# Public Document Pack

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| **Date of meeting** | **Wednesday, 4th September, 2019** |
| **Time** | **2.00 pm** |
| **Venue** | **Lancaster Buildings, - Ironmarket, Newcastle, Staffs** |
| **Contact** | Geoff Durham 01782 742222 |

**NEWCASTLE UNDER LYME BOROUGH COUNCIL**

**Castle House
Barracks Road
Newcastle-under-Lyme
Staffordshire
ST5 1BL**

# Cabinet

# AGENDA

## PART 1 – OPEN AGENDA

**1      APOLOGIES**

**2      DECLARATIONS OF INTEREST**

To receive declarations of interest from Members  on items included in the agenda.

**11      URGENT BUSINESS**

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

**12      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.

## 14 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

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

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

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

**NOTE:** THERE ARE NO FIRE DRILLS PLANNED FOR THIS EVENING SO IF THE FIRE ALARM DOES SOUND, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

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# CABINET

Wednesday, 10th July, 2019
Time of Commencement: 2.00 pm

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| **Present:-** | Councillor Simon Tagg – Chair |
| Councillors | M. Holland, P. Northcott and S. Sweeney |
| Officers | David Adams - Executive Director Operational Services, Geoff Durham - Mayo Support Officer, Jan Willis - Interim Executive Director - Resources and Supp Hamilton - Chief Executive, Caroline Elwood - Interim Head of Legal / Monitori Harris- Marketing and Communications Oficer and Phil Jones - Head of Comm |
| Apologies | Councillor(s) T. Johnson and J Waring |

1. **APOLOGIES**

   Apologies were received from Councillor's Trevor Johnson and Jill Waring.

   The Leader, Councillor Simon Tagg informed the Cabinet that Councillor Johnson was recovering from an operation and sent best wishes for a speedy recovery.

2. **DECLARATIONS OF INTEREST**

   There were no declarations of interest stated.

3. **MINUTES**

   **Resolved:**   That the Minutes of the meeting held on 5 June, 2019 be agreed as a correct record.

4. **JUBILEE2 UPDATE**

   A report was submitted to Cabinet updating Members on the current position in respect of Jubilee2.

   The Portfolio Holder for Leisure, Culture and Heritage- Councillor Mark Holland stated that the centre received between ten and twelve thousand visitors each week and the Council had a responsibility to the taxpayer to get the best possible value and services from the centre.  Members' attention was drawn to paragraph 3.4 of the report and were advised that they would receive further updates in due course.

   Reference was made to the confidential appendix that would be considered in the closed session later in the meeting.

   Members' attention was drawn to paragraphs 1.5 and 1.6 of the report and were informed that a proposal had been made to enter into a three year contract with Strategi Solutions who would then be responsible for  identifying opportunities for income generation, selling advertising space, collecting the revenue and drafting agreements.

Councillor Holland stated that it was important to market the leisure centre better in the future.

The Portfolio Holder for Finance and Efficiency, Councillor Stephen Sweeney stated that problems had occurred because people were not called back when defects were found.

Members endorsed the report.

The Leader thanked the Chief Executive, Martin Hamilton for the work that he had done on this.

Reference was made to the overspend, stating that the centre should at least be breaking even now. Alliance Leisure had been brought in to address some of the issues.

**Resolved:** (i) That the information be received and the approach outlined in this report to address the budget deficit be endorsed.

(ii) That the information be received and the approach outlined in this report to have effective repairs undertaken in the most economically efficient manner be endorsed and a further report in relation to the building's latent defects be brought to a future Cabinet meeting.

(iii) That the Executive Director Operational Services be given the authority to enter into a contract to secure a partnership for marketing support with Alliance Leisure for a period of four years.

(iv) That the Executive Director Operational Services be given the authority to enter into a contract to secure a partnership for commercial advertising sales with Strategi Solutions for a period of three years.

(v) That funding for remedial works as set out in the recommendation in the Confidential Appendix, be approved.

5. **20 SIDMOUTH AVENUE, NEWCASTLE**

A report was submitted to Cabinet to consider options for the future of this redundant property and options for its redevelopment.

The Portfolio Holder for Planning and Growth, Councillor Paul Northcott advised Members that in September 2015, Council had resolved to dispose of the site as a single lot. In 2028, Members directed that the decision be revisited to consider alternative options for the site to enable the enhancing of the value of the site.

Tarpey Woodfine were engaged to provide alternative residential scheme layouts and Butters John Bee were engaged to provide valuation advice in respect of these

The Chief Executive and officers were thanked for their work on this.

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Reference was made to the confidential appendix that would be considered in the closed session later in the meeting.

The Leader stated that Sidmouth Avenue was within a Conservation Area and that a lot of work had been carried out to protect the character of that area.

The existing building, with the removal of the 1950's extension would provide a nice family home and the land would allow for other houses to be built.

Members welcomed the report stating that nit was an excellent development and a great way of managing our assets.

**Resolved:** (i) That the Chief Executive, in consultation with the Portfolio Holder be given delegated authority to:

(i.i) secure Planning Consent for:

(i.i.ii) Demolition of the post 1950's building extensions,.making good external walls, on the existing building;

(i.i.iii) Change of use of the existing building to residential;

(i.i.iv) Three substantial 4-5 bedroomed detached houses, each having integral garages.

(i.ii) Dispose of the retained building for refurbishment as a single 4-5 bedroomed detached dwelling or 2 Apartments, in a manner that protects the future use of the property.

(i.iii) Restrict future use of the dwellings to single family accommodation by way of covenant;

(i.iv) Dispose of the 3 plots with the benefit of planning permission, in a manner that protects the future use of the properties. i.e. single family accommodation.(option 2.9B)

(ii) That the costs of demolishing the building extensions and making good external walls be added to the 2019-20 capital programme, to be replenished in 2020-21 from the net proceeds of disposal.

6. **AIR QUALITY MINISTERIAL DIRECTION UPDATE**

*The Leader, Councillor Simon Tagg introduced this item on behalf of the Portfolio Holder for Environment and Recycling, Councillor Trevor Johnson.*

A report was submitted to Cabinet seeking support to update and advise of the progress following development of the Strategic Outline Case.

The Leader stated that this was the fourth Cabinet report on this since the Spring. Members' attention was drawn to paragraphs 2.5 and 3 of the report.

Three Authorities were involved in this project: Newcastle –under-Lyme Borough Council, Stoke on Trent City Council and Staffordshire County Council.

There was a need to work with public transport operators.

A response had been received from Therese Coffey MP which stated that it had been recognised that local authorities wanted to see a  highways and transport solution to the problem and not Clean Air Zones.

The Leader proposed two additional recommendations,  (ii) and (iii) which were agreed by Members.

Councillor Sweeney referred to the Taxi Policy for this Authority which had recently been considered which had agreed to bring the age of taxis in line with Stoke on Trent – keeping older vehicles on the road.

Councillor Holland  said that it was important that we did what we could to improve air quality within the Borough.

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| **Resolved:** | (i) | That the report be noted. |
| | (ii) | That Paul Farrelly MP be asked to continue to raise issues related to a Clean Air Zone both inside and outside of Parliament. |
| | (iii) | That the Leader of the Council report back to the next meeting of the Cabinet, with the results of meetings held with the Leaders of Stoke on Trent City Council and Staffordshire County Council. |

## 7.     NEWCASTLE HOUSING ADVICE SERVICE CONTRACT

*The Leader, Councillor Simon Tagg introduced this item on behalf of the Portfolio Holder for Community Safety and Wellbeing, Councillor Jill Waring.*

A report was submitted to Cabinet setting out the options available for the provision of the Council's statutory homelessness, housing advice and housing register services for April 2020 onwards when the current extended contract expires.

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| **Resolved:** | (i) | That the Newcastle Housing Advice (NHA) Service Contract for a 3 year contract be retendered with an option to extend for a further 3 years subject to satisfactory performance and funding. |
| | (ii) | That Executive Director (Resources and Support Services) and Section 151 Officer in conjunction with the Portfolio Holder for Community Safety and Wellbeing be authorised in consultation with the Portfolio Holder to finalise the specification/service outline, undertake the tendering process,  if required to complete any post tender negotiations and award the contract to the successful contractor. |
| | (iii) | That the requirement of the successful contractor to work with the Council to develop the service delivery in future years of the contract be supported. |

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(iv)     That the Executive Director (Resources and Support Services) and Section 151 Officer in conjunction with the Portfolio Holder for Finance and Efficiency be authorised to assess the procurement options linked to the delivery of a Choice Based Lettings IT software and associated Homeless Prevention module, and should this be required that they have the authority to finalise the specification/service outline, undertake the tendering process,  if required to complete any post tender negotiations and award the contract to the successful IT contractor.

8.     **FORWARD PLAN**

Consideration was given to the items contained within the Forward Plan prior t its publication.

**Resolved:**     That the Forward Plan, along with the tabled amendment, be received.

9.     **URGENT BUSINESS**

There was no Urgent Business.

10.     **DISCLOSURE OF EXEMPT INFORMATION**

**Resolved:-**     That the public be excluded from the meeting during consideration if the following matter because it is likely that there will be disclosure of exempt information as defined in paragraphs 1,2, and 3 in Part 1 of Schedule 12A of the Local Government Act, 1972.

11.     **JUBILEE2 UPDATE - CONFIDENTIAL APPENDIX**

Consideration was given to the confidential appendix.

**Resolved:**     That the recommendation, contained within the confidential appendix be agreed.

12.     **20 SIDMOUTH AVENUE, NEWCASTLE - CONFIDENTIAL APPENDICES**

Consideration was given to the confidential appendix.

**Resolved:**     That the information, contained within the confidential appendix be received.

**COUNCILLOR SIMON TAGG**
**Chair**

Meeting concluded at 2.35 pm

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**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**REPORT TO CABINET**

**4 SEPTEMBER 2019**

**Title:**            **Newcastle Town Centre CCTV Review Report Update**

**Submitted by:**        **Head of Housing, Assets and Regeneration;  Partnerships Manager**

**Portfolios:**          **Community Safety and Wellbeing**

**Ward(s) affected:**      **Town**

**Purpose of the Report**

To update Cabinet on the work and recommendations of the recent CCTV Review, which was led by the Borough Council, including anticipated costings for updating the system and to seek approval to proceed to procurement and implementation of new equipment and the monitoring service.

**Recommendation**

a.  That Cabinet note the BID's agreement to provide £40,000 towards the cost of upgrading the CCTV for Newcastle's town centre;

b.  That Cabinet authorise Officers to procure a CCTV system upgrade and monitoring for Newcastle town centre.

c.  That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Community Safety and Wellbeing is authorised to finalise the specification for the CCTV system upgrade with Stoke-on-Trent City Council then undertake a direct award without a call for competition, utilising the Stoke-on-Trent City Council's compliant framework.

d.  That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Community Safety and Wellbeing is authorised to finalise the specification for the monitoring, assess the proposals from Stoke-on-Trent City Council and enter into an agreement for an Inter Authority Contract.

e.  That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Community Safety and Wellbeing  is authorised to extend the current contract with the CCTV monitoring service until the new service is operational.

**Reasons**

The current CCTV system was originally installed over 20 years ago and as a consequence the system has become outdated. As the town centre has evolved there is no longer a comprehensive coverage to contribute towards reducing crime and disorder, reducing fear of crime and assisting in attracting additional inward investment into the town centre. This initiative contributes to the Council's overall strategy to create a "Town Centre for All".

## 1.    Background

1.1    The primary objective of the CCTV system in Newcastle town centre is to reduce the fear of crime and provide a safer, more pleasant environment for those people who live, visit and spend their leisure time in the town centre without compromising an individual's right to privacy.

1.2    Other key objectives are:
* To improve public perception regarding the safety of the town centre.
* To prevent and deter crime and disorder, including anti-social behaviour.
* To improve detection of crime in the town centre and aid in the prosecution of offenders.
* To assist with counter terrorism work.

## 2.    Current CCTV capacity

2.1    There are currently 18 cameras linked to the current CCTV system in key areas of the town centre.  These operate 24 hours a day, 7 days a week, and 365 days a year.

2.2    The majority of the original CCTV cameras have pan-tilt-zoom (PTZ) functionality and give a wide, vertical range of coverage.  2 of the cameras are static, which means they can only focus on a fixed area.   The majority of the existing cameras are analogue, which means that the quality of the images is below average compared to their modern digital counterparts.  3 cameras, based on Liverpool Road near the North Staffs Justice Centre, were installed in 2017, 1 PTZ & 2 static, and have digital capability. There are also approximately 24 cameras within the Midway car park, which are not currently linked to the CCTV centre and would need to be upgraded. The CCTV system was last significantly overhauled in 2007.

2.3    A combination of CCTV Volunteers and a paid SIA accredited CCTV operatives, working for a private security company currently monitor the CCTV system in the town centre within specific timeslots.

## 3.    Issues identified with current CCTV system

3.1    A thorough review has been undertaken by the Borough Council of the existing CCTV provision, with the assistance of key stakeholders, including the BID. The review sought to examine the current capacity of the system and consider the opportunities for future development.

3.2    Overall the review concluded that the existing system is outdated and as a consequence not as effective as it could be both in relation to the system itself and the way it is monitored.

3.3    The main issues identified in the review;

* With the exception of the digital CCTV camera near the North Staffs Justice Centre, the CCTV cameras produce below average image quality.  Footage is extremely grainy and unclear which is not ideal for evidential purposes.
* Fifteen out of eighteen CCTV cameras are over twenty years old, therefore are outdated and prone to malfunction, which places a burden on maintenance budgets.
* The CCTV control room has limited visibility with only ten monitors on desktop monitors. This type of viewing platform has been superseded by modern large screens, which are capable of numerous configurations to suit the operative and incident being observed and responded to.

- There are currently a number of ongoing issues with the recording of the data captured and how it is retained.
- There are a number of blind spots with the system in high traffic areas. The monitoring of the system is limited and could be more responsive.

3.4    The recent CCTV review also identified a number of locations in the High Street, Ironmarket and Grosvenor Roundabout, where trees obstruct the line of sight and overall effectiveness of the current CCTV cameras.    It is intended to undertake a survey of camera locations and potential obstacles and a programme of tree management to identify suitable solutions where the line of sight is obscured in each case wherever possible.

3.5    If the CCTV system is changed or upgraded, permission may need to be sought from the owners of properties where the equipment is currently installed (located) for any changes in positioning or upgrading of equipment.

3.6    If the CCTV system is changed or upgraded it would be advisable to consult with the Council's Planning Team and in particular the Conservation Officer, in order to ensure that the installation of equipment and associated works does not conflict with Council Policies.

**4.    <u>Options considered and recommendation for the future CCTV provision</u>**

4.1    A number of options were considered in the CCTV Review, including;

4.1.1    Remove the existing CCTV system and have no CCTV capacity within Newcastle-under-Lyme town centre. For the avoidance of doubt, this is not recommended.

4.1.2    Keep the current CCTV system, making no upgrade to the equipment and retender the monitoring contract for the paid service when it expires in October 2019 – not recommended.

4.1.3    Procure a CCTV system upgrade (without monitoring) and present further recommendations with capital costings, clearly identifying proposed funding and partnership contributions – not recommended.

4.1.4    Procure a CCTV system upgrade, including its monitoring arrangements, via a commissioned service and present further recommendations with capital and revenue costings, clearly identifying proposed funding and partnership contributions – not recommended.

4.1.5    Procure a CCTV system upgrade, including its monitoring arrangements, via a partnership arrangement with a neighbouring authority - **<u>recommended</u>**.

4.2    The option highlighted in 4.1.5 above is recommended as the preferred solution because this would provide a specialised service from a central location with a direct link to the Safenet and Police radio networks. This would provide opportunities for significantly quicker responses to incidents and more effective monitoring using state of the art equipment.  This would also offer an opportunity to develop the system further in the future, subject to the availability of additional funding.

4.3    In recent weeks the Business Improvement District (BID) has consulted with its members regarding the CCTV system and the responses have been collated.  There is considerable support to continue the service and to invest in improving the current service provision. The BID have agreed to make a one off capital contribution to the project of £40k – see Section 9 below.

4.4    Following the upgrading of the town centre CCTV, the Council will review opportunities to secure enhanced CCTV coverage for other parts of the borough.  This will enable a more comprehensive approach to community safety, and community reassurance to be put in place.

**5.** **Approximate costing of the preferred option highlighted in 4.1.5 above**

5.1   The costings below are approximate at this stage and will only become fully known once procurement has been undertaken.

5.2   Capital Costs – £80k pa - this is the anticipated overall cost for upgrading the required equipment and includes the supply and installation of cameras (upgrading the existing 18 and an additional 4 in current blind spots), project management, licences, and likely transmission and receiver devices to the town centre and including 24 replacement cameras in the Midway Car Park.  In order for the project to proceed, contributions have been sought from partners as there was no available budget in the capital programme at the Council.

5.3   Revenue Costs - £35k pa - this is the anticipated cost to replicate the current capacity of the monitoring service by a partner authority, which is 48 hrs per week using trained PSS level 2 staff, with systems maintenance, management of Freedom of Information requests (FOIs) etc. It also provides the opportunity to request and agree reactive cover in the event of an incident outside the agreed monitoring hours.

**6.** **Outcomes Linked to Corporate Priorities**

6.1   Delivering an effective CCTV in the Town Centre contributes to meeting the Council's Corporate Priorities of; a Healthy, Active and Safe Borough and a Town Centre for All.

**7.** **Legal and Statutory Implications**

7.1   There is no statutory duty for the Borough Council to provide a CCTV system, but the Borough Council are keen to support the operation of a local system, as it is recognised that there are many benefits of having an effective system in place, such as attracting inward investment, contributing towards a safer town centre and reducing the fear of crime.

7.2   If the Council pursues the option highlighted above in 4.1.5, Officers will undertake a direct award without a call for competition, utilising the Stoke-on-Trent City Council's compliant framework (the Borough Council having been named on the contract notice as a potential user) once the procurement is complete and the preferred provider identified.

7.3   If the contract for the monitoring of the CCTV service is awarded to an alternative provider, there would be Transfer of Undertakings (Protection of Employment) (TUPE) implications for three part time individuals currently employed by the existing provider, Olympian Security Services Limited.

**8.** **Equality Impact Assessment**

8.1   An Equality Impact Assessment is being developed for this area of work.

**9.** **Financial and Resource Implications**

9.1   Financial Information for the preferred option highlighted in 4.1.5 above;

9.1.1  Capital – total cost - £80k - funding sources;
   - Newcastle-under-Lyme Borough Council - £28k
   - Business Improvement District (BID) - £40k

- Section 106 contribution - £12k

9.1.2 Revenue - an upgraded system will cost approximately £7.5k per annum more than the existing Council CCTV revenue budget. It is proposed that the revenue costs are met using the existing Council budget (£27.5k per annum), with a contribution from the Section 106 (M & S) of £7.5k per annum until it expires in 2022. The Council will then need to take the additional £7.5k per annum into account for the Medium Term Financial Strategy (MTFS), for future years to support the additional revenue costs from 2022.

9.2 There are resource implications for Council Officers who have already been involved in the CCTV Review and who would co-ordinate any further development work for the CCTV system and monitoring of the contract for the service with the provider. This will involve use of existing resources including Officers from the Housing, Regeneration and Assets service with support from the Business Improvement and Legal teams, to co-ordinate partnership working and any potential procurement activity.

9.3 There would be additional costs of tree management in the town centre to facilitate the CCTV system upgrade, which have not been taken into account for the purpose of this report and would need further consideration from the Operational Service Directorate to assist in facilitating the project.

**10.** **Major Risks**

10.1 Failure to take appropriate action regarding the future development of the town centre CCTV system may result in a failure of existing systems and insufficient coverage leading to the Council being unable to sufficiently deliver its strategic priorities;
- Local Services that Work for Local People
- Growing our People and Places
- Healthy, Active and Safe Borough
- A Town Centre for All

10.2 There is also a risk of reputational damage to the Council if it does not achieve the benefits often associated with having an effective CCTV system in place, such as attracting inward investment, a contribution towards a safer Town Centre and reducing fear of crime.

**11.** **Sustainability and Climate Change Implications**

11.1 No implications

**12.** **Key Decision Information**

12.1 This report can be considered key because it results in the Borough Council committing existing and additional resources for the function to which the decision relates.

**13.** **Earlier Cabinet/Committee Resolutions**

13.1 Newcastle-under-Lyme Town Centre CCTV Review Report Update – December 2018

**14**. **List of Appendices**

14.1 None.

**15.** **Background Papers**

15.1  Newcastle-under-Lyme Town Centre CCTV Review Report 2018 – available on request from the Partnerships Team.

**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

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

**4 SEPTEMBER 2019**

**Title:**               Economic Development Strategy 2019 – 2023 Refresh

**Submitted by:**        Regeneration Manager

**Portfolio:**           Corporate and Service Improvement, People and Partnerships

**Ward(s) affected:**    All

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**Purpose of the Report**

To gain Cabinet approval for the Economic Development Strategy 2019-2023 which has been refreshed in line with Council Corporate Priorities.

**Recommendations**

(a) **That the strategy and action plan, refreshed to reflect current priorities, be approved, with the Chief Executive, in consultation with the Portfolio Holder, being authorised to make minor amendments prior to final publication of the Strategy**

**Reasons**

To ensure that the economy of the Borough is effectively promoted and to encourage effective partnership working to help achieve this.

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1. **Background**

 1.1 The Economic Development Strategy 2018 – 2023 was approved by Cabinet in March 2018 following consultation with partners and the local business community. A year one strategy was approved at Cabinet 6 June 2018.

 1.2 Since that time a number of changes have occurred including adoption of a new Council Plan, with new priorities, and the Council has also worked in partnership with Staffordshire County Council to agree a Growth Deal for Newcastle under Lyme. In order to better reflect the new priorities of the Council Plan and the Newcastle-under-Lyme Growth Deal it is appropriate to refresh the Economic Development Strategy in line with this strategic direction.

2. **Issues**

2.1    The Council Plan has four priorities:

- Local Services that Work for Local People
- Growing our People and Place
- Healthy Active and Safe Borough
- A Town Centre for All

2.2 The Growth Deal focuses on:

- Newcastle Town Centre
- Kidsgrove Town Centre
- Enhanced Two-Tier Working
- Keele and Knutton – University Growth Corridor and Knutton Housing
- Housing
- Employment and Skills

2.3 These new priorities are reflected in the Draft Economic Development Strategy 2019-2023 and associated Action Plan.

a) The year 1 actions focus on the following areas:

**i) Business Environment**:

- Support and development of local SMEs including our town centre independent sector
- Seek to optimise the benefit to local companies from public sector procurement.
- Support for the annual Business Boost competition
- Support the re-use of existing property in the town for start-up business and innovative new uses

**ii) Place and Infrastructure**

- Delivery of the Growth Deal Priorities
- Work with Newcastle BID and Go Kidsgrove to promote the town centres as places to visit, work and live and focus on the promotion of our distinctiveness.
- Work with the developers of the Ryecroft scheme to secure a development that will add to the economic vitality of the town.
- Improvement of Newcastle town centre wayfinding and road signage
- Work with partners in the Enterprise Zone to attract employment investment to sites and premises around the Borough including land at Chatterley Valley
- Bring forward proposals for retail, leisure and business accommodation in Newcastle Town Centre.
- Bring forward new sites for employment and housing through the Joint Local Plan to enable the further growth of the Borough.

**Iii) People and Ideas**

- Work with Newcastle Employment and Skills Group to support people who are furthest from training and jobs.
- Support delivery of the Stoke on Trent and Staffordshire Local Enterprise Partnership Skills Strategy to increase training and employment rates especially for those furthest from employment.
- Encourage a more enterprising culture working with the Cultural Education Partnership and Cultural Forum.
- Support further development of Keele University Science and Innovation Park as detailed in The New Keele Deal.
- Support the development and delivery of The New Keele Deal and Keele Deal Culture

3. **Proposal**

That the strategy and action plan, refreshed to reflect current priorities, be approved.

**4.      Reasons for Proposed Solution**

4.1     To improve the economic prospects for the Borough of Newcastle-under-Lyme and to facilitate effective partnership working to help achieve this.

**5.      Options Considered**

a) Keep the current strategy 2018-2023 – this would not be appropriate as it does not reflect current strategic priorities.
b) Adopt the refreshed strategy 2019-2023 – This reflects current strategic priorities for the Council

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

6.1     The Economic Development Strategy is particularly focused on the Council priorities of Growing our People and Place and A Town Centre for All.

**7.      Legal and Statutory Implications**

7.1     It is not a statutory requirement for the Council to prepare an Economic Development Strategy though it is good practise to do so.

**8.      Equality Impact Assessment**

8.1     The Economic Development Strategy is intended to promote the economic prospects for everyone living and working in the Borough.

**9.      Financial and Resource Implications**

9.1     Approval for specific project expenditure will be subject to more detailed later reports.

**10.     Major Risks**

10.1    These will be dealt with on a project by project.

**11.     Sustainability and Climate Change Implications**

11.1    Actions within the Economic Development Strategy Action Plan will be undertaken in line with Corporate Policies on sustainability and climate change.

**12.     Key Decision Information**

12.1    This report has been included in the forward plan.  The strategy will affect more than two wards of the Borough.  Approval for specific project expenditure will be subject to more detailed later reports.

**13.     Earlier Cabinet/Committee Resolutions**

13.1    Cabinet March 2018
13.2    Cabinet June 2018

**14.     List of Appendices**

14.1    Draft Economic Development Strategy 2019 - 2023

15.    **<u>Background Papers</u>**

15.1    none

# GROWING OUR PEOPLE AND PLACES

## DRAFT

2019 - 2023

NEWCASTLE UNDER LYME
BOROUGH COUNCIL

# CONTENTS

# FOREWORD

Welcome to the Newcastle-under-Lyme Borough Council Economic Development Strategy – Growing our People and Places 2019 – 2023

Our strategy sets out the Council's aspirations and priorities for the next four years and focuses on Place and Infrastructure, Business Environment and People and Ideas.

In 2023 we will be celebrating our 850th anniversary of the Borough Charter. Between now and then we will be working with our partners to develop a programme of events and activities to mark this significant year.

The strategy is aligned to our Council Plan priorities specifically the priorities of Growing our People and Places and A Town Centre for All.

The Council is committed to strong and sustainable economic growth for the borough, focusing on opportunities around Keele University, Newcastle Town Centre and Kidsgrove.

To deliver the strategy we will engage with our partners, locally and regionally and work with them to develop their plans and encourage inward investment for the benefit of our communities.

Leader of the Council
Cllr. Simon Tagg

Chief Executive
Martin Hamilton

# INTRODUCTION

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

The strategy is driven by the Council Plan 2018 – 2022 and its four priorities.

- Local Services that Work for Local People
- Growing our People and Places
- Healthy, Active and Safe Borough
- A Town Centre for All

The strategy focuses on Growing our People and Place and A Town Centre for All.

In line with the Council Plan, the strategy sets out how we will work to make the borough an even better place for everyone who lives, works, studies or visits here. Our aims can only be achieved by taking advantage of every opportunity available and developing new ones through innovation and a more collaborative approach. The Council is committed to strong and sustainable economic growth for the borough, focusing upon opportunities around Keele University, Newcastle Town Centre and Kidsgrove.

Our aim is to strive for the borough to be a place where the economy is strong and sustainable, where local people have the skills and opportunities to take up good jobs with good wages and where everyone benefits from economic growth. This also means that we need to ensure that there are good homes for everyone.

To deliver this we will engage with our partners, locally and regionally, including businesses already in the borough, and work with them to develop their plans and encourage inward investment and the growth of our existing businesses for the benefit of our communities.

We will continue to work with our partners, including playing an active role in the Stoke and Staffordshire Local Enterprise Partnership (SSLEP). We will look for opportunities to secure funding from Growth Deal monies, the Growing Places fund, the emerging Stronger Town's and Shared Prosperity Fund to invest in the local economy.

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We will work with the Constellation Partnership to ensure that North Staffordshire and South Cheshire secures strategic investment, housing and jobs.

We will work with Staffordshire County Council on our four shared priorities of Newcastle Town Centre, Keele, Knutton and Kidsgrove as detailed in our Newcastle Growth Deal.

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

The Councils' recent partnership with Support Staffordshire, who have taken on the management of the Guildhall to rent out space to local voluntary and community groups, is a great example of Council assets being used to provide much needed services at the heart of Newcastle town centre.

The strategy reflects our commitment to the Newcastle Partnership and contribution to the delivery of the two priorities, in the Sustainable Communities Strategy 2014 – 2020, to address vulnerability and economic growth.

# STRATEGY AT A GLANCE

The Strategy will set the context for long-term investment for the whole of our borough. Our focus is on the following:

## Place and Infrastructure

- Develop our town centres of Newcastle and Kidsgrove
- Grow our cultural tourism offer through the celebration of arts, cultural heritage and Philip Astley
- Develop the Ryecroft site to add to the economic vitality of Newcastle town centre
- Work with Newcastle Sustainable Transport Group to improve Newcastle town centre road signage and wayfinding
- Secure inward investment for the Chatterley Valley Enterprise Zone

## Business Environment

- Support our SME's and Independent sector
- Support the annual Business Boost competition
- Identify opportunities for local companies to benefit from public procurement
- Re-use our vacant premises for start-up businesses and innovative ideas
- Through the development of the Local Plan, bring forward new sites for employment and a wide range of housing

## People and Ideas

- Work with Newcastle Employment and Skills Group to help long term unemployed into volunteering, training and employment
- Support the delivery of the SSLEP Skills Strategy to increase training and employment rates
- Encourage a more enterprising culture working with the Cultural Education Partnership and Cultural Forum
- Support the development and delivery of The New Keele Deal and Keele Deal Culture

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

The Borough of Newcastle-under-Lyme is changing. All around us we see new development which will result in more accommodation for Keele and Staffordshire University students. We will explore opportunities for town centre housing development which as well as providing housing choice, will increase footfall in our town centre and support our local business.

2018 saw the opening of Castle House the new town centre hub for public services including the Council, Staffordshire Police, Staffordshire County Council's district-based services, Newcastle Library, Newcastle Registry Office and Aspire Housing Group.

As well as increasing footfall in the town centre, the move to Castle House creates opportunity for the redevelopment of the wider Ryecroft development site, which includes the former Civic Officers site. Given the rapid changes taking place on our high streets a wider mixed use approach to the site will be explored, which reflects the requirement for more housing and leisure opportunities in our town centre.  This development has the potential to re-shape our town centre, boost business and strengthen investor confidence in the area.

Whilst the site remains vacant we plan to make best use of it and have secured planning permission for large scale events, such as the Gandey's Circus event early in 2019. Working with our partners at Newcastle Business Improvement District (NBID), the Creative People and Places Programme – (Appetite), The New Vic Theatre and The Brampton Museum and Art Gallery the town's emerging cultural economy has grown from strength to strength. This growth has been recognised and supported by national and regional awards. The borough became a Heritage Lottery Fund (HLF) Priority Development Area in 2015, since which time over £5M has been secured from HLF (renamed National Lottery Heritage Fund - NLHF) to support a wide range of cultural heritage projects right across the borough.

We will continue to celebrate the life and legacy of Philip Astley, founder of the modern circus, inventor of the circus ring and born in Newcastle in 1742.

Newcastle was at the heart of the 2018 celebrations, "Circus250", to mark 250 years since the first circus and every year we celebrate Philip Astley through our annual Homecoming event, which presents the best of contemporary circus in Newcastle town centre. In 2023 we will celebrate 850 years since the royal charter granted in 1173, this will provide opportunity for Borough wide events and activities.

Recently, a local consortium led by New Vic Theatre has been awarded a grant of £1,750,000 as part of Arts Council England's Creative People and Places programme to expand the work of the Appetite arts project into Newcastle-under-Lyme over the next four years.

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

# STRATEGIC ALIGNMENT

There are a number of strategies and organisations that we are aligned to, which helps to strengthen opportunities to secure resources for the borough.

**A Growth Deal for Newcastle-under-Lyme 2019 – 2023 (A growing borough that is an attractive and welcoming place for all)**

In partnership with Staffordshire County Council we will deliver the Growth Deal 2019-2023, which focuses on the following key priorities for delivering economic regeneration benefits to the communities of our borough.

- Newcastle Town Centre
- Kidsgrove Town Centre
- Keele University Growth Corridor
- Knutton
- Enhanced two-tier working
- Right houses in the right places
- Employment and Skills

**The New Keele Deal and Keele Deal Culture**

The Council is one of five partners signed up to a plan for investment in innovation-led growth called "The New Keele Deal", which is a plan for £70 million of investment by Keele University, Staffordshire County Council, Stoke-on-Trent City Council, Newcastle-under-Lyme Borough Council, University Hospitals of North Midlands NHS Trust and the Stoke-on-Trent and Staffordshire LEP, that sets out eight development priorities over the next five years:

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

Most recently the Council, along with other partners, has signed up to the Keele Deal Culture, which recognises that we can make a real difference to our area through arts, culture and creativity. The Deal sets out shared ambitions to realise the full potential of the University's cultural resources and assets for the benefit of the local area. The Deal mirrors the Keele Cultural Strategy 2018 - 2023 mission to make a difference through arts, culture and creativity.

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

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

The SSLEP is currently working on the development of the Local Industrial Strategy, whose main themes are ideas, people, infrastructure, business environment and place – our EDS is aligned to these themes. The Leader of the Council Cllr Simon Tagg sits on the SSLEP's Executive Board helping to drive the Partnership forward

**The Constellation Partnership**

The Council is one of seven local authorities along with two Local Enterprise Partnerships, which form The Constellation Partnership. The partners share a single vision - a single economic footprint creating a coherent investment market boosted by the international investment magnet of High Speed Rail connectivity.

**The Midlands Engine**

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

**UK Industrial Strategy**

The UK Industrial Strategy focuses on 10 pillars; Investing in Science, Research and Innovation, Developing Skills, Upgrading Infrastructure, Supporting Businesses to Start and Grow, Improving Procurement, Encouraging Trade and Investment, Delivering Clean Energy and Clean Growth, Cultivating World-Leading Sectors, Driving Growth across the whole Country, Creating the right Institutions to bring together Sectors and Places.

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# BUSINESS ENVIRONMENT

We will continue to develop an economy in which the growth of innovative and niche businesses can flourish.

While the Council will continue to work with its partners in the SSLEP and The Constellation Partnership on sub-regional objectives, it will focus on promotion of Newcastle's distinctiveness, as reflected in:

- A unique town centre's offer working with the BID and Go Kidsgrove on specific marketing activities aimed at attracting inward investment, new business start-up in the town centres and specific support for our independent sector
- A strong professional and financial services sector
- Provision of mixed housing in the town centre catering for all age groups
- A thriving research based university and Science and Innovation Park with a maturing medical technologies sector.

We will provide a co-ordinated approach to business support which puts business first and supplies a relevant mix of services.

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

- Promotion of the area as a premier investment location at a national and international level using the 'Make it' brand
- Continue to work with our single point of contact for business, the Stoke and Staffordshire Business Helpline and the Growth Hub Support for rural businesses through the Rural Enterprise Grants and the Leader programme
- Access to finance for business investment via the SSLEP and other partners
- Continue to support the annual Newcastle Business Boost competition.
- Signpost businesses to appropriate sources of assistance, including those offered by the Council.

Keele University and Keele Science and Innovation Park are both located within our Borough. Together they make a unique contribution to the local area. The Stoke and Staffordshire Strategic Economic Plan (SEP) identifies the Science and Innovation Park as the premier development site in North Staffordshire.

Keele University's Strategic Plan 2015-20 sets out how it will bolster its role as a centre of excellence, research, teaching and scholarship and boost economic growth, in particular innovation-led high value employment growth.

We are also home to Newcastle under Lyme College (NSCG), which is financially one of the strongest of its kind in the country with very high success rates, amongst the top 10 per cent nationally. NSCG has recently been rated 12 nationally for its excellent apprentiship provision.

## Creative industries

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

- The Council will support the re-use of existing property in the town for businesses such as graphic design, film and media, publishing, animation, music and computer/console games software development including, where suitable, its own premises.

- The Council will continue to work with Keele University and Science Park to encourage development of Keele Science Park Phase 3.

## Professional and business services

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

- Ensure the availability of appropriate accommodation (both commercial and residential), which is necessary to attract and retain highly skilled workers in these sectors.

- Through the Ceramic Valley Enterprise Zone the continue the development of Chatterley Valley.

**Make the most of business opportunities in the tourism and leisure sectors**

The Borough is home to a number of business and leisure tourist destinations including the Brampton Museum and Art Gallery, the Dorothy Clive Garden, the New Vic Theatre, Apedale Community Heritage Park, the Trent and Mersey canal and famous Harecastle Tunnel, Newcastle town centre and Keele University. Our central location makes it a good resting place for visitors to other parts of the county.

- We will work with Newcastle BID to encourage new businesses into the town centre, maximise the opportunities afforded by the growth of student accommodation and continue to grow our cultural tourism offer through the annual events programme.

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

There remains a statutory requirement to advertise all larger high value contracts through the Official Journal of the European Union and the Council is also required to advertise any contract over £25,000 on Contracts Finder. However, the councils spend profile includes a significant number of lower value contracts which are particularly suitable for smaller businesses and the council also considers social value in awarding contracts and is keen to engage with all types of providers, including small and large businesses and social enterprises.

- The Council will consider approaches such as joint ventures with other partners and procurement models from other areas of the country that encourage tenders from small businesses.

- The council will support measures that make it easier for smaller businesses to tender for contracts and will also support emerging processes to standardise tender documentation.

# PLACE AND INFRASTRUCTURE

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

**Improving the offer of the town centres.**

Demand for high street retail is changing rapidly, which is reflected in our town centre vacancy rate of 19 per cent in Newcastle. However, the independent sector, which is what attracts visitors to the town, is reasonable healthy. Newcastle's growing reputation as a town for independents, especially in the food and drink sector, has helped the town centre to remain reasonably buoyant even through the significant downturn in demand for retail in town centres.

Newcastle market continues to be an integral part of the life of the town centre, it's what Newcastle is recognised as – a market town, we're working to introduce new traders and try different approaches especially young traders to deliver the goods and services that people require and to encourage people into the town centre.

We recognise that we need more housing to encourage people to live in and near to the town centre. The former Bristol Street Motors site just on the edge of the town centre will provide apartments for students and key workers and the former Blackburn House site, now named Keele House, provides student apartments. Work is progressing well on the former Savoy cinema to build mixed apartments.

The Council, in partnership with Staffordshire County Council, acquired the former Sainsbury's site on the northern edge of Newcastle Town Centre. It was planned to provide new retail accommodation however, due to the change in demand for retail, a wider mixed use approach will be considered with a focus on developing mixed housing and leisure.

## Improving the public realm

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

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

## The Council will improve the public realm by:

- Selectively investing in valued buildings, particularly those 'at risk, such as that which helped to enable the refurbishment and re-development of the former Maxim's nightclub to the Belong Village and most recently the Guildhall Community and Voluntary Sector Hub
- Working with the county council in investing in and helping to design improvements to create artworks for the town centre roundabouts, gateways and subway entrances.
- Making use of our town centre public spaces to present arts and cultural events.

## Working with Newcastle BID (Business Improvement District) and Go Kidsgrove

The Council supported the establishment of Newcastle town centre Business Improvement District (BID) in 2015 The Leader of the Council Cllr Simon Tagg sits on the SSLEP's Executive Board helping to drive the Partnership forward Based in the Guildhall, the BID now operates as an independent entity to promote the town, develop the distinctive Newcastle-under-Lyme experience, and support growth, development and investment.

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

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

- The Council will continue to work with the BID and Go Kidsgrove to further develop the annual events programme and encourage more footfall in the towns.
- The Council will also work with Newcastle BID to retain Purple Flag status.

**Helping Keele University Science and Innovation Park to grow**

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

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

The university is consistently recognised in national surveys for its student satisfaction rating, graduate employment and affordability and its graduates are officially recognised as the most employable in the country.

In order to provide for the university's growth ambitions and to ensure that North Staffordshire maximises its  full potential the Borough Council has worked with Keele and Staffordshire  County Council to commission a masterplan for a university Growth Corridor.

- The Council will continue to work with Keele University and the Science and Innovation Park to support further development

## Realising the wider benefit of housing development

Offering housing choice through new housing development is a significant driver of inclusive growth. Over the longer term, an increased resident population means local business such as shops, cafes, restaurants, leisure providers and a whole host of businesses are sustained through local consumer spending.

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

- The Council will explore options for innovative house building solutions to provide housing choice with our local housing partners and the central government agency, Homes England.

The Joint Local Plan will seek to provide for future housing need based upon up-to-date evidence. The Council's adopted policy on affordable housing continues to enable delivery. The Belong Village is an excellent example of the Council working in partnership with private sector and National Lottery Heritage Fund to deliver high quality homes for 100+ people and the restoration of a key Listed Building.

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

- Through the Joint Local Plan Council will work to ensure key sites in the Borough are considered for delivery of housing.

## Making provision for inward investment and for local firms to grow

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

Chatterley Valley, a 40-hectare development site in the north of the Borough, is one of six sites in North Staffordshire which comprise the Ceramic Valley Enterprise Zone where, as an incentive for investment, businesses are not required to pay business rates for the first 25 years. The Council is working with the developers, Harworth Estates, to bring forward the development of this site which could bring around 1500 new jobs to the area.

Newcastle Town Centre hosts the Borough's principal collection of professional services companies, many of which are housed along King Street, Queen Street and  Brampton. We recognise that businesses often prefer modern office premises and need convenient on-site car parking. The Council will work with developers to bring forward potential sites with business needs in mind and will continue to work with the 'Make It' inward investment service to attract firms to available premises in and around the town.

The Employment Land Review (ELR) 2015 is a key piece of evidence which has set the emerging strategy for employment in the Joint Local Plan. The ELR makes a joint projection for both Stoke and Newcastle as these act as one Functional Economic Market Area, however it sets a specific range of between 44ha and 133ha employment land required for Newcastle-under-Lyme, for which a target of 68ha was set in the emerging Joint Local Plan.

The ELR supports development in locations close to the strategic road network: A34, A500 which link to M6 J16 and close to the local labour market, bus stops and preferably wider services and facilities. The Preferred Options document has identified a number of preferred sites for employment, and emerging work both on employment and on the green belt to support the Draft Plan may result in the identification of additional sites. This will increase the choice, quality and range of sites available to ensure that demand in the market is matched with a choice of appropriate sites in the plan period.

A strategic objective of the Local Plan is to decrease net out-migration by improving the economic competitiveness of the area. The Joint Local Plan supports the expansion of Keele Science and Innovation Park which is a central part of the strategy. Expansion of employment sites in Keele will be matched with residential allocations for high quality housing in the vicinity. Choice in the housing market should help reduce people commuting in from outside the district. This will have a positive impact on the environment by reducing congestion and will increase the local population permanently to support retail, leisure and service provision in the town and neighbourhood centres.

The Draft Plan is anticipated to be subject to public consultation in Winter 2019 and submitted to the Planning Inspectorate in 2020. Subject to adoption by both Councils, the Local Plan will help guide development in the Borough to year 2033 and provide certainty to the Council and business owners to support further investment or future bids for funding to help implement policies in the plan.

• We will bring forward new sites for employment and housing through the Joint Local Plan to enable the further growth of the Borough.

## Cultural economy

We recognise the value of placing arts, culture and creativity at the heart of our town to create a vibrant place that people want to visit and enjoy. We are proud of our cultural heritage and working with our partners we have built an events programme to celebrate the life of Philip Astley.

Working with Newcastle BID, New Vic Theatre, Appetite - Creative People and Places Programme and Arts Council England (ACE), we have secured resources to present the best of national and international new circus at the heart of our town centre and have drawn huge crowds who have returned year on year. Most recently Arts Council England have awarded funding through the Creative People and Places fund to further develop our cultural events programme and create further opportunities for people to engage.

In 2012 we became a Priority Development Area for Heritage Lottery Funding (National Lottery Heritage Fund) for five years, which meant we were allocated dedicated officer time to provide information sessions and advice on potential project ideas. This has resulted in over £5 million investment from HLF in the area for a wide range of projects including support for the Philip Astley profile-raising work.

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

We will continue to promote the wider benefits of the 'In Bloom' competition, which has enjoyed considerable success in recent years, winning the overall competition as well as the coveted small city title and a gold medal on top of representing the region in the illustrious 'Champion of Champions' section of the national competition. As well as encouraging visitors to the towns, 'In Bloom' provides opportunity for people to share their creativity through the annual programme of activities.

In 2017 internationally acclaimed No Fit State Circus returned to Newcastle for almost two months to rehearse and present their new show Lexicon as part of the wider Circus, Past Present and Future project managed by The New Vic Theatre. Alongside The Philip Astley Project, along with other circus activity delivered by the Van Buren family and Gandeys this placed Newcastle-under-Lyme firmly on the cultural tourism map.

The wider programme of events managed by Newcastle BID attracts thousands of extra visitors to the town centre and includes Lymelight Festival, Jazz and Blues Festival, Easter activities, The Homecoming, Halloween activities and the Christmas Lights celebration. As well as attracting extra visitors, the annual events programme helps to support our local businesses and improves the quality of town centre experience for everyone.

The Council's Brampton Museum and Art Gallery is set in  beautiful Brampton Park just outside Newcastle town centre. It attracts over 68,000 visitors annually to view existing collections and join in with the activities. It also provides a programme of arts and contemporary makers. Working with our partners over the last few years we have built a positive reputation for delivering high quality cultural activities that celebrate our unique cultural heritage.

The Borough is proud to be home to the New Vic Theatre, one of the country's most successful producing theatres and a key part of the region's cultural life, engaging 150,000 people each year. The New Vic delivers a programme of international-class work made with local audiences in mind, complemented by an award-winning community programme, and education work which alone reach around 25,000 people of all ages per year. The theatre sits in beautiful grounds less than a ten minute walk from the town centre.

- **We will continue to work with our key cultural organisations and wider partners to build on the cultural events programme especially focusing on the Philip Astley legacy.**

# PEOPLE AND IDEAS

**Newcastle Employment and Skills Group**

The Newcastle Employment and Skills Group (NESG), which is hosted by Newcastle College (Newcastle and Stafford College Group) has been established in Newcastle for over 10 years and brings together key providers who deliver in the Borough.

Although we currently have historically low Job Seekers Allowance (JSA), Income Support and Universal Credit levels, which are running at 1.9% (1545) we still have over 5,000 people who have been out of work over a longer period of time claiming Employment Support Allowance (ESA). These are the people who are furthest from the training and jobs market who require more intensive support from a range of agencies.

One of the NESG priority focus areas is to help people who are claiming ESA (Employment Support Allowance) into training and work, especially those who are struggling with mental health issues. The NESG is a great example of local providers coming together to find solutions to issues faced by local people who struggle to access training and work.

**Stoke and Staffordshire Local Enterprise Partnership (SSLEP)**

The SSLEP Skills Strategy provides a framework within which to address the skills gaps and get the right skill mix to increase productivity through more focus on schools and business working together, further education and business working together and higher education providers and business working together. The three priorities are:

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

**Newcastle and Stafford College Group (NSCG)**

Newcastle and Stafford Colleges Group are one of the region's leading provider of apprenticeships with a long and highly successful track record of delivery and over 2000 apprentices. NSCG operates from two state-of-the-art College campuses, Newcastle-under-Lyme and Stafford, as well as Axia based in Stoke-on-Trent and provides expert advice, guidance and support on all aspects of work based learning, including: apprenticeships, traineeships, bespoke training and professional development.

We know that apprenticeships provide people with the chance to learn and to gain nationally recognised qualifications whilst receiving a weekly wage. They are a key component in the drive to increase employability and growth and a main route for increasing participation in education and training. NSCG support employers with apprenticeship levy investment, navigating the Gov.uk apprenticeship service and recruiting and selecting candidates.

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We recognise that formal volunteering opportunities can offer similar routines to regular paid work and can help people who are unemployed build their skills, confidence and self-esteem to help them get back into training and work. The community and voluntary sector hub recently established at the Guildhall and managed by Support Staffordshire provides a wide range of volunteering opportunities.

- The Council will continue to work with partners and the NESG to help people access training and work and especially those who are long term unemployed.

- The Council will continue to support the priorities of the SSLEP to address skills gaps and get the right skill mix to increase productivity.

# YEAR ONE ACTIONS

We will work with our partners to deliver the following:

## Business Environment

| Action | Partner/Leader | Resources | Timescale |
|---|---|---|---|
| Focus on support and development of local SMEs including our town centre independent sector | Council<br>SSLEP<br>Chamber<br>Growth Hub<br>Business Boost | Staff time | Ongoing |
| Seek to optimise the benefit to local companies from public sector procurement. | Council<br>SCC<br>Anchor institutions | Staff time | 2020 |
| Support continuation of the annual Newcastle Business Boost competition. | Business Boost Steering Group | Staff time + £500 contribution | Annual awards event |
| Support the re-use of existing property in the town for start-up business and innovative new uses | Council<br>BID<br>Aspire | Staff time | 2019 - 2023 |

# Place and Infrastructure

| Action | Partner/Leader | Resources | Timescale |
|---|---|---|---|
| Work with Staffordshire County Council and partners to deliver the Growth Deal Priorities | NuLBC<br>Staffordshire County Council<br>Aspire Housing | Staff time<br>Funding identified project by project | 2019 - 2023 |
| Work with Newcastle BID and Go Kidsgrove to promote the town centre's as places to visit, work and live and focus on the promotion of our distinctiveness. | BID<br>Go Kidsgrove<br>Council<br>SCC<br>Town Centre Businesses<br>Appetite<br>York Place and other investors | BID membership levy<br>Go Kidsgrove fundraising<br>Arts Council and Heritage funding<br>Staff time | BID until 2020 subject to re-ballot |
| Work with the developers of the Ryecroft scheme to secure a development that will add to the economic vitality of the town. | HDD<br>Council<br>SCC<br>SSLEP | Private sector investment<br>Possibly LEP funding<br>Possibly Sustainable Transport funding<br>Staff time | 2019 - 2020 |
| Work with Newcastle Sustainable Transport Group to improve town centre wayfinding and road signage | SCC<br>Council<br>BID<br>Sustrans | County funding through the LEP and developer contributions | 2019 - 2020 |
| Work with partners in the Enterprise Zone to attract employment investment to sites and premises around the borough including land at Chatterley Valley | SSLEP<br>Council<br>SCC<br>Stoke CC<br>Private Investors | Private sector investment<br>EU funding<br>SCC funding<br>Possible central government funding<br>Staff time | 2019 onwards |

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## Place and Infrastructure

| Action | Partner/Leader | Resources | Timescale |
|---|---|---|---|
| Bring forward proposals for retail, leisure and business accommodation in Newcastle town centre with priority placed on growing its professional services and independent sector. | BID<br>Council<br>HDD<br>York Place | Private sector investment<br>Rural Enterprise Grants<br>Staff time | Ongoing private investment<br>Up to 2020 for grants |
| Bring forward new sites for employment and housing through the Joint Local Plan to enable the further growth of the Borough. | Council<br>Staffordshire County Council<br>Stoke CC | Staff time | 2022 |

# People and Ideas

| Action | Partner/Leader | Resources | Timescale |
|---|---|---|---|
| Work with Newcastle Employment and Skills Group and local providers to support people furthest from training and jobs and ensure effective communication between service deliverers | Council<br>Aspire Housing<br>NSCG<br>DWP<br>National Careers<br>SCC / Libraries<br>Providers | Staff time | Ongoing |
| Support the delivery of the SSLEP Skills Strategy to increase training and employment rates especially for those furthest from employment | SSLEP – Education Trust<br>Council<br>Careers and Enterprise Company | Staff time<br>EU funding/Stronger Towns/Shared Prosperity Fund | Ongoing subject to EU funding |
| Encourage a more enterprising culture working with the Cultural Education Partnership and Cultural Forum | Cultural education Partnership<br>NuLBC | Staff time<br>Creative people and places | 2019 - 2023 |
| Support the development and delivery of The New Keele Deal and Keele Deal Culture | Keele University and Science and Innovation Park<br>SSLEP<br>NuLBC<br>Staffordshire County Council | Staff time | 2019 - 2023 |
| Work with partners to deliver the Creative People and Places programme in Newcastle and Kidsgrove | New Vic Theatre, Newcastle BID, Go Kidsgrove, Keele University, Staffordshire University, Partners in Creative Learning and Six Towns Radio | Staff time | 2019-2023 |

30

# Newcastle-under-Lyme Facts and Figures

## THE BOROUGH

HAS A TOTAL POPULATION OF

**129,500**

## ECONOMICALLY ACTIVE

AGED 16-64

**65,400**

**74.6%** OF RESIDENTS OF WORKING AGE ARE IN EMPLOYMENT

**(63,700)**
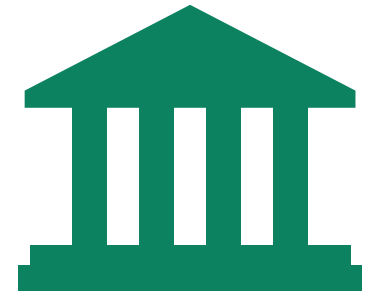
## MUSEUM VISITORS

**68,229**

## POPULATION AGED

**16-64**

**81,900**

**69.5%** OF ADULTS IN THE BOROUGH ARE HOMEOWNERS

(Census 2011)

## TOTAL ACTIVE BUSINESSES

**3,455**

(Employer Demography 2017)

## EARNINGS

GROSS WEEKLY PAY

PLACE OF RESIDENCE

**494.50**

GROSS WEEKLY PAY

PLACE OF WORK

**462.50**

## QUALIFICATIONS AGED 16-64

| QUALIFICATION | NEWCASTLE-UNDER-LYME | WEST MIDLANDS |
|---|---|---|
| NVQ LEVEL 4 AND ABOVE | 37.5% | 33.1% |
| NVQ LEVEL 3 AND ABOVE | 57.7% | 51.9% |
| NVQ LEVEL 2 AND ABOVE | 77% | 70.4% |
| NVQ LEVEL 1 AND ABOVE | 86% | 81.4% |

## THE NEW VIC THEATRE ENGAGES **150,000** PEOPLE EACH YEAR

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**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**REPORT TO CABINET**

**4th September 2019**

**Report Title:**      **Digital Transformation: Building a Better Citizen Experience**

**Submitted by:**      **Head of Digital and Customer Services**

**Portfolio:**      **Corporate and Service Improvement, People and Partnerships**

**Ward(s) affected:**      **All Indirectly**

## Purpose of the Report

This report outlines the significant potential of developing a better digital service portfolio at Newcastle under Lyme. It outlines the options that have been considered by the digital team to address the identified needs, outlines the resourcing requirements to commence a digital development programme and provides a long term strategy to ensure that digital developments support achieving the Council's priorities.

## Recommendations

1) **Adopt the Digital Strategy appended to this report;**
2) **Agree to the establishment of a dedicated Digital Team as detailed in the report;**
3) **Establish an ICT and Digital Services Steering Group**
4) **Delegate to the Chief Executive, in consultation with the Portfolio Holder, authority to make any minor amendments to the Digital Strategy prior to publication.**

## Reasons

The proposed digital strategy addresses a number of issues faced by the Council.

The key objectives of the strategy focus on delivering prioritised outcomes that the Council will be able to achieve.

The formation of a digital team will provide the structure necessary to clearly drive forward digital services by providing a centralised pool of skilled individuals.

The burden of transformation placed on individual services can be reduced and methods of change applied in a consistent and reliable way.

Existing digital transformation attempts, although limited in scope, have been extremely successful.

The proposed governance arrangements highlight the commitment to digital transformation across the most senior levels of the organisation.

The clarity and simplicity of the structure will give services a simple route to bring forward proposals and ensure that the Council remains focused on delivering initiatives that support its corporate priorities.

1. **Background**

1.1. Throughout modern history, technological innovations have altered the way that people interact, share information and deal with the world around them. Every bold step forward has resulted in faster, cheaper and more accessible forms of communication that have been universally adopted as part of modern life. The past 25 years have been particularly turbulent times with disruptive new technologies completely altering the way people collaborate and see the world.

1.2. The growth of the internet, the evolution of personal computers and the proliferation of fast, reliable and near ubiquitous mobile communications are just a few examples of how incredibly powerful technologies and services have become both accessible and necessary components of modern life. Organisations have responded to this explosion in capacity by offering ever more immersive and innovative services to assist, entertain and inform a growing consumer market.

1.3. More recently, concepts such as the "Internet of Things" have come to reflect the interconnected world that we now live it. Inanimate "smart" devices that communicate and talk to each other have become common place and increasingly important as providers aim to deliver better services, more reliably and effectively. Everything from the industrial control systems that run power plants to the light bulbs in people's homes have become digitally connected.

1.4. The immense growth in digital devices has also created industrial scale opportunities for data analytics. "Big Data" has given organisations far greater insight into how their services and products are consumed and whilst it has always been possible to make decisions based on understanding, the level of detail now available is far greater than ever before. Coupled with increased access to digital media, the influence this data can have over an individual is very significant.

1.5. The Public Sector hasn't been isolated from the march of technology. Ambitious programs such as e-gov paved the way for better public services but it's not until recently that organisations have truly begun to embrace the digital world. There is of course no right or wrong way of "doing digital" but what is clear is that innovation and change are not only inevitable, but are now very necessary.

1.6. This report seeks to highlight some of the issues faced by Newcastle under Lyme Borough Council with regards to digital delivery and the potential opportunities to address this.

2. **Issues**

2.1. *Delivering Better Outcomes*
The Council's first priority is to deliver local services that work for local people. The provision of effective digital experiences will contribute significantly to achieving this priority but at present, the Council's digital offering is limited. Most services that do exist online are simple forms that result in an email to a department, with virtually no traceability or integration with business applications. This situation requires significant improvement to address the needs of both the authority and its citizens.

2.2. *Growing our People and Places*
Local authorities have the power to influence how easy (or difficult) digital innovation can be. Recognising this and harnessing the responsibilities we have in shaping the physical environment, developing public infrastructure and supporting social inclusion is key to achieving the Council's second priority of growing our people and places. Currently no services are addressing this and digital opportunities are not routinely considered as part of the Council's day-to-day business.

2.3. *The High-Street and Office*
The future high street is a relatively new but significant problem. Digital services can contribute to the survival of the town centre in a number of ways; dedicated apps that promote town centre, physical infrastructure such as public Wi-Fi, 5G mobile services and assistive IoT technology are just a few examples of digital initiatives that could support the future of our town centres. Currently this future potential is not being developed or explored.

2.4. *The Environment*

Environmental concerns are now a very significant issue.  The enablement of digital services has the capacity to impact the local environment in a positive way – be that through reduced transport requirements or more efficient buildings.  The environment impacts on all Council's priorities and currently, the positive potential of "digital" is not being considered and again, is not part of the routine business of the authority.

2.5. *21st Century Solutions - For All*

The Council has a huge opportunity to design services that are created to take advantage of modern tools and technologies.  These services should be based on the needs of the customer, the authority and Newcastle as a whole, and not simple delivered in a particular way, because "we always have".  This ties into the Council's corporate priority to develop local services that remove duplication, reduce costs and improve the quality of services. But this potential is not currently being explored.

2.6. *Data-Driven Decision Making, Personalised Experiences and Targeted Intervention*

The Council knows a lot about its customers.  This knowledge can be used to deliver personalised customer experiences, make informed decisions, allocate resources more effectively and make better use of the limited public funding that we have available.  Data and insight should be at the heart of the decision making processes in an ethical, transparent and sustainable way but are currently an afterthought at best and at worst, completely omitted.

2.7. *Tackling Digital Exclusion*

Newcastle has a diverse population and the Council is uniquely positioned to provide the leadership required for grassroots digital participation.  This could be done in partnership with users, local stakeholders, central government, the commercial and third sectors.  Presenting services that are of interest to the individual, are user-led in design and accessible to all will directly support the Council's third priority, a Healthy, Active and Safe Borough.

2.8. *The Council Does Not Have a Strategy to Address Digital Needs*

In the past 12 months, a small digital transformation at the Council has begun.  Whilst successful in its outcome, this has however been a reactive transformation to meet very specific needs.  The Council currently does not have a strategy to address its digital needs and this is essential to ensure we understand our digital journey and that any investment of resources is appropriately directed.

2.9. *Increasing Public Demand*

Demand for the Council's services continues to rise whilst the number of people available to deliver them is generally diminishing.  This is not a sustainable method of working and the Council has to ensure that its services can be made available electronically.  However, the development and release of services has to be done in a fully integrated way and not through the simple addition of new digital channels on top of old processes.

2.10. *Missed Commercial Opportunities*

Increasingly, Councils are being asked to finance their own operations and a key way to achieve this is through commercialisation.  Digital technology is a key driver, facilitating increased capacity at limited cost.  Any service that can generate income through its portfolio should not be restricted by technology but at present this is not representative of how the Council works.

2.11. *Resource and Commitment*

The Council currently has no resource dedicated specifically to facilitating digital transformation.  There is also no agreed commitment from the Council's senior leadership to support such a programme.  The Council's most recent endeavours have been "in addition" to officer's regular workload and in some instances that has resulted in other areas receiving a downgraded service.  Clear direction and commitment is required if Newcastle is to make a success of digital transformation.

3. **Proposal**

3.1. *Adopt a Digital Strategy*

To ensure that Newcastle Borough Council begins to proactively embrace the opportunities that improved digital services may offer, the Council's Digital Team have developed a Digital Strategy. A full copy of this (in draft form) is included in Appendix 1.

Through our digital strategy the Council will positively use the tools and technology of the information age to deliver its corporate priorities:

- Local services that work for local people
- Growing our people and places
- A healthy, active and safe borough
- A town centre for all.

We will do this by focusing on four digital priorities:

| Local Services that Work for Local People | Growing Our People and Places | A Healthy, Active and Safe Borough | A Town Centre for All |
|---|---|---|---|

**Our Digital Service** Creating valuable, insightful and reliable digital services for our residents, businesses and visitors

Developing exceptional, frictionless, digitally enabled services that work consistently across channels

Using robotics, automation and artificial intelligence to assist the delivery of services

Deliver personalised content and services, tailored to the needs of the individual

**Our Digital Community** Enabling our communities to benefit from the opportunities digital can offer

Developing the digital skills of our communities to remove digital exclusion

Encourage the development of the digital service sector and infrastructure through innovative policy and partnerships

Ensuring that our communities are informed, engaged and energised to the possibilities of digital

**Our Digital Culture** Empowering our staff with the skills and tools to develop and deliver efficient services

Becoming a Digital First organisation with a skilled workforce that challenged inefficiency and embraces opportunity

Ensuring the open, transparent and ethical use of digital services across the organisation

Invest in technology that facilitates smarter working and better service delivery

**Our Digital Organisation** Using data to inform decisions, deliver value and better understand our world

Using our knowledge to design services and inform decisions that positively influence our community

Delivering personalised services tailored to our citizens needs

Using our insight to deliver targeted interventions and focus our resources where they are most beneficial

a) *Our Digital Service: Creating valuable, insightful and reliable digital services for residents, businesses and visitors*

This priority underpins everything that will be delivered; digital services that are accessible, add value and are based on insight about what customers actually need. Importantly, the services created must work completely and become the preferred method of contact above other channels.

The Council would need to tailor services according to what the public require and what is of benefit. The same principles would apply to internal services, underpinned by digital business models.

b) *Our Digital Community: Enabling our communities to benefit from the opportunities that digital can offer*

By including policy, practices and partnerships as a key digital theme, the Council can ensure that every aspect of how Newcastle develops supports future digital opportunities. Relatively simple decisions may be all that is required to have a big impact.

The Council can leverage is unique position as a provider of services, an influencer of the built environment and co-ordinator of organisations to affect how the wider Newcastle community responds to the digital challenges it faces. We are ideally placed help our citizens, businesses and residents to realise the opportunities that a digital future presents.

c) *Our Digital Culture: Empowering our staff with the skills and tools to develop and deliver efficient services*

Our staff are at the heart of the services that the Council delivers. The Council must empower its workforce to become Digital First – to deliver effective and efficient public services. We need to address staff skills to push the boundaries of what they do, to pursue opportunities, to understand our environment, to manage data, to act ethically and responsibly and to collaborate in ways never seen before. We need our organisation to continuously ask, where's the opportunity?

To ensure our success in the future, we need to prepare and ensure that our staff not only have the soft skills that are required, but also the specialist skills to effectively analyse data, gain insight, spot trends, effectively create content, dig deeper and feel empowered to make changes where the opportunities exist to make this possible.

d) *Our Digital Organisation: Using data to inform decisions, deliver value and better understanding of our world*

This priority is critical to the Council's future success and involves moving towards a model of decision making that is not based on instinct, but on insight. This insight will allow us to focus our resources in the right places and provide the understanding to make more effective interventions at the right time. All of which makes better use of public money.

This method of organising our services will allow the Council to deliver its vision of opportunity, by understanding what our customers require and how those needs can be met.

The Digital Strategy will be finalised in conjunction with the Leader of the Council.

3.2. *Establish a Dedicated Digital Team*
If the Council is to seriously develop its digital presence, a number of key resources will need to be dedicated to delivering a digital programme. These are outlined below:

a) *Digital Delivery Manager 1x FTE*
As part of the restructuring of Customer and Digital Services, a business manager post has been introduced for the role of Digital Delivery Manager. In general, this person will be responsible for delivering on the Council's Digital Strategy and co-ordinating the efforts of the digital team at both a strategic and operational level with other services, partners and external providers.

b) *Digital Delivery Project Manager 1x FTE*
Currently, an ICT project manager is dedicated to supporting the digital delivery project as their sole responsibility. A second project manager has also been seconded to the Recycling and Waste service to support the delivery of the revised collection arrangements (which is also heavily dependent on digital delivery). It is anticipated that project management resource will be an ongoing requirement and is mentioned here, as future capacity issues may be experienced.

c) *Business Process Engineer 1.5x FTE*
A key element of the digital strategy is to develop processes from the ground up; to redesign them with modern, technical solutions in mind rather than simply doing something because we always have. This is accomplished through business process engineering. Capacity to complete this work needs to be introduced as at present, it is being provided on an ad-hoc basis in addition to a post holders existing workload.

d) *Process Engineering and Project Support 1x FTE*
As the workload for the digital delivery team grows, the capacity of the project manager and business process engineer will be directly affected. To ensure they can operate effectively, a support officer with suitable project management and business process experience will be

introduced.  This officer will deliver smaller scale transformation projects independently and work to support the senior officers.  A resource from ICT is currently being aligned to this role.

e) *Spatial Support Officer 1x FTE*
A key element of the digital transformation programme will be the availability of reliable address information.  The Council currently maintains an address gazetteer which underpins most systems but a number of improvements need to be made.  In addition, data driven decision making is highly influenced by the expression of data in a spatial context which at present, cannot be resourced.  It is intended that an officer from the Council's Benefits team be re-skilled to fill this this important role.

f) *Digital Developer 1x FTE*
To deliver complete digital services, a senior developer will be required.  This individual will work with the digital team to translate business processes into operational services.  They will also act as the link to other technical specialists within ICT, ensuring the effective integration of systems and adherence to appropriate standards.  It is anticipated that these responsibilities will be fulfilled by the existing ICT officer providing the service.

g) *Development Apprentice 1x FTE*
To support the Digital Developer, an apprentice will be introduced.  Arrangements have already been made through training provider QA, to source a suitable individual and provide a structured training programme.  The training is being provided as part of the Council's apprenticeship levy and will result in the post holder securing a recognised industry qualification.

h) *Forms & Content Creator 0.6xFTE*
A number of the Council's existing forms which do not need to integrate with back office systems can be easily created and managed by a digital content creator.  This individual will also ensure the co-ordination of the digital delivery team's products with other services such as the Council's website and contact centre.  This is important as the consistency of information across multiple channels is essential to effective delivery.

The roles identified above will be sufficient to deliver to core components of the Council's Digital Strategy:
- Migration to the Jadu CXM Platform
- Service Transformation*
- Mobile Working for front line services*
- Self Service
- Digital Inclusion
- Transparency and Information Management*

Some of the initiatives listed above (denominated with a *) may require additional investment in new technology or specific staff resources.  Where requirements such as this are identified, it is anticipated that they will require the production of a business case for consideration by the Digital board or via an existing Council structure.  This is also the case for other initiatives listed in the action plan of the Digital Strategy; the core team will commence the required work, but each will be considered on a case by case basis.

3.3. *Adopt a Governance Structure for Digital Delivery*
To ensure that the Digital Delivery programme results in tangible outcomes and remains focused, an appropriate governance structure must be established.   It is proposed that a corporate ICT & Digital Services Steering Group is established and chaired by the Portfolio Holder for Corporate and Service Improvement, People and Partnerships.  The groups vice chair would be the Council's Executive Director for Resources and Support Services.

Terms of reference for this group were agreed by the Council's Executive Management Team in May 2019 and are included in Appendix 2 for consideration.

4.    **Reasons for the Preferred Solution**

4.1.    Section 2 outlines a number of significant issues that the Council faces, both internally with regard to the sustainability of our current operating model and in the wider community.  The proposed Digital Strategy is intended to directly address most, if not all of these issues in a flexible and sustainable way that can be tailored to the needs and capacity of Newcastle under Lyme.

4.2.    The key objectives of the strategy focus on delivering prioritised outcomes that the Council will be able to achieve.  The suggested method of evaluating other streams on a case by case basis will allow the Council to investigate promising digital avenues, but with sufficient corporate oversight to ensure that we use the funding we have appropriately and do not invest in "nice to have" prospects, that ultimately deliver little or no value.

4.3.    The formation of a digital team will provide the structure necessary to clearly drive forward digital services.  The proposed strategy has a number of aspects that will ultimately be delivered in partnership with other service areas and having an appropriate structure in place to facilitate and co-ordinate this will be essential.  By providing a centralised pool of skilled individuals, the burden of transformation placed on individual services can be reduced and our methods of change applied in a consistent and reliable way.

4.4.    It is also important to recognise that existing digital transformation attempts, although limited in scope, have been extremely successful.  The launch of the Chargeable Garden Waste service for example resulted in over three quarters of the 20,000 subscriptions being completed entirely online.  Completing a sign-up over the phone takes approximately seven minutes, so the resulting digital initiative removed the equivalent of 1,750 hours of work – or put another way, four full time staff members working flat out for nearly 12 weeks.

4.5.    The model of operation used to deliver the Chargeable Garden Waste service will ultimately be used by the digital team again in other service areas.  It is fully anticipated that these transformative activities will result in quantifiable, cashable savings in both front line and back office functions.  Each transformation will be accompanied by appropriate documentation that specifically identifies the anticipated benefits and provides a method of evaluation for future performance.

4.6.    For a project of this scale, an appropriate governance structure has to be in place.  The proposed arrangements also highlight the commitment to digital transformation across the most senior levels of the organisation.  The clarity and simplicity of the structure will give services a simple route to bring forward proposals and ensure that the Council remains focused on delivering initiatives that support its corporate priorities.

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

5.1.    As previously identified, the outlined proposals link to all Corporate Priorities.

6.    **Legal and Statutory Implications**

6.1.    Elements of the proposed work streams are affected by the following legislation:
    a)  General Data Protection Regulations
    b)  Privacy and Electronic Communications Regulations
    c)  Data Protection Act

6.2.    The full legal implications of any digital delivery strand will be fully explored as part of the development process.

7.    **Equality Impact Assessment**

7.1.    It would not be appropriate to create an overall Equality Impact Assessment for this report's proposals.  However, full assessments will be routinely carried out where any changes are being made to existing service delivery methods.

8. **Financial and Resource Implications**

8.1. *Staffing*

| Role | Status | Cost | Funding |
|---|---|---|---|
| Digital Delivery Manager | Vacant | £60,000 | BGF |
| Project Manager | In Situ (ICT) | £44,000 | ICT (A121) |
| Business Process Engineer | 0.5 In Sutu (BI) | £20,500 | BI (A514) |
| | 1.0 Vacant | £41,000 | BGF |
| Process & Project Support | Redeployment (ICT) | £37,600 | ICT (A121) |
| Spatial Support | Redeployment (Benefits) | £33,200 | Benefits (G107) |
| Senior Developer | In Situ (ICT) | £37,600 | ICT (A121) |
| Apprentice | Vacant | £17,300 | ICT (A121) |
| Forms & Content Creator | In Situ (Customer Svcs) | £15,400 | Customer Svcs (A605) |
| Table 1 – Anticipated Staff Costs | | | |

The anticipated staff costs outlined in table 1 are whole year amounts including on-costs. Where existing staff are already in post, it is anticipated that their funding source will remain unchanged.

A significant amount of resource is being released by ICT. This has been accomplished by:
- Backfilling Project Management Resource with costs covered by Recycling and Waste Services.
- Introducing a Cyber Security apprentice, releasing an existing officer to provide project and process support.
- Introducing an ICT Service Desk apprentice to backfill resources within the support team.

Both ICT apprentices are outside of the scope of this report, but costs are being covered through the reuse of funding for a vacant senior post.

It is anticipated that Borough Growth funding of at least £100,000 will be available for a period of three years to support the core team.

8.2. *Systems and Services*
Where additional expenditure is identified as a requirement, this will be evaluated on a case by case basis. As part of this process, a business case will be required to justify any spending required against achievable cost savings. Funding sources will require identification at the point of business case submission.

Initially however, £15,000 has been allocated from this year's Borough Growth Fund to cover the costs of any early interface purchase/development requirements.

9. **Major Risks**

9.1. Specific risk profiles will be delivered for each of the programmes initiatives. However, significant risks include:

- Data Management
  Each new service will involve the processing of significant personal information. This must be appropriately managed and protected as a legal obligation.

- Failure to Deliver
  The Council is considering a very significant programme of transformation and this inherently carries a risk that all outcomes will not be delivered. However, the proposed team structure and governance arrangements are expected to mitigate this as much as possible.

- Lack of Support

Any programme of significant change will result in a degree of resistance. The Council must manage this appropriately to ensure the digital delivery programme generates the anticipated service improvements.

- Savings Fail to Materialise
Whilst specific savings will be quantified on a case by case basis, there is a combined risk that a lack of support from the organisation and the failure of the digital team/service areas to deliver change will prevent these savings from being realised.

10. **Key Decision Information**

10.1. This report is considered as a key decision as the outcomes indirectly affect all wards.

11. **Earlier Cabinet/Committee Resolutions**

11.1. 18/01/2017 – Cabinet, Digital Delivery of Services

12. **List of Appendices**

12.1. Appendix One – Draft Digital Strategy
12.2. Appendix Two – ICT and Digital Steering Group Terms of Reference.

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# DIGITAL STRATEGY

for Newcastle-Under-Lyme
2019-2022

To provide easy-to-use online services for our residents and business that deliver value and greater independence

NEWCASTLE
UNDER LYME
BOROUGH COUNCIL

# Contents

# Foreword

### Cllr. Simon Tagg - Leader of the Council

As Leader of Newcastle under Lyme Borough Council I have the privilege of overseeing one of the most ambitious transformation agendas ever envisioned.

Our plan is to make sure that every resident, business and visitor to our Loyal and Ancient Borough can benefit from the opportunities that our digital future can provide; whether that's accessing Council services or ensuring people have the skills they need to make the most of digital services.

### Martin Hamilton - Chief Executive

This strategy is really kick-starting our work to deliver the Council's four priorities as so much of our future relies on digital services.

Over the next few years we will embrace what these opportunities can offer and ensure that we put digital delivery at the heart of everything we do. There is tremendous potential and this strategy outlines how we will turn our ambitions into reality.

# About the strategy

The Newcastle under Lyme Borough Council Plan 2018 - 2022 sets out the Council's priorities for the next four years:

- Local services that work for local people

- Growing our people and places

- A healthy, active and safe borough

- A town centre for all

The Digital Strategy is intended to support the achievement of these priorities, enabling the Council to transform itself and to realise the opportunities that a digital future may hold.

Our Digital Services

Local services that work for local people

Our Digital Community

A town centre for all

Our Digital Organisation

Growing our people and places

A healthy, active and safe borough

Our Digital Culture

3

# The Opportunity

Technological innovations have fundamentally changed how people interact, share information and deal with the world around them. Every bold step forward has resulted in faster, cheaper, more accessible technology that's been quickly adopted and embedded as part of modern life.

**86%** of Adults in Newcastle use the internet every day

**78%** do this using a smartphone

**3,160** Telephone transactions each week

**20.2%** Of residents are over 65

**35k** People visit the Council's website monthly

**22mbps** Average internet speed in Newcastle

**65-74** Age group with the biggest increase in internet usage 2019

**50%** Prefer electronic communication

**9%** prefer face to face services

**129,000** People live in Newcastle under Lyme

64

# The Opportunity

The last decade has been particularly exciting and Councils, like other organisations, have developed their services to meet growing consumer demand. Public expectations have also changed, increasingly expecting access to services at any time, from anywhere, using any device.

By **2028** almost **7 million** Adults will **lack Essential Digital Skills***

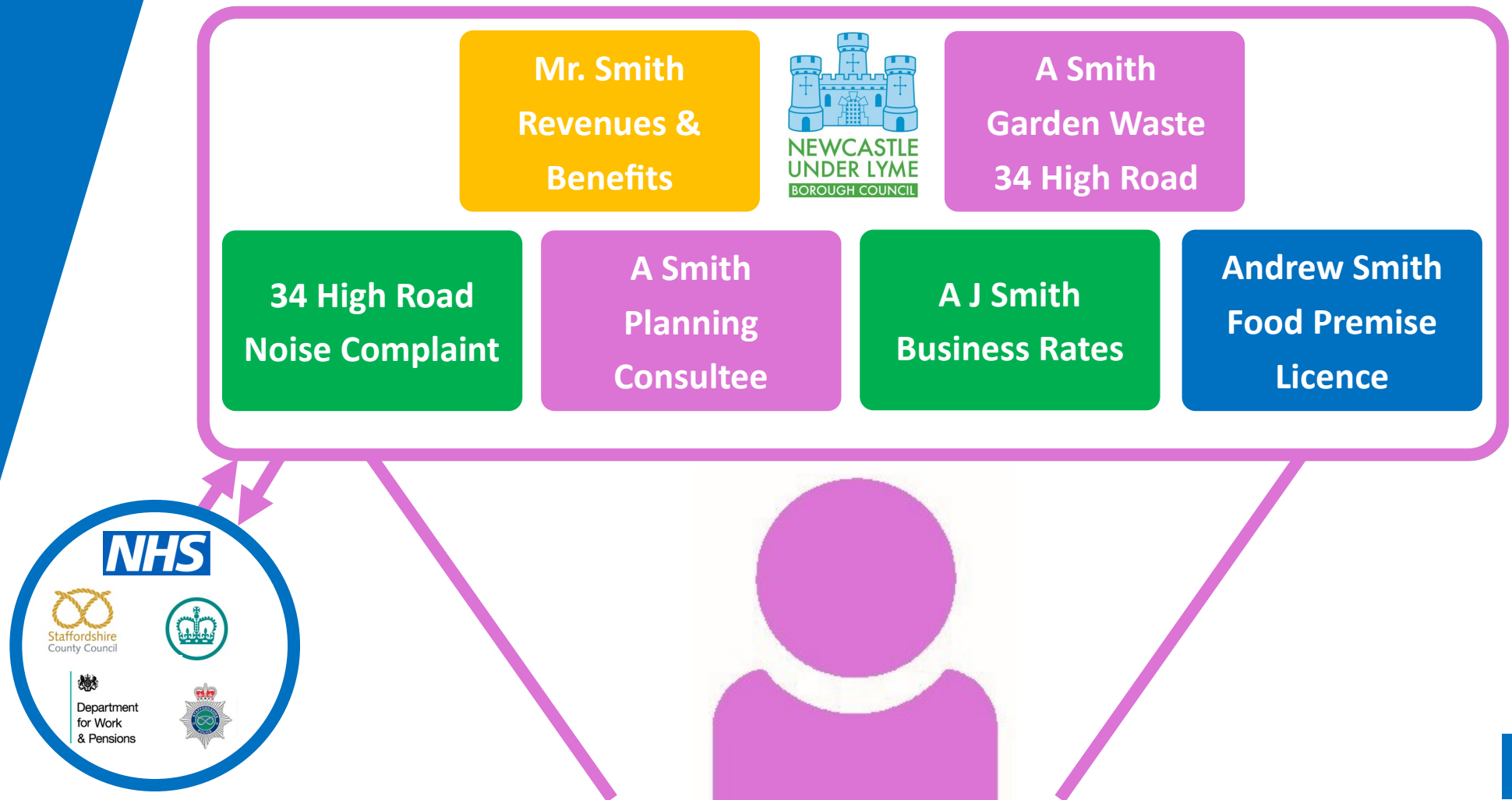Central Government aspires by **2025** to have **Nationwide Gigabit** Broadband

The Digital Opportunity however extends beyond simply enabling Council services online. The world of work and commerce are changing and it is essential that people have the skills and confidence to benefit from all that digital can offer. The Council is uniquely placed to support this.

Our built environment must also be able to deal with the challenge that digital presents. Council's have a responsibility to ensure that their polices and practices support creating a physical environment that is a catalyst for digital change and that residents, businesses and visitors alike can all benefit from digital opportunities.

*Good Things Foundation - Bridging the Digital Divide 2018

# The Opportunity

Councils and other organisations in both the public and private sectors also have the potential to deliver truly joined up services.  Technology no longer restricts these possibilities which would benefit both the organisation and the citizen.

**Mr. Smith Revenues & Benefits**

**NEWCASTLE UNDER LYME BOROUGH COUNCIL**

**A Smith Garden Waste 34 High Road**

**34 High Road Noise Complaint**

**A Smith Planning Consultee**

**A J Smith Business Rates**

**Andrew Smith Food Premise Licence**

**NHS**

Staffordshire County Council

Department for Work & Pensions

# The Opportunity: Garden Waste

In 2018, Newcastle under Lyme Borough Council began the introduction of a chargeable garden waste service. The Council's recycling service anticipated that approximately 20% of Newcastle's 43,000 households would want to use the service, each requiring a method of processing the subscription.

The Council's Customer Service, ICT and Waste teams all identified that processing transactions over the phone would not be practical, so a decision was made early in the service design, to produce a digital solution.



The service was hugely successful, processing nearly 14,000 subscriptions online in the first three months. This was blended with Contact Centre operations and limited face to face interactions.

**20,000** subscriptions

**19,500** households

**78%** processed online

# The Opportunity: Shifting Channels

The past 10 years have seen a clear and definite shift in how citizens consume Council services. Website usage has grown significantly whilst face to face interactions have plummeted. This trend will continue as more and more people begin to consider the Council as nothing more than a website they visit to access services.

**Twitter Followers @NewsNBC**

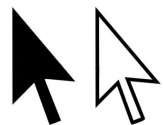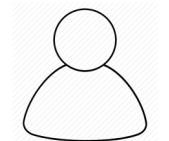**2009: 0 → 2019: 8149**

**Facebook Followers @NewsNBC**

**2009: 0 → 2019: 3700**

**Average Phone Calls Per Month**

**2009: 16,250 → 2019: 13,700**

**Face to Face visits per month**

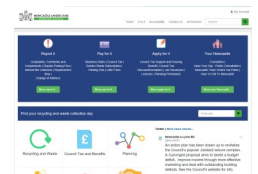**2009: 4,500 → 2019: 1,500**

**Transactions Completed Online**

**2009: 0 → 2019: 49,000**

**Monthly Website Visitors**

**2009: 11,000 → 2019: 35,000**

**Monthly Average MyStaffs App**

**2009: 0 → 2019: 1,027**

# Our Digital Themes

Our Digital Services

**Local services that work for local people**

## Our Digital Services

**Creating valuable, insightful and reliable digital services for residents, businesses and visitors**

This priority underpins everything digital services can offer, delivering exactly what the citizens actually needs, when they need it via a means they are happy with.

Importantly, the services introduced must not only be easy to access, but they must also be easy to use and work - first time, every time.

## Our Digital Community

Our Digital Community

**A town centre for all**

**Enabling our communities to benefit from the opportunities digital can offer**

By including policy, practices and partnerships as a key digital theme, the Council can ensure that every aspect of how Newcastle develops supports future digital opportunities. Relatively simple decisions may be all that is required to have a big impact.

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# Our Digital Themes

A healthy, active and safe borough

Our Digital Culture

## Our Digital Culture

**Empowering our staff with the skills and tools to develop and deliver efficient services**

Staff are at the heart of Council services and must be empowered to become Digitally focused – to deliver effective and efficient public services.  We need to address staff skills to push the boundaries, pursue opportunities, understand our environment, manage data, act ethically and responsibly and collaborate in ways never seen before.

Growing our people and places

Our Digital Organisation

## Our Digital Organisation

**Using data to inform decisions, deliver value and better understand our world**

Moving towards a model of decision making that is based on insight is key to the Councils future.  A better understanding of our citizens will allow us to focus our resources in the right places and provide the understanding to make more effective interventions at the right time.  All of which makes better use of public money.

# Our Digital Themes

Our digital themes cut across the entire organisation and are specifically intended to support the delivery of the Council's plan.

| Local Services that Work for Local People | Growing Our People and Places | A Healthy, Active and Safe Borough | A Town Centre for All |
| --- | --- | --- | --- |

**Our Digital Service** Creating valuable, insightful and reliable digital services for our residents, businesses and visitors

Developing exceptional, frictionless, digitally enabled services that work consistently across channels

Using robotics, automation and artificial intelligence to assist the delivery of services

Deliver personalised content and services, tailored to the needs of the individual

**Our Digital Community** Enabling our communities to benefit from the opportunities digital can offer

Developing the digital skills of our communities to remove digital exclusion

Encourage the development of the digital service sector and infrastructure through innovative policy and partnerships

Ensuring that our communities are informed, engaged and energised to the possibilities of digital

**Our Digital Culture** Empowering our staff with the skills and tools to develop and deliver efficient services

Becoming a Digital First organisation with a skilled workforce that challenged inefficiency and embraces opportunity

Ensuring the open, transparent and ethical use of digital services across the organisation

Invest in technology that facilitates smarter working and better service delivery

**Our Digital Organisation** Using data to inform decisions, deliver value and better understand our world

Using our knowledge to design services and inform decisions that positively influence our community

Delivering personalised services tailored to our citizens needs

Using our insight to deliver targeted interventions and focus our resources where they are most beneficial

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# The Local Digital Declaration

The Local Digital Declaration is a common set of aspiration for the future of local public services, initiated by the Ministry for Housing, Communities and Local Government and the Government Digital Service.

The declaration contains a number of commitments for an organisations Executive Management, Heads of Service and Elected Members.   It commits organisations to:

- Design services that best meet the needs of citizens

- Challenge the technology market to offer the flexible tools and services we need

- Protect citizens' privacy and security

- Deliver better value for money

These commitments are directly compatible with the themes of the Digital Strategy and we will commit to the Local Digital Declaration, to ensure that we deliver the highest quality digital services and share our experiences with others who may benefit from what we have learned.

Ministry of Housing, Communities & Local Government

Government Digital Service

# Governance

Our digital strategy affect every area of the Council. Having an effective governance structure in place will ensure we remain focused and on track.

- A combined ICT and Digital Services Steering group will be established.

- The Steering Group will report into the Council's Executive Management Team and Cabinet.

- Cabinet may choose to report our progress into full Council when appropriate.



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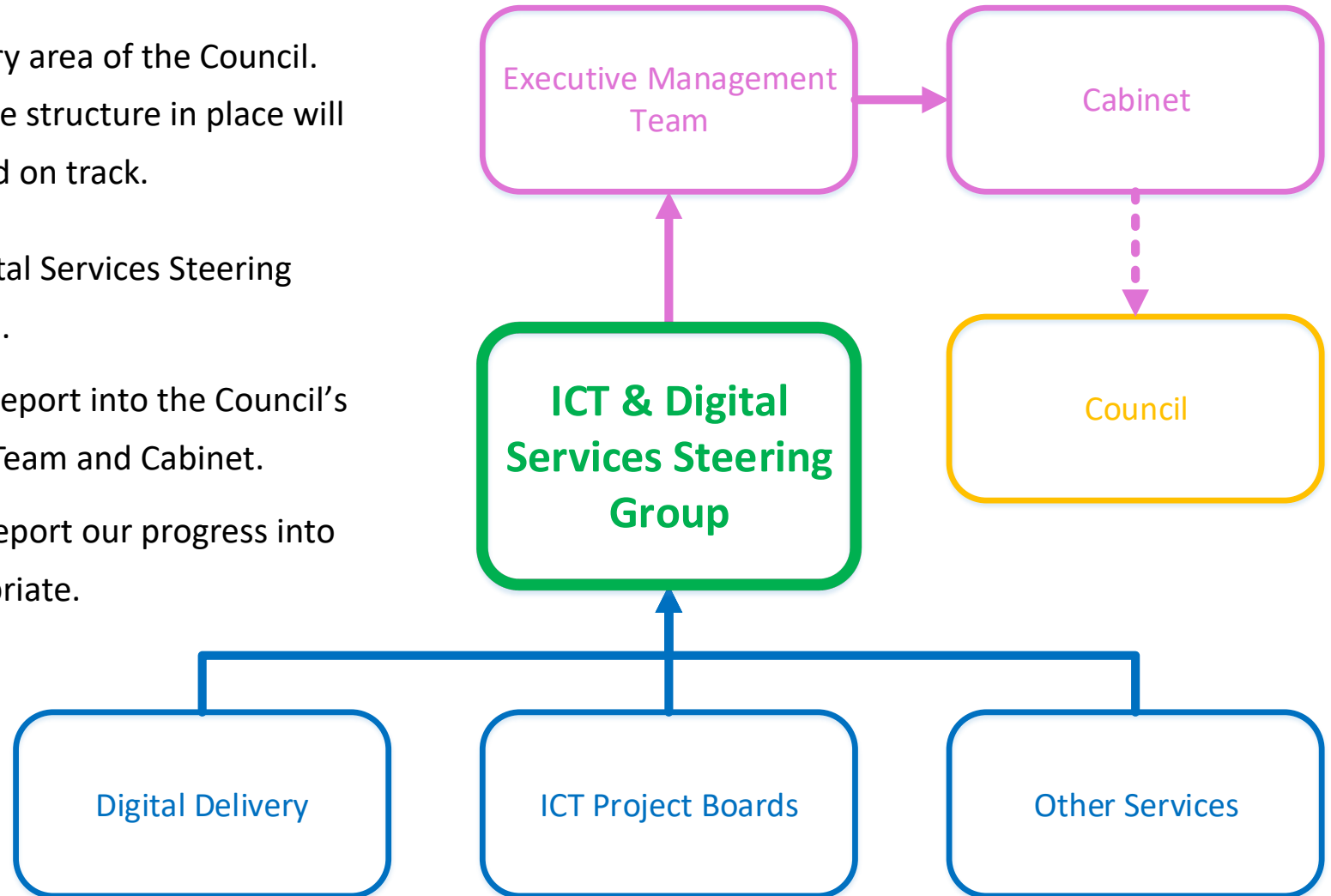
# Action Plans

A clear action plan has been developed to deliver the digital strategy.

It will ensure an ambitious and clear direction of travel for Digital Services in the Council, , inclusive services are developed that are accessible to all and establish a  framework for supporting the development of Digital communities and provide digital services fit for the future.

## Our Digital Services

| Project | Description | Status | 2022 aim |
|---|---|---|---|
| **Migration to the Jadu CXM Platform** | The Council must migrate its existing citizen forms away from its legacy CRM platform to our replacement Jadu Citizen Portal. | Commenced February 2019 | 100% |
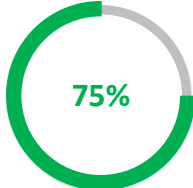
**Anticipated Benefits:**

- The introduction of a citizen portal with end-to-end services, available 24x7x365, from anywhere, on any device.

- Shift towards online access away from telephone and face to face

- An increase in overall levels of satisfaction.

- Quantifiable efficiency savings for the Council.

- A reduction in the cost of legacy back-office applications.

# Action Plans

| Our Digital Services | | | |
|---|---|---|---|
| **Project** | **Description** | **Status** | **2022 aim** |
| **Council website** | The Council's website is effective in its delivery of content, but is not particularly interactive and provides no facilities for personalisation.  A project will be commissioned to investigate how the website can be developed and what opportunities exist to better engage with our communities. | Commencing Q2 2020/21 | **100%** |

**Anticipated Benefits:**

An improved website could provide the Council with a way to engage with the public to make information accessible in a timely and relevant way.  A flexible website that allows information to be reused and engages with the specific needs need's of the citizen will provide a much richer experience than is presently available.

| | | | |
|---|---|---|---|
| **Automation, Robotics and Knowledge** | The Council's Citizen Portal provider, Jadu, has existing partnerships in place with automation providers.  The Council should actively begin looking into areas of possible robotic automation through Artificial Intelligence and the supporting requirements such as a comprehensive knowledge base. | Commencing Q4 2019/20 | **75%** |

**Anticipated Benefits:**

The simplest transactions could be automated through the use of robotics.  The use of a multi-channel system could reduce the time spent with citizens via phone, face to face or even online channels. The potential savings could be as a result of the reduction in face to face and telephone transactions at a cost of £10 and £3 retrospectively.

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# Action Plans

| Our Digital Services | | | |
|---|---|---|---|
| **Project** | **Description** | **Status** | **2022 aim** |
| **Service transformation** | The Council has already begun the work of re-engineering services<br><br>The design and future commissioning of services must take account of community involvement and feedback to ensure that services are as accessible to the public.<br><br>The Council will develop and promote the use of a "My Account" portal, providing a single sign on service for both residents and business – providing bespoke information based on needs and location. | In progress, however, resourcing for the programme will need to be considered to achieve longer term objectives | **75%** |
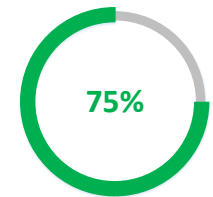
**Anticipated Benefits:**

The anticipated benefits of service transformation are considerable and stretch across the digital landscape. These include but are not limited to:

- The introduction of a citizen portal with end-to-end services, resulting in a possible reduction of transactions across other channels

- Access for citizens, 24x7x365 with the ability to provide a single login for multiple services

- Redesign of back-office services to take advantage of digital delivery models and the retirement of legacy platforms

- An increase in overall levels of satisfaction

- Quantifiable efficiency savings for the Council

- Better service delivery for residents, businesses and visitors to Newcastle under Lyme

# Action Plans

## Our Digital Services

| Project | Description | Status | 2022 aim |
|---|---|---|---|
| **Mobile working for front line services** | Deployment of mobile working solutions for field based service operatives and front facing services. | By 2020 | **100%** |

**Anticipated Benefits:**

This will provide a seamless solution for staff out in the Borough resolving issues.  There is a potential saving for dealing with issues, there and then whilst in the locality when a problem is reported, along with potential capacity improvements and more efficient methods of working.

## Our Digital Community

| Project | Description | Status | 2022 aim |
|---|---|---|---|
| **Internet of Things** | Internet of Things is a proposed development of the Internet in which everyday objects have network connectivity, allowing them to send and receive data. We will use the Internet of Things to improve service delivery where appropriate. | Development of pioneer projects within relevant service areas will begin in Q4 2020/21 | **25%** |

**Anticipated Benefits:**

Due to the complexity and potentially wide spread of applications, benefits will be defined on a case by case basis.

# Action Plans

| Our Digital Community | | | |
|---|---|---|---|
| **Project** | **Description** | **Status** | **2022 aim** |
| **Digital Inclusion** | Mechanisms will be put in place to ensure that service development takes account of what we know about our residents, what we can prove will be acceptable to them and how we can tailor services to be specific to the individual. | Initial work has already been undertaken but will be developed throughout 2019/2020 | 100% |

**Anticipated Benefits:**

Understanding our residents will allow the council to provide better services.  Also, in the current financially challenging environment ensuring that our resources are targeted in the areas of most need, where the impacts will be most beneficial is essential.  Achieving this consistently is dependent upon understanding our service users and their collective needs.

| | | | |
|---|---|---|---|
| **Self Service** | By using digital technology the resident can enter service request information directly from their computer, smartphone or tablet. The service request can be processed automatically and all information provided back to the resident electronically to satisfy the request. This is a more cost effective way to provide services, with  fewer staff needed to process requests | Phase 1 self service roll-out will be completed in September 19.  Work will then commence on phase 2 for completion by 2021. | 100% |

Self Service is a building block of digital delivery and a core aim; to allow residents, business and visitors to help themselves, 24x7x365.  Facilitating our citizens retrieving information and logging their own requests online will create obvious efficiencies within front line operations, however phase 2 is where the real benefits will be delivered.  Seamless, end-to-end transactions that are designed for electronic delivery could fundamentally improve how some areas of the authority work, for the benefit of all.

# Action Plans

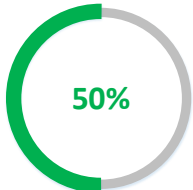| | Our Digital Community | | |
|---|---|---|---|
| **Project** | **Description** | **Status** | **2022 aim** |
| **Assisted Services** | Not every resident will have a computer or smartphone and they may not feel confident in its use even if they did.  The Council has to consider how it will support people to willingly transition to digital. The Council should begin to look at how digital services can be made sustainable and how it can use its position as a community influencer to give people the confidence and | Discussions will be held with other Council teams to ensure the benefits of assisted services can be felt across the community. Commencing Q1 2020/21 | **100%** |

**Anticipated Benefits:**

Digital exclusion is a significant problem and it is estimated that within the next 10 years, 11% of the UK's population will not have the skills or confidence needed to fully engage in the digital world.  By introducing assisted services, the Council can use its unique position within the community to positively encourage participation - ultimately resulting in better service access for residents and greater satisfaction.
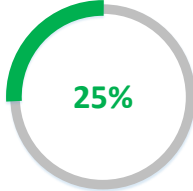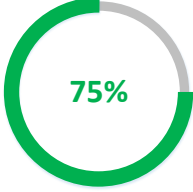
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# Action Plans

| Our Digital Culture | | | |
|---|---|---|---|
| **Project** | **Description** | **Status** | **2022 aim** |
| **Staff Development** | Our staff will be key enablers of digital opportunity. A digital skills audit will be undertaken to understand our organisational capabilities and address where support is needed | Work with Human Resources will be undertaken to design a suitable development scheme Q1 2020/21 | 100% |
| **Members development** | Members are key representatives of the Council both within the community and the organisation. It is essential that they not only have access to the tools necessary to fulfil their roles, but also the confidence and understanding to use them and champion digital opportunities within the wider world.<br><br>A training and development program will be delivered for Members and their engagement with the digital delivery process sought. | Work with the Council's Cabinet and group leaders will be undertaken to develop and agree a suitable program of engagement Q4 2019/20 | 100% |
| **Cultural & Policy Development** | To ensure our success in the future, we need to prepare and ensure that our staff not only have the soft skills that are required, but also the specialist skills to effectively analyse data, gain insight, spot trends, effectively create content, dig deeper and feel empowered to make changes where the opportunities exist to make this possible | The initiative is dependent upon the related department and will be an ongoing process over the life of the Digital Strategy | 50% |

# Action Plans

## Our Digital Culture

| Project | Description | Status | 2022 aim |
|---|---|---|---|
| **Digital learning network** | Establish a network of digital champions across the organisation to act as a reference point and advisor for change. | An implementation plan will be discussed and arranged in conjunction with Human Resources | 25% |

## Our Digital Organisation

| Project | Description | Status | 2022 aim |
|---|---|---|---|
| **Information and Communications Technology (ICT) Strategy** | The ICT Strategy is designed to ensure that the council's ICT environment is properly managed, maintained, secured, resourced, is cost effective and designed to supports the council's business needs. | The ICT Strategy will directly underpin and support the Councils Digital Strategy.  Work will commence Q4 2019/20 | 100% |
| **Transparency and Information Management** | Information management is a discipline that governs the transparency and accountability for the structure, storage, quality and usage of information required for management and business intelligence purposes. Including Geographical Information Systems. | Project plans in Legal Services for enhancements to Mod Gov and ICT services - EDRM project plan | 75% |

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# Action Plans

## Our Digital Organisation

| Project | Description | Status | 2022 aim |
|---|---|---|---|
| **Insight Development** | To ensure decision-making that is not based on instinct but on insight.  This insight will allow us to focus our resources in the right places and provide the understanding to make more effective interventions at the right time. | Work is underway with the Communications Team to fully develop an insight function | 75% |
| **Data Pooling & Address Referencing** | Ensuring that the Council's various applications are integrated with the local land and property gazetteer will be a huge step forward in assisting a digital transformation.  Ultimately, creating a common view of our residents will enable us to produce truly joined up services and facilitate delivery on a level not previously seen.<br><br>The potential to work with external organisations in both the public and private sector is significant and the benefits for the | Work to investigate developing a common citizen record through data pooling and address referencing will commence in Q1 2021/2022 | 75% |

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# Terms of Reference

# ICT & Digital Services Steering Group

## May 2019

## Document Control

| Version | Date | Author | Summary of change |
|---|---|---|---|
| 1.0 | | R. Bloor | Initial creation of terms of reference |
| 1.1 | 09/04/2019 | D Elkington | Inclusion of ICT Steering Group requirements and formatting changes. |
| 1.2 | 15/05/2019 | R Bloor | Feedback from EMT added |
| 1.3 | 16/05/2019 | D Elkington | Reporting routes clarified |
| 1.4 | 27/08/2019 | D Elkington | Portfolio Holder title updated. |

## Document Approval

This document was approved by the following people

| Approver Name | Version | Date |
|---|---|---|
| M Hamilton<br>J Willis,<br>D Adams | 1.3 | 7/5/2019 |

## Purpose

The purpose of the Digital Services Steering Group is to ensure the development, co-ordination and management of the Council's digital delivery and ICT service activities through effective direction and control.

The objectives of the Digital Services Steering Group are to:

1. Provide the overarching governance and decision making framework to support both digital service development and ICT delivery.
2. Provide oversight for the definition, review and currency of the Council's digital and ICT strategies, ensuring that these are compatible with and support Council's wider corporate plan.
3. Authorising and directing the resources required for the development of strategic and operational plans for digital service development, ensuring this is linked to and delivers upon corporate objectives.
4. To consider, challenge and approve proposals for both ICT and digital matters, ensuring they meet the strategic needs of the organisation and that any conflicts are appropriately resolved.
5. Champion a 'Digital First' approach throughout all Council Services and activities, including those of elected members.
6. Oversee additional opportunities and commission initiatives that will contribute to the improvement of services and promote joined up working across the Council.
7. Promote customer consultation and data driven decisions making as the basis of digital service design and improvement.
8. Work to establish a network of Digital Champions across the borough which will support the drive for increased take-up of digital Council services, within both the staff and Member arena's.
9. To own, manage, understand and challenge the mitigation of risk for both the digital delivery and ICT services groups.
10. Report on these matters to the Cabinet, Efficiency Board, and Executive Management Team as required.

## Key Roles

To ensure the effectiveness of the Digital and ICT Steering Group a number of key roles and responsibilities have been identified:

**a) Group Chair**

- To effectively chair and facilitate group meetings, ensuring that agenda items are covered and all views actively sought and considered.
- Commit to effective and efficient programme governance

**b) Senior Responsible Officers**

- To effectively represent the interests of other service areas within the organisation and ensure that corporate priorities are aligned with the direction of the digital services steering group.
- Commit and ensure the availability of resources to deliver the objectives of the Council's ICT and Digital plans.
- To ensure that the work of the Digital Services Steering group is championed within their respective service areas and promote visibility to other corporate groups where appropriate.

**c) Supporting Officers**

To provide technical or organisational expertise that is relevant to the work of the Digital Services Steering Group.

## Membership

The Digital Services Steering Group will have the following membership:

- Chair — Portfolio Holder - Corporate and Service Improvement, People and Partnerships
- Vice Chair — Executive Director, Resources and Support Services
- Senior Responsible Officer — Executive Director, Resources and Support Services
- Senior Responsible Officer — Executive Director, Operational Services
- Supporting Officer – Digital Delivery — Digital Delivery Manager
- Supporting Officer – ICT — ICT Operations and Development Manager
- Supporting Officer – Communications — Head of Communications
- Supporting Officer – Human Resources — Head of Human Resources
- Supporting Officer – Frontline Services — Head of a Frontline Service

To ensure quoracy, at least five group members including the Chair or nominated Vice Chair must be in attendance.

When a group member has sent their apologies to two consecutive meetings of the Group, they will be challenged in line with the Council's Efficient Meetings Protocol. This also requires and annual review of attendance and the addressing of individual poor attendance very proactively.

If a nominated Officer is unable to attend then a suitable substitute should attend where possible.

It may be necessary for a smaller group to meet (physically or virtually) at short notice due to a major incident that requires immediate attention.

## Frequency of Meetings

Meetings will be held on a bi-monthly basis, with emails considered as an appropriate mechanism to keep the group up-to-date in-between. It may however be necessary for meetings to be called more frequently. Therefore meetings may be called as and when required / necessary with the agreement of the chair.

## Standards

Decisions will be taken by agreement. There will be no voting.

Agendas will be electronically available at least four working days prior to meetings. Associated documents will be circulated with the agenda wherever possible; otherwise before the meeting except in exceptional circumstances or in relation to urgent items.

Papers containing sensitive information will be restricted.

An Action Log will be compiled for each meeting and agreed as an accurate record at the next meeting. Agreed Action Logs will be forwarded to the next available Efficiency Board and Executive Management Team for information.
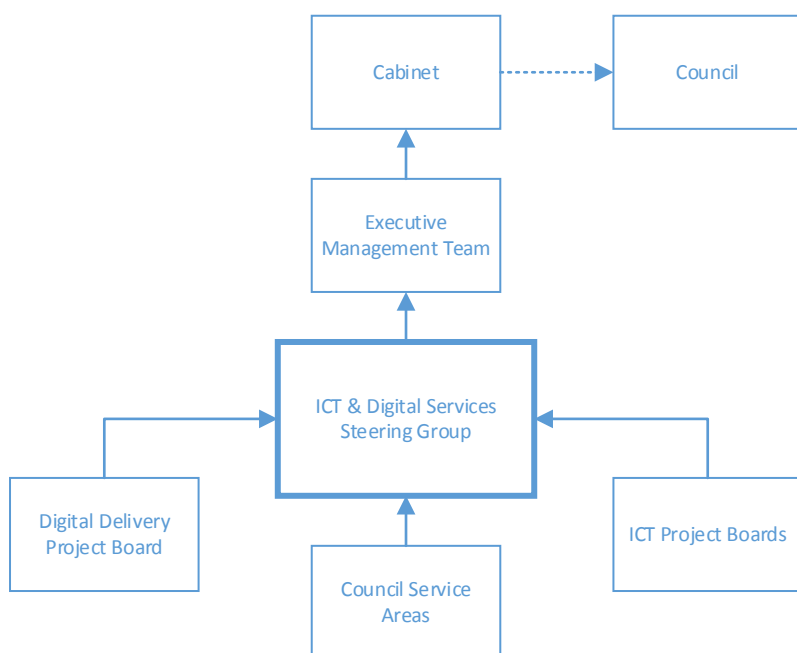
## Reporting



Figure 1. Digital Services Steering Group – Reporting Framework

The approved minutes and decisions of the group will be reported to:

- Executive Management Team
- Cabinet
- Council (at the request of Cabinet)

Corporate groups that report into the ICT and Digital Services Steering Group include:

- Digital Delivery Project Board
- ICT Project Boards (established in response to approved project work where necessary)

Council Services may also report into the ICT and Digital Services Steering Group for tasks such as requesting resource, approval of a business case, etc.

Where necessary, the policies developed and approved by the group may require consideration by Staffing Committee and other appropriate consultative groups.

## **Support to the Group**

Administrative Support – Secretary to the Executive Director, Resources and Support Services

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**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

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

**4th September 2019**

1.      **Report Title:**              **Recycling and Waste Strategy – Procurement**

         **Submitted by:**            **Executive Director – Operational Services**

         **Portfolio:**                  **Environment and Recycling**

         **Ward(s) affected:**        **All**

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**Purpose of the Report**

This report requests authority to seek and accept tenders for a range of vehicles, site and building works and services required to implement the new Recycling and Waste Service planned for 2020.

**Recommendations**

a) That the Executive Director (Operational Services) and Executive Director (Resources and Support Services) are authorised, in consultation with the Portfolio Holder for Environment and Recycling, to undertake the required procurement processes outlined in the report, complete any post tender negotiations if required and award the contracts to the successful contractors within the overall budget provision envelope made within the approved General Fund Capital and Revenue Programme for the introduction of the new recycling and waste service.

**Reasons**

In line with the Council regulations, authority is required to seek and accept contracts over the value of £50,000. This report outlines the various vehicles, building work and services that are required to implement the major service change.

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   1.   **Background**

1.1 At its meeting on 18th September 2018, Cabinet approved the recommendations of the cross party Recycling and Waste Cabinet Panel for the introduction of a Recycling and Waste service for the Borough which makes it easier for residents to recycle and is simpler to operate. The changes respond to residents' concerns about the current, multi container system which resulted in numerous missed collections when first introduced.

   2.   **Issues**

2.1 Planning and preparation for the new service, due to be introduced on a phased basis from spring 2020, is progressing and the Council now needs to undertake a range of procurement processes to ensure that appropriate vehicles, containers, material processing services and associated site and building works at Knutton Lane Depot are completed and in place in time for the start of the new service.

2.2 In preparation for the introduction of the new service, the Council has secured the use of one "split body" refuse freighter from a neighbouring authority to enable early trialling of the new system, albeit utilising the existing box system.  This will enable the Council to more accurately

model collection routes, waste handling processes and timings. This will provide valuable insights to ensure a smooth introduction of the service.

2.3 In addition to the existing food caddy, the new service will entail a single wheelie bin for mixed recycling, significantly simplifying the recycling process for residents. A particularly valuable element of the waste stream is card/paper, and it is important that this is kept separate from glass, tins, and plastic to maximise its value.

2.4 With the increased use of home deliveries, the volume of cardboard being recycled is ever increasing. The new system will include a weighted bag for paper and card.

2.5 The proposed system will make it simpler for residents to recycle, and be more reliable and simpler to operate by the refuse crews. It will also be more cost effective than the current arrangement.

2.6 The following elements, proposed procurement methods and the approved funding in place within the current MTFS Capital and Revenue Programme are required:

a.) Vehicles (split bodied recycling collection freighters and food waste recycling vehicles) through a range of Procurement Framework mini-tenders. Estimated cost £1.785m

b.) Recycling materials sorting contracts through competitive tenders. Estimated cost £0.279m

c.) Recycling recepticals through a Procurement Framework award to the cheapest supplier. Estimated cost £1.067m

d.) Building and site alteration works (to create appropriate material bulking facilities at Knutton Lane Depot) through a range of tenders. Estimated cost £0.5m

The actual detailed costs will be confirmed through the respective procurement processes.

3. **Proposal**

3.1 The proposal is that the Executive Director (Operational Services) and Executive Director (Resources and Support Services) are authorised, in consultation with the Portfolio Holder for Environment and Recycling, to undertake the required procurement processes outlined in the report, complete any post tender negotiations if required and award the contracts to the successful contractors within the overall budget provision envelope made within the approved General Fund Capital and Revenue Programme for the introduction of the new recycling and waste service.

4. **Reasons for Proposed Solution**

4.1 To ensure that the implementation of the new Recycling and Waste Services is achieved.

**5.** **Options Considered**

5.1 There are options in terms of the procurement methods that can be used, however, the proposed methods outlined above are considered to represent value for money and compliant processes.

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

6.1 Providing the Councils statutory waste and recycling collection duties supports the Council's corporate priorities of:
• Local services that work for local people.

7. **Legal and Statutory Implications**

7.1 The procurement processes proposed are compliant with the Councils Regulations and procurement rules.

8. **Equality Impact Assessment**

8.1 There are no equalities issues in relation to this report.

9. **Financial and Resource Implications**

9.1 The estimated costs associated with this report are detailed in section 2.2 above and can be accommodated from within the Councils approved Capital and Revenue Programme.

10. **Major Risks**

10.1 There is a risk that the tendering processes could result in the costs of the goods and services being in excess of the budget.

10.2. There is a risk that the goods and services are not in place in time for the phased introduction of the new service.

10.3 There is an increased risk of challenge, as a number of the procurement values exceed current OJEU thresholds, to mitigate such officers as indicated will look to utilise compliant frameworks, operating within their relevant guidelines.

11. **Sustainability and Climate Change Implications**

11.1 Vehicles will use the latest fuel and emission efficient engines. Recycling materials will be collected, sorted, recycled and reused, reducing the need for virgin materials in the production of packaging.

12. **Key Decision Information**

12.1 The Recycling and Waste Service is a statutory function and affects all wards in the Borough. When considered by members this will be a key decision item.

13. **Earlier Cabinet/Committee Resolutions**

13.1 Cabinet Report – 19th September 2018

14. **List of Appendices**

14.1 None

15. **Background Papers**

15.1 None

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**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

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

**4ᵗʰ September 2019**

1.    **Report Title:**          **Holiday Pay Entitlement**

       **Submitted by:**        **Interim Head of HR**

       **Portfolio:**            **Corporate and Service Improvements, People & Partnerships**

       **Wards Affected:**       **All**

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**Purpose of the Report**

To seek Cabinet approval for a proposal to implement additional holiday pay for those employees who work regular and voluntary overtime.

**Recommendations**

That Cabinet approve the Additional Holiday Pay proposal as outlined in Section 4.

**Reasons**

To comply with employment legislation following an Employment Appeal Tribunal (EAT) – White & Others vs Dudley MBC.  This ruling has significant implications for many organisations where they have employees who work regular voluntary overtime.

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2.    **Background**

2.1    Following on from the negotiation of a trade union recognition agreement earlier this year efforts have continued to resolve a number of longstanding industrial relations issues through constructive dialogue with the JNCC. One such issue is the calculation of holiday pay for those employees who work regular and voluntary overtime.

2.2    In August 2017, an employment appeals tribunal concluded that voluntary overtime, voluntary standby and voluntary call out payments should be considered as 'normal' pay if undertaken with 'sufficient regularity' and should therefore be used when calculating holiday pay and endorsed a 12-week reference period to calculate holidays.

2.3    At Newcastle Borough Council, only basic pay and regular fixed allowances currently count when calculating holiday pay entitlement.  The premise underpinning the new ruling is that staff should receive a 'normal weeks' pay' when they take annual leave.

2.4    The key points from the ruling are:

          2.4.1    Employees are entitled to a paid sum of money reflecting their 'normal non-guaranteed overtime which now forms part of their annual leave payments

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2.4.2 The above (2.3.1.) only applied to the basic 20 days leave under the EU working directive and not the additional UK 8 days leave under regulations 13A of the Working Time Regulations or indeed the enhanced JNC Green Book entitlements

2.4.3 Subject to a reasonable practicability test, employees who claim for holiday pay arrears will be out of time if there is more than 3 month break between successive underpayments.

3. **Issues**

3.1 The Trade Unions raised the non-payment of regular overtime issue in July 2017 and then further in September 2018 via a formal grievance submitted by GMB.

3.2 Following a review by the Interim Head of HR Regional Trade Union Representatives were informed in December 2018 that the Council was not adhering to the additional holiday pay ruling and it was confirmed that a more detailed review would be undertaken with a view to bringing forward proposals that would ensure the Council was compliant.

3.3 On 6th June 2019, a meeting was held with the Joint Trade Unions to discuss the Council's scenarios, costings and options for calculating additional holiday pay including:

i. Backdated monies – a minimum of 2 years in line with the Bear Scotland vs Fulton case law decision

ii. Number of Paid Holidays i.e. EU law (20 days), UK law (28 days) NJC Green Book based on the minimum 34 days and NJC Green Book – variable. Casual employees are currently paid in line with NJC Green Book which provides for a minimum of 34 days.

iii. Review period – 12 weeks vs. rolling 12 month basis

iv. Definition of 'regular' overtime and how can this be quantified.

4. **Proposal**

4.1 At the meeting of 6th June 2019, the Council made the following proposal:

4.1.1. Additional holiday pay would be paid from 1st April 2019 and backdated for 2 years in line with the ruling i.e. to 1st April 2017

4.1.2 The holidays would be based on NJC Green Book which is based on the minimum of 34 days. This equates to 13.04% of pay.

4.1.3 The review period would be 12 months to reflect seasonal work

4.1.4 The majority of the Council's overtime would be deemed 'regular' and all overtime payments are included.

4.2 The cost of this proposal would be approximately £97,000.

4.3 On 11th June 2019, the Council's proposals were put officially in writing to the Trade Unions at their request.

4.4 On 19th June 2019, GMB and GMB APEX confirmed that they had consulted with their members and they wish to accept this proposal.

4.5. On 27th June 2019, UNISON agreed to the Council's proposals.

4.6 On 25th July 2019, the Joint Negotiating and Consultative Committee agreed to the Council's proposals.

5. **Reason for Proposed Solution**

    5.1    That Cabinet approve the Additional Holiday Pay proposal as outlined in section 4 to comply with employment legislation following the Employment Appeal Tribunal (EAT) – White & Others vs Dudley MBC. This ruling has significant implications for many organisations where they have employees who work regular voluntary overtime

6**.** **Options Considered**

    6.1    As the EAT case provides binding authority on the Council, it is necessary to reach agreement in relation to these issues.

**7.** **Legal and Statutory Implications**

    .
    7.1    The EAT case provides clarity and binding authority for the first time on holiday pay and entitlements, ruling that payments for voluntary overtime (as well as call-out, standby and mileage) were paid with sufficient regularity for them to fall within the definition of "normal remuneration". Accordingly the EAT concluded that they should be included in holiday pay calculation for the 20 days of annual leave arising under the Working Time Directive.

    7.2    By agreeing to the proposals in the report the Council will be complying with the ruling of the EAT.

8. **Equality Impact Assessment**

    8.1    N/A

9. **Financial and Resource Implications**

    9.1    Based on current estimates the Council can expect a payment of £97,000 during 2019/20 that has not been budgeted for. This consists of £32,000 additional holiday pay for the financial year 2019/20, and £65,000 for the two years backdated payment relating to the period between April 2017 and March 2019. An additional pressure on 2020/21's budget of £32,000 is also forecast.

10. **Major Risks**

    10.1    N/A

11. **Sustainability and Climate Change Implications**

    11.1    N/A

12. **Key Decision Information**

    12.1    Included on the Forward Plan

13. **Earlier Cabinet/Committee Resolutions**

    13.1    N/A

14. **List of Appendices**

    14.1   N/A

15. **Background Papers**

    15.1   N/A

**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

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

**4 September 2019**

Report Title    Financial and Performance Management Report to end of Quarter One (April-June) 2019-20

**Submitted by:**        Executive Management Team

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

**Wards Affected:**    All

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**Purpose of the Report**

To provide Cabinet with the Financial and Performance Review report – first quarter 2019-20.

**Recommendations**

    (a)    **That Members note the contents of the attached report with the new indicators and agree to the recommendation that the Council continues to monitor performance alongside the latest financial information for the same period.**

    (b)    **That Members note the inclusion of progress summaries informing how the Council is delivering against its priorities.**

    (c)    **That Members support the continued 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 and progress with delivery against our priorities, alongside related financial information on the organisation.

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1.    **Background**

1.1    This quarterly report provides Members with a detailed update on how the Council has performed during the first quarter 2019-20 by presenting performance data and progress summary set within a financial context.

1.2    This report provides broad financial information (Appendix A) and also details performance (Appendix B) for the first quarter of 2019/20.

1.3    A summary of the overall performance picture is presented in section 4 of this report and members will note that performance is generally progressing well.

2.    **2019-20 Revenue and Capital Budget Position**

2.1 The Council approved a General Fund Revenue Budget of £13,050,020 on 20 February 2019. Further financial information is provided in Appendix A.

**3. Development of the Financial and Performance Report**

3.1 The performance section –Appendix B was reviewed and updated for 2019-2020 and the indicators continue to reflect the priorities in the Council Plan.

3.2 In addition to a number of new indicators, the report includes a progress summary for each priority, detailing the progress with the delivery of planned activities.

3.3 Additional performance information is 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.

3.4 The format and content of the report will continue to be reviewed and developed in order to reflect the progress of the planned aims of the Council Plan 2018-2022, with a final report in 2019-20 providing a detailed report including more annual results of our achievements and outturns.

**4 Performance**

4.1 The latest performance information for quarter one has been analysed and all indicators monitored for this period are listed in the table found in Appendix B.

4.2 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.

4.3 The layout for Appendix B has undergone further development for 2019-2020.

4.4 For this report a total of 28 indicators were monitored, and the proportion of indicators which have met their target (where set) or are within tolerance levels during this period stands at 80%.

4.5 There are 4 indicators off target this quarter, and officers consider that the performance against these indicators does not give rise to serious cause for concern at present (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.

4.6 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.

4.7 Progress on delivery of planned activities is summarised for each priority and no concerns are highlighted.

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

5.1 All indicators and activities for delivery 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 (Appendix B).

**11.** **Background Papers**

Working papers held by officers responsible for calculating indicators.

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# Financial Position Quarter One 2019/20

## 1.  General Fund Revenue Budget

1.1  The Council approved a General Fund Revenue Budget of £13,050,020 on 20 February 2019. 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 £5,606,298 was approved for 2019/20. Of this total £3,606,298 relates to the total cost of new schemes for 2019/20 together with £1,000,000 for schemes funded by external sources (Disabled Facilities Grants), £1,000,000 contingency. In addition £1,326,573 was brought forward from the 2018/19 Capital Programme, resulting in a total Capital Programme of £6,947,871 for 2019/20.

## 3.  Revenue Budget Position

3.1  At this point in the financial year, we would have expected to have spent approximately £5,456,920; we have actually spent £5,570,217. Therefore, as at the end of the first quarter, the general fund budget shows an adverse variance of £113,297.

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

a.  Jubilee 2 is operating at a net overspend. This is predominately in relation to high levels of staff sickness which are required to be covered for and a shortfall in income received by the centre.

b.  Income from car parking is below the budgeted amount, this is due to a drop in the sale of parking permits and reduced income due to the "£1.00 after 3pm" parking initiative.

c.  Income from planning application fees is below the budgeted amount, this is due to the number of major planning applications received during the first quarter – this may fluctuate during future periods.

## 4.  Capital Programme Position

4.1  The Capital Programme approved by Council in February 2019 has been updated to take account of amounts brought forward from 2018/19 where planned expenditure did not occur. This has been added to the budget for 2019/20 (apart from cases where costs have been reduced or expenditure will no longer be incurred). The revised budget for capital projects in 2019/20 totals £6,947,871.

4.2  £492,450 of the revised budget was expected to be spent by 30 June; the actual amount spent was £516,193 resulting in an adverse variance at the end of the first quarter of £23,743.
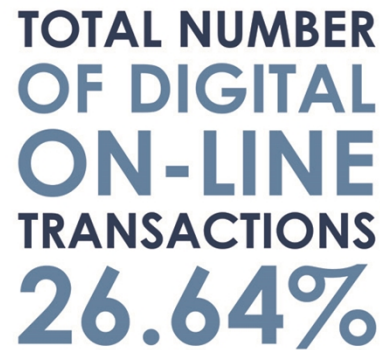
### 5. Borough Growth Fund

As part of the 2019/20 budget a 'Borough Growth' fund of £304,000 was established to enable investment in the Council's priorities via initiatives that are forecast to generate on-going revenue savings through reducing the costs of service delivery or through the generation of additional income. Progress on the utilisation of the 'Borough Growth' fund is as follows:

| Project | Description | Funding Committed |
|---|---|---|
| | | **2019/20** |
| **A Town Centre For All** | | |
| Car Parking Strategy | Replacement/upgrade of parking machines in town centre | £30,000 |
| CCTV | Contribution towards costs of upgrading CCTV cameras and monitoring in Newcastle and Kidsgrove town centres | £30,000 |
| Town Centre Development | Contribution towards costs of employing a Town Centre Development Manager to take forward the town centre for all action plan | £12,500 |
| Market | Funding for market improvements including relocation/enhancement of trading locations, purchase of gazebos for hire and the provision of electricity to the stalls. | £20,000 |
| Town Centre Data Set | Institute of Place Management Vitality & Viability programme - town centre Data Set study. | £4,000 |
| **Total Committed To Date** | | **£96,500** |
| Balance of Funding Available | | £7,500 |
| **Total Funding Allocation** | | **£104,000** |
| **Council Transformation** | | |
| Digital Delivery | Part funding for 3 digital apprentices to support the digital delivery and ICT development programmes | £10,000 |
| | Part funding for a Digital Business Manager post to drive forward the digital strategy post September 2019 | £30,000 |

| | Third party integration costs to deliver seamless end to end digital solution for customers | £15,000 |
|---|---|---|
| Project Management | Additional project management capacity to accelerate delivery of major regeneration projects and enhanced capital programme | £45,000 |
| **Total Committed To Date** | | **£100,000** |
| Balance of Funding Available | | £0 |
| **Funding Allocation** | | **£100,000** |
| **Building For The Future** | | |
| Commercial strategy | Appointment of commercial property investment advisers to provide specialist expertise to inform and support the development of the Council's commercial strategy | £50,000 |
| **Total Committed To Date** | | **£50,000** |
| Balance of Funding Available | | £50,000 |
| **Total Funding Allocation** | | **£100,000** |

**Corporate Performance Quarter 1 2019-20**

# How did we do in Quarter 1 2019 - 20

**PLANNING APPLICATIONS (NON-MAJOR) ISSUED**
**93%**

**LEISURE USERS**
**141,579**

**MUSEUM VISITORS**
**16,775**

**NUMBER OF CONTACTS FACE TO FACE**
**4,749**

**TELEPHONE**
**33,502**

**TOTAL NUMBER OF DIGITAL ON-LINE TRANSACTIONS**
**26.64%**

**CAR PARKING USAGE:- NUMBER OF TICKETS PURCHASED**
**114,874**

**EMPLOYEE SICKNESS ABSENCE**
**2.45 DAYS**

**HOUSEHOLD COLLECTIONS**

**GARDEN WASTE**
**110,700**

**RECYCLING AND FOOD**
**728,000**

**REFUSE**
**363,400**

**INVOICES PAID ON TIME**
**93.4%**

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## Priority 1: Local Services that Work for Local People

**Progress Summary**

Overall, our performance with a combination of monitoring and target driven indicators for this priority is very positive, with only one result for the indicator measuring staff sickness off target in this quarter but work is underway to impact on the result. Seven new indicators have been added to track progress with our outcomes for the priority.

A summary of progress with planned activities for Priority One from the Council Plan 2018-2022 are as follows:-

- **Increase Access to Information**
  - **Develop Council Social Media channels**
    The Local Government Association was commissioned to carry out an audit of the Council's corporate social media channels and followed that up with training for council staff involved in social media as part of their duties. The next step is for the Communications Team to audit the other council social media channels and produce development proposals as part of a review of existing social media protocols.
  - **Develop NewsNBC**
    NewsNBC has been developed as a virtual "news room" on the Council's website and now we will be increasing awareness and access to the virtual news room as a way for web visitors to access information about the Council.
  - **Improve content accuracy**
    Plain English tests carried out on all web content and the Council has just received the Crystal Mark from the Plain English Campaign. We will now establish a Web Authors Group of staff to generate content for the website from all service areas.
- **Improve Customer Satisfaction:**
  - **Secure "Customer Service Excellence"**
    A scoping exercise was conducted with the relevant services to establish where gaps may be (in order to fulfil the CSE criteria), and responses were received from most services and now in the process of gathering further evidence. It is progressing well and confident that the timeframe of April 2020 is achievable.
  - **Develop customer & citizen surveys**
    Currently we are working with key services such as recycling and waste; customer services and Streetscene on annual customer surveys and we will begin a procurement process for annual residents' survey linked to national Local Government Association guidance on satisfaction and informed levels.
- **Agree Digital Strategy and Outline Business case**
  The Strategy is being finalised and will be presented to members at the September Cabinet.
- **Complete migration from Lagan to JADU Customer Relationship Management System**
  - For a number of years the Council has used a Customer Relationship Management system, called Lagan, to manage all of its interactions with citizens. This system ensures that customer requests received by our Customer Service teams are transferred to other Council services in a timely and consistent way. The Lagan system is due to be decommissioned on September 27th and replaced by a solution from an alternative provider, Jadu. The move from the Lagan platform is nearly complete and now only 29 forms need to be built on the Jadu system to manage particular types of service requests. These are principally for Recycling and Waste, Environmental Health and Housing and need to be completed before the deadline and work is ongoing to ensure we achieve this target.

**Progress Summary continued**

> Good progress is being made on many fronts and we are currently building the necessary integration tools required for Environmental Health, the Waste and Recycling forms are being tested and the outstanding housing forms will be built shortly.  We have experienced some integration problems between the systems which have hampered our progression, but we are working with the respective suppliers to resolve these. At present, we are on track and anticipating completion of all priority forms by the September deadline.

- **Deliver new Recycling and Waste Service:**
  - **The new service is to go live phased from Spring  2020.**
  > Procurement exercises have commenced and in certain areas completed for bins, recycling bags, vehicles, and material reprocessing. Work has started on route modelling through capture of data from existing refuse collection rounds, which will be used to base the new recycling collection service on. Options over the operation for the transfer station at Knutton Lane have been agreed and design work for the new reconfigured site has commenced. Work on draft communications for residents and the Council's internal staff is being finalised and a number of staff roadshows illustrating how the new service will look and operate has been completed. During the next quarter the route modelling options for the new service will be complete, together with the remaining procurement exercises. Work will commence on building up the new budget for the service, and teaser communication will commence out to the public.

- **Ensure Workforce has the right skills, at the right time, in the right place:**
  - **Deliver workforce plan**
  > In this quarter, HR has worked with the Chief Executive on designing the new Senior Management structure.  Senior Management vacant posts have been identified (x 4) and procurement (tender process) has been completed to appoint an executive search and selection agency. The Executive Search and Selection Agency will be appointed in quarter 2, and these posts will be recruited to externally with the intention of candidates commencing in posts from November – January 2019/20 (dependent upon notice periods).

  - **Develop organisational culture**
  > It is expected that an organisational development plan will be instigated following the recruitment of all vacant senior management roles.  This will then enable the Chief Executive to work with his senior management team to outline the Council's expectations which will underpin the culture.
  > In the meantime, the HR team are working with all departments to outline what is expected of them as managers and employees (the psychological contract) and providing positive challenge as and when required. HR are continuing to work with all managers to coach and mentor them through all the HR policies to embed good practice and develop their skills in managing staff successfully to enable a positive working culture.

  - **Review, update and implement HR Policies**
  > During this period, the  policies that have been approved and agreed through Trade Unions, JNCC and Cabinet are:
  > - Attendance Management
  > - Mutually Agreed Resignation Scheme
  > To accompany and support the Attendance Management policy, there is a Managers Guidance and Toolkit which has been designed and published to provide further information and support and guide managers and the Trade Unions have been consulted on this documentation.
  > Negotiations have also commenced on the organisational change policy and procedure, additional holiday pay (AHP) calculations and redeployment policy. For the next quarter, AHP will be presented to Joint Negotiation and Consultative Committee (JNCC) in July 2019 prior to Cabinet decision  and discussions on organisation change and redeployment will continue.

<table>
<tr><td colspan="2"><strong>Progress Summary continued</strong></td></tr>
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- **Improve Employee relations**

  Regular and ongoing discussions with the Trade Unions around policies, processes and ways of working have been achieved between the Council and its recognised Trade Unions and HR will continue in the next quarter to work positively with the Trade Unions on all employee related matters.
- **HR Shared Service Centre**

  A decision on the new provider (Stoke City Council) has been agreed by EMT and a project manager (Ian Simpson) has been appointed to lead on this project and in the second quarter, NULBC will be working with Stoke City Council on transferring the payroll and HR service with the intention of parallel running in September / October 2019.

| Ref | Service Area | Portfolio Holder | Indicator | Good is | Result Qtr 1 2018-19 | Result Qtr 4 2018-19 | Result Qtr 1 2019-20 | Target Qtr 1 2019-20 | How have we performed? | Status |
|---|---|---|---|---|---|---|---|---|---|---|
| 1.1 | Environmental Health | Cllr. Trevor Johnson | Percentage of food premises that have a zero or one national food hygiene rating | Low | 2.6% (26 out of 1,102 published premises) | 1.16% (13 out of 1,122 published premises) | 1.24% (14 out of 1,131 published premises) | 5% | The figure remains well within target this quarter. | 🟢 |
| 1.2 New | Environmental Health | Cllr. Trevor Johnson | Percentage of category A and B food business inspections completed on time | High | - | 100% | 100% | - | | - |
| 1.3 New | Environmental Health | Cllr. Trevor Johnson | No. Accidents/Incidents reported (RIDDOR) | Low | - | 1 | 2 | - | These two incidents were incidences of slip, trip falls and no further action required. There is no target set as it would be inappropriate to set a target in this respect. | - |
| 1.4 | Recycling & Fleet | Cllr. Trevor Johnson | Household collections from the kerbside (%):- | | | | | | | |
| 1.4a | | | • Dry Recycling | High | 15.12% | 18.97%* | 16.32%* | 20% | Dry Recycling performance lower than expected. No particular reason apparent. Will look at targeted communications, to try to increase tonnage into recycling and further reduce refuse. | 🟢 |
| 1.4b | | | • Food | High | 4.63% | 5.87%* | 5.14%* | 5% | | 🟢 |
| 1.4c | | | • Amount of residual Waste per household | Low | 112.31kgs | 435kgs* | 110.66kgs* | 107.5kgs (per household) cumulative | | 🟢 |

| Ref | Service Area | Portfolio Holder | Indicator | Good is | Result Qtr. 1 2018-19 | Result Qtr. 4 2018-19 | Result Qtr. 1 2019-20 | Target Qtr. 1 2019-20 | How have we performed? | Status |
|---|---|---|---|---|---|---|---|---|---|---|
| 1.4d New | Operations | Cllr. Trevor Johnson | Number of missed kerbside collections:- Total (per 100,000 collections) | Low | - | 69 | 71 | 80 (per 100,000 collections) | In this quarter there were a total of 1,202,100 collections of residual, garden waste, recycling and food. There were missed collections of Residual -214, Garden Waste – 213 and Recycling -422. | 🟢 |
| 1.5 | Operations | Cllr. Trevor Johnson | Levels of street and environment cleanliness (LEQ survey) free / predominantly free of litter, detritus, graffiti and fly-posting) | High | - | 93.14% 93.14% 99.83% 100% | - | 91% 91% 97% 99% | The first survey for 2019-20 is undertaken in Qtr. 2, with further surveys in Qtr. 3 and 4. | - |
| 1.6 | Customer & ICT | Cllr. Simon Tagg | Percentage of requests resolved at first point of contact | High | 98% | 98% | 99% | 97% | The result exceeds the target set for Qtr. 1. | 🟢 |
| 1.7 | Customer & ICT | | % Unmet demand (number of calls not answered as a % of total call handling volume) | Low | 8.45% | 14.82% | 6.33% | 10% | The result is below target set in the first quarter. | 🟢 |
| 1.8 New | Digital Delivery | Cllr. Simon Tagg | Total number of digital on-line transactions (%) as a % of all service requests by any channel. | High | - | 95.61% (Qtr. 4) Baseline | 26.64% | Target to be set at Qtr. 2. | Currently this indicator does not include email transactions; this will be reported in Qtr. 2. The high percentage in Qtr. 4 was a result of all the Garden Waste subscription activity. | - |
| 1.9 New | Communication | Cllr. Simon Tagg | Total number of unique users to the website | High | - | 98,613 (Qtr. 4) Baseline | 101,097 | 79,500 | The result is well above the target set for this indicator. | 🟢 |
| 1.10 | Revenues & Benefits | Cllr. Stephen Sweeney | Time taken to process Housing/Council Tax Benefit new claims and change events | Low | 5.32 days | 4.36 days | 4.93days | 10 days | The result exceeds the target set and above those achieved last year | 🟢 |

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| Ref | Service Area | Portfolio Holder | Indicator | Good is | Result Qtr 1 2018-19 | Result Qtr 4 2018-19 | Result Qtr 1 2019-20 | Target Qtr 1 2019-20 | How have we performed? | Status |
|---|---|---|---|---|---|---|---|---|---|---|
| 1.11 | Revenues & Benefits | Cllr. Stephen Sweeney | Percentage of Council Tax collected | High | 27.40% | 97.70% | 27.30% | 97.50% | The results are above the targets set and equal to or above those achieved last year | 🟢 |
| 1.12 | Revenues & Benefits | Cllr. Stephen Sweeney | Percentage of National non-domestic rates collected | High | 29.00% | 98.90% | 29.50% | 26.22% | | 🟢 |
| 1.13 | Human Resources | Cllr. Simon Tagg | Average number of days per employee lost to sickness | Low | 2.39days | 10.03 days | 2.45 days | 2 days Qtr. 1 (8 days annual) | The new Attendance Management Policy is approved and is being implemented throughout the council with support from Human Resources (HR). Training is being written by HR for all managers to attend and is planned to be delivered by December 2019. | 🟥 |
| 1.14 New | Human Resources | Cllr. Simon Tagg | Staff renewal | Low | - | - | 9.09% | 10% | The indicator result is 9.09% and within the target set. | 🟢 |
| 1.15 New | Human Resources | Cllr. Simon Tagg | Staff vacancy rates | Low | - | - | 11.63% | - | | - |

## Priority 2: Growing our People and Places

**Progress Summary**

Overall the performance with the target driven indicators for this priority are very positive with an increase in performance for Planning & Development and also in Property Services.

A summary of progress with planned activities for Priority 2 from the Council Plan 2018-2022 are as follows:-

- **Refresh of Economic Development Strategy**

  The refresh of the strategy is underway, reflecting our Council Plan priorities and those of the Growth Deal with the County Council. The Communications team is currently working on the design and layout of the publication and it will then be shared for approval.

- **Deliver Joint Local Plan**

  Progress continues to be made to meet the challenging published timetable of achieving consultation on the Draft Plan during October - December 2019.

- **Progress University Growth Corridor**

  The University Growth Corridor (UGC) Programme meetings re-established, and are being progressed alongside the Local Plan.

- **Deliver appropriate housing to those in need:**
  - **Retender Housing Advice service** - Newcastle housing advice (NHA) service delivers the Council's homelessness, housing advice and housing register services in the Borough. The existing NHA service commenced 1.4.14 and is due to end on 31.3.20. On July 10th, Cabinet approved the procurement of a new contract for the NHA service based on a three year contract with the option to extend for a further three years. Officers have produced a comprehensive service specification and tender documentation for the retendering process. The tender will be advertised from early August 2019 until 30th September 2019.
  - **Joint allocation policy and procurement of a Choice Based Lettings system**
    Officers have commenced conversations with Aspire Housing to produce a Joint Allocation Policy. This joint policy will allow customers of the Borough to access social housing owned and managed by Aspire Housing and other Private Registered Providers to whom the Council has partnerships within the Borough. The Council and Aspire Housing will procure a Choice Based Letting (CBL) system that will deliver the platform for the administration function of the housing register. This will allow our customers to make one application for social housing. Officers are presently considering options available for the procurement of the CBL system.
  - **One Public Estate**
    The Borough Council have received as sum of £50,000 from 'One Public Estate', (a body set up to encourage public agencies to work together to make better use of their property assets), to cover the cost of undertaking the masterplanning of Knutton Village. This will involve preparing proposals for the use or development of a number of cleared sites around the centre of Knutton in the ownership of the Borough and County Councils and Aspire Housing with the objective of bringing forward new housing development in the area and to assess the potential for investing in the improvement and consolidation of community facilities. Aspire Housing is also contributing to the resources of the Study with a view to it reviewing its role as a provider of affordable housing in the area, including that of housing for the elderly. A contract for this work is expected to be let by the end of August and take around six to eight months to complete. The work will be overseen by a steering group comprising local representative organisations and residents groups and the study will include an exhibition and local consultation to assist in arriving at recommendations for action.

**Progress Summary continued**

- ▪ **Consideration of a property investment model**

  Consideration is being given to the Borough Council taking a more active role in developing its sites (i.e. by way of forming a property development company or similar) either on its own or in a partnership arrangement. The aim of 'the company' would be to create profit / net surplus from any developments that are undertaken in addition to any regeneration benefits. Initial legal advice on the options available to the Council was procured during June and a report will be presented to Cabinet in October.

- ▪ **Masterplan of land at:- Chatterley Close area by Bradwell crematorium; off Liverpool Road, Birchenwood and Keele Golf Course**

  Work has commenced on the development of the specifications for the masterplan of land in the Chatterley Close area, Bradwell. Next quarter this will be tendered to ensure that appropriately qualified and experienced consultants can undertake the work. Keele masterplan was approved in principle last year and is subject to consideration as part of the development of the Joint Local Plan. A phase 1 environmental impact assessment has been completed for Birchenwood, next quarter a preliminary ground investigation survey will be undertaken to inform the next steps.

- ▪ **Planning Consent – Sidmouth Ave**

  In this quarter, work was undertaken to enable July Cabinet to authorise the Chief Executive, in consultation with the Portfolio Holder to secure Planning Consent for;

  (i)     Demolition of the post 1950's building extensions, making good external walls on the existing (i.e. remaining) building;

  (ii)    Change of use of the existing building to residential;

  (iii)   Three substantial 4-5 bedroomed detached houses, each having integral garages – being on the area of cleared land arising from the demolition referred to at point (i) above.

  The council's appointed architect is to imminently submit the necessary application with a view to securing consent by October 2019.

| Ref | Service Area | Portfolio Holder | Indicator | Good is | Result Qtr 1 2018-19 | Result Qtr 4 2018-19 | Result Qtr 1 2019-20 | Target Qtr 1 2019-20 | How have we performed? | Status |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2.1 | Property | Cllr. Paul Northcott | Percentage of investment portfolio vacant (NBC owned) | Low | 11.30% | 8.90% | 7% | 12% | This indicator remains well within target. | ⬢ |
| 2.2 | Planning & Development | Cllr. Paul Northcott | Percentage of Major Planning Applications decisions issued within an agreed extension of time | High | 44.4% (cumulative) | 70.00% | 80.00% | 72.50% | The targets for both Major and Minor Planning Applications were exceeded in the first quarter for this year. | ⬢ |
| 2.3 | Planning & Development | Cllr. Paul Northcott | Percentage of Non Major Planning decisions issued within an agreed extension of time | High | 77.9% (cumulative) | 79.90% | 93% | 85% | | ⬢ |

Please note that further development of property investment performance indicators is planned.

## Priority 3: A Healthy, Active & Safe Borough

**Progress Summary**

Overall the performance for this priority which has two new indicators has fared well, considering the impact of a problem with the J2 facility at the moment which is being monitored and actions taken to offset this.

A summary of progress with planned activities for Priority 3 from the Council Plan 2018-2022 are as follows:-

- **Secure J2 Remedial works**

  Work is underway to address the problems of water leaks in the health suite. As this work started customer consultation was undertaken to gather insight to inform a new layout for the health suite which will include larger steam and sauna cabins and feature showers.

- **Secure J2 commercialisation**

  A contract has been awarded to Alliance Leisure for marketing support to drive up membership sales and improve retention. Additional advertising income will also be generated at Jubilee2 through an agreement with Strategi Solutions Ltd.

- **Kidsgrove Sports Centre**

  Designs for remodelling the sports centre have been completed by a Leek based architectural practice and the costs of such works are being calculated. At the same time solicitors are working on the transfer of the sports centre into community ownership.

- **Secure funds for Museum Extension**

  Plans for improving the resilience of the museum by creating separate gallery and education spaces and expanding the retail and craft sales area are sufficiently advanced for planning permission submission. Expressions of interest are being submitted to The National Lottery Heritage Fund, Chlore Foundation and Red Industries. The project also has the support of the Civic Society and Friends of the Museum.

- **Open Space Strategy**

  Preparations for Heart of England in Bloom judging were undertaken in Q1. Judging takes place on 17th July 2019 and the results will be announced on 5th September 2019. The Council was awarded 6 Green Flag Awards for: Brampton Park, Lyme Valley Parkway, Bathpool Park, Queens Gardens, Bradwell Crematorium and Keele Cemetery.

- **Streetscene Fleet procurement**

  The team have recently taken delivery of 4 new road sweepers and tenders invited for 5 new tractors, a mini digger and trailer, a tractor mounted chipper and a Mobile Elevated Work Platform ( MEWP) to assist the tree team in carrying out the tree work programme.

- **Feasibility study for Crematorium extension**

  An officer working group is being established to progress the feasibility study.

- **Affordable Funeral Scheme**

  A project team has been established and is meeting regularly to progress this project. There is an expected delay due to capacity issues so the timeline is being reviewed. Recruitment is in progress for current vacancies in the Bereavement Service team.

- **Deliver Capital Programme projects**

  The following capital programme projects are in progress: play area refurbishments, traveller encroachment deterrent measures at identified sites, repairs to railings/gates/fences at a number of parks and open spaces

- **Protect our communities by delivering priority community safety, food safety & licensing projects:**

  - **Taxi Licensing Policy**

    This quarter marked the end of the Taxi Licensing policy consultation with members of the Licensing and Public Protection Committee reviewing the comments received during the consultation period and determining the content of the policy. The policy document is a

wide scale reform of the current policy, to ensure that the Council has a policy that is fit for purpose in respect of the legislative framework and administration of the

**Progress Summary continued**

service. The next stage is that the completed document is due to return to committee for approval and to determine implementation dates.

- **Commission new CCTV Service**

  A review of the existing CCTV provision in Newcastle Town Centre has now been completed and agreement has been reached with the Business Improvement District (BID) regarding financial contributions to support the development of the project.  A paper is currently being prepared for the September Cabinet meeting to seek approval to proceed with the CCTV service proposal and associated commissioning with a neighbouring authority. In the coming months, consideration will be given to CCTV provision in other parts of the Borough.

- **Town Centre ASB enforcement**

  A range of Partnership activity is being co-ordinated, including; a review of the existing CCTV provision to inform future commissioning and implementation; using the Council's civil enforcement powers such as Community Protection Notice Warnings (CPNWs ), CPNs and Injunctions, introduction of PSPOs for the Town Centre and Queen Elizabeth Park and working with the Police to encourage use of Section 34/35 powers (criminal powers).

- **Air Quality Local Development Plan**

  Work is continuing with Stoke-on-Trent City Council and Staffordshire County Council to create the Air Quality Local Development Plan to bring about improvements in Nitrogen Dioxide (NO2) levels. The legal directions require plans to be drawn that will deliver compliance with the EU air quality limit values, in "the shortest possible time".  If this cannot be achieved through the delivery of a business case which sets out a viable preferred option, the government will require the Local Authority to impose a charging "Clean Air Zone" (CAZ), which would require drivers of older vehicles, which don't meet modern emissions standards, to pay a charge when they are driven within defined areas that form the CAZ.
  Specialist consultants have been appointed and are currently close to identifying the scale of the problem, in terms of exceedance locations.  This work has involved extensive transport and air quality modelling, a review of the national data which identified the potential problem and the development of a project plan to progress the work to a full business case (FBC) submission to Government.
  Work to complete the Initial Evidence Submission (IES) is well progressed and this will be submitted in September 2019.  The IES will demonstrate the extent of the non-compliance and also commence the appraisal of the long list of interventions and potential measures.  Work is progressing on the development of draft sections of the business case, in particular the strategic, commercial and management cases.
  The project plan is currently being reviewed to reflect the reality of the work required to deliver an Outline Business Case (OBC) and FBC across the three Councils.  It is clear that, the deadline in the second legal direction will not be achieved.

| Ref | Service Area | Portfolio Holder | Indicator | Good is | Result Qtr 1 2018-19 | Result Qtr 4 2018-19 | Result Qtr 1 2019-20 | Target Qtr 1 2019-20 | How have we performed? | Status |
|---|---|---|---|---|---|---|---|---|---|---|
| 3.1 | Community Safety | Cllr. Jill Waring | Anti-Social Behaviour (ASB) cases:- | | | | | | The number of cases reported this quarter is similar to the same period for last year. | - |
| 3.1a | | | -New cases received during the quarter | Low | 118 | 162 | 117 | - | | - |
| 3.1b | | | -Current open  cases at the end of the quarter | Low | 30 (30/06/18) | 14 (31/03/19) | 28 | - | | - |
| 3.1c | Community | Cllr. Jill | -Cases closed in the | Low | 106 | 156 | 97 | - | | - |

| | Safety | Waring | quarter | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Ref** | **Service Area** | **Portfolio Holder** | **Indicator** | **Good is** | **Result Qtr 1 2018-19** | **Result Qtr 4 2018-19** | **Result Qtr 1 2019-20** | **Target Qtr 1 2019-20** | **How have we performed?** | **Status** |
| 3.2 New | Community Safety | Cllr. Jill Waring | Number of referrals made regarding vulnerability by participating organisations at the Daily Hub | High | 67 | 41 | 40 | - | A total number of 40 referrals were made from Daily Hub meetings that have taken place over the period 1st April 2019 – 30th June 2019. | - |
| 3.3 | Culture & Arts | Cllr. Mark Holland | Number of people visiting the museum | High | 20,420 Qtr 1 (cumulative) | 13,152 (68,229 cumulative) | 16,775 Qtr 1 (cumulative) | Qtr 1 17,000 (59,000 cumulative) | Slightly lower than target but within tolerance. The figure is lower than that for the same quarter in 18/19 due to the poorer weather in May and June 19/20. |  |
| 3.4 | Leisure | Cllr. Mark Holland | Number of people accessing leisure and recreational facilities | High | 159,095 Qtr 1 (cumulative) | 149,137* Qtr 4 (612,257 cumulative) | 141,579 Qtr 1 (cumulative) | 600,000 | The aqua sauna has been closed since 13th May 2019, resulting on an impact on usage in other areas. |  |
| 3.5 New | Leisure | Cllr. Mark Holland | Net growth in J2 Membership (Quarterly) | High | 3.79% (2,903) | 2.17% (2,992) | 1.01% (3,057) | 1.57% Qtr1 (3,105 members) 6.31% Annual (3,250 members) | The annual target is 3250 members and is being impacted on as detailed above. |  |

## Priority 4: A Town Centre for All

**Progress Summary**

For this quarter, the results demonstrate a positive level of activity and further comments are detailed in this report.

A summary of progress with planned activities for this priority from the Council Plan 2018-2022 are as follows:-

- **Prepare a Town Centre Strategy**

  In Qtr. 1 political support was given to the prioritisation of Newcastle Town Centre; a Town Centre Board has been established to bring together key elected members and partners to give direction to the future of the Newcastle town centre. In Qtr. 2 a town centre taskforce will be established whereby officers can work together to prioritise actions. This group with the direction of the Board will then develop new work areas for delivery over the year.

  - **Market**

    The Service Improvement Plan for the market was presented at the June Cabinet and also for consideration at the Economic Development & Enterprise Scrutiny meeting where it was approved with recommendations noted and for delivery in 12 months.

  - **Business Support**

    Work continues in signposting business queries to the Growth Hub and maintenance of Business support pages on website. This quarter has seen the establishing of the format and funding for the Annual Business Boost Awards and in Qtr. 2 the launch of 2019 competition is planned.

  - **Parking Policy**

    A review has commenced this quarter and a draft strategy including views of businesses and car park users to be produced in the next quarter.

  - **Property diversification**

    The Council is drafting a specification for a commercial review of our stock; this will be used to direct future options appraisals for our commercial stock in the town centre.

  - **Establish Town Centre Communications Group**

    Agreement was reached with the Business Improvement District, HitMix Radio, Newcastle-based information platform BabaBaboon and Newcastle College to form an informal communications group to promote positive messages about the town centre. We will now agree a timetable of activities where we will take a co-ordinated approach to promoting events in the town centre.

  - **Ryecroft**

    Determined efforts, by JV Partners NBC & SCC continue to be made in order to progress redevelopment of the site and in this regard dialogue with Henry Davidson Developments Ltd is on-going.

- **Develop a Kidsgrove Town Centre Plan**

  The Council, County and Aspire are continuing to work together to refresh options for a Kidsgrove Town Centre plan.

| Ref | Service Area | Portfolio Holder | Indicator | Good is | Result Qtr 1 2018-19 | Result Qtr 4 2018-19 | Result Qtr 1 2019-20 | Target Qtr 1 2019-20 | How have we performed? | Status |
|-----|------|------|-----------|---------|----------|----------|----------|----------|------|--------|
| 4.1 New | Regeneration & Economic Development | Cllr. Stephen Sweeney | Car parking usage:- Number of tickets purchased | High | 116,573 | 125,675 | 114,874 | - | The figure for this quarter is slightly lower than the same period last year. | - |
| 4.2 New | Regeneration & Economic Development | Cllr. Simon Tagg | Footfall | High | - | 810,236 | 809,546 | - | Note – Data provided by BID | - |
| 4.3 | Regeneration & Economic Development | Cllr. Stephen Sweeney | Average stall occupancy rate for markets | High | 54% | 41% | 57% | 60% | The figure for this quarter has improved on the previous period. The market offer is subject to a Service Improvement Plan. |  |

**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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**Cabinet Forward Plan: Newcastle under Lyme Borough Council**

**Notice of Key Decisions to be taken under the Local Authorities (Executive Arrangements) (Meetings & Access to Information) (England) Regulations 2012 between 5 September 2019 and 15 January 2020**

This Plan gives 28 clear days' notice of key decisions which either the Cabinet or individual Cabinet Portfolio Holders expect to take over the next few months. An authority cannot take a key decision without giving 28 clear days' notice unless an urgent decision is required.

"Key Decisions" are defined as those Executive/Cabinet Decisions which are likely:

a. To result in the Council incurring expenditure or making savings of an amount which is significant having regard to the Council's budget for the service or the function to which the decision relates. (NB: The financial threshold above which expenditure or savings become significant has been set by the Council at £50,000).

b. To be significant in terms of its effects on communities living or working in an area comprising two or more wards of the Borough.

Although it is not a statutory requirement this Forward Plan also contains details of other major decisions likely to be taken by the Cabinet, or individual Portfolio Holders, during the same period.

Occasionally it is not possible to give 28 days' notice of a specific decision and so include the details in the forward plan. In those circumstances urgent key decisions may still be made under the urgency procedures set out in the Access to Information Procedure Rules within the Council's Constitution.

A decision notice for each key decision made is published within 6 days of it having been made.

Whilst the majority of decisions listed in this Plan will be taken at meetings which are open to the public to attend, there may be some decisions which are considered in private meetings because the reports for the meeting contain confidential or exempt information under Schedule 12A of the Local Government Act 1972 (see below for relevant paragraphs) and the public interest in withholding the information outweighs the public interest in disclosing it.

Classification: NULBC **UNCLASSIFIED**

If you object to a report being considered in private you can tell us why by emailing DemocraticServices@newcastle-staffs.gov.uk or contacting the address below. Any representations received at least 8 working days before the meeting will be published with the agenda together with a statement of the Council's response. Any representations received after this time will be reported verbally to the meeting.

**The Cabinet is made up of the Leader, Deputy Leader and Cabinet Members with the following portfolios:**

| Leader of the Council  (Corporate & Service Improvement, People & Partnerships | Councillor Simon Tagg |
| Deputy Leader & Cabinet Portfolio Holder  (Finance & Efficiency) | Councillor Stephen Sweeney |
| Cabinet Portfolio Holder  (Community Safety & Well Being) | Councillor Jill Waring |
| Cabinet Portfolio Holder  (Environment & Recycling) | Councillor Trevor Johnson |
| Cabinet Portfolio Holder  (Leisure, Culture & Heritage) | Councillor Mark Holland |
| Cabinet Portfolio Holder  (Planning & Growth) | Councillor Paul Northcott |

**Paragraphs under Schedule 12A of the Local Government Act 1972 – Exempt Information**

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6.  Information which reveals an authority proposes;
    a. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
    b. to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime

Copies of the Council's Constitution and agendas and reports relevant to any key decision may be accessed on the Council's website www.newcastle-staffs.gov.uk or may be viewed during normal office hours and copies or extracts obtained on payment of a reasonable fee (unless the publication contains exempt information) at:

Classification: NULBC **UNCLASSIFIED**

**The Chief Executive's Directorate, Castle House, Barracks Road**
**Newcastle-under-Lyme, Staffordshire ST5 1BL**

**Telephone 01782 742222     Or Contact:** DemocraticServices@newcastle-staffs.gov.uk

| Title of Report | Brief Description of Report | Cabinet Portfolio holder | Decision maker & earliest date decision may be made | Relevant Overview & Scrutiny Committee | Wards affected | Reason for exemption under Sched 12A (if in private session) |
|---|---|---|---|---|---|---|
| Car Parking Strategy | To review Council objectives for Car parking in Town Centre | Cabinet Portfolio holder – Finance & Efficiency | Cabinet 16 October 2019 | Economy, Environment and Place | All | N/A |
| Review of Housing Allocation Policy | The report seeks approval to amend the Council's Housing Allocations Policy to accord with changes in government legislation & guidance | Cabinet Portfolio Holder – Community Safety & Well Being | Cabinet 16 October 2019 | Economy, Environment and Place | All | N/A |
| Replacement Cremators - Feasibility Study | Feasibility study into replacing the cremators | Cabinet Portfolio Holder – Environment & Recycling | Cabinet 16 October 2019 | Economy, Environment and Place | All | 3 |
| Organisation Change Policy (subject to JNCC approval) | To implement a new organisation change policy for the Council | Cabinet Portfolio Holder - Corporate & Service Improvement, People & Partnerships | Cabinet 16 October 2019 | Finance, Assets and Performance | All | N/A |

| | | | | | | |
|---|---|---|---|---|---|---|
| Electric Taxi Vehicle Infrastructure Scheme | Consideration of joint procurement with Stoke-on-Trent City and Stafford Borough Council for Office for Low Emission Vehicles grant. | Cabinet Portfolio Holders – Environment & Recycling and Finance & Efficiency | Cabinet 16 October 2019 | Economy, Environment & Place | All | N/A |
| Supply of Spring & Summer Bedding Plants Contract | Retendering for the supply of spring & summer bedding plants to ensure the best value price is obtained & establish the amounts to be included in the 2019/20 budget. | Cabinet Portfolio Holder – Environment & Recycling | Cabinet 16 October 2019 | Health, Wellbeing & Partnerships | Town | N/A |
| Redeployment Policy (subject to JNCC approval) | To implement a redeployment policy for the Council | Cabinet Portfolio Holder - Corporate & Service Improvement, People & Partnerships | Cabinet 16 October 2019 | Finance, Assets and Performance | All | N/A |
| Rough Sleepers Initiative | To support the Joint Commissioning of a future rough sleeping outreach service with Stoke-on – Trent City Council | Cabinet Portfolio Holder – Community Safety & Well Being | Cabinet 16 October 2019 | Economy, Environment and Place | Mainly Newcastle | N/A |
| Commercial Strategy | To approve the Commercial Strategy | Cabinet Portfolio Holder – Planning & | Cabinet 16 October 2019 | Finance, Assets and Performance | All | N/A |

| | | | | | | |
|---|---|---|---|---|---|---|
| 2019/22 | which sets out how the Council will undertake commercial services | Growth | | | | |
| MTFS | To review the Councils' medium term financial planning | Cabinet Portfolio Holder – Finance & Efficiency | Cabinet 16 October 2019 | Finance, Assets and Performance | All | N/A |
| | | | | | | |
| Renewal of Microsoft Enterprise Subscription Agreement | The Council's current ESA with Microsoft will require renewal prior to May 2020. This report will outline the options available to the authority in renewing the agreement for this period. | Cabinet Portfolio Holder – Finance & Efficiency | Cabinet 6 November 2019 | Finance, Assets and Performance | All | N/A |
| Quarter 2 Finance and Performance Report | To consider agreed measures of performance and budget monitoring position for Q2 of 2019/20 financial year | Cabinet Portfolio Holder - Corporate & Service Improvement, People & Partnerships | Cabinet 6 November 2019 | Finance, Assets and Performance | All | N/A |
| Homelessness Housing Advice Contract Award | To review tenders and award contract | Cabinet Portfolio Holder – Community Safety & Well Being | Cabinet 6 November 2019 | Economy, Environment and Place | All | N/A |
| Affordable funerals | To consider introducing affordable funerals | Cabinet Portfolio Holder – Environment & | Cabinet 6 November 2019 | Economy, Environment and Place | All | N/A |

| | | Recycling | | | | |
|---|---|---|---|---|---|---|
| Replacement Mobile Telephony Contract | To review the options available to the Council when renewing its mobile telephone contract and procuring replacement devices | Cabinet Portfolio holder – Corporate & Service Improvement, People & Partnerships | Cabinet 6 November 2019 | Finance, Assets and Performance | All | N/A |
| | | | | | | |
| Newcastle- under- Lyme BC Homelessness & Rough Sleeping Strategy 2020 /2025 | The national rough sleeping strategy requires that all local authorities update their homelessness strategies & rebadge them as homelessness & rough sleeping strategies by winter 2019 | Cabinet Portfolio Holder – Community Safety & Well Being | Cabinet 15 January 2020 | Economy, Environment and Place | All | N/A |
| | | | | | | |

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