfolio Holder(s) report back by no later than summer 2019 with a 10 Year Parking Strategy for the town centre, taking account of any comments or suggestions made by the Economy, Environment and Place Scrutiny Committee and including the following matters within the Strategy (not an exhaustive list):
- To engage with the Highway Authority to explore the potential for enabling greater traffic movement within the town centre and provision of short term parking
 - To review options for introducing more convenient (cashless) payment methods for car parking charges and
 - To explore the potential for collaboration with University Hospital North Midlands with a view to achieving accessible and affordable parking to serve the needs of the hospital (staff and visitors) and minimise the adverse impact of on-street parking on local communities.
- (j) That this matter be referred to the Economy, Environment and Place Scrutiny Committee for its comments and any suggestions to inform the proposed 10-year Strategy.

5. **UNIVERSITY GROWTH CORRIDOR**

The Cabinet Member for Planning and Growth reported that the Economy, Environment and Place Scrutiny Committee (26/09/2018) had considered a report on the University Growth Corridor and that although the principle of development was acceptable the committee had raised some points of concern.

The Economy, Environment and Place Scrutiny Committee had subsequently reviewed the decision at a Call-In meeting (11/10/2018) when the Call-In was rejected.

Resolved: That members, having reviewed the feedback from the Economy, Environment and Place Scrutiny Committee (26/9/2018) together with the comments made at the call-in meeting of Economy, Environment and Place Scrutiny (11/10/2018) along with the feedback from the public engagement event held on 10 October 2018, approval be given to the vision and proposals and that the proposals be submitted for consideration for inclusion in the emerging Joint Plan including the following additional commitments

- (a) That the Council agrees to the commissioning of a site-specific Design Brief at the most appropriate stage of any disposal process to establish key principles about matters such as housing type and tenure, density of development, open space provision and provision of space for any necessary community facilities.
- (b) That officers be authorised, in consultation, with the relevant Portfolio Holders(s) to continue working with key partners in

order to make any necessary representations to the local planning authority.

- (c) That, subject to the inclusion of the proposals in the Draft Local Plan, officers be authorised, in consultation with the relevant Portfolio Holder(s,) to continue working with the key partners to facilitate practical implementation of the vision for the area, reporting back to members at key milestones and in particular to seek approval for any significant resourcing requirements, including the commissioning of a site-specific Design Brief referred to above.

6. **AWARD OF MECHANICAL AND ELECTRICAL MAINTENANCE CONTRACT**

The Cabinet member for Leisure and Culture presented this report which considered the award of future contract for the mechanical and electrical maintenance contract at Jubilee 2.

A detailed breakdown of the shortlisted companies and recommended provider will be provided to the Cabinet Member in November 2018 for approval to enter into a formal contract.

Resolved: That, following a compliant procurement process, the Cabinet Member for Leisure and Culture, following consultation with the Executive Director for Operational Services, be authorised to enter into a contract for the mechanical and electrical preventative/reactive maintenance of equipment at Jubilee 2 for a period of up to 3 years, subject to the satisfactory performance of the contractor.

7. **URGENT BUSINESS**

The Leader provided the response from Cabinet to the Call-In on the decision of Cabinet (19/09/2018) to the future Recycling Strategy which had been considered by the Economic, Environment and Place Scrutiny Committee (11/10/2018).

The Leader pointed out that the original decision was based on the unanimous recommendation from a cross party Task and Finish Group and that the Committee had previously considered the report at its meeting on 26/09/2018) when it had examined a number of issues surrounding the operation of the service.

The Economy, Environment and Place Committee requested additional scrutiny of the proposed recycling system including the costings, implementation and any risks of both a new kerbside system and an affordable garden waste collection service.

- Resolved:**
- (a) That the Economy, Environment and Place Scrutiny Committee receive regular updates from the Cabinet Member on the detailed planning and modelling of the new recycling service including timescales and costs in the run up to its implementation to help shape its design and direction and report back into the Cabinets decision making process.
 - (b) That the Economy, Environment and Place Scrutiny Committee be given the option to scrutinise the following work streams of the Project Steering Group before the public notification of the

new charged garden waste service during the week commencing 29 October 2018

- Communications Plan
- Customer Services Plan
- ICT and Electronic Payment Plan
- Operational Plan
- Finance and Budget Plan
- Risk Plan

- (c) That the Leader and the Cabinet member for Environment and Recycling discuss with the Chair of the Economy, Environment and Place Scrutiny Committee how best to carry out the scrutiny exercise within the timescales.

COUNCILLOR SIMON TAGG
Chair

Meeting concluded at 3.00 pm

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

7th November 2018

RYECROFT: FUTURE REDEVELOPMENT OPTIONS

Submitted by: Executive Director, Regeneration and Development

Principal author: Economic Regeneration Officer

Portfolio: Deputy Leader of the Council and Portfolio Holder - Finance and Efficiency

Ward(s) affected: All (but principally Town)

Purpose of the Report

To consider how to best take forward the Ryecroft development in Newcastle Town Centre following the acceptance by developers HDD not to proceed with a retail-led scheme for the site because it is not deliverable in current and foreseeable market conditions.

Recommendations

1. That officers of the Borough Council, in liaison with the Portfolio Holder and in partnership with Staffordshire County Council, be authorised to take all necessary steps to commission an expert commercial assessment and high level masterplan for the Ryecroft site to reflect the present economic and development climate.
2. That the budget for this work is set at up to £70,000 and would be split with Staffordshire County Council and apportioned on a roughly 65 / 35 % basis, the larger share being borne by the Borough Council.
3. That a sum of up to £47,000 is approved to cover the Borough Council's share of the cost of this work.
4. That, subject to any necessary consents from interested parties, officers be authorised to promote the accessible parts of the Ryecroft site (mainly the former Sainsbury's site) for the purposes of enabling short-term events.
5. That officers report back the outcome of this commission to Cabinet in the first instance for Cabinet to consider making recommendations for review by the relevant Scrutiny Committee prior to a final decision about any alternative form of development being made by full Council.

Reasons

To secure expert commercial advice to guide the redevelopment of the Ryecroft site and help bring significant new investment into Newcastle Town Centre.

To exploit the opportunity presented by the vacant site of the former Sainsbury's store and car park to enable short-term interim uses that would generate additional footfall to the benefit of the town centre economy.

1. Introduction and background
- 1.1 In September 2015 Newcastle Borough Council and Staffordshire County Council agreed to dispose of their respective interests in a 2.59 hectare (6.4 acre) site known as Ryecroft (situated in the northern part of Newcastle-under-Lyme town centre), comprising the former Borough Council-owned Civic Offices and the former Sainsbury's site (jointly owned by the two Councils) to Henry Davidson Developments (HDD) with the aim of them redeveloping the site for a mixed use scheme.
- 1.2 A retail-led scheme was planned, providing around 64,000 sq. ft. of new retail accommodation (plus scope for mezzanine cover), aimed at strengthening the retail offer of the town centre with the introduction of more modern accommodation to attract national brands to complement our strong independent retail sector, together with a 197 space car park and 513 student apartments.
- 1.3 Members will recall that HDD approached the Council in the summer of 2016 following the "Brexit" vote seeking agreement to the inclusion of a so-called "Brexit clause" within the land sale agreement to reflect their concerns about uncertain market conditions in the wake of the vote. In practice this meant that HDD had the potential option of withdrawing from the agreement within six months of it being signed. The said agreement was executed in autumn 2016, including a number of key "conditions precedent" (matters upon which the developer needed to be satisfied before proceeding). The agreement included the 6-month Brexit clause (which HDD didn't invoke) along with a longstop date for commencement of development of September 2019 (extendable to March 2020 in the event that a satisfactory planning permission has not been secured). Whilst the local planning authority has resolved to grant planning permission (November 2017), the associated section 106 obligation remains to be signed off by all parties.
- 1.4 HDD's representatives have continued to meet with your officers on a monthly basis over the past couple of years (since the land disposal had been agreed). By the spring of this year it was becoming increasingly evident that doubts were emerging about the scheme's deliverability as a result of the ongoing adverse High Street trading conditions and rapidly changing face of the UK retail sector. By late summer this year HDD confirmed that their approved scheme is not deliverable in the context of current and foreseeable market conditions.
- 1.5 In addition to the impact of changes in the retail sector concerns have emerged about the potential complexity, cost and timescale for achieving the demolition of the current Civic Offices. This matter is the subject of a separate commission to assess more accurately the nature and scale of any issues.
- 1.6 Consequently, the Borough Council, together with its main land owner partner, Staffordshire County Council (who co-own part of the site), are now reviewing their options for securing alternative appropriate development that can be delivered within the context of current / foreseeable market conditions. As part of this process, it is proposed to seek expert commercial advice in respect of the type and strength of potential development interest in the site, together with the preparation of a workable masterplan which is both capable of being realised and which would contribute to the appeal and footfall of the town centre. As part of the options analysis the consultants will be invited to advise upon the potential necessity or

desirability of the two Councils adopting some form of more pro-active development role in order to achieve the optimum balance between commercial viability and the achievement of broader economic objectives.

- 1.7 HDD's commercial position remains the same in the meantime (i.e. that they have a land sale agreement in their favour) and they are agreeable to the approach now being proposed and have indicated a wish to contribute, in kind, their commercial and general site awareness to any consultants engaged in delivering this commission.

2. Issues

- 2.1 There are a number of challenges and opportunities facing the successful redevelopment of the Ryecroft each of which will need to be addressed by the commission. These include:

- The need to meet the stated objectives of the two councils, i.e. to strengthen the appeal of the town centre and to help to attract more custom and footfall to the town (for the benefit of the town centre economy);
- The need for any scheme to be commercially viable and deliverable;
- The need to meet the clients' urban design expectations and to link well with the town's principal pedestrian thoroughfares, notably Ironmarket and The High Street;
- The need to provide an acceptable financial return for the two councils.

- 2.2 The other matter for Members to consider at this stage relates to the potential interim use of the accessible parts of the Ryecroft site (mainly the site of the former Sainsbury's store and car park). Members will be aware that successful events have taken place at the site over the past couple of years including the Winter Wonderland and the more recent No Fit State Circus. These kinds of events draw people into the town centre, creating additional footfall and hopefully present opportunities for existing town centre businesses to derive benefit from increased expenditure. The events have taken place under a licence arrangement in agreement with both the County Council and HDD. Officers recommend that Members agree to the promotion of the site for short-term events / activities subject to the securing of any necessary consents by the promoter of any individual event. The expectation would be that any event must at least cover its own costs and mitigate any known risks to the site's owners.

3. Options Considered / Preferred options

- 3.1 The options in respect of the substantive issue of site redevelopment come down to a choice between:

- reviewing where the market now is and take steps to bring forward a development proposition which both meets the objectives of the two councils and is capable of being delivered, or
- doing nothing, waiting and hoping for the market to change in order that the approved scheme can be implemented.

- 3.2 It is felt that the Borough Council, with the support of the County Council, must take a lead and act with the aim of bringing forward appropriate redevelopment at the earliest opportunity rather than risk adverse impact upon the town centre economy.

- 3.3 It is envisaged that once the task has been completed the outcome will be reported to Cabinet in the first instance. Cabinet will consider making recommendations for review by the relevant Scrutiny Committee prior to a final decision about any alternative form of development being made by full Council.
- 3.4 With regard to interim use of the site Members can leave it in its current state (part used for car parking and part empty) or can opt for encouraging appropriate short-term interim uses for the benefit of the town centre economy. Officers would recommend the latter.
4. The Brief
- 4.1 The brief will set out the background to the Ryecroft site, the development opportunity it provides and the form of advice sought (i.e. expert commercial advice on the potential market demand for a range of appropriate town centre uses which will be used to inform the preparation of a high level masterplan which meets the Councils' development objectives and is capable of being realised).
- 4.2 At this stage the brief will be deliberately cast widely in terms of potential uses for the site, indicating a preparedness to consider any appropriate town centre uses. Some 'prompts' have been provided along the following lines, noting that the list of uses is not exhaustive:
- residential / accommodation;
 - leisure and community uses;
 - health related forms of development;
 - retail;
 - business;
 - car parking and;
 - options for the former Civic Offices (demolition or re-use)
- 4.3 Essentially, the purpose of the commission is to attract investment which:
- is deliverable and viable (and if there are elements of the plan which require public subsidy, that this is realistic);
 - would act as an attractor for the town centre, would increase footfall and would increase dwell time once visitors to the town are here;
 - is attractive in urban design terms and;
 - links well to the other principal pedestrian thoroughfares of the town centre.
- 4.4 The expected budget for the commission is set at up to £70,000. 65% of this should be met by the Borough Council and, subject to any necessary approval process, 35% by the County Council (to broadly reflect our respective ownership interests). The work is expected to take in the region of four to six months to complete from inception with the procurement of consultants expected to be completed by January 2019.
5. Outcomes Linked to Corporate Priorities
- 5.1 One of the Borough Council's four stated priorities in its recently published Council Plan is 'A Town Centre for All', in which the Plan states that 'To achieve our priority, we are committed to redeveloping the Ryecroft site'.

6. Financial and Resource Implications

- 6.1 The cost of the commission to the Borough Council should not exceed £48,000. This should be funded from future anticipated capital receipts. Staffordshire County Council will need to follow its own budgetary approval process to meet its share of the commission.
- 6.2 There will also be some human resource implications as appropriate officers will need to take part in the recruitment of a suitably experienced and expert team of consultants to undertake the work and then to oversee, help with and scrutinise the work as the commission proceeds.
- 6.3 Officers can confirm that following discussions with the County Council in August 2018 a bid for external funding has been submitted to the Stoke on Trent and Staffordshire LEP to address the potential abnormal costs relating to either the demolition or re-use of the former Civic Offices. The purpose of seeking such funding would be to make the site more attractive to prospective developers by addressing a key abnormal cost. A decision on the outcome of this process will be known early in 2019.

7. Major Risks

- 7.1 Three major risks have been identified. These are:
- A. An inability to attract a sufficiently experienced and expert team of consultants to undertake the work.
- Likelihood – low to medium (the budget appears adequate to attract the talent required)
 - Impact – high
 - Mitigation – clear briefing, adequate budget; constructive and critical management and oversight of the commission.
- B. The provision of commercial advice and the preparation of a masterplan which fails to meet the clients' objectives
- likelihood – low to medium
 - Impact – high
 - Mitigation – clear briefing; constructive and critical management and oversight of the commission.
- C. The preparation of a masterplan which is consequently not sufficiently 'investable' and therefore fails to attract sufficient developer and / or occupier interest.
- Likelihood – uncertain / medium
 - Impact – high
 - Mitigation – close and challenging oversight of the commercial advice received on the type and strength of market demand for a range of appropriate town centre uses (effectively stage one of the commission)

8. Key Decision Information

- 8.1 This is a key decision because whilst it has direct implications on only one ward it clearly has significance to a great number of wards as the main town centre for the borough. The report has been included in the Forward Plan. Members' attention is drawn to the fact that any final decision on any alternative form of development will be a decision made at a meeting of full Council.

9. Previous decisions of Council or Cabinet

9.1 Set out below is a list of all the key decisions made in respect of Ryecroft:

7.11.2017 – resolution to grant planning permission for the “approved” scheme;

7.12.2016 – land sale contract update;

7.9.2016 – information report confirming EMT decisions dated 27.7.16 regarding the Ryecroft and Civic Hub arising from HDD request for “Brexit clause” in land sale contract;

23.09.2015; authority to proceed with the Civic Hub and ryecroft projects on the basis set out in the reports;

27.11.2013; authority to demolish and proceed with Ryecroft marketing, authority to work with partners on the business case for Civic Offices relocation and;

28.07.2010; Freehold Acquisition of former Sainsbury's and establish whether there is a business case to relocate from Civic Offices.

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

Date 7 November 2018

1. **REPORT TITLE** Newcastle Market
- Submitted by:** Executive Director – Regeneration & Development
- Portfolio:** Deputy Leader of the Council and Portfolio Holder - Finance and Efficiency
- Ward(s) affected:** Town directly (and wider borough indirectly)

Purpose of the Report

To update Members on the current situation with the management of Newcastle market and seek a decision(s) on the preferred option for the future.

Recommendations

- a) That in the short term the Council continues to run the market on its current footing.
- b) That the Council reviews the management and operation of the market in Newcastle town centre in co-operation and consultation with local interested parties.
- c) That the views of the Economy, Environment and Place Scrutiny Committee are sought as a part of the review of the management and operation of the market in Newcastle town centre.
- d) That the Executive Director Regeneration & Development, in liaison with the Portfolio Holder, work with officers to consider the detail of the review.
- e) That the conclusion of the review is implemented at the earliest opportunity in liaison with the Portfolio Holder and other stakeholders.

Reasons

Despite extensive efforts by both parties it has not proved possible to transfer management of Newcastle market to an external operator. The Council therefore needs to consider what options are available to it to support and stabilise the market in Newcastle town centre.

1. **Background**

- 1.1 In March 2017 Cabinet resolved to seek an external operator to take on the running of the market in Newcastle town centre. Officers subsequently completed a tendering exercise and after due consideration recommended that an offer from Market Place Management Ltd be accepted. Accordingly, in October 2017 Cabinet resolved to accept that offer.
- 1.2 Since that time officers have been working with representatives from Market Place Management Ltd to come to a mutually acceptable agreement, taking account of difficult trading conditions which has resulted in further decline in the number of traders (along with

the income received by the Council). Despite extensive efforts by both parties to bring this to a resolution it has unfortunately not been possible to do so and consequently both parties have agreed that the matter will not be progressed.

2. **Issues**

2.1 The market is considered to be an integral part of the town centre offer and contributes to the overall retail experience for local people and visitors to enjoy. So in view of the above it is now necessary for the Council to consider both the short and longer term options for managing the market. It is considered likely that attempts to repeat a tender exercise would produce a further period of uncertainty for all stakeholders involved in the market.

3. **Options Considered**

3.1 As indicated above the option of seeking another partner to operate the market would not be appropriate at this stage because of the further period of uncertainty it would create. It is however appropriate to consider both the immediate and longer term options for the market.

3.2 For the immediate future, in consideration of the busy pre-Christmas trading period, it is considered most appropriate for the market operation to continue on the current basis.

3.3 In the longer term the Council needs to consider how best the market can be supported in the face of the nationally recognised challenges facing High Streets which has received extensive media coverage over recent months. The following options are available to the Council:

a) Continue to run the market on the current basis.

It is apparent that the current mode of operation for the market has been unable to stabilise its performance. If the market is to be supported and stabilised then the Council will need to consider how best it can use the resources available to it. Current working practices were established a considerable number of years ago and would benefit from being refreshed in light of changing operational requirements and changes in industry practice. In the longer term therefore continuing to run the market on the current basis would not be the recommended option.

b) Close the market

There has been a market in Newcastle town centre for in excess of 800 years and it forms a part of the town's identity. To close the market would be to disconnect the town centre from its historic origins and detract from the daily life of the town. It is acknowledged that High Streets generally face an unprecedented challenge from changing consumer habits. However the attraction of a street market contributes to the town's resilience in the face of this challenge and the market is a valued resource for many residents. This would not therefore be the recommended option.

c) Review the operation of the market

Carrying on with previous practices is demonstrably failing to achieve improvement to the market's performance so it is clear that changes are necessary. To do this to greatest effect it would be advisable to work with market traders, market staff, the existing contracted licensee, local partners (such as the BID) and the wider public to consider what is valued most about the market. The conclusion of this work would then enable officers in consultation with the Portfolio Holder to make a decision on the longer term vision for the market. This is the recommended option.

4. **Proposal**

- 4.1 That in the short term the Council continues to run the market on the current basis.
- 4.2 That the Council reviews the management and operation of the market in Newcastle town centre in co-operation and consultation with local interested parties.
- 4.3 That the views of the Economy, Environment and Place Scrutiny Committee are sought as a part of the review of the management and operation of the market in Newcastle town centre.
- 4.4 That the Executive Director Regeneration & Development, in liaison with the relevant Portfolio Holder, work with officers to consider the detail of the review.
- 4.5 That the conclusion of the review is implemented at the earliest opportunity in liaison with the Portfolio Holder and other stakeholders.

5. **Reasons for Preferred Solution**

- 5.1 Consideration of Newcastle market in partnership with those local businesses, organisations (such as the BID) and people who have an interest in its future will facilitate production of a locally supported and appropriate response to its future.

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

- 6.1 It is considered that the future management, operation and success of Newcastle Market contributes to the following new priorities as reflected in the Council Plan 2018-22:
 - a) Local Services that Work for local People
 - b) A Town Centre for All

7. **Legal and Statutory Implications**

- 7.1 The Council has an ancient Charter right to operate a market within Newcastle but no statutory obligation to run one. The ancient right is supported by provisions within Part III of the Food Act 1984.
- 7.2 The Council is not obliged to consult on the future of Newcastle market but it is in line with Council corporate priorities to do so in the interests of producing a locally responsive service.

8. **Equality Impact Assessment**

- 8.1 There is no identified equality issues as the proposed consideration of the market is intended to seek an improvement of the service to all customers. It could be considered that by retaining a street market in Newcastle town centre the Council is retaining a highly accessible form of retail in the town centre.

9. **Financial and Resource Implications**

- 9.1 There are no further adverse budgetary implications at this stage, whilst noting that known requirements were built into the 2018-19 budget. Financially the market is largely self-sufficient (excluding recharges) due to the pressure that was fed into the 2018/19 budget setting. This means that the income currently meets all controllable (direct) costs, with the exception of an amount that is equivalent to the business rates payable. Any longer term financial implications arising from future management of the market would need to be assimilated into the MTFS and the 2019/20 budget.

10. **Major Risks**

- 10.1 The main risk in the short term is that ongoing uncertainty could lead to ongoing decline in the market's performance. This should be mitigated by the ongoing management by the Council.
- 10.2 Any longer term risks will be considered as a part of drafting the longer term proposals for the market.

11. **Sustainability and Climate Change Implications**

- 11.1 Markets remain a sustainable retail option. In particular Newcastle market operates in a town centre location that is accessible by public transport and is within easy walking distance of a number of residential areas. The fresh produce on offer on the market uses less packaging than is commonly used by larger retailers and so offers consumers a less plastic-intensive shopping option.

12. **Key Decision Information**

- 12.1 The town centre market is in the Town Ward; however market customers will be drawn from a wider area of the Borough.
- 12.2 It was not possible to pre-plan this decision in the Forward Plan due to the need to respond in a timely manner to the cessation of the relationship with Market Place Management Ltd.

13. **Earlier Cabinet/Committee Resolutions**

- 13.1 18 October 2017
- 13.2 22 March 2017

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE
CABINET**

Date: 7 NOVEMBER 2018

1. **REPORT TITLE** ONE PUBLIC ESTATE – KNUTTON MASTERPLANNING PROJECT
- Submitted by:** EXECUTIVE DIRECTOR (REGENERATION & DEVELOPMENT)
- Portfolio:** PLANNING & GROWTH
- Ward(s) affected:** KNUTTON

Purpose of the Report

To seek Members' approval for the joint submission of a bid to the Government's "One Public Estate" programme for funding for the Knutton masterplanning project.

Recommendations

- (a) That officers be authorised, in liaison with the relevant Portfolio Holder and officers of Staffordshire County Council, to submit a bid for funding from the Government's One Public Estate programme (round 7) to support the masterplanning of relevant surplus land parcels in the ownership of the two Councils.
- (b) That, in the event that the funding bid succeeds, officers be authorised, in liaison with the Portfolio Holder, to work with officers of the County Council to procure appropriate consultants to prepare the masterplan, including any associated actions.
- (c) That, subject to (a) and (b), officers be asked to report back the outcome of any masterplan.

Reasons

Members agreed in June 2011 to dispose of the former Knutton Recreation Centre site as part of the plans to develop Jubilee 2 and this was reaffirmed in October 2011 following comments from Scrutiny Committee. More recently Cabinet agreed, in principle, to procure masterplanning work in this location (along with two other areas). It is considered that the OPE round 7 programme presents an opportunity to lever external funds to support the preparation of a comprehensive masterplan focussing upon the surplus land of the two Councils along with potential land/property in the ownership of the Council's strategic partners.

1. **Background**

- 1.1 At Cabinet on 19 September 2018 Members resolved, in the context of an updated Asset Management Strategy, to procure masterplans in respect of three locations involving Council-owned land; Birchenwood, adjacent to Bradwell Crematorium and Knutton.
- 1.2 The Government is seeking submission of bids under round 7 of its "One Public Estate" (OPE) programme (key excerpts are underlined to provide relevant emphasis). The One Public Estate (OPE) programme is "a cross Government partnership between the Cabinet Office, the Local Government Association (LGA) and the Ministry of Housing, Communities

and Local Government (MHCLG), who are partnering to support the best use of that land and property including unlocking surplus public land for housing.”

- 1.3 The bid guidance document goes on to say that “In addition to practical and technical support, a national fund of circa £15 million is available. This will comprise of £12 million in grant funding and £3 million in sustainable grants. New and existing OPE partnerships are invited to apply, and funding is likely to be awarded as a combination of grant and sustainable grant. This will support the delivery of collaborative public sector land and property projects – in particular those which enable the release of public land for new homes.”
- 1.4 The relevant guidance document goes on to say that:
“Whilst funding for OPE will focus on delivering housing, our core ethos remains the same. OPE continues to be locally led, driven by the shared local and national priorities. It is for partnerships to decide which schemes they seek funding and support for, based on these shared priorities.”
- 1.5 More specifically in terms of qualifying criteria the guidance states that:
 - All OPE projects must involve collaboration between two or more public bodies.
 - All projects will be required to demonstrate collaboration across local government, where there is a case to do so.
 - We particularly encourage applications seeking to unlock or accelerate housing schemes using innovative technologies and delivery solutions such as Modern Methods of Construction which will deliver quality housing at pace.”

2. **Issues**

- 2.1 In view of the above it is considered that the Knutton locality offers the greatest prospect of achieving a successful funding bid including land owned by both the Borough and County Councils. There is also potential scope for involving land in the ownership of key partners of the Council.

3. **Options Considered**

- 3.1 Do nothing – this is not an option. The Council (and Staffordshire County Council) own surplus land and property in Knutton which would benefit from comprehensive masterplanning. Previous resolutions have been made during the Renew programme period and most recently in the decision made at Cabinet in September 2018 which, when taken together, indicate that this is not an option.
- 3.2 Disposal of land parcels disparately and incrementally – this option may enable the better quality sites to be developed relatively quickly but may mean that the poorer quality sites are shown to be unviable on their own.
- 3.3 Commissioning of a comprehensive masterplan – this option presents the opportunity to share costs (including the sharing of infrastructure costs) and values as well as creating a coherent overall distribution of land uses. Additionally there is greater scope to introduce a variety of approaches to housing delivery such as Modern Methods of Construction or Self-Build in some parts of the overall area. The opportunity to secure external funding (through OPE round 7) would mean that any local resources (in kind or otherwise) would be optimised.

4. **Proposal**

4.1 The preferred option is the commissioning of a comprehensive masterplan by bidding for OPE round 7 funding for the reasons cited above.

5. **Outcomes Linked to Corporate Priorities**

5.1 The proposal would contribute to the new Council Plan priority of “Growing our people and places”.

6. **Financial and Resource Implications**

6.1 There are no direct financial implications arising from the submission of this bid other than officer time.

7. **Major Risks**

7.1 There are no major risks arising from participating in the bidding process. Should the bid fail then the two Councils would have to consider alternative options for progressing the matter.

8. **Key Decision Information**

8.1 This is not a key decision at this stage but it has been brought to Cabinet in the context of the recently updated Asset Management Strategy.

9. **Earlier Cabinet/Committee Resolutions**

9.1 19.9.18 – Cabinet approval of new Asset Management Strategy.

9.2 Previous resolutions in relation to the Market Renewal programme and decisions in relation to the closure and subsequent demolition of the former Knutton Recreation Centre.

10. **Background Papers**

10.1 OPE Round 7 guidance.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE CABINET

Date 7th November 2018

1. **REPORT TITLE** Plan to reopen Kidsgrove Sports Centre
- Submitted by:** Acting Chief Executive – John Tradewell
- Portfolio:** Corporate and Service Improvement, People and Partnerships
- Ward(s) affected:** All

Purpose of the Report

To provide a further update to members on the progress made in re-providing sports facilities in Kidsgrove.

Recommendations

It is recommended that Cabinet:

- (a) Agrees, in principle, to accept a transfer of the Sports Centre from the County Council together with a sum of £362,990 in respect of demolition costs.
- (b) That the Council ensures that any transfer to the Borough Council is simultaneous with a transfer from the Borough Council to the Kidsgrove Sports Centre Community Group CIO on like terms, including the funding, and transferring the ongoing risk for the Sports Centre to the CIO.
- (c) That a meeting be arranged between the Borough Council, the Kidsgrove Sports Centre Community Group CIO and officers of the County Council as soon as possible to agree a project plan to move the transaction forward and put in place plans for the refurbishment at the earliest opportunity.
- (d) That the Leader of the Council be given delegated authority, in consultation with the Council's Executive Management Team officers, to take such decisions on behalf of the Council as are necessary to progress this matter.
- (e) That the Council asks the Kidsgrove Sports Centre CIO to agree to allow a local member from the area to become a full voting member of the CIO Board.

Reasons

This represents a real opportunity to work with the local community and partners to ensure the re-provision of a quality sports offer in Kidsgrove while a more comprehensive plan for the area is developed.

1. **Background**

1.1 This report provides a further update on progress following the report to cabinet in September 2018. The report focuses on progress by the Borough Council, Kidsgrove CIO, County Council and others to re-open the dry-side of the former sports centre.

1.2 The County Council's Property Sub-Committee met on the 7th November 2018 to consider the future of the Sports Centre and agreed to the following recommendations:

That Staffordshire County Council transfers the freehold interest in the Kidsgrove Leisure Centre to Newcastle Borough Council for a nominal sum together with a contribution to the demolition costs of the current end of life building. The amount to be decided by the property committee.

That the transfer includes clauses to recover the demolition costs if the building is not demolished or refurbished for re-use as a leisure centre within 12 months and that use be restricted to leisure purposes and any other use would require repayment of any demolition cost contribution and undervalue element.

1.3 The amount agreed by the Property Sub Committee was £363,000.

1.4 This means that, together with the £300,000 contribution from the Borough Council, there are now funds available for the refurbishment of the dry side of the Kidsgrove Sports Centre in excess of the sum sought by the Kidsgrove Sports Centre Community Group CIO for the refurbishment. This means that the Borough Council is better placed to support the CIO in moving forward with their plans for refurbishment of the Sports Centre.

1.5 In order to keep momentum going it is proposed to quickly get together the various officers from the two Councils and representatives of the CIO to put in place the project planning to deliver a refurbished sports centre at the earliest opportunity. This project still has some way to go before it can be brought to fruition, but with the funding available from the Borough Council and the County Council there is now a real prospect of being able to re-provide this much needed sport facility in Kidsgrove in the relatively near future.

2. **Issues**

2.1 There are risks associated with accepting a transfer of the building from the County Council as it comes with full liability for the building. There are two mitigations to this:

- Firstly, the building will come with a sum equivalent to the estimated demolition costs which, along with the Borough Council's own agreed financial contribution of £300,000, should enable the building to be brought back into an acceptable state of repair.
- Secondly, the Borough Council would seek to offset those risks by the back-to-back transfer of the building to the CIO.

2.2 It will be necessary to commit time and resources to undertake due diligence checks on both the business plan and the building's condition/ refurbishment costs, particularly to ensure that the project can be undertaken within the 12 month funding window proposed by the County Council

2.3 Consideration needs to be given as to who carries out the building works and it is suggested that this is an item for early consideration. If the CIO carries out the works, consideration will need to be given as to how the payment of the funding to the CIO is phased. .

3. **Options Considered**

3.1 The acceptance of the proposed transfer and funding from the County Council allows the project to reopen Kidsgrove Sports Centre to continue.

3.2 The alternative available to Members is to decide not to take a transfer of the facility from the County Council. If this course of action were to be chosen, the project to reopen Kidsgrove Sports Centre is at an end.

4. **Proposal**

4.1 It is proposed that the Council accepts the transfer on the basis set out in this report.

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 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 Council remains fully committed to developing modern sports facilities in the area to replace those at Kidsgrove Sports Centre that due to their age are not fully compliant with current standards.

9. **Financial and Resource Implications**

9.1 None from this decision. The financial implications for the project as a whole have been set out in previous reports. In addition to officer time (which will need to be prioritised) it is expected that the professional fees arising from the procurement of any necessary specialist advice will be funded from the financial provision made by the parties.

10. **Major Risks**

10.1 There are both financial and non-financial risks in re-opening the sports centre that has been closed for over a year; specifically whether the level of investment identified is sufficient. In addition, there is a risk as to whether the level of patronage by the Kidsgrove community will be sufficient for the operation to recover operational costs.

These risks will be shared by the Council and other partners, to minimise the Borough Council's exposure.

10.2 The most significant risk would arise in the event that the centre cannot operate viably after opening. This needs to be considered as part of the land transaction arrangements so that the risk to the Council is mitigated.

11. **Earlier Cabinet/Committee Resolutions**

- 11.1 Cabinet July 2018
- Cabinet March 2018 (Memorandum of Understanding between the Borough Council and County Council)
- Cabinet July 2017
- Active and Cohesive Scrutiny Committee October 2017
- Cabinet September 2018

FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER TWO (July-September) 2018-19

Submitted by: Executive Management Team

Portfolio: Corporate & Service Improvement, People & Partnerships, Finance & Efficiency

Wards Affected: All

Purpose

To provide Cabinet with the Financial and Performance Review report with the Financial and Performance Review report – second quarter 2018/19.

Recommendations

- (a) That Members note the contents of the attached report and agrees to the recommendation that the Council continues to monitor performance alongside the latest financial information for the same period.
- (b) That Members support the future development of the Financial & Performance report to reflect the vision and priorities of the Council Plan 2018-2022.

Reasons

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

1. Background

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the second quarter of 2018/19 by presenting performance data set within a financial context.
- 1.2 This report provides broad financial information (Appendix A) and also details performance (Appendix B) for the second quarter of 2018/19.
- 1.3 A summary of the overall performance picture is presented in section 3 of this report and members will note that performance is generally progressing well.

2. 2018/19 Revenue and Capital Budget Position

- 2.1 The Council approved a general fund revenue budget of £13,335,420 on 21 February 2018. Further financial information is provided in Appendix A.

3 Performance

- 3.1 The latest performance information for quarter two has been analysed.
- 3.2 All indicators monitored for this period are listed in the table found in Appendix B.
- 3.3 Any indicators failing to meet the set targets include a comment explaining why the indicator has not performed well, and what steps are being taken to ensure improvement in the future.

- 3.4 The layout for Appendix B changed in early 2018.
- 3.5 For this report a total of 21 indicators were monitored, and the proportion of indicators which have met their target or are within tolerance levels during this period stands at 71%.
- 3.6 There are 6 indicators off target this quarter, with 1 within tolerance and officers consider that the performance against these indicators does not give rise to serious cause for concern at present (see commentary provided at Appendix B). The management of each of the service areas concerned continue to monitor and take steps to deal with under achievement of targets where possible and/or appropriate.

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

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

4. Development of the Financial and Performance Report

- 4.1 The performance section –Appendix B has been updated in quarter two and the indicators align to the new vision and priorities of the new Council Plan 2018-2022.
- 4.2 The performance measures are currently being reviewed to reflect the priorities in the new Council Plan. The next quarterly performance report will be based around the new indicators.
- 4.3 During the next six months, the format and content of the report will be reviewed and developed in order to reflect the progress of the planned aims of the Council Plan 2018-2022.
- 4.4 Additional performance information will be provided, not only to ensure the monitoring of the corporate activities of the council, but also to inform Members, businesses and residents of performance in their local economy.

5. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

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

6. Legal and Statutory Implications

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

7. Equality Impact Implications

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

8. Financial and Resource Implications

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

9. Major Risks

- 9.1 The ongoing changing market conditions represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may choose whether or not to use Council facilities or in the case of the waste/recycling service where the volume of recycled materials is liable to fluctuate. The situation will be monitored through the normal budget monitoring procedures.
- 9.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.
- 9.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

10. List of Appendices

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

11. Background Papers

Working papers held by officers responsible for calculating indicators.

12. Management sign off

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

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

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Financial Position Quarter Two 2018/19

1. General Fund Revenue Budget

- 1.1 The Council approved a General Fund Revenue Budget of £13,335,420 on 21 February 2018. The actual position compared to this budget is continuously monitored by managers, EMT and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.

2. Capital Programme

- 2.1 A Capital Programme totalling £2,549,000 was approved for 2018/19. Of this total £1,502,000 relates to the total cost of new schemes for 2018/19 together with £1,000,000 for schemes funded by external sources (Disabled Facilities Grants) and £47,000 brought forward from the original 2017/18 Capital Programme. In addition £332,630 slippage was incurred in 2017/18, resulting in a total Capital Programme of £2,881,630 for 2018/19.

3. Revenue Budget Position

- 3.1 At this point in the financial year, we would have expected to have spent approximately £4,973,118; we have actually spent £5,021,268. Therefore, as at the end of the second quarter, the general fund budget shows an adverse variance of £48,150.

- 3.2 The main reasons for the overall adverse variance to date are:

- a. Waste Services is operating at a net overspend. This is due predominantly to a shortfall in recycled material income. A review of the service has been taken and a recovery plan produced to minimise the shortfall in this area.
- b. Income from car parking is below the amount budgeted for, a review of car parking income has been undertaken and was reported to the last meeting of the cabinet. The sale of Permits is being promoted with key partners and large businesses in an attempt to improve income levels.

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

- a. Employee costs in respect of a number of vacant posts and flexible retirements that have taken place across the Council.
- b. Income from planning application fees is in excess of that expected for the first two quarters due to a number of major planning applications.

4. Capital Programme Position

- 4.1 The Capital Programme approved by Council in February 2018 has been updated to take account of slippage in 2017/18. Where planned expenditure did not occur last year, this has been added to the budget for 2018/19 (apart

from any cases where costs have been reduced or expenditure will no longer be incurred). The revised budget for capital projects in 2018/19 totals £2,881,630.

- 4.2 £747,634 of the revised budget was expected to be spent by 30 September; the actual amount spent was £782,791 resulting in an adverse variance at the end of the second quarter of £35,157.

Corporate Performance Scorecard Quarter 2, July - September 2018-19





Priority 1: Local Services that Work for Local People

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Q2 2017-18	Result Q2 2018-19	Target 2018-19	Status	Notes
1.1	Environmental Health	Cllr. Trevor Johnson	Percentage of food premises that have a zero or one national food hygiene rating	Low	1.28% (11 out of 861 published premises)	1.54% (17 out of 1107 published premises)	5%		Results continue to be within target.
1.2	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):-						
1.2a			· Dry Recycling	High	19.63%	19.53%*	18%		The annual figures for waste were as follows; Dry -18.68%*, Food 5.57%* and Green -21.82%*. Garden waste down on same period last year due to very hot summer.
1.2b		· Food	High	5.73%	5.7%*	5%			
1.2c		· Green	High	26.07%	21.95%*	20%			
1.3	Operations	Cllr. Trevor Johnson	Levels of street and environment cleanliness (LEQ survey) free / predominantly free of litter, detritus, graffiti and fly-posting)	High	95.5% 97.56% 99.83% 100%	88.17% ** 89.05%** 99.83% 100%	91% 91% 97% 99%		The first survey for 2018-19 was undertaken in Qtr 2 and the results were slightly off target but within tolerance levels.
1.4	Customer & ICT		Percentage of requests resolved at first point of contact	High	97%	99%	97%		The result exceeds the target set for Qtr 2.
1.5	Customer & ICT	Cllr. Simon Tagg	% Unmet demand (number of calls not answered as a % of total call handling volume)	Low	8.74%	10.58%	8%		The increase in the 2nd quarter rate was a result of the move to Castle House. Due to customer services being the front of house, training was required in making sure that all new systems that were in place were working, and additional training to understand how the partners work was essential in making sure that all went smooth on the opening. Therefore, staff had the opportunity to get themselves familiar with their new surroundings, causing minimum staff available on the phones and as a result of changes to the official opening, this also had an impact as staff were granted leave for the summer holidays.
1.6	Revenues & Benefits	Cllr. Stephen Sweeney	Time taken to process Housing/Council Tax Benefit new claims and change events	Low	5.91 days	5.87 days	10 days		The results are above the targets set for Qtr 2.
1.7			Percentage of Council Tax collected	High	50.29%	52.90%	50.11%		
1.8			Percentage of National non-domestic rates collected	High	57.40%	57.60%	52.44%		
1.9	Human Resources	Cllr. Simon Tagg	Average number of days per employee lost to sickness	Low	4.1days	5.05 days	4 days Qtr 2 (8 days annual)		In Qtr. 2, the effect of sickness absence on the annual target of 8 days can be seen. Both short term and long term sickness cases are continuing to be pro-actively managed with HR and Occupational Health support.

*Results are provisional at this time.

**Results are within tolerance.

Priority 2: Growing our People and Places

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Q2 2017-18	Result Q2 2018-19	Target 2018-19	Status	Notes
2.1	Operations	Cllr. Trevor Johnson	Number of community volunteer groups/hours spent caring for their local green spaces and neighbourhoods	High	1,680 hrs	445hrs	250 hrs Qtr 2 1,000 hrs (annual)		The figure continues to exceed the target.
2.2	Culture & Arts	Cllr. Mark Holland	Number of hours worked by volunteers in council co-ordinated activities (museum)	High	695hrs Qtr 2 (1,270 hrs cumulative)	514.87hrs Qtr 2 (1,029.74 hrs cumulative)	500hrs Qtr 2 (900hrs cumulative)		The result continues to be above target for this indicator. Figures are lower than in 2017/18 due to end of the Astley Project at the museum which means fewer volunteer hours worked.
2.3	Planning & Development	Cllr. Paul Northcott	Percentage of Major Planning Applications decisions issued within an agreed extension of time	High	72.70%	52.60%	72.50%		The target has been increased for 2018-19 to reflect changing national targets. The result is well below target and is due primarily to case management issues where agreements to extend the statutory period were either not sought or were not sought/provided by agents in time. Whilst the performance achieved is not symptomatic of applicants' concerns, given that this is a national designation measure, it would be a considerable concern if performance did not improve. Annual performance for 2017/18 was 78.4% and with more pro-active case management it is anticipated that the performance target could be achieved by the end of the year. It is also worth noting that significant fluctuations in performance will arise because of the relatively small number of applications involved.
2.4	Planning & Development	Cllr. Paul Northcott	Percentage of Non Major Planning decisions issued within an agreed extension of time	High	81.60%	80.40%	85%		This target has not quite been met again this quarter, although performance has improved. More pro-active case management it is hoped may bring further benefits. The Council's performance remains above the Government target.

Priority 3: A Healthy, Active and Safe Borough

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Q2 2017-18	Result Q2 2018-19	Target 2018-19	Status	Notes
3.1	Operations	Cllr. Trevor Johnson	Number of parks which have Green Flag status	High	7	7	7		
3.2	Operations	Cllr. Trevor Johnson	Level of satisfaction with Council run parks and open spaces	High	N/A	N/A	66%	N/A	This will be reported in March 2019.
3.3	Community Safety	Cllr. Jill Waring	Number of Anti-Social Behaviour (ASB):-						
3.3a			-New ASB cases received during the quarter	Low	111	103	-	-	The number of cases reported this quarter are down on the same period for last year and the current caseload is lower too.
3.3b			-Current open ASB cases as at the end of the quarter	Low	25 (30/09/18)	17 (30/09/18)	-	-	
3.3c			-ASB cases closed in the quarter	Low	119	113	-	-	
3.4	Culture & Arts	Cllr. Mark Holland	Number of people visiting the museum	High	23,758 Qtr 2 (42,304 cumulative)	24,808 (45,228 cumulative)	20,000 Qtr 2 36,000 cumulative)		The result for Qtr 1 is higher than the result for the previous year and exceeds the target of 16,000 set for the same period this year.
3.5	Leisure	Cllr. Mark Holland	Number of people accessing leisure and recreational facilities	High	159,431 Qtr 2 (323,720 cumulative)	159,428 Qtr 2 (318,523 cumulative)	150,000 Qtr 2 (600,000 annual)		The figures for Qtr 1 this year exceeds the target set.

Priority 4 : A Town Centre for All

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 2 2017-18	Result Qtr 2 2018-19	Target 2018-19	Status	Notes
4.1	Regeneration & Economic Development	Cllr. Simon Tagg	Town Centre Vacancy Rate	Low	13.19%	17.4%	15%		The 2nd quarter vacancy rate shows only a very slight increase (0.2%) despite the vacating of four town centre premises due to the opening of Castle House. This has been offset by the opening of six new independent businesses, mainly in secondary retail areas. The three covered shopping malls continue to have high vacancy rates as does Lancaster Building.
4.2	Property	Cllr. Paul Northcott	Percentage of investment portfolio vacant (NBC owned)	Low	6.90%	11.40%	12%		This indicator remains within target.
4.3	Regeneration & Economic Development	Cllr. Stephen Sweeney	Average stall occupancy rate for markets	High	57%	52%	65%		Members should be aware that the long-term (estimated 30 weeks) highway maintenance works immediately next to market stalls has had an adverse impact on stall occupancy rates. In addition the increased vacancy rate of retail units would suggest that there is reduced footfall in the town centre. Nevertheless it is hoped that the planned new commercial management arrangements will help to improve the market's overall performance.

N/A Performance information not available at this time or due to be provided at a later date.

Performance is not on target but direction of travel is positive

Performance is not on target where targets have been set

Performance is on or above target.

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