

# Public Document Pack

**Date of meeting** Wednesday, 16th October, 2019  
**Time** 2.00 pm  
**Venue** Lancaster Buildings - Lancaster Buildings, Newcastle, Staffs  
**Contact** Geoff Durham



**NEWCASTLE  
UNDER LYME**  
**BOROUGH COUNCIL**

Castle House  
Barracks Road  
Newcastle-under-Lyme  
Staffordshire  
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## 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.
- 3 **MINUTES OF A PREVIOUS MEETING** (Pages 5 - 10)
- 4 **DRAFT MEDIUM TERM FINANCIAL STRATEGY 2020/21 - 2024/25** (Pages 11 - 20)
- 5 **COMMERCIAL STRATEGY 2019/24** (Pages 21 - 32)
- 6 **KIDSGROVE SPORTS CENTRE UPDATE**  
Report to follow
- 7 **CAR PARKING STRATEGY** (Pages 33 - 72)
- 8 **BEDDING PLANT CONTRACT** (Pages 73 - 76)
- 9 **AIR QUALITY LOCAL PLAN CONTRACTS** (Pages 77 - 80)
- 10 **DIGITAL STRATEGY - FINAL OUTLINE BUSINESS CASE** (Pages 81 - 96)
- 11 **ROUGH SLEEPERS INITIATIVE** (Pages 97 - 102)
- 12 **ARMED FORCES COVENANT - SPORT AND LEISURE CARD** (Pages 103 - 104)
- 13 **FUTURE HIGH STREETS FUND** (Pages 105 - 110)

Call-In has been waived on this item under the provisions of Rule 14.3 of the Council's Scrutiny Procedure Rules.

The reason for the urgency is that delay to this process by the Call-In Procedure would seriously prejudice the Council's interest due to the need to procure external support and appoint a consultant by the end of October, 2019.

**14 EXPERIENCE NEWCASTLE-NEWCASTLE TOWN CENTRE GROWTH PLAN (Pages 111 - 118)**

**15 FORWARD PLAN (Pages 119 - 124)**

**16 URGENT BUSINESS**

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

**17 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.

**18 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), S. Sweeney (Vice-Chair), M. Holland, T. Johnson, P. Northcott and J Waring

**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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## CABINET

Wednesday, 4th September, 2019

Time of Commencement: 2.00 pm

**Present:-** Councillor Simon Tagg – Chair

Councillors M. Holland, T. Johnson, P. Northcott, S. Sweeney and J Waring

Officers David Adams - Executive Director Operational Services, Geoff Durham - Mayor Secretary / Member Support Officer, Jan Willis - Interim Executive Director - Resources and Support Services, Martin Hamilton - Chief Executive, Caroline Elwood - Interim Head of Legal / Monitoring Officer and Janet Baddeley - Communications Manager

### 1. APOLOGIES

There were no apologies.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest stated.

### 3. MINUTES OF A PREVIOUS MEETING

**Resolved:** That the Minutes of the meeting held on 10 July, 2019 be agreed as a correct record.

### 4. NEWCASTLE TOWN CENTRE CCTV REVIEW REPORT UPDATE

A report was submitted to Cabinet updating Members on the work and recommendations of the recent CCTV review.

The Portfolio Holder for Community Safety and Wellbeing, Councillor Jill Waring stating that the current system was an aging one. Members' attention was drawn to paragraph 3 of the report which identified the issues with the current system, mainly that it was outdated and ineffective.

A visit had been made to Stoke on Trent City Council and their system was impressive, with one large screen which could be broken down into smaller sections. Also, the system was wirelessly operated, therefore cameras could be moved.

The Leader, Councillor Simon Tagg stated that the system was very out of date, having not been overhauled since 2007. Councillor Tagg was pleased that the Newcastle BID had agreed to contribute £40,000 towards the project and stated that there is an opportunity for other areas of the Borough to be included in the upgraded CCTV system if, like the BID, partners in those areas can provide funding.

The current Police and Crime Commissioner had also stated that if more authorities came forward he would put money into the scheme as it would be mutually beneficial to the police as to local authorities.

- Resolved:**
- (i) That the BID's agreement to provide £40,000 towards the cost of upgrading the CCTV for Newcastle's town centre be noted;
  - (ii) That Officers be authorised to procure a CCTV system upgrade and monitoring for Newcastle town centre.
  - (iii) That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Community Safety and Wellbeing be 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.
  - (iv) That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Community Safety and Wellbeing be 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.
  - (v) That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Community Safety and Wellbeing be authorised to extend the current contract with the CCTV monitoring service until the new service is operational.

## 5. ECONOMIC DEVELOPMENT STRATEGY

A report was submitted to Cabinet seeking approval for the Economic Development Strategy 2019-2023 which had been refreshed in line with the council's Corporate Priorities.

The Leader stated that the current Strategy had been approved by the Cabinet in March 2018 but it did not reflect the Council's new Corporate Priorities set out in the Council Plan.

An Action Plan for year one was included at page 27 of the Strategy.

Members' attention was drawn to paragraph 2.3 of the report which outlines the year one actions.

Members agreed the importance of working with our partners.

The Leader advised Members that within the last week, Newcastle had been put forward to the next stage of the Town Centre Fund.

- Resolved:** 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.

6. **DIGITAL STRATEGY AND OUTLINE BUSINESS CASE**

A report was submitted to Cabinet advising of the benefits of adopting the Digital Strategy.

The Leader thanked The Interim Executive Director – Resources and Support Services, Jan Willis and her team and the Council's Head of Customer and Digital Services, David Elkington for producing the Strategy.

The use of a digital service would create savings. A typical face to face contact enquiry costs £8 whereas using a digital approach costs 8p.

The digital agenda will revolutionising the way the Council works providing efficiencies and empowering Council staff.

The Leader recognised that not all residents wish to access the Council's services online and there is no intention to 'turn off' traditional methods of communication.

The aim of the Strategy is to be improve services irrespective of how, or when, residents contact the Council.

A copy of the Strategy was appended to the report.

The Portfolio Holder for Finance and Efficiency – Councillor Stephen Sweeney drew Members' attention to paragraph 4.4 of the report which demonstrated how digital services could save on manhours.

The Portfolio Holder for Leisure, Culture and Heritage, Councillor Mark Holland welcomed the report stating that the Strategy would have a positive impact upon services, provided by the Council that the public did not see.

The Portfolio Holder for Planning and Growth, Councillor Paul Northcott also welcomed the report stating that council's had to become smarter in the way that they work.

- Resolved:**
- (i) That the Digital Strategy appended to the report be adopted;
  - (ii) That the establishment of a dedicated Digital Team as detailed in the report be agreed;
  - (iii) That an ICT and Digital Services Steering Group be established
  - (iv) That authority be delegated to the Chief Executive, in consultation with the Portfolio Holder, to make any minor amendments to the Digital Strategy prior to publication.

7. **RECYCLING AND WASTE STRATEGY - PROCUREMENT**

A report was submitted to Cabinet, presented by the Portfolio Holder for Environment and Recycling, Councillor Trevor Johnson, seeking authority to accept tenders for a range of vehicles and site and building works and services required to implement the new Recycling and Waste Service planned for 2020.

The Leader stated that it was in keeping with the Corporate Priorities relating to providing local services that work for local people.

More work was still to be done to get a more user friendly and cost effective system.

**Resolved:** That the Executive Director (Operational Services) and Executive Director (Resources and Support Services) be 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.

## 8. HOLIDAY PAY ENTITLEMENT

A report was submitted to Cabinet seeking approval of a proposal to implement additional holiday pay for employees who work regular and voluntary overtime. The Leader drew members' attention to paragraph 4 which outlined the proposal.

Members welcomed the proposal and thanked the Council's Interim Head of Human Resources, Alyson Podmore for bringing this forward.

**Resolved:** That the Additional Holiday Pay proposal, as outlined in Section 4 of the report, be approved.

## 9. FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER ONE (APRIL-JUNE) 2019-20

The Portfolio Holder for Finance and Efficiency, Councillor Stephen Sweeney advised Members of the financial position for the first quarter of 2019/20.

Councillor Sweeney advised that there had been an overspend during the first quarter. The reasons why this had occurred were outlined in paragraph 3.2 of the report.

The Leader confirmed that plans were in place for the works at J2.

The income from the car parking had reduced due to the introduction of the £1 charge after 3pm. The value for money of the scheme would be assessed through any changes in footfall in the town centre..

With regard to planning application fees, it was anticipated that more major planning applications would be received in future periods as the Keele Science Park is further developed.

The Leader then referred to the performance indicators stating that a number of new ones had been introduced. These could be found from page 110 of the agenda under references 1.2; 1.3; 1.4d; 1.8; 1.9; 1.14; 1.15; 3.2; 3.5; 4.1 and 4.2.

The majority of the indicators were on or above target with only a couple of exceptions:

The average number of days lost to sickness. The new Attendance management policy had been approved during this quarter so this target would be monitored closely.



The net growth in J2 membership had been impacted upon due to the problems currently being encountered at the premises.

A couple of areas had been flagged up as not on target but with a positive direction of travel:

The number of people accessing leisure and recreational services. The aqua sauna had been closed since May but plans were in place for the repair of the facility.

The average stall occupancy rate for markets. The antiques forum wanted to do more as do the food markets. In addition there would be Christmas events and a record event. Momentum was building for the markets.

In discussing the Planning indicators, Councillor Northcott explained that over the last few years, the department had been subject to variances and were under severe pressure due to capacity.

Tribute was paid to the Council's Head of Planning and Development, Guy Benson who was leaving the Authority at the end of the week and who had recently had health issues. The Cabinet sent their best wishes to Guy and his family for the future.

Thanks were recorded for the Council's Development Management Team Manager, Elaine Moulton who had put in a lot of hard work to deliver on the Council's Priorities.

- Resolved:**
- (i) That the contents of the attached report with the new indicators be noted and the recommendation that the Council continues to monitor performance alongside the latest financial information for the same period be agreed.
  - (ii) That the inclusion of progress summaries informing how the Council is delivering against its priorities, be noted.
  - (iii) That the continued development of the Financial & Performance report to reflect the vision and priorities of the Council Plan 2018-2022, be supported.

10. **FORWARD PLAN**

That the Forward Plan be received.

11. **URGENT BUSINESS**

There was no Urgent Business.

12. **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 contained within Part 1 of Schedule 12A of the Local Government Act, 1972.

13. **REVIEW OF SHARED LEGAL SERVICES WITH STOKE ON TRENT CITY COUNCIL**

A report was submitted to Cabinet in respect of a review of the shared legal services with Stoke on Trent City Council

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

**COUNCILLOR SIMON TAGG**  
Chair

Meeting concluded at 2.50 pm

## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

16 October 2019

**Report Title:** Draft Medium Term Financial Strategy 2020/21 – 2024/25

**Submitted by:** Interim Director of Resources and Support Services

**Portfolios:** Finance and Efficiency

**Ward(s) affected:** All

#### **Purpose of the Report**

To seek Cabinet endorsement of the Draft Medium Term Financial Strategy 2020/21 – 2024/25 as a basis for consultation.

#### **Recommendations**

Cabinet is asked to endorse the draft MTFS 2020/21 – 2024/25 as a basis for consultation.

#### **Reasons**

The Medium Term Financial Strategy underpins the whole financial planning structure of the authority. It is closely aligned to the Council Plan and focuses on targeting its financial resources in line with its stated aims and objectives.

#### **1. Background**

- 1.1 The Council published its Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 in October 2018. This is a key document which demonstrates alignment with the Council Plan and how the Council plans to target its financial resources in line with its key priorities and stated aims and objectives.
- 1.2 The MTFS included a set of financial assumptions and forecasts up to the financial year 2023/24, based on the most up to date information available at the time.
- 1.3 This report presents the updated forecast financial position for 2020/21, taking into account the capital strategy and programme approved by Council in February 2019, budget changes identified since the publication of the MTFS and the latest intelligence regarding the 2020/21 local government funding settlement following the Comprehensive Spending Review announcement on 4<sup>th</sup> September 2019.
- 1.4 There have been a number of changes to the 2020/21 budget, which have resulted in a revised savings requirement for 2020/21 of £1.208m. This report sets out the approach and timetable for addressing this budget gap.

#### **2. Issues**

##### **2.1 Comprehensive Spending Review 2019**

- 2.1.1 Local government in general and district councils in particular continue to operate within a severely challenging financial environment. There have been three Comprehensive Spending Reviews since 2010, each of which has had an impact upon local government's strategic financing:

- SR10: published in October 2010, established the initial path of reductions to local government grant funding and the introduction of Council Tax Freeze grant. At the same time as the SR10 took effect, New Homes Bonus was launched for the period of the SR.
- SR13: published in June 2013, continued with the reductions to local government grant funding; the rolling forward of the Council Tax Freeze grant; and the introduction of the Better Care Fund.
- SR15: published in November 2015, again continued with reductions to local government grant funding; introduced reforms to New Homes Bonus; ended Council Tax Freeze grant, set council tax referendum limits at 2% per annum or £5 for District Councils (whichever was higher); and introduced the Social Care Precept at 2% per annum.

2.1.2 In 2019/20 additional one-off funding was provided for social care and council tax referendum limits were increased to 3%.

2.1.3 As a result of these changes to the local government financial system the Council no longer receives central Government funding in the form of Revenue Support Grant.

2.1.4 The Local Government Finance Settlement for 2018/19 announced that by 2020/21 local Councils will retain 75% of business rate revenues. However, the timetable for introducing these changes has now been pushed back to 2021/22 and the Government are yet to publish detailed proposals. For the purposes of the Medium Term Financial Strategy it had been assumed that the Council would be in a cost neutral position once the new system was implemented. This is still the case, although there can be no guarantee of this outcome.

2.1.5 The 3 year Comprehensive Spending Review that was due to take place this autumn has also been postponed. Instead, a single year spending review was announced on 4 September 2019. This is a departure from the norm that has been established over the last decade and is the result of continuing political and financial uncertainty surrounding Brexit, which has meant the government has been unable to produce the Spending Review as originally planned.

## **2.2 2018/19 Financial Outturn**

2.2.1 The Council achieved a balanced revenue outturn position for 2018/19 after the flexible use of £0.500m of capital receipts and transfer of £0.248m to the General Reserve. However, this position masked a number of significant overspends – notably in the waste and recycling service and J2.

2.2.2 As part of the 2019/20 budget strategy adjustments were made to the base budget to address structural deficits in some operational budgets (largely relating to non-achievement of income). Buoyant income from the new chargeable garden waste service has also contributed to a more robust revenue budget position. However, some areas of the Council's revenue budget remain under pressure and will require careful monitoring.

2.2.3 The establishment of a Borough Growth Fund has for the first time in recent years made resources available for investment in key priorities and is easing internal capacity constraints. Nevertheless, the Council is faced with a requirement to live within its means and improve and transform services whilst still operating in an environment of Government resource constraints and uncertainty about future funding prospects.

## **2.3 Medium Term Financial Position**

2.3.1 The MTFs sets out the Council's four-year spending and funding plans, and is the financial framework for the development of the detailed 2020/21 budget.

2.3.2 The latest MTFs, as approved by Cabinet on 17<sup>th</sup> October 2018, forecast budget gaps in each of the next four financial years as follows:

2020/21: £1.064m

2021/22: £0.764m

2022/23: £0.644m

2023/24: £0.508m

2.3.3 The MTFS has been updated with the latest forecast position. This incorporates the on-going impact of any pressures and mitigations identified in the first quarter's budget monitoring from 2019/20 and newly identified budget pressures. The forecast budget gap for 2020/21 has increased to £1.208m, largely due to the impact of incorporating the Borough Growth Fund into the base budget to provide ongoing funding for Council priorities.

2.3.4 A summary of the revised position, including the updated savings requirement, is shown in sections 14 and 15.

## 2.4 Financial Planning Cycle

2.4.1 A typical financial planning cycle for a local authority is a continual process of review and challenge of future years' budget assumptions over a medium term horizon. This is based on performance against the current year's budget, incorporating the costs and benefits of business change and responding to political and economic factors within the external environment.

2.4.2 Following the publication of this report, work will continue to further validate all of the key budget assumptions for 2020/21 and beyond. Savings plans are being developed, and these will be finalised ready to present a draft budget for 2020/21 to Cabinet in January 2020. This will allow time for scrutiny and public consultation to be undertaken prior to presentation of the final budget to Cabinet and full Council in February 2020 for formal approval. The budget setting timetable is set out later in this report.

## 2.5 Budget Planning to Date

2.5.1 Since the publication of the MTFS, the Council has reviewed its 2020/21 budget following consideration of the following areas:

- Priority objectives and service plan delivery;
- Planned business change and opportunities for increased value for money;
- Current levels of service demand and performance against budget; and
- The statutory environment that each directorate operates in.

2.5.2 The key financial assumptions within the MTFS have been refreshed to include the impact of:

- The capital strategy and 10 year capital programme approved by Council in February 2019;
- Demographic and service demand pressures, which have been reviewed based on the latest national and local trends and management information available.
- Expenditure and income inflation indices, which have been reviewed using the latest economic data and contract information.
- An assessment of changes to government grants and funding;
- The Council's operational and financial performance in 2018/19 and 2019/20 with due regard given to the on-going impacts in 2020/21
- Validation of MTFS savings proposals.

## 2.6 Updated Financial Assumptions Within the MTFS

2.6.1 The key financial assumptions included within the MTFS are set out below:

### a) Pay assumptions

General pay inflation - assumed at 2.5% from 2020/21 onwards.

Pension contributions - in line with other employers in the Local Government Pensions Scheme (LGPS) the Council makes an annual additional contribution payment to the Pension Fund to contribute towards the recovery of the deficit on the Fund. This additional contribution payment is set every three years as part of the triennial valuation of the Fund. Following discussions with the Fund's actuary the MTFS has been updated on the assumption that this additional contribution payment will increase by 1% in 2020/21. This is 1% lower than assumed in the current MTFS. The employer's contribution rate does not affect individual employee's contributions or pension benefits.

**b) Other pay considerations**

The estimated cost of pay increments has been built into the MTFS.

**c) Additional Holiday Pay**

Staff who work regular voluntary overtime may claim for Additional Holiday Pay (AHP) following a 2017 ruling by an Employment Appeal Tribunal. This ruling has significant implications for any council whose employees work regular voluntary overtime. The estimated cost of this has been built into the MTFS.

**d) Inflation Assumptions**

Inflation has been calculated for premises and transport related costs including utilities, business rates and fuel based on latest market intelligence and CPI forecasts from Central Government.

**e) Flexible Use of Capital Receipts**

In February 2019 Cabinet and Council agreed a formal policy on the flexible use of capital receipts and approved the application of £0.5m of capital receipts to finance qualifying expenditure in 2019/20. The use of these resources is 'one-off' and therefore does not form part of the Council's on-going base budget.

The MTFS has been updated to reflect the flexible use of capital receipts in 2019/20 and assumes further application of £0.4m of capital receipts to fund qualifying revenue expenditure in 2020/21. Any new transformation projects that require the use of flexible capital receipts require full Council approval, and as such, an update will be provided as part of the final 2020/21 budget papers.

**f) Fees and charges**

The MTFS assumes a 3% across the board increase in fees and charges. This increase has not been applied to the following income budgets:

- Car parking charges
- Planning fees
- Land charges

Fees and charges assumptions will be fully reviewed in line with anticipated operational delivery and updated for the draft budget, which will include a full refresh of the Council's fees and charges schedule.

**g) Funding**

It is currently not known when the local government finance settlement for 2020/21 will be announced by Government; in previous years the provisional settlement has been announced in December.

The 2019/20 settlement was the final year of a four year settlement. It had been expected that a new 3 year Comprehensive Spending Review would take place this autumn, however due to

continuing political and financial uncertainty surrounding Brexit, this has been postponed. Instead, a single year spending review was announced on 4<sup>th</sup> September 2019.

The government has announced an increase to current and capital spending of £13.4bn in 2020/21, compared to the OBR's forecast at Spring Statement 2019. Resource Departmental Expenditure Limits (DEL) (excluding depreciation) across government departments will increase from £330.8bn to £352.3bn, representing growth of 4.1%.

Most of the additional funding announced has been allocated to the following priorities:

- Health and social care – the government reaffirmed the existing five-year settlement for the NHS, with an additional £33.9bn more per year by 2023/24, compared to 2018/19 budgets, with a real terms 3.1% increase in Resources DEL in 2020/21. There will also be an additional £1bn for adult and children's social care and the government will be consulting on a 2% adult social care precept to enable councils to access a further £0.5bn.
- Education and skills - the schools' budget will rise by £2.6bn in 2020/21, which will include per pupil funding of £3,750 at primary and £5,000 at secondary schools. The additional funding is inclusive of £700m more funding in 2020/21 to support children and young people with special educational needs. £400m of additional funding for Further Education has also been announced.
- Tackling crime – an extra £750m for policing to pay towards the government's commitment to recruit an additional 20,000 officers by 2023, which forms part of a 6.3% real terms increase in Home Office funding;
- Brexit - the Spending Round confirms £2bn of core funding provided to departments for Brexit in 2019/20 will be continued into 2020/21. This money will be used to help pay for the costs of establishing a new relationship with the EU. Brexit preparation grants announced in January 2019 are to be increased to £50,000 per authority.

Local government core spending power is set to increase by £2.9bn, from £46.2bn in 2019/20 to £49.1bn in 2020/21, a real terms increase of 4.3% and cash increase of 6.3%. This compares to a cash increase of £1.7bn between 2015/16 and 2019/20. Business rates baseline funding will increase in line with CPI which is consistent with assumptions made in the current MTFS.

The Government has subsequently clarified that other than in areas with devolution deals existing business rates pilots (including the Stoke on Trent and Staffordshire pilot) will end in 2020/21.

A technical consultation on the spending review is expected shortly. To date there has been no announcement of the potential council tax referendum limit for 2020/21. However, the increase in Core Spending Power implies a limit of between 2.5% and 3.0%.

The following sections set out the specific funding assumptions that have been applied in the MTFS in respect of grant funding, New Homes Bonus, Council Tax and Business Rates.

## **h) Grant funding**

The Council no longer receives any Revenue Support Grant.

The existing MTFS includes a forecast reduction in housing benefit administration grant of £35,000 in each year of the MTFS, reflecting reduced caseloads following the introduction of universal credit. Grant funding for all other services has been assumed to remain at 2019/20 levels, except where there have been specific announcements.

The one year Comprehensive Spending Review for 2020/21 announced further funding of £54m in 2020/21 to help reduce homelessness and rough sleeping, this is in addition to the funding already provided in 2019/20. The allocation for the Council will not be determined until the time of the Local

Government Finance Settlement – due to its one off nature provision has not been made for this in the MTFS.

Brexit preparation grant of £35,000 has been received to date by the Council, again further funding for 2020/21 has been committed to via the Comprehensive Spending Review – due to its one off nature provision has not been made for this in the MTFS.

#### **i) New Homes Bonus**

New Homes Bonus is paid on a 4 year rolling basis. Income from New Homes Bonus has been budgeted in line with the confirmed grant announcement, with a reducing balance over the medium term due to funding for earlier years dropping out.

The MTFS has been updated to reflect current forecasts of house building activity. From 2020/21 it is now assumed that the number of new homes built in the borough will be below the threshold for New Homes Bonus entitlement and going forward the Council will therefore receive legacy payments for prior years only.

#### **j) Council Tax**

Council Tax increases at the average Band D rate of 2.99% have been applied each year based on the current year level. The Council Tax Referendum level for 2020/21 has not been announced. However, implicit within the calculation of local authority core spending power announced as part of the 2019 Comprehensive Spending Review is an increase of between 2.5% and 3%. A 1% change in Council Tax equates to £0.073m in income.

Growth in the Council Tax Base (the number of Band D equivalent dwellings subject to Council Tax) has been applied based on available intelligence and historical trend data.

#### **k) Business Rates**

An additional £0.300m of income relating to Business Rates has been added to the funding budget. This additional funding is due to the Business Rates collection fund being in surplus at the end of 2018/19 and is net of additional provision for appeals.

It is anticipated that the Council's income from Business Rates will increase at an inflationary amount during future years, if there are significant developments undertaken within the Borough this is likely to increase.

#### **l) Business Rates Retention Pilot**

Newcastle-under-Lyme has for a number of years participated in a Business Rates pool with the local district and borough councils in Staffordshire. The pool was successful in its application for a 75% Business Rates Pilot for 2019/20 and this has resulted in a projected financial benefit to the Council of £0.200m in the current year. This additional money is 'one off' and is earmarked to provide funding for the renewal of the waste and recycling fleet.

Following the 2019 Comprehensive Spending Review announcement on 4<sup>th</sup> September the pool has now been informed that the current pilot will come to an end in 2019/20. Agreement has been reached with neighbouring authorities to continue the existing pooling arrangements for 2020/21 and the MTFS has been updated to reflect the impact of this.

## **2.7 Revised Medium Term Financial Forecasts**

2.7.1 The refreshed MTFS forecasts are set out in the table below:



**MTFS – Pressures 2020/21 to 2024/25**

<b>Detail</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>Description</b>
<b>Employees:</b>						
Increments	56	46	31	13	6	Employees due an increment in 2020/21
Pay awards	294	301	309	317	324	2.5% pay award assumed for all years
Superannuation increases	60	59	58	56	57	17.1% of increase in salaries
Superannuation lump sum increases	230	74	76	78	80	Increase from the currently discounted figure in 2020/21.
National insurance	48	48	47	45	46	13.8% of increase in salaries
Additional holiday pay	34	1	1	1	1	Holiday pay due on overtime
<b>Premises:</b>						
Business Rates	27	23	24	24	25	Inflationary increase in business rates payable (per CPI)
Utilities	7	7	7	13	7	Inflationary increase in gas and electric (per Department for Business, Energy and Industrial Strategy)
<b>Transport:</b>						
Fuel	6	6	6	12	6	Inflationary increase in fuel (per Department for Business, Energy and Industrial Strategy)
<b>Income:</b>						
Fees and charges	-120	-123	-125	-128	-130	3% increase in fees and charges
New Homes Bonus	347	237	158	192	106	Drop out of New Homes Bonus legacy payments
BRR pilot/pooling - additional income	-200	200	-	-	-	Pooling arrangements ahead of the spending review
Government grant	35	35	35	35	35	Reduction in Housing Benefit /Council Tax Admin grant
Business Rates baseline funding level	-77	-79	-80	-82	-84	Inflationary increase in baseline funding level (per CPI)
<b>New Pressures:</b>						
Borough growth fund	250	-	-	-	-	Contribution to the borough growth fund
Income pressures	219	169	169	169	169	To enable income budgets to be corrected
Jubilee 2 Operating Deficit	100	50	-	-	-	To remove the current operating deficit of Jubilee 2
New waste service - vehicle leasing	90	200	-	-	-	£200,000 held in reserve for year 1 costs
Borrowing/leasing costs	-	340	70	74	394	Revenue costs relating to the capital programme
Waste service	-100	-	-	-	-	£100,000 saving based on initial modelling undertaken
Castle House/facilities management	15	-	-	-	-	Review following full occupancy of Castle House
Asset management system	5	-	-	-	-	Annual maintenance costs of software
Streetscene community payback	25	-	-	-	-	Mainstreaming of community payback Streetscene costs
Rough sleepers service	5	-	-	-	-	Increase in contract costs
<b>One off Budget Items:</b>						
Flexible use of capital receipts	252	-	-	-	-	Flexible use of capital receipts undertaken in 2019/20
	-400	400				Flexible use of capital receipts undertaken in 2020/21
<b>TOTAL GAPS</b>	<b>1208</b>	<b>1993</b>	<b>785</b>	<b>818</b>	<b>1041</b>	

2.7.2 The table below sets out the changes compared to the previously approved MTFS assumptions.

**MTFS Change in Pressures from Previously Approved**

<b>Detail</b>	<b>Original 2020/21 £'000</b>	<b>Updated 2020/21 £'000</b>	<b>Change £'000</b>	<b>Description</b>
<b>Employees:</b>				
Increments	60	56	-4	-
Pay awards	121	294	173	Assumed 2.5% (previously 1%)
Superannuation increases	31	60	29	Impact of pay award
Superannuation lump sum increases	371	230	-141	Increase negotiated with actuary
National insurance	25	48	23	Impact of pay award
Additional holiday pay	0	34	34	New pressure following 2017 ruling
<b>Premises:</b>				
Business Rates	28	27	-1	-
Utilities	5	7	2	-
<b>Transport:</b>				
Fuel	17	6	-11	Change in government forecast
<b>Income:</b>				
Fees and charges	-96	-120	-24	Assumed 3% (previously 2%), now excludes Car Parks
New Homes Bonus	347	347	-	-
BRR pilot/pooling - additional income	-	-200	-200	Proposed pooling arrangements windfall
Government grant	63	35	-28	No RSG remaining
Business Rates baseline funding level	-77	-77	-	-
<b>New Pressures:</b>				
Borough growth fund	-	250	250	Mainstreaming of Borough Growth Fund
Income pressures	169	219	50	Increased income pressures
Jubilee 2 Operating Deficit	-	100	100	To reduce deficit alongside action plan
New waste service - vehicle leasing	-	90	90	Per approved Capital Programme
Waste service	-	-100	-100	Additional green waste income
Castle House/facilities management	-	15	15	Operating costs re. WIFI
Asset management system	-	5	5	New software maintenance costs
Streetscene community payback	-	25	25	Added to base budget
Rough sleepers service	-	5	5	Increase in contract costs
<b>One off Budget Items from 2019/20:</b>				
One off budget items	-	252	252	Flexible use of capital receipts in 2019/20
		-400	-400	Flexible use of capital receipts in 2020/21
<b>TOTAL GAPS</b>	<b>1064</b>	<b>1208</b>	<b>143</b>	

## 2.8 Strategy for Addressing the Funding Gap

2.8.1 A number of savings and funding strategies have been identified as being both feasible and sustainable, via a vigorous Efficiency Board process including challenge sessions for each of the Portfolios involving Cabinet Members, the Executive Management Team, Heads of Service and the Finance Manager. The proposed savings identified to date for the period of the MTFS, and the remaining funding gaps are outlined in the table below, with further detail for 2020/21 in the second table.

2.8.2 Beyond 2020/21 the MTFS assumes income from commercial investments of £0.250m in 2021/22 rising to £1.000m in 2024/25. These savings are subject to approval of a commercial strategy and investment programme funded from capital receipts and prudential borrowing which are the subject of a separate report to Cabinet.

2.8.3 In addition, the MTFS assumes efficiency savings of £0.150m in 2021/22 rising to £0.600m in 2024/25 from the digital delivery programme. These savings will be validated following approval of the Full Business case which is expected to be completed by March 2020.

**MTFS Funding Strategy 2020/21 to 2024/25**

Detail	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
<i>Income</i>	116	50	-	-	-
<i>Commercial Strategy</i>	-	250	250	250	250
<i>Digital Strategy</i>	-	150	150	150	150
<i>Staffing Related</i>	495	37	-	-	-
<i>Good Housekeeping</i>	10	-	-	-	-
<i>Tax Base</i>	351	150	152	154	157
<i>Council Tax Increase</i>	219	227	236	244	253
<i>Contributions</i>	18	-	-	-	-
<b>TOTAL SAVINGS</b>	<b>1209</b>	<b>864</b>	<b>788</b>	<b>798</b>	<b>810</b>
<b>UPDATED MTFS GAPS</b>	<b>1208</b>	<b>1993</b>	<b>785</b>	<b>818</b>	<b>1041</b>
<b>REMAINING GAP</b>	<b>-1</b>	<b>1129</b>	<b>-3</b>	<b>20</b>	<b>231</b>

**2.9 Financial Planning Timetable**

Event	Body Affected	Date
Consideration of draft MTFS	Cabinet	16 October
Consideration of draft savings proposals	Cabinet	6 November
Budget consultation	Proposed to run from 7 November to 19 December	
Scrutiny of draft MTFS and savings proposals	Finance, Assets and Performance Scrutiny Committee	16 December
Approval of final MTFS and consideration of draft Budget proposals	Cabinet	15 January
Scrutiny of draft budget	Finance, Assets and Performance Scrutiny Committee	16 January
Final budget proposals recommended for approval by Full Council	Cabinet	4 February
Full Council to approve Budget	Full Council	19 February

**3. Proposal**

3.1 That Cabinet endorse the draft MTFS 2020/21 to 2024/25 as basis for consultation.

**4. Reasons for Proposed Solution**

4.1 Without a Medium Term Financial Strategy it would be difficult to demonstrate the alignment of resources with the Council Plan. It is also the main vehicle for assessing the Council's position, ensuring efficiency in service delivery and targeting resources to agreed priorities.

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

5.1 The Medium Term Financial Strategy identifies the resources to deliver the corporate priorities of the Authority linked to expected outcomes.

**6. Legal and Statutory Implications**

6.1 The Medium Term Financial Strategy is not a statutory document but it is considered best practice.

**7. Equality Impact Assessment**

7.1 Differential equality impact issues will be identified against the key strategies, policies and functions of the Council and will be considered in producing future service improvements, which will then be reflected within the Council's budgets.

## 8. **Financial and Resource Implications**

8.1 The Medium Term Financial Strategy identifies future years' shortfalls in financial resources which will need to be addressed as part of the Council's budget strategies.

## 9. **Major Risks**

9.1 Section 25 of the Local Government Act 2003 places a duty on the Section 151 Officer to report on the robustness of the budget. The main risks to the budget include:

- Spending in excess of the budget;
- Income falling short of the budget; and,
- Unforeseen elements e.g. changes to legislation or reductions in government grants and funding distributions.

9.2 Such risks require regular and robust monitoring and it is essential that the Council has sufficient reserves to call on if required. The MTFS assumes that the General Reserve and contingency budget will be maintained at the current level of £1.548m. This will need to be reviewed in due course in the light of Government proposals for the implementation of 75% business rates retention and the outcome of the fair funding review, which are expected to be published in 2020 and will take effect from 2021/22.

## 10. **Sustainability and Climate Change Implications**

10.1 None.

## 11. **Key Decision Information**

11.1 Final approval of the MTFS will be a key decision.

## 12. **Earlier Cabinet/Committee Resolutions**

12.1 None

## 13. **List of Appendices**

Appendix 1 - Medium Term Financial Strategy 2020/21 to 2024/25.

## 14. **Background Papers**

14.1 None

## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

16 October 2019

**Report Title:** Commercial Strategy

**Submitted by:** Interim Director of Resources and Support Services

**Portfolios:** Corporate and Service Improvement, People and Partnerships  
Finance and Efficiency

**Ward(s) affected:** All

#### **Purpose of the Report**

To seek Cabinet approval for the commercial strategy.

#### **Recommendations**

Cabinet is asked to:

- (a) Approve the draft Commercial Strategy.
- (b) Request that the Constitution Working Group consider any changes that may be required to the Council's Constitution in light of the strategy, including schemes of delegation and finance procedure rules, for approval by full Council.
- (c) For Finance, Assets and Performance Scrutiny Committee to review and comment on the strategy at its December meeting;
- (d) To appoint commercial investment advisers to undertake a review of the Council's commercial property portfolio and make recommendations for investment or disinvestment (this contract is currently out to tender with an expected award by the end of October 2019);
- (e) For officers to work up investment proposals for further consideration by Cabinet.

#### **Reasons**

The Commercial Strategy provides a framework for the Council's commercial activity. It sets out how the Council will secure the delivery of high quality, sustainable, value for money services by being customer focussed, innovative and entrepreneurial.

#### **1. Background**

- 1.1 This report presents a Commercial Strategy for the Council, which outlines a framework for identifying and managing commercial and income generation opportunities.
- 1.2 A key plank in the Council's MTFs is to increase income for the Council. To deliver this increase in income requires a fundamental change in how we do business. This commercial strategy is one element of this change. It forms part of a suite of strategies and approaches, including the Digital Strategy and Investment Strategy, aimed at addressing the reduction in government grant and supporting the Council in achieving financial sustainability.

#### **2. Issues**

- 2.1 The Council faces challenging financial times. Our current Medium Term Financial Strategy anticipates a cumulative budget shortfall of £5.8m over the next 5 years. This is a significant

amount for an authority which has already seen its external funding reduced by two thirds since 2010.

- 2.2 The need to identify further efficiencies, exploit our asset base and generate income is considerable. Coupled with increasing demand for services, higher public expectations, challenging national political circumstances and economic uncertainty, the Council must use all the means at its disposal to ensure that its medium term finances and ability to provide a full range of services to the local community are sustainable. That means that the Council must become more commercial: generating service efficiencies and new income streams; maximising existing revenue streams; having effective procurement and contract management processes; making prudent investment in income generating assets; and developing our strategic asset base in order to boost local growth.
- 2.3 Commercial activity is not new to the Council. The Council already has a substantial commercial property portfolio which contributes £400,000 annually to the Council's revenue budget and commercial services are operated in areas including leisure, theatre events, car parking and garden waste. The commercial strategy provides an overarching framework for these activities, ensuring a co-ordinated approach across the Council and access to the expertise needed to drive forward our commercial ambitions within a context of robust risk management.
- 2.4 An important element of the Council's commercial approach is finding the right balance between delivering social value and our commercial practices, ensuring that income generated through commercial activity is reinvested in local priorities, services and improvements for the long term benefit of residents of the borough.
- 2.5 Other outcomes that will be delivered through the strategy are:
- Strong working relationships with public, private and third sector partners in order to maximise collaboration and generate efficiencies.
  - An embedded commercial culture within the council and a workforce equipped with the skills they need to operate in a more commercial environment.
  - Supporting the council in delivering the council plan and growth agenda as a key pillar of the medium term financial strategy and our goal of financial self-sufficiency.
  - Optimising the council's use of digital technology to enable new, more efficient and flexible ways of working and interacting with customers and residents.
- 2.6 The strategy proposes a number of guiding principles which describe how we will achieve our commercial ambitions including acting with intelligence, integrity and agility and working collaboratively across organisational boundaries. The strategy is explicit that the Council will seek to extract maximum value from its land and property assets, challenge where services can be commissioned and stop activities that add no value or benefit to customers.
- 2.7 Delivering our vision for a more sustainable and business-oriented Council that maximises commercial opportunities will require a fundamental shift in how we do business and individual and organisational development around commercial thinking. As a first step towards embedding a more entrepreneurial culture we will invest in developing the skills of our members and our workforce. However, moving forward it will also influence the skills that we require in the people that we recruit in future into key roles and in the partnerships that we develop.
- 2.8 Investment decisions will be taken by Cabinet. In view of the potential scale of investment some changes will be required to key financial strategies including the MTFs, Investment Strategy and Treasury Management Strategy as well as financial approval limits. Changes may also be required to the scheme of delegation to ensure that timely decisions can be made as and when commercial opportunities present themselves. It would be appropriate to refer these matters to the Constitution Working Group for detailed consideration with a view to them putting forward recommendations for changes to full Council for approval.

2.9 The strategy will be reviewed by the Finance, Assets and Performance Scrutiny Committee at their December meeting. Effective oversight of investment activity and returns will be ensured via quarterly updates to FAPS as part of the regular finance and performance reports they receive.

### 3. **Proposal**

3.1 That Cabinet approve the commercial strategy. Next steps will then be:

- For the Constitution Working Group to consider any changes that may be required to the Council's Constitution, including the scheme of delegation and financial procedure rules, to facilitate delivery of the strategy;
- For Finance, Assets and Performance Scrutiny Committee to review and comment on the strategy at its December meeting;
- To appoint commercial investment advisers to undertake a review of the Council's commercial property portfolio and make recommendations for investment or disinvestment (this contract is currently out to tender with an expected award by the end of October 2019);
- For officers to work up investment proposals for further consideration by Cabinet.

### 4. **Reasons for Proposed Solution**

4.1 Generating efficiencies and additional income by adopting a more commercial approach is a key plank in the Council's plans for addressing the forecast funding gap and maintaining financial sustainability in the medium to long term. The strategy provides a framework for managing and co-ordinating commercial activities.

### 5. **Options Considered**

5.1 The Council continues to progress a number of strategies and approaches to ensure that it can maintain a financially sustainable future and deliver the key priorities set out in the Council plan. The commercial strategy is part of this suite of options which also includes service redesign, the digital delivery programme, contract negotiation and service recommissioning.

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

6.1 The commercial strategy supports and is aligned to the corporate priority of financial sustainability and delivery of the MTFs.

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

7.1 There is complex legislation and case law that governs local government's ability to undertake commercial activities and generate income. This includes trading in services to make a surplus and the recovery of part (contribution) or the whole of the cost of a service through charging.

7.2 The Council will need to make sure that its commercial activities are legally and state aid compliant, including having regard to the Public Sector Duty within the Equality Act 2010, statutory guidance on local authority investments and The Prudential Code for Capital Finance in Local Authorities.

7.3 All commercial projects and investment opportunities will be examined to ensure that they are within the Council's powers and legal implications will be identified on a case by case basis.

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

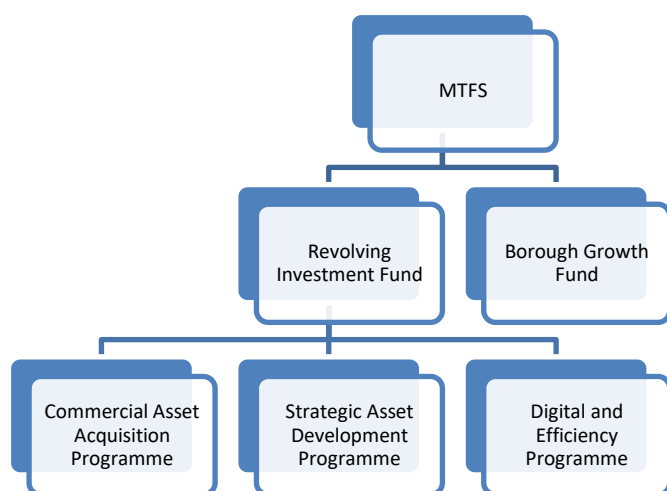
8.1 This report has implications relating to member and workforce development. Delivering our vision for a more sustainable and business-oriented Council that maximises commercial opportunities will require a fundamental shift in how we do business and individual and organisational development around commercial thinking.

8.2 As a first step towards embedding a more entrepreneurial culture we will invest in developing the skills of our members and our workforce. However, moving forward it will also influence the skills that we require in the people that we recruit in future into key roles and in the partnerships that we develop.

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

9.1 The aim of the commercial strategy is to facilitate sensible investments, based on local need and subject to robust risk management, which enable the Council to improve outcomes for our residents in accordance with the priorities set out in the council plan. This includes making a contribution towards the budget savings required to bridge the forecast funding gap over the next 5 years through income generation, as opposed to reducing spending on services.

9.2 The diagram below shows the proposed funding structure. In summary, investments will be funded via a Revolving Investment Fund established with pump priming funds provided from capital receipts, revenue contributions and prudential borrowing. A proportion of investment returns will be used to support the MTFS with the remainder recycled into new investment opportunities.



9.3 Investments will be split into two categories: commercial assets and strategic assets.

9.4 The overriding objective of the Commercial Asset Acquisition Programme will be to generate and secure a long-term and sustainable income stream for the Council. This will be achieved by investing in assets with a projected minimum level of return of 2% above the cost of borrowing and other holding and management costs. The investments will not be required to meet other Council objectives and priorities e.g. regeneration, economic development or housing and can be located outside the borough.

9.5 Direct investment in commercial property offers a relatively familiar path as the Council already has a diversified property portfolio including office, retail and industrial assets which currently generates a net annual revenue stream. Other potential investment opportunities include renewable energy (for example solar farms and solar bonds) and development of a commercial loan portfolio including loans to registered social landlords within the borough to fund housing development.

9.6 The aim of the strategic asset development programme will be to steer and manage development opportunities from the Council's property asset base so as to deliver capital receipts and improved revenue income streams but at the same time securing the regeneration, economic development and housing objectives of the Council. Examples include acquisition and development of strategic town centre sites, housing and industrial sites within the borough (including, for example within the Chatterley Valley Enterprise Zone). Developments may be undertaken on a co-investment basis with public, not for profit and private sector partners.

9.7 The draft MTFS assumes that the digital delivery programme will generate efficiency savings of £150k p.a. from 2021/22, rising to £600k p.a. in 2024/25. This assumption will be validated as part



of the development of the full digital business case. Any surplus savings generated will be recycled via the Revolving Investment Fund.

- 9.8 There is a significant opportunity for the Council to capitalise on its ability to borrow at historically very low rates (from the Public Works Loans Board), and acquire income producing investments which are capable of generating net revenue after deducting the costs of finance. The scale of capital investment will primarily determine the return and a substantial capital investment will be required to realise a significant income stream and ensure a balanced and diversified portfolio. The initial scale of investment envisaged is £50m. At a target return of 2% per annum this would generate an income for the Council of £1m per annum. Any surplus returns will be recycled to fund future investments.
- 7.9 The costs of employing specialist commercial advisers, providing training for members and officers involved in investment decisions and undertaking due diligence on early investment opportunities will be met from the Borough Growth Fund. £100,000 of the fund has been allocated to support the development of the commercial strategy in 2019-20.

10. **Major Risks**

- 10.1 Management of risk is central to our commercial approach and all potential activities will be assessed with due regard to the risks being taken. This will be in line with the Council's corporate approach to risk management including review of risk frequency.
- 10.2 As part of a robust risk management process the Council will seek to partner with industry experts and specialists, carry out meticulous due diligence and ensure rigorous approval processes and project scrutiny.

11. **Sustainability and Climate Change Implications**

- 11.1 None.

12. **Key Decision Information**

- 12.1 The strategy will affect all wards in the borough. The level of investment required will be significant and approval of the commercial strategy will be a key decision.

13. **Earlier Cabinet/Committee Resolutions**

- 13.1 None

14. **List of Appendices**

Appendix 1 – Draft Commercial Strategy

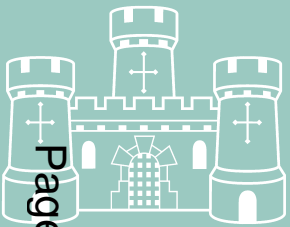
15. **Background Papers**

- 15.1 None

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# COMMERCIAL STRATEGY

2019 - 2024



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NEWCASTLE  
UNDER LYME  
BOROUGH COUNCIL

# Vision

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Our vision is for Newcastle-under-Lyme to be a sustainable and business-oriented Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's medium-term financial strategy.

This will be achieved through:

- Generation of service efficiencies and new income streams
- Maximising existing revenue streams
- Effective procurement and contract management
- Prudent investment in income generating assets
- Strategic asset development

## Strategy Outcomes

1. To generate income through commercial activity that can be reinvested in local priorities, services and improvements for our residents
2. To build strong working relationships with public, private and third sector partners in order to maximise collaboration and generate efficiencies
3. To embed a commercial culture within the council and ensure that our staff are equipped with the skills they need to operate in a more commercial environment
4. To support the council in delivering the council plan and growth agenda as a key pillar of the medium term financial strategy and our goal of financial self-sufficiency
5. To optimise the council's use of technology and support our digital agenda in order to enable new, more efficient and flexible ways of working and interacting with customers and residents.



# Where are we now?

- Reduction in central government funding to local authorities
- Increasing demand for services
- Greater uncertainty and financial pressures
- Stable commercial property portfolio
- Borough Growth Fund established to enable development of strategic sites and commercial opportunities

# How Will We Realise Our Strategic Outcomes?

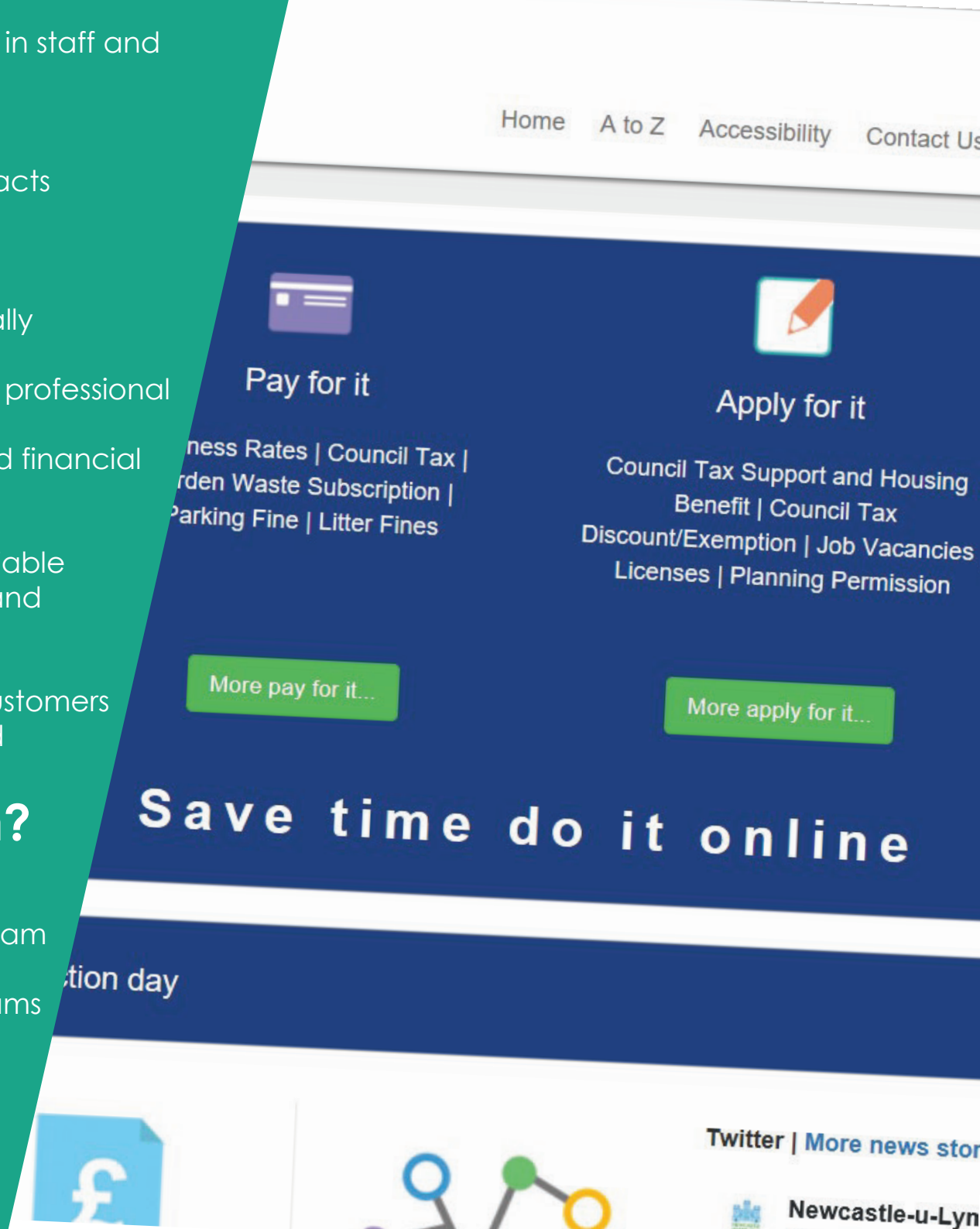
- Act with intelligence and agility
- Embrace transformation and innovation
- Understand that resources are required for growth and change
- Act with integrity and high ethical standards
- Embrace commercialism and maximise income
- Create and nurture commercial and development opportunities
- Act strategically for the long-term benefit of the borough and its residents
- Greater focus on procurement and contract management
- Create a sustainable commercial programme
- Know the market place and act competitively



- Establish a strong commercial culture and invest in staff and member skills
- Drive our digital agenda forward
- Demand more from service providers and contracts
- Ensure we get value for money for residents
- Listen to our staff and customers
- Actively seek and work with partners commercially
- Engage with specialist commercial advisers and professional partners
- Pursue opportunities to generate efficiencies and financial savings
- Dispose of assets when the market is no longer viable
- Extract maximum value from our property and land assets and income streams
- Stop activities that add no value or benefit to customers
- Challenge where services can be commissioned

## How will we make this happen?

- Endorsement from members of the council
- Sponsorship from our executive management team
- Facilitated by a highly skilled commercial team
- Collaboration across all council services and teams
- External specialist advice and support
- Initiatives owned by services



# How does the strategy support our organisational goals?

- Robust financial and commercial service programmes aligned to the council plan
- Supports the MTFs and closure of funding gap
- Uses commercial activities to leverage funding opportunities to support the regeneration of the borough

# What is the governance structure?

- Investment decisions will be taken by full Cabinet
- Some changes may be required to the Council's Constitution to enable timely decision making as commercial opportunities present themselves.

# How will risks be managed?

- Partner with industry experts and specialists
- Ensure transparency and effective communication
- Rigorous approval processes and project scrutiny
- Following corporate risk management and mitigation procedures
- Effective contract management
- Meticulous due diligence



# What are the tools and structures we will use?

- Exercise statutory powers
- Shared service agreements
- Crown Commercial Service, g-cloud and local framework agreements
- Joint venture partnerships
- Arms-length management organisations and/or council owned companies

# How will we fund and resource the journey?

- Generate a return on investment to fund services
- Make every penny count
- Explore opportunities to share services with other councils
- Maximise existing revenue streams
- Effective and proportionate risk management
- Robust strategic and operational planning
- Access to government grants and other funding
- Invest to save
- Revolving Investment Fund funded from capital receipts and prudential borrowing
- Pump priming for initiatives through the Borough Growth Fund





## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

16 October 2019

**Report Title:** Car Parking Strategy

**Submitted by:** Head of Housing, Regeneration and Assets

**Portfolios:** Finance and Efficiency

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

#### **Purpose of the Report**

To outline the draft Car Parking Strategy.

#### **Recommendation**

- 1) That Cabinet endorse the Car Parking Strategy taking into account the issues highlighted by Economy, Environment and Place Scrutiny Committee.
- 2) That officers commence consultation on the draft Car Parking Strategy with the Town Centre Board and Business Improvement District.
- 3) That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Finance and Efficiency is authorised to adopt the final strategy following amendments taking into account consultation comments.
- 4) That officers are authorised to introduce the £1 after 1pm in time for the Christmas Light Switch on with a review of the effectiveness after 8 months of operation.

#### **Reasons**

Car parking is a key asset and it is vital that the Council balances the management of the car parks with the economic development of Newcastle town centre. As part of the development of the draft strategy views of car park users and local businesses have been sought. The Strategy seeks to look forward for the next 10 years, with a proposed action plan to bring key improvements early within the strategy. It is appropriate that the Council seeks views on the proposals prior to the strategy being adopted.

#### 1. **Background**

1.1 The Council has a wide range of car parks in Newcastle town centre which are recognised to play an important role in the operation of the town centre for visitors and for businesses. It is important that the Council takes into account a wide range of views alongside the financial aspects of managing these resources. The Council has made a commitment to have a parking strategy to set out the best ways forward for the car parks.

#### 2. **Issues**

2.1 Officers have considered a wide range of issues in the development of the strategy:

- Customer views and stakeholder perception
- the usage of car and capacity of the car parks,
- financial appraisal of car parks as assets
- links to the wider strategic transport needs including on street parking and road congestion,

- longer term national and technologic developments

2.2 The strategy seeks to review the current car parking provision and to set out the future options to ensure that the most effective provision is made. The Strategy highlights the key objectives as:

- To provide car parking which meets the current and future needs of the town centre for visitors, businesses and residents that will live in the town centre.
- Optimise the cost-efficiency of the car park assets
- Minimise congestion and improve air quality

In order to deliver these objectives the strategy sets out a range of issues and an action plan.

### **Objective 1 -To provide good quality car parks**

#### Short Term Actions

- Implement regular inspections of all car parks to enable prompt reporting of defects;
- Commit to a responsive maintenance programme funded through the revenue budget;
- Establish provision in the Capital Programme for larger investments with initial priorities being resurfacing of Hassall Street car park, rear of High Street car park and Frog Hall access road; and
- To minimise the costs of the operation of the car parks the Council will seek to undertake a review of the business rates and take any appropriate action.

#### Medium Term Actions

- Establish a strategy for the Midway Car Park – our largest and the most significant town centre car park, which requires significant renovation including cathodic protection for the long term structure of the building, new drainage, internal decoration, lighting and improved cleanliness; and
- Review development options for the least used and least economically viable car parks.

#### Long Term Actions

- Deliver rolling programme of refurbishment.

### **Objective 2 - To improve the customer experience of parking in Newcastle**

#### Short Term Actions

- Commence programme of Pay&Display machine replacement, with chip and pin and / or contactless options (consultation highlighted that in terms of card payment businesses preferred contactless payment whereas customers preferred chip and pin);
- Procure modern pay by phone service with App technology;
- Actively promote cashless payment methods;
- Continue to offer free parking to Blue Badge holders;
- Ensure proportionate and effective parking enforcement, to balance the need to enforce with appropriate flexibility;
- Invest in a modern CCTV in the Midway which is able to meet the expected monitoring and surveillance requirements; and
- Support the County Council's implementation of the new street signing as part of the Wayfinding Strategy.

#### Medium Term Actions

- As the ticket machine upgrade programme rolls out over the next 5 years the Council will review take up of the two card payment mechanisms and future years will focus on the most popular payment methods;
- In response to the business and customer consultation review the provision of Disabled and parent parking.

### Long Term Actions

- Over the next 10 years there is also likely to be further enhancements in payment methods and the Council will need to review developments as they arise.

### **Objective 3 - To support the economic development of Newcastle Town Centre Supporting Visitors**

#### Short term

- Trial a shoppers discount of £1.00 after 1pm for 8 months, this will be reviewed for the financial implications;
- Establish business engagement programme to promote discounted parking;
- Establish a mechanism to evaluate the BUSINESS impact of the “1 after 1” initiative;
- Work with businesses including the Business Improvement District to develop the town centre offer;
- Offer free parking for 5 event days per year where there is a clear business engagement plan to demonstrate economic impact;
- Support Christmas retail and town centre shoppers in the run up to Christmas with free parking from 5pm for Christmas late night shopping; and

#### Medium Term

- Work with SCC to review charges for on-street and off street on Corporation Street and Merrial Street (SCC operated Bridge Street);
- Evaluate potential for a shoppers permit for residents;
- Explore with BID willingness for it to control charging in Goose Street as a dedicated “Shoppers Carpark”.

#### Long Term

- Evaluate the impact of any Clean Air actions on car park charging; and
- Establish a mechanism for differential charging to reward the greenest vehicles.

### **Supporting Businesses**

#### Short term

- To prioritise and market Fogg Street, High Street and Well Street as Business Permit car parks for adjacent businesses;
- To support business owners and workers in the town centre the Council will simplify the quarterly permit scheme based on £2.00 per day for all day parking. This equates to £130 (excl. VAT) per quarter. This one permit will replace all existing permits bands, with the only variation being a £20 discount for those businesses that purchase more than 20 permits (£110 / quarter). Based on the income currently generated by the existing permits, this simplified charging scheme will achieve the same level of income as the current scheme;
- A provision will be introduced for a Small Business Permit which allows businesses to purchase the £130 permit on a monthly scheme, at £43.50 / month. The aim of this payment option is to make the permit system more approachable to smaller business owners;
- To implement a marketing programme to increase the take-up of business permits;

#### Medium Term

- Maintain ongoing dialogue with the business community to ensure understanding of their business parking needs remains current;
- Maintain a programme of specialist events on car parks to encourage visitors to the town and to maximise the utilisation of the asset; and

#### Long Term

- Evaluate the opportunities for the car parks to support diversification and specialist events;

- Continue to work with the Business Improvement District to ensure that parking supports local trade; and
- Evaluate the take up of permits and technological developments to improve the purchase of permits.

#### **Objective 4 - To ensure that car parks meet the future demands of car users**

##### Short Term

- Implement Electric Charging points for taxi's as part of the Clean Air projects;

##### Medium Term

- Research demand for Electrical Charging Points and establish funding model;
- Review parking bay sizes to accommodate larger vehicles; and
- To review the technology developments for directed parking App's.

##### Long term

- Provide Electrical Charging Points in all council car parks;
- To review in car charging technology and the links to parking accounts;
- Introduce solar canopies in the car parks in line with the Council's carbon emission reduction commitments; and
- To review the implications of automated vehicles.

2.3 Economy, Environment and Place Scrutiny Committee highlighted:

a) For Pay on Exit to be given priority.

b) For the strategy to include informative signage relating to the types and location of the car parks on entry to the Town Centre

c) A flat rate of charge to support all businesses both large and small

### **3 Proposal**

3.1 To consider the proposals from Scrutiny Committee in more detail and consult members of the newly formed Town Centre Board and importantly the Business Improvement District as part of the consultation on the draft strategy.

### **4 Reasons for Proposed Solution**

4.1 It is important that key stakeholders, including the Business Improvement District has the opportunity to make meaningful contribution.

### **5 Options Considered**

5.1 Cabinet can choose whether to adopt the strategy. As part of this, consideration can be given to taking on board the Economy, Environment and Place Scrutiny Committee comments and if to undertake further consultation with key stakeholders including the Business Improvement District.

### **6 Legal and Statutory Implications**

6.1 The Council delivers the car parking service in line with the Traffic Regulation Order for the town centre.

### **7 Equality Impact Assessment**

7.1 The Council provides dedicated disabled parking spaces within a number of car parks throughout the town centre. Blue Badge holders can also park in a range of streets around the town centre.

### **8 Financial and Resource Implications**

- 8.1 Car parking income assists in supporting the Council's balanced budget.
- 8.2 The proposals within the Car Parking Strategy 2019 – 2029 place an £89,000 pressure on the Council's budget:

Proposal	Additional Income / (Pressure) (£)
£1 after 1pm	(95,000)
£2.00 per day quarterly permit	6,000
Goose Street Car Park	0

- 8.3 Although the £2.00 per day quarterly permit is forecast to achieve an additional £6,000 the aim is to issue a greater number of permits. In order to achieve an increased uptake in quarterly permits the Council will introduce a new fee structure and the ability for small business owners to pay for their permits on a direct debit basis.
- 8.4 The proposal to the Business Improvement District in relation to the fee set at Goose Street Car Park would require that they make up the Council's shortfall on the car parking income from the BID levy.
- 8.5 Capital funding identified in the Appendix to the Strategy has not yet been allocated within the Capital Programme for 2019 – 2029. The Strategy will require additional capital investment, these amounts are yet to be determined and quotations need to be obtained.

## 9 **Major Risks**

- 9.1 Without continued investment in the car parks, especially the Midway the usage will decline and customer satisfaction will decrease.

## 10 **Sustainability and Climate Change Implications**

- 10.1 The Car parking strategy identifies the need to consider electric charging points which will support sustainability objectives.

## 11 **Key Decision Information**

- 11.1 This is not a key decision however the strategy outlines an important strategic direction for the management of the car parks.

## 12 **Earlier Cabinet/Committee Resolutions**

- 12.1 In October 2018 Cabinet approved the decision to have a 10 year Car Parking Strategy.
- 12.2 In September 2019 the Economy, Environment and Place Scrutiny considered the draft Strategy.

## 13 **List of Appendices**

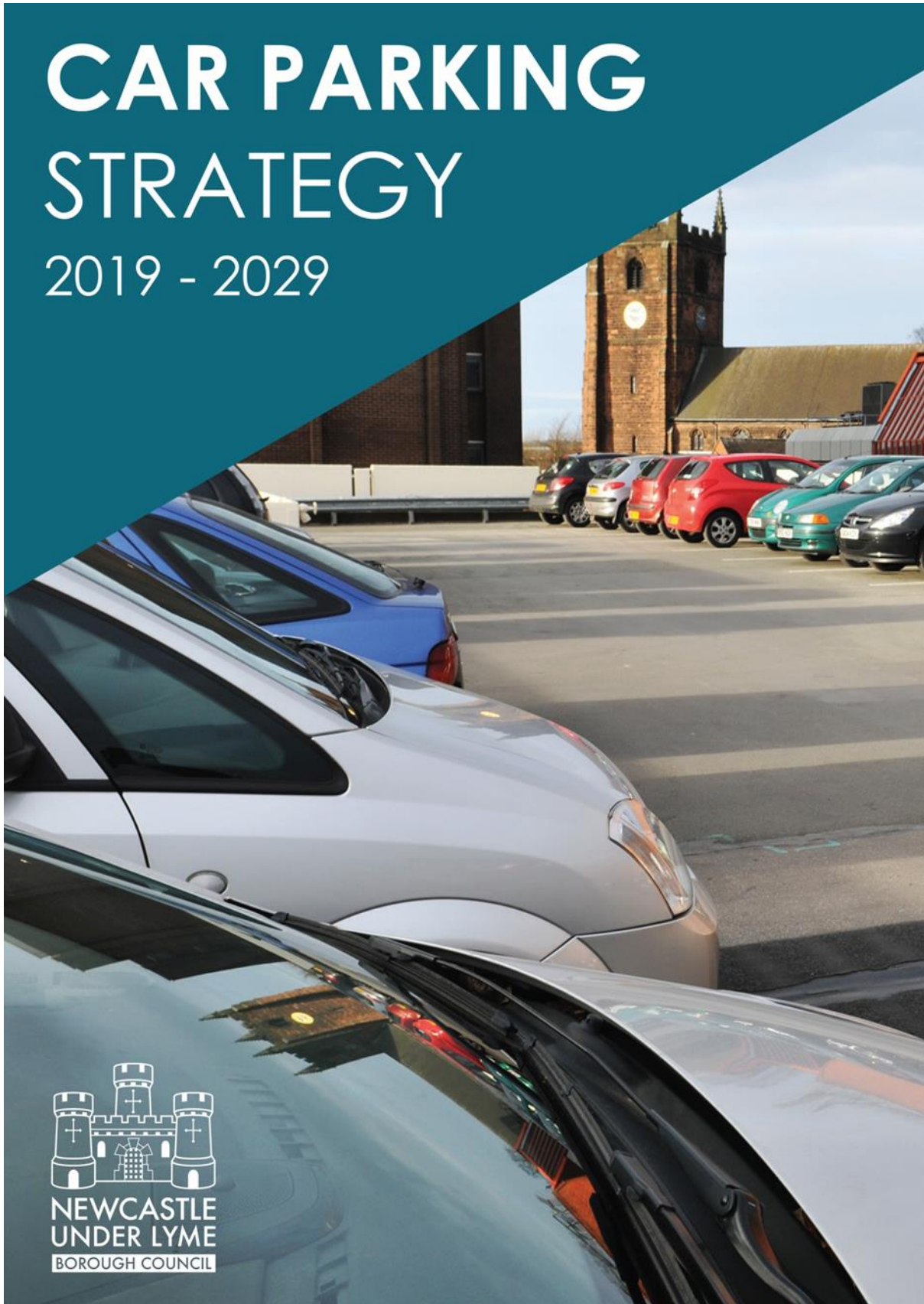
- 13.1 Draft Newcastle-under-Lyme Town Centre Car Parking Strategy.

## 14 **Background Papers**

- 14.1 None

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# CAR PARKING STRATEGY 2019 - 2029



## **Introduction By Cllr Sweeney**

Welcome to Newcastle-under-Lyme Borough Council's Car Parking Strategy 2019-2029, this sets out the Council's plans and ambitions for our car parks for the next 10 years.

The Council has a wide range of car parks in Newcastle town centre which are recognised to play an important role in the operation of the town centre for visitors and businesses.

This strategy sets out how the Council will utilise these resources to balance the demands of the various users of car parks, support town centre businesses, and ensure operational costs are met.

Importantly the Council wants to work with partners including the Business Improvement District to ensure that our car parks meet the needs of local businesses. Equally the Council is committed to investing in our car parks to ensure that they meet the developing expectations of customers and maximise the use of developing technology.

Management of our car parks also relates to the use of cars in our town centre and through the Council's commitment to reducing carbon emissions it is important that the car parks support good traffic / parking practices and the use of electric vehicles.

## **Objectives**

The Council's town centre car parking objectives are:

- To provide car parking which meets the current and future needs of the town centre for visitors, businesses and residents that will live in the town centre;
- Optimise the cost-efficiency of the car park assets; and
- Minimise congestion and improve air quality.

The strategy covers a 10 year period, with actions analysed into Short (1year) medium (2-5 years) & long term (5-10years)

This strategy reviews the current car parking provision and sets out the future options to ensure that the most effective provision is made. In order to do this a range of issues have been taken into account:

- Customer views and stakeholder perception;
- the usage of car and capacity of the car parks;
- financial appraisal of car parks as assets;
- links to the wider strategic transport needs including on street parking and road congestion; and
- longer term national and technologic developments.

## **National and Local Policies**

The Council Plan 2018-2022 sets out the Council vision to have 'Good local services, a prosperous borough and safe and welcoming places for all'.

The four corporate priorities are:



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

The Council wants to ensure that the town centres have the right retail, public service, leisure, cultural, business and residential facilities that work for local residents and attract visitors and businesses to the town centres. To achieve this, the Council wants to deliver car parking services that support the town centres.

Car parking plays an important role in the town centre and the wider transport links to the area. Our car parks create a lasting impression for visitors, who we want to encourage to return to support our town centre businesses.

The Council is working hard with partners to improve air quality. Provision of car parking that is easily accessed and close to the place which the driver wishes to visit is important to ensure that unnecessary congestion is not caused by drivers blocking up key access roads looking for places to park.

Newcastle like many areas across the UK continues to experience areas of poor air quality. The air quality assessment identified that there are road links to the town centre that are currently exceeding the annual mean nitrogen dioxide (NO<sub>2</sub>) limit value, with exceedances predicted to continue in 2019 and beyond. In October 2018, Ministers Coffey and Norman for the Department for Environment, Food and Rural Affairs (DEFRA) and Department for Transport (DfT) respectively, served the ministerial direction on the Council; this was served under the provisions of The Environment Act 1995 (Feasibility study for nitrogen dioxide compliance) (No 2). The Ministerial directions formally mandate several local authorities including Newcastle to undertake further work with the main objective being to explore options for reducing levels of nitrogen dioxide in the air. The provision of good quality car parks in the right locations can assist in improving air quality.

## **Key issues**

The cost of car parking is important but not the sole factor in a driver's decision to park. Key factors include reason for coming into Newcastle, closeness to the attraction to which the driver wishes to visit, reasonable availability of spaces, attractiveness, ease of use, payment options, electric car charging facilities and security of car park.

There are major plans to regenerate the Ryecroft area of the town centre, including the now vacant Civic Offices. At present this provides a significant number of parking spaces which will be subject to change once the redevelopment takes place.

The Council has a policy of Town Centre for All and encourages development and conversion for housing in the town centre. Student and mixed apartment accommodation continues to be developed. Whilst the Sky Building has stalled other sites have come forward including the former Savoy Cinema site and former Bristol Street Motors site. This will see an increase in people living in the area and therefore potentially more demand on the evening parking.

As part of the Newcastle Sustainable Transport Group, the Council is working with Staffordshire County Council to review signage in the town centre to improve wayfinding and provide town centre users with clear directional information. The group is also working on a complete review and renewal of town centre road signage to direct traffic in the most effective way to reduce congestion and improve air quality. This includes clear directions to car parks.

Car parking is seen as a Council issue however there is a significant private car park operator delivering the Lyme Light Boulevard and many supermarkets with substantial parking around the ring road. Town Centre businesses believe that car parking should be led by the Council. For car parking to effectively support the economic development of the town centre a much more joined up approach needs to be taken with businesses supporting parking initiatives. A Communications Plan will be developed which actively promotes the car parking, addresses customer concerns and engages local businesses.

Customers do not understand the difference between the County operating on-street parking and the Borough operating car parks. This leads to confusion when the Council introduces parking concessions with the BID. All three partners will need to work together to have a joined up approach to car parking charges.

## **Our car parks**

Analysis of the car park use, condition and finance are included in the appendices.

Key information is:

- The Council has 13 car parks in and around the town centre, which provide 1476 spaces;
- There are a mix of pay and display car parks and permit only car parks;
- 523,791 customers use the Council car parks per year, of which 211,499 park on the Midway;
- In 2018/19 1,587 permits were purchased over the 4 quarters;
- The nett income for the car parks in 2018/19 is £66,652 (inclusive of support service recharges and capital financing charges);
- Corporation Street generates the greatest revenue per space as a short term central small car park;
- 8.95% of transactions are cashless and there is an opportunity to increase this and improve customer experience; and
- 73% of customers park for 2 hours or less. Including the after 3pm customers into this increases the percentage to 84%.

Car parking income assists in supporting the Council's balanced budget, and any adverse variance places additional pressures on achieving this. During 2018/19 Council Car Parks generated £66k surplus.

**2018/19 Car Parking Income / Expenditure**

	2018/19 Actual (£)	2018/19 Budget (£)	2018/19 Variance (£)
<b>Employees</b>	134,183	125,400	- 8,783
<b>Premises</b>	253,008	250,540	- 2,468
<b>Supplies and Services</b>	70,055	101,630	31,575
<b>Support Services Recharges</b>	70,824	71,600	776
<b>Capital Financing</b>	373,549	183,840	- 189,709
<b>Customer Receipts</b>	- 951,516	-1,087,500	- 135,984
<b>Rents</b>	- 16,555	- 63,300	- 46,745
<b>Totals</b>	- 66,452	- 417,790	- 351,338

Analysis of specific car parks and their ability to generate income is undertaken below, this identifies how much income overall each space is generating. This highlights that the Council's car park on Corporation Street achieves the highest return per space. This specific car park is a small short stay car park, and is situated in close proximity to the County Council's on-street parking.

The car park on School Street / Barracks Road is in constant use by both users of the Jubilee 2 leisure centre, and Exercise4less that is located next door, as such this generates a significant amount of income per space. The Midway car park, the Council's largest parking facility, has a smaller return per parking space, despite generating the largest overall return of £241k. This highlights that the Midway doesn't achieve the occupancy levels that it may have done in the past.

**2018/19 Income / Expenditure per Car Park**

	No. of Spaces	Total Income*	Total Expenditure**	Net Income / Expenditure	Income per Space
<b>Blackfriars</b>	25	- 4,373	3,192	- 1,180	- 47
<b>Cherry Orchard</b>	24	- 34,129	9,755	- 24,373	- 1,016
<b>Corporation Street</b>	9	- 26,565	7,245	- 19,319	- 2,147
<b>Goose Street</b>	113	- 81,784	32,889	- 48,895	- 433
<b>Hassell Street</b>	39	- 39,689	12,529	- 27,159	- 696
<b>King Street</b>	170	- 67,601	23,963	- 43,638	- 257
<b>Merial Street</b>	16	- 4,377	2,872	- 1,505	- 94
<b>Midway</b>	655	- 465,414	224,079	- 241,334	- 368
<b>Ryecroft ***</b>	214	- 146,662	28,291	- 118,371	- 553
<b>School Street / Barracks Road</b>	40	- 77,357	29,768	- 47,589	- 1,190
<b>Silverdale Road</b>	65	- 49,730	13,925	- 35,806	- 551
<b>Windsor Road</b>	21	- 46,811	13,000	- 33,811	- 1,610
<b>Other</b>	n/a	- 14,727	29,972	15,245	n/a

\* total income incorporate a prorated percentage of income from penalty charge notices, based on the overall income generated by an individual car park

\*\* total expenditure includes a prorated percentage of general car parking expenditure, including enforcement and cash collections.

\*\*\* 75% of Ryecroft income relates to Staffs County Council proportion of site.

## Consultation

The Business Improvement District are consulting local businesses on their views for the future of the BID, as part of this businesses have given some views on car parking in the town centre. Within the top 5 issues that businesses want to see addressed are Car Parking initiatives for customers, an improved parking experience and parking initiatives for staff.

Comments received from businesses included free parking, cheaper parking, discounted parking, parking for staff as recruitment difficulties, more short stay parking, more residential parking, discounted for business workers, all car parks to be pay on exit, abuse of disabled parking, empty parking spaces. (from PFBBUK).

A separate short survey was also undertaken direct with local businesses in Newcastle town centre. 23 businesses completed the survey highlighting that:

- 57% of businesses were parking all day.
- the two most important features for parking were location/convenience and car park security; value for money was ranked 5<sup>th</sup> from 8 issues.
- the highest levels of satisfaction are in ease of accessibility (82%) and location/convenience (72%), with the lowest levels for value for money (17%) and car park security (29%)
- the key areas for improvement are wider bays (11%), more cashless options /locations (9%) and more parents and child bays (9%).
- 48% preferred contactless compared to 9% card chip and pin
- 35% were aware the Council did permits
- 13% thought that the £1 after 3pm had increased their business trade
- 35% thought that the event parking had increased their trade

The Council commissioned an independent survey of town centre users to ask their view on the car parks:

- 415 completed surveys from ten car parks
- Just over half of respondents had come for shopping/retail (52%)
- 59% of customers parked for under 2 hours
- Location/convenience (36%) was the most important car park feature
  - Second most important was value for money (25%)
  - Only 22% of customers were unhappy with charges
- Very high satisfaction rates for
  - Location/convenience (93%)
  - Ease of accessibility (71%)
- Highest rates of dissatisfaction for
  - Parent parking (45%)
  - Disabled parking (28%)
- Wider bays and more disabled bays the most popular potential improvements
- Cash still seen as the favourite method of payment by a significant amount (67%)
- 26% were aware of the £1 after 3pm scheme
  - Fewer than half of those who were aware visited more often as a result (18%)

- Fewer than half were aware of the free parking for events (58%)
  - Fewer than half of those who were aware visited more often as a result (19%)

## **Benchmarking**

There is considerable private parking offered in the town centre. The main private pay and display car park is at LymeLight Boulevard (290+ spaces) this provides good quality convenient parking for town centre users and is specifically targeted but not exclusively for the users of the LymeLight Boulevard.

There are a range of retail car parks on or close to the ringroad, these provide the shoppers with convenient free or refunded parking for the stores. With time limitations of between 1.5 hours to 2 hours this also enables drivers to make other visits whilst in the town.

A breakdown of public and private sector car park comparative data is included in the appendix. When comparing the Council charges for our car parks they are not extremely different to others. It is known that charges are not the most important factor as convenience and location are crucial, it is however important to recognise that the bigger issue for Newcastle town centre is to ensure that there is a good town centre offer.

## **On-street Parking**

The County Council provides on-street parking, this includes 30mins Nipper parking on Merrial Street, pay and display on Corporation Street, High Street, the Brampton and Bridge Street.

On-street parking is intended to be short term (maximum 1 hour stay) and to support the movement of vehicles on the road, thus supporting the town centre users and reducing congestion.

The current charges for on-street parking is 80p for 30 minutes and £1.60 for 1 hour, this is applicable Monday to Saturday 8am to 9pm.

On-street parking generally seeks to provide accessibility for short term visits whilst easing congestion on the roads. Wherever possible the Council will seek to work with the County Council to have complementary parking charges and seek to address the concerns of visitors that they do not understand the different charging policies and where concessions are applicable.

The Council would like to take forward discussions with the County Council on the future options for short term parking on the lower end of the High Street.

## **Residents Parking**

With increasing car ownership there are often too many cars to enable residents to park outside of their own homes, whilst residents have no right to this, it is considered reasonable that for residents to park outside near their home for increased security and accessibility.

The County Council is responsible for on-street parking and the management of Resident Parking Zones.

The Borough Council currently operates a resident parking permit scheme in Silverdale Road, this is a historic scheme relating back to when residents lost their access to front of house parking. It is proposed that this limited scheme continues, with charging set annually as part of the fees and charges process.

## **Car Park Strategy Priorities**

This strategy seeks to identify the short term 1 to 2 years actions, the medium term 3 to 5 year actions and the longer term 5 to 10 year actions. There will be some projects that overlap these time frames and some dependencies between actions.

### **Priority 1 – To provide good quality car parks**

Fundamentally car parks are assets that need to be maintained. They are often the first point of contact for visitors to the town and influence future visits. Visitors expect a good standard, well maintained and clean facility. The Council also has a duty to provide safe car parks where the car park does not cause accidents and injury to the users.

The Council's main multi-storey car park is the Midway, this provides considerable parking for many town centre users, however, this car park is now at a stage whereby it needs to be reviewed. The design, age, construction and location of the car park brings many challenges and significant resources need to be invested to ensure this car park is of a good quality for future years.

#### **Short Term Actions**

- Implement regular inspections of all car parks to enable prompt reporting of defects;
- Commit to a responsive maintenance programme funded through the revenue budget;
- Establish provision in the Capital Programme for larger investments with initial priorities being resurfacing of Hassall Street car park, rear of High Street car park and Frog Hall access road; and
- To minimise the costs of the operation of the car parks the Council will seek to undertake a review of the business rates and take any appropriate action.

#### **Medium Term Actions**

- Establish a strategy for the Midway Car Park – our largest and the most significant town centre car park, which requires significant renovation including cathodic protection for the long term structure of the building, new drainage, internal decoration, lighting and improved cleanliness; and
- Review development options for the least used and least economically viable car parks.

#### **Long Term Actions**

- Deliver rolling programme of refurbishment.

### **Priority 2 – To improve the customer experience of parking in Newcastle**

The Council is committed to working on a range of issues to improve customer experience. Many of our pay and display machines are beyond their life expectancy and lack the software to provide accurate management information on parking patterns and behaviours. Similarly the current machines are cash only with no option to pay by card in the car parks,

albeit that the pay by phone is available. Greater use of smart phones has also seen the development of more streamlined App's that are customer friendly. The Council is committed to ensuring that a modern customer friendly App is implemented for Newcastle.

### **Short Term Actions**

- Commence programme of Pay&Display machine replacement, with chip and pin and / or contactless options (consultation highlighted that in terms of card payment businesses preferred contactless payment whereas customers preferred chip and pin);
- Procure modern pay by phone service with App technology;
- Actively promote cashless payment methods;
- Continue to offer free parking to Blue Badge holders;
- Ensure proportionate and effective parking enforcement, to balance the need to enforce with appropriate flexibility;
- Invest in a modern CCTV in the Midway which is able to meet the expected monitoring and surveillance requirements; and
- Support the County Council's implementation of the new street signing as part of the Wayfinding Strategy.

### **Medium Term Actions**

- As the ticket machine upgrade programme rolls out over the next 5 years the Council will review take up of the two card payment mechanisms and future years will focus on the most popular payment methods;
- In response to the business and customer consultation review the provision of Disabled and parent parking.

### **Long Term Actions**

- Over the next 10 years there is also likely to be further enhancements in payment methods and the Council will need to review developments as they arise.

## **Priority 3 – To support the economic development of Newcastle Town Centre**

Car parking is understood to be a key issue for the town centre both with businesses and customers and it is essential that the Council is able to utilise the car parks as assets to best support the town centre. As outlined in the earlier sections the car parks have significant costs that need to be met and the Council's policy is to do this through charging in Newcastle town centre.

Availability of parking is not an issue with many cars parks having low utilisation rates. The Council has already made the decision to dispose of the Blackfriars car park based upon low usage and the opportunity to support redevelopment of a wider site. Consideration over the next few years can be given to the longer term use of some of the other under-utilised car parks as to if they could be promoted for long stay permits or redeveloped.



The new ticket machines will provide valuable intelligence that can inform future year's car parking charges. The Council sets charges annually as part of the budget setting fees and charges, the Council is committed to reviewing car parking fees as part of this process. One of the key issues arising from this strategy development is to have a simple understandable charging policy that takes into account best practice from other areas. The Council will look at two key approaches, firstly supporting town centre visitors including residents and secondly supporting businesses / workers in the town centre.

The Council will seek to implement additional concessions on the understanding that there is commitment from the local businesses to share trading data, thus ensuring that Council investment results in improved local business trade. The Council's parking charges have not been increased in over 8 years.

### **Supporting Visitors**

Our research shows that the majority of shoppers visiting Newcastle park for under 2 hours. If critical importance is increasing the number of people who visit the town and it is recognised that parking charges, and ease of parking, are important influencers. However, at least as important is the town's "offer", and alongside this strategy for parking, action will be required to develop and improve the offer. This will form part of the Council's development of a town centre strategy.

### **Short term**

- Trial a shoppers discount of £1.00 after 1pm for 8 months, this will be reviewed for the financial implications;
- Establish business engagement programme to promote discounted parking;
- Establish a mechanism to evaluate the BUSINESS impact of the "1 after 1" initiative;
- Work with businesses including the Business Improvement District to develop the town centre offer;
- Offer free parking for 5 event days per year where there is a clear business engagement plan to demonstrate economic impact;
- Support Christmas retail and town centre shoppers in the run up to Christmas with free parking from 5pm for Christmas late night shopping; and

### **Medium Term**

- Work with SCC to review charges for on-street and off street on Corporation Street and Merrial Street (SCC operated Bridge Street);
- Evaluate potential for a shoppers permit for residents;
- Explore with BID willingness for it to control charging in Goose Street as a dedicated "Shoppers Carpark".

### **Long Term**

- Evaluate the impact of any Clean Air actions on car park charging; and
- Establish a mechanism for differential charging to reward the greenest vehicles.

<u>£1 after 1pm</u>
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In December 2018 the Council introduced the £1 after 3pm concession to support the town centre, with many businesses being quieter late afternoon, and to support the evening economy. Utilising the data from cashless ticket sales for the 6 months following the introduction of the new charge the Council has been able to estimate that this concession potentially results in a loss of income of £84k over a 12 month period.

By introducing this concession from 1pm instead of 3 pm then the annual cost would increase to £95k, an additional £11k in addition to the current 3pm cost. The calculation for this figure has had to rely solely on the data provided via the cashless sales during 2018/19; therefore there may be purchase habits by those individuals who use the cashless service that cannot be forecast. For example, those using the cashless service could be commuters who park in the morning for the day and therefore may not be utilised as much during the afternoon.

### **Supporting Businesses**

Businesses require parking for employees at rates which reflect their long stay, frequent use. This includes not only commercial businesses in the town, but also the Council itself, Staffordshire County Council, and NHS, all of which have large numbers of individuals parking in the town. Long term commuter parking needs to be provided such that it does not squeeze out shorter stay shopper parking, but equally, it is recognised that commuters also contribute to the economic vitality of the town and should not therefore be exclusively relocated to the margins.

### **Short term**

- To prioritise and market Fogg Street, High Street and Well Street as Business Permit car parks for adjacent businesses;
- To support business owners and workers in the town centre the Council will simplify the quarterly permit scheme based on £2.00 per day for all day parking. This equates to £130 (excl. VAT) per quarter. This one permit will replace all existing permits bands, with the only variation being a £20 discount for those businesses that purchase more than 20 permits (£110 / quarter). Based on the income currently generated by the existing permits, this simplified charging scheme will achieve the same level of income as the current scheme;
- A provision will be introduced for a Small Business Permit which allows businesses to purchase the £130 permit on a monthly scheme, at £43.50 / month. The aim of this payment option is to make the permit system more approachable to smaller business owners;
- To implement a marketing programme to increase the take-up of business permits;

### **Medium Term**

- Maintain ongoing dialogue with the business community to ensure understanding of their business parking needs remains current;
- Maintain a programme of specialist events on car parks to encourage visitors to the town and to maximise the utilisation of the asset; and

### **Long Term**

- Evaluate the opportunities for the car parks to support diversification and specialist events;
- Continue to work with the Business Improvement District to ensure that parking supports local trade; and
- Evaluate the take up of permits and technological developments to improve the purchase of permits.

#### Permits

The Council provides a permit scheme for regular users of the Council's car parks. There are three bands of permit, ranging from £150 to £230 per quarter (plus VAT). During 2018/19, £176k was generated through the permit scheme, this related to 1,587 permits being issued, of these 1,184 were purchased by large organisations and a discounted rate was applied.

The current permit scheme is unnecessarily complex, with various pricing points due to the three bandings and any discount that is applied. It is anticipated that the scheme can become more attractive to new users with the introduction of a single permit charge across all Council owned car parks.

By introducing a single permit charge of £130 (plus VAT), marketed as a £2 per day charge, with a £20 discount for those businesses that purchase more than 20 permits. The Council would generate £183k based on 2018/19's purchases.

#### Goose Street Car Park Proposal

To assist in improving footfall in the town centre, the Council is proposing that the setting of charges can be made by the BID. In return the BID would be required to make up the Council's shortfall on the car parking income from the BID levy. Expenditure that currently takes place would remain the responsibility of the Council, and this includes the enforcement of the car park by Council officers.

The Council would propose that the car park that would be offered to the BID would be Goose Street. The car park's location is close to the town centre, would increase footfall through the side of town that requires an increase, it currently does not attract as much income as the Council's main car park and therefore would cost the BID less to set the charges for. However, with over 100 spaces, the Car Park provides a genuine opportunity to support trade.

The income required by the Council off the site is £74,000. If the BID were to make the car park free, the initiative would cost the BID £74,000. If the BID were to charge a reduced fee, the cost to the BID would be less (£74,000 less the income collected). The proposal has been informally presented to the BID for their consideration of the development of their new Business Plan and for businesses to consider as part of their plans for 2020-2025.

Details such as maximum stay duration would be negotiated with the BID to manage the impact on other parking income

#### **Priority 4 – To ensure that car parks meet the future demands of car users**

Technology will develop greatly over the next 10 years and it is important that the Council reviews and adapts to these developments. In car technology is already developing the capability of paying for car parking through accounts linked to the car, thus the driver will automatically pay for the time they park to the time they leave.

In March 2019, the Department for Transport published the Future of Mobility Urban Strategy- Moving Britain Ahead. It stated that ; “UK company Appy Parking is introducing smart, parking schemes across several towns and cities, helping to reduce driver stress, congestion and emissions generated while looking for parking spaces by navigating drivers directly to available bays.”

The Department for Transport Strategy recognized that the development of smart, intelligent parking is underpinned by the accurate collation, sharing and harnessing of data. The Borough Council will review progress in this arena to ascertain what future technology may be suitable in future years.

The growth of Electric Vehicles over the next 5 years will be important and the Council will need to think about ways to support the use of electric vehicles by providing adequate numbers of charging points. The Council’s requirement under the Ministerial Directive to reduce levels of nitrogen dioxide in the air will be supported by the delivery of electric charging points for taxis. Similarly the Council will need to consider charging for its own fleet, specifically the fleet based at the Depot.

Whilst the current legislation does not permit automated vehicles (Driver less cars) on the highway the technology has been in development for many years and over the life of this 10 year strategy will no doubt become reality. As the sector develops the Council will need to consider the implications for its car parking approach.

### **Short Term**

- Implement Electric Charging points for taxi’s as part of the Clean Air projects;

### **Medium Term**

- Research demand for Electrical Charging Points and establish funding model;
- Review parking bay sizes to accommodate larger vehicles; and
- To review the technology developments for directed parking App’s.

### **Long term**

- Provide Electrical Charging Points in all council car parks;
- To review in car charging technology and the links to parking accounts;
- Introduce solar canopies in the car parks in line with the Council’s carbon emission reduction commitments; and
- To review the implications of automated vehicles.

### **Acknowledgements**

Classification: NULBC **UNCLASSIFIED**

The Council would like to thank the Business Improvement District (and their consultant PFBBUK) for the support in collecting business views of parking.

Classification: NULBC **UNCLASSIFIED**

**Appendix - Action Plan**

<b>Short, Medium and Long Term Actions</b>	<b>Action</b>	<b>Lead</b>	<b>Resource</b>	<b>Timescale</b>
<b>Objective 1 -To provide good quality car parks</b>				
Short Term Actions	Annual car park inspections	NBC Housing Regeneration and Assets Officers	Officer time	Annual
	Implement Car park repairs following inspections	NBC Housing Regeneration and Assets Officers	Repairs and renewal fund for minor pot holes / capital programme bid for major repairs	Responsive, ongoing for the long term
	Establish provision in the Capital Programme for larger investments in car parks	NBC Finance and Housing Regeneration and Assets Officers	Capital Funding to be allocated	2020-21 onwards
	Midway cathodic protection Survey and repairs	NBC Housing Regeneration and Assets Officers	Funding allocated in capital programme	October 2019
	Install new drainage in the Midway	NBC Housing Regeneration and Assets Officers	Quotations required Estimates £10k Architects fees and works at £100k.	November 2019
	Invest to improve the cleanliness of the Midway internally and outside on the pavement	NBC Operations	Review the approach including how to clean the stairwell	Monthly
Medium term actions	Lighting review and installation of new lighting where required	NBC Housing Regeneration and Assets Officers	Initial repairs through Council Repairs and Renewal Fund	March 2020
	Internal painting of the Midway	NBC Housing Regeneration and Assets Officers	Quotations required	March 2021
	Hassall Street resurfacing	NBC Housing Regeneration and	Capital Funding to be	2020-21

Short, Medium and Long Term Actions	Action	Lead	Resource	Timescale
		Assets Officers	allocated £50k	
	Rear of High Street and Frog Hall access road repairs	NBC Housing Regeneration and Assets Officers	Capital Funding to be allocated £40k	2020-21
	Review development options for the least used and least economically viable car parks	NBC Housing Regeneration and Assets Officers	Officer time	2021-2025
	Undertake a review of the business rates and take any appropriate action	Property Officers	In-conjunction with Council agents	March 2024
Long Term Actions	Deliver rolling programme of refurbishments	NBC Housing Regeneration and Assets Officers	Capital Funding to be allocated	2022-29
<b>Objective 2 - To improve the customer experience of parking in Newcastle</b>				
Short Term Actions	Ticket machine renewal, prioritising old machines and key car parks	NBC Housing Regeneration and Assets Officers	£30k allocated in the capital programme for 2019/20.	March 2020
	Introduction of contactless / chip and pin payment options on the new ticket machines	NBC Housing Regeneration and Assets Officers and Finance Officers	Revenue implications to be calculated	March 2020
	Pay by phone to be procured to ensure that a customer friendly product is available	NBC Housing Regeneration and Assets Officers and Finance Officers	Council to review the convenience charges and financial implications	March 2020
	Promote cashless payment methods	NBC Communications Officers and BID	Officer Time and publicity material	April 2020 onwards
	Ensure effective and proportionate parking enforcement	NBC Housing Regeneration and Assets Officers	Officer time	March 2021
	New CCTV system for the Midway to improve	NBC and BID joint working with Stoke CC	Capital funding to be allocated Estimate	May 2020

Short, Medium and Long Term Actions	Action	Lead	Resource	Timescale
	customers feeling of safety		£22K Use of s106 funding towards overall costs	
	Improve signage to and from car parks for wayfinding	SCC Highways, Business Improvement District and HRA officers	SCC funded and potential for BID funding	March 2021
Medium Term Actions	Review the take up of car payments mechanisms	NBC Housing Regeneration and Assets Officers	Officer time and potential capital funding	2022-2023
	Review the provision of Disabled and parent parking	NBC Housing Regeneration and Assets Officers	Officer time and potential revenue funding	2025-2026
Long Term Actions	Review development of payment options	NBC Housing Regeneration and Assets Officers	Officer time and potential revenue funding	2026-2029
<b>Objective 3 - To support the economic development of Newcastle Town Centre</b>				
<b>Supporting Visitors</b>				
Short Term Actions	Trial a shopper discount of £1 after 1pm for 8 months	NBC Housing Regeneration and Assets Officers	Officer time and potential revenue loss of £95k	2019-20
	Establish business engagement programme to promote discounted parking	NBC Housing Regeneration and Assets Officers NBC Communications Officers BID	Officer time and potential revenue funding	2019-20
	Establish a mechanism to evaluate the 1pm after 1pm	NBC Housing Regeneration and Assets Officers and Finance Officers	Officer time and potential revenue funding	2020-21
	Work with the BID to establish a town centre offer	NBC Housing Regeneration and Assets Officers BID	Officer time and potential revenue funding	2020-21
	Offer free parking for 5 events days per year where there is a clear business plan to demonstrate	Business Improvement District, HRA officers and Finance officers	Financial implications to be calculated	Fees and charges Cabinet January 2020



Short, Medium and Long Term Actions	Action	Lead	Resource	Timescale
	economic impact			
	Support Christmas retail and town centre shoppers in the run up to Christmas with free parking from 5pm for Christmas late night shopping	NBC and the BID	Officer time	November 2019
Medium Term Actions	Work with the County Council to review charges at Merrial Street, Corporation Street and Bridge Street	SCC NBC Housing Regeneration and Assets Officers	NBC and SCC Officer time	2020-2022
	Evaluate potential for shoppers permit for residents	NBC Housing Regeneration and Assets Officers	Officer time and potential revenue implications	2022-23
	Explore with the BID willingness for it to control Goose Street for dedicated shoppers car park	BID NBC Housing Regeneration and Assets Officers and Finance Officers	Officer time and potential revenue implications	2021-22
Long Term Actions	Evaluate the impact of any Clean Air actions on car park charging	NBC Housing Regeneration and Assets Officers and Finance Officers	Officer time	2025-26
	Establish a mechanism for differential charging to reward the greenest vehicles	NBC Housing Regeneration and Assets Officers and Finance Officers	Officer time and revenue implications	2026-27
	Utilising information from the new car parking machines to direct the future car parking charges	HRA officers Finance Officers	Annual fees and charges	2025-26
<b>Supporting Businesses</b>				
Short Term Actions	To prioritise and market Fogg	NBC Housing Regeneration and	Revenue implications	2020-21

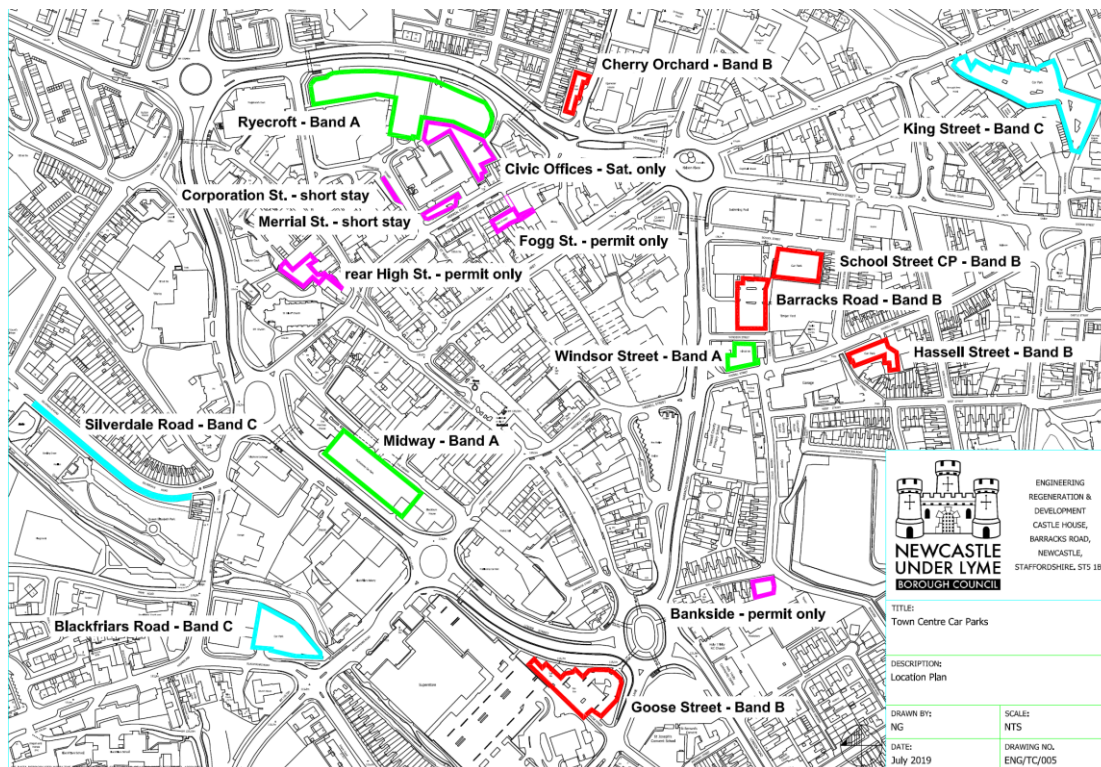
Short, Medium and Long Term Actions	Action	Lead	Resource	Timescale
	Street, High Street and Well Street for adjacent businesses	Assets Officers		
	To support businesses and workers with improved permit scheme	NBC Housing Regeneration and Assets Officers	Revenue implications	2020-21
	To implement a marketing campaign for permits	NBC Communications Officers	Officer time	2020-21
Medium Term Actions	Maintain ongoing dialogue with businesses to understand their needs	NBC Housing Regeneration and Assets Officers BID	Officer time	2022-23
	Maintain a programme of specialist events to support the town centre and maximise the assets	NBC Housing Regeneration and Assets Officers BID	Officer time	2022-23
Long Term Actions	Evaluate the opportunities for car parks to support diversification and specialist events	NBC Housing Regeneration and Assets Officers BID	Officer time	Primarily once the Ryecroft site has been redeveloped
	Continue to work with the BID to ensure that parking supports local trade	NBC Housing Regeneration and Assets Officers BID	Officer time	2025-29
	Evaluate the take up of permits and technological developments to improve the purchase of permits	NBC Housing Regeneration and Assets Officers	Officer time	2025-29
<b>Objective 4 - To ensure that car parks meet the future demands of car users</b>				
Short Term Actions	Delivery of Electric charging points for taxi's as	HRA and Environmental Health Officers	Officer time and revenue implications	2020-21

<b>Short, Medium and Long Term Actions</b>	<b>Action</b>	<b>Lead</b>	<b>Resource</b>	<b>Timescale</b>
	part of the Clean Air projects			
Medium Term Actions	Research demand for Electric Charging Points and establish funding model	NBC Housing Regeneration and Assets Officers	Officer time and revenue implications	2022-23
	Review parking bay sizes to accommodate larger vehicles	NBC Housing Regeneration and Assets Officers	Officer time and revenue implications	2023-24
	To review the technology developments for directed parking app's	NBC Housing Regeneration and Assets Officers	Officer time and revenue implications	2023-24
	Work with the County Council on wider Regeneration projects to improve access to the core town centre including the possibility of nipper parking in south High Street.	County Council	Capital funding required for wider regeneration project	2022-23
Long Term Actions	Provide EV charging points in all car parks	NBC Housing Regeneration and Assets Officers	Officer time and revenue implications	2025-26
	Review car charging technology and the links to parking accounts	NBC Housing Regeneration and Assets Officers	Officer time and revenue implications	2025-26
	Introduce solar canopies in the car parks	NBC Housing Regeneration and Assets Officers	Capital funding will need to be allocated	2025-26
	Review the implications for automated vehicles	NBC Housing Regeneration and Assets Officers	Officer time and revenue implications	2028-29

## Appendix – Data Review

### Our car parks

The Council has 13 car parks in and around the town centre, which provide 1476 spaces.



In addition there are 3 car parks on the Lyme Valley.

Individual Council car parks ticket sales were analysed to assess the usage of individual car parks. The total number of hours available to park was identified and compared to the ticket types sold during 2018/19. In order to do this, it was assumed that for each ticket type the driver had made full use of the time they had purchased. In reality this would have not been the case, and as such this will overstate the percentage utilisation i.e. in a single hour, one space may have been used twice and therefore two 1 hour tickets would have been purchased.

Overnight ticket sales were excluded as the period that one of these tickets covers would significantly impact on the utilisation, when in the majority of instances the car would not remain in place for the full 17 hours.

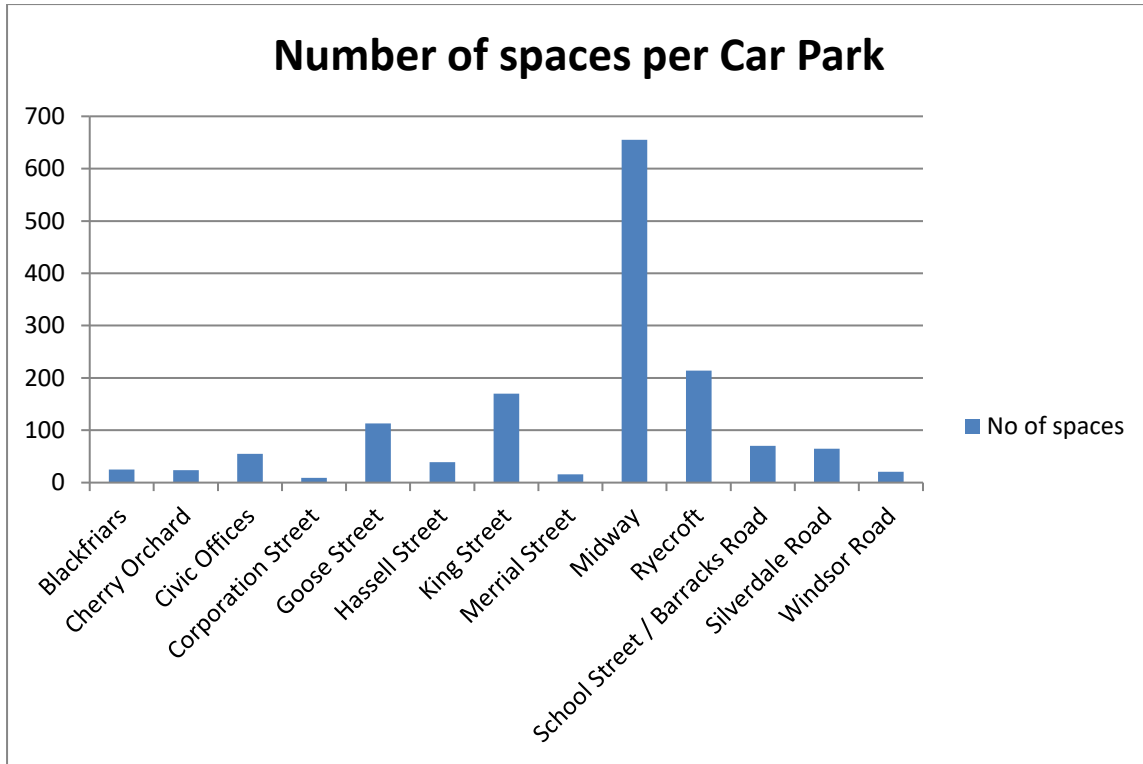
The utilisation figures are as follows:

**2018/19 Car Park Utilisation (Excluding Overnight Tickets and Permits)**

	Weekly Hours per Space	Total Spaces on Car Park	% Utilisation
Blackfriars	42	25	17%
Cherry Orchard	42	24	76%
Civic Offices	14	55	20%
Corporation Street	42	9	77%
Goose Street	42	113	36%
Hassell Street	42	39	57%
King Street	42	170	27%
Merial Street	42	16	6%
Midway	42	655	24%
Ryecroft	42	214	35%
School Street / Barracks Road	42	40	83%
Silverdale Road	42	65	26%
Windsor Street	90	21	100%

**2018/19 Ticket Types Purchased by Car Park (including cashless purchases)**

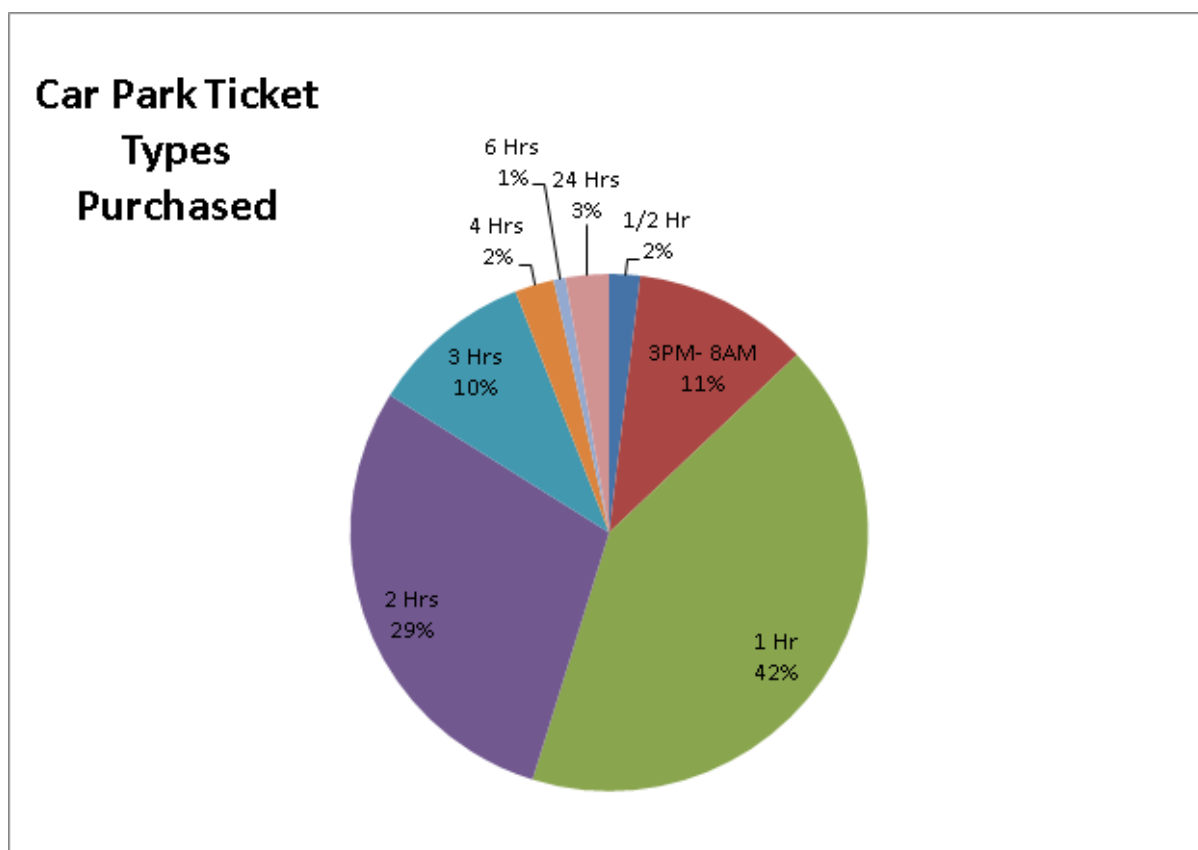
	1/2 Hr	Overnight	1 Hr	2 Hrs	3 Hrs	4 Hrs	6 Hrs	24 Hrs	Total
Blackfriars	-	217	408	408	537	151	126	345	<b>2,192</b>
Cherry Orchard	-	2,518	6,941	5,499	2,439	544	52	807	<b>18,800</b>
Civic Offices	-	145	2,043	2,066	448	99	15	-	<b>4,816</b>
Corporation Street	8,832	3,762	10,772	-	-	-	-	-	<b>23,366</b>
Goose Street	-	8,644	15,642	12,523	7,522	2,238	72	1,061	<b>47,702</b>
Hassell Street	-	2,365	8,391	6,597	2,484	906	68	1,055	<b>21,866</b>
King Street	-	1,359	2,228	2,768	4,918	193	1,833	4,290	<b>17,589</b>
Merial Street	1,244	1,202	1,396	-	-	-	-	-	<b>3,842</b>
Midway	-	14,683	106,731	65,278	16,751	4,913	551	2,592	<b>211,499</b>
Ryecroft	-	5181	21,262	24077	10507	3310	423	3003	<b>67763</b>
School Street	-	9,802	20,818	17,087	5,432	341	-	-	<b>53,480</b>
Silverdale Road	-	3,300	4,011	2,654	2,312	87	802	999	<b>14,165</b>
Windsor Street	-	4,494	18,599	13,597	-	21	-	-	<b>36,711</b>
<b>Total</b>	<b>10,076</b>	<b>57,672</b>	<b>219,242</b>	<b>152,554</b>	<b>53,350</b>	<b>12,803</b>	<b>3,942</b>	<b>14,152</b>	<b>523,791</b>



**2018/19 Cashless Income as a Percentage of Total Car Park Income**

Car Park	Total Cashless Income received (£)	Total Off Street Income received (£)	% Cashless Transactions of Total income
Blackfriars	826	3,937	20.98%
Cherry Orchard	3,469	30,633	11.32%
Civic Offices	390	6,553	5.95%
Corporation Street	1,113	23,867	4.66%
Goose Street	2,526	73,575	3.43%
Hassell Street	2,820	35,658	7.91%
King Street	7,710	35,112	21.96%
Merial Street	266	3,944	6.74%
Midway	25,966	312,511	8.31%
Ryecroft	20,738	131,624	15.76%
School Street / Barracks Road	2,230	69,535	3.21%
Silverdale Road	1,226	19,083	6.42%
Windsor Road	1,221	42,077	2.90%
<b>Grand Total</b>	<b>70,501</b>	<b>788,111</b>	<b>8.95%</b>

**Length of Stay**



This information on car park ticket type includes both cashless and ticket machine sales. It shows that the vast majority of stays are short stay for 0 – 2 hours.

The number of people using the pay by phone app is slowly increasing. Over the last 12 months there were over 30,000 transactions by 10,000 customers. Over 12 months 6% of people using the pay by phone app extended their stay benefitting from the option to not return to their car and interrupting this visit. The majority of these people extended their car parking once, however there were several people extending 4 and 5 times possibly due to the court.

**Car park condition**

<b>Car Park</b>	<b>Observations</b>	<b>Options for Improvement</b>
<p><b>Bankside (Well Street)</b> 13 spaces (1 disabled)  south east of town centre, just outside ring road  Numbered Bays - Permit holders only</p>	<p>car park in good condition, refurbished in 2017  Under-utilised (allowing general permit usage at present)</p>	<p>no lighting on car park  market numbered bay permits</p>
<p><b>Barracks Road</b> 44 spaces  east of town centre, just outside of ring road</p>	<p>A well maintained &amp; used car park  a lot of gym membership usage  maximum stay 3 hours</p>	<p>Future new ticket machines</p>
<p><b>Blackfriars</b> 25 spaces  south of town centre</p>	<p>vegetation cleared Spring 2019  Under-utilised variable stay</p>	<p>Site currently being marketed for disposal</p>
<p><b>Cherry Orchard</b> 24 spaces  north of town centre, just outside of ring road</p>	<p>variable stay</p>	<p>Ticket machine to be replaced 2019-20</p>
<p><b>Civic Offices</b> 55 spaces -  town centre</p>	<p>Mon-Fri permit holders only, Saturday P&amp;D</p>	<p>None-will be closed with Ryecroft development  Ticket machine to be replaced 2019-20</p>



<b>Car Park</b>	<b>Observations</b>	<b>Options for Improvement</b>
<p><b>Corporation Street</b> 9 spaces town centre</p>	<p>A well used car park often significant number are disabled vehicles short stay</p>	<p>Review general maintenance</p>
<p><b>Fogg Street East</b> 14 spaces town centre  Numbered Bays - Permit holders only</p>	<p>small local car park, car park in good condition, refurbished in 2017  Under-utilised</p>	<p>market numbered bay permits</p>
<p><b>Goose Street</b> 113 spaces  south of town centre, just outside of ring road</p>	<p>medium size car park  well laid out, with lighting, vegetation needs attention / maintaining   variable stay</p>	<p>no disabled or parent &amp; child bays vegetation to be maintained  site provisional marked for electric vehicle charging points  site provisional marked for electric vehicle charging points</p>
<p><b>Hassell Street</b> 39 spaces  east of town centre.</p>	<p>small local car park, well used  surface showing signs of wear, vegetation needs attention / maintaining variable stay</p>	<p>Ticket machine to be replaced 2019-20 vegetation to be maintained</p>
<p><b>King Street</b> 170 spaces  north east of town centre  costs here?</p>	<p>car park in good condition, refurbished in 2015 significant use by permit holders  variable stay</p>	<p>no disabled or parent &amp; child bays, consider some? site provisional marked for electric vehicle charging points Ticket machine to be replaced 2019-20</p>

<b>Car Park</b>	<b>Observations</b>	<b>Options for Improvement</b>
<p><b>Merrial Street</b> 15 spaces  town centre</p>	<p>A well used car park car park in good condition, refurbished in 2018  often significant number are disabled vehicles; 2 marked out disabled bays  short stay</p>	<p>Ticket machine to be replaced 2019-20  charge for disabled parking</p>
<p><b>Midway Multi-storey</b> 655 spaces  town centre</p>	<p>The site has suffered from lack of maintenance and anti-social behaviour  Lighting still insufficient in places  Disabled bays on levels 4 &amp; 8  parent &amp; child bays on Level 8  Mixed generation Ticket machines  variable stay</p>	<p>repair / renew drainage system, paint car park, Cathodic protection system to be fully commissioned  Greater priority to maintain   consider parent &amp; child bays on other levels</p>
<p><b>Rear of High Street</b> 21 spaces, town centre - south  Numbered Bays - Permit holders only</p>	<p>15 currently available (6 within Poundstretcher development)  small local car park, access road surface showing signs of wear  Under-utilised</p>	<p>re-surface access road  market numbered bay permits</p>
<p><b>Ryecroft</b> 214 spaces  town centre</p>	<p>Area C under-utilised post Civic de-camp  untidy in places  variable stay</p>	<p>ex-Sainsbury's site being utilised for car parking whilst waiting re- development  car park needs maintaining, whilst waiting for re- development</p>

<b>Car Park</b>	<b>Observations</b>	<b>Options for Improvement</b>
<b>School Street</b> 70 spaces  east of town centre, just outside of ring road	A well maintained & used car park  a lot of gym membership usage  maximum stay 3 hours	Ticket machines - Creative to be removed
<b>Silverdale Road</b> 66 spaces  west of town centre	car park in good condition  variable stay	site provisional marked for electric vehicle charging points
<b>Windsor Street</b> 21 spaces  east of town centre, just outside of ring road	A well maintained & used car park  short stay	Ticket machines to be replaced in the future

**Appendix – Car Park Comparisons**

## A) Availability of other free or refunded car parks around Newcastle town centre

Store	Car Park Spaces
Aldi	112
Homebase	210
Morrisons	530
Sainsbury's	377

## B) Car parking charges public sector comparisons

TOWN	Less than 1 hr	1-2	2-3	3-4	6hrs	24 hours	Overnight	w/e , BH and events days	Payment options and other features
NBC Midway (655) (7am – 9pm)	1.10	2.10	3.20	4.25	-	6.00	1.00 (in after 3pm out by 8am)	Weekdays open 7am – 9pm Sunday 7am – 6pm BH free	Cash and phone
Stoke on Trent John Street multi story (492)	20 mins free then 1.10	2.20	3.30	4.40	-	-	After 6pm out by midnight 2.50, after 5pm 2.70, after 4pm 3.20	Sundays flat rate 1.60 Early bird options in after 7.30am out by midnight 3.70, in by 9.30am 4.70, in between 7.30-9.30 5.70	Cash, card and phone Electric car charging CCTV
Leek High Street (102)	1.00	1.50	1.90	-	-	-	-	Sunday free 8am – 6pm BH free	Cash only Maximum charge 2.90 Free after 3.30 – 6pm
Crewe Oak Street (127)	80	1.20	-	Up to 4 hrs 2.20	-	-	Free	No details	Phone Max fee 3.00 Free outside 8am-6pm
Shrewsbury Raven Meadow (852)	1.80	3.60	5.40	7.20	10.80	14.40	5.40 (maximum @ £1.80 / hour)	1.50 all day parking	
Stafford Waterfront (1025)	1.00	2.00	3.00	3.50	5.00	In after 6pm out by midnight	-	Sunday 8am – 11pm flat rate 1.00	Cash and card

C) Car parking private sector comparisons

TOWN	Less than 1hr	1-2	2-3	3-4	6hrs	All day	Overnight	Payment options and other features
Newcastle under Lyme LymeLight Boulevard (292)	-	1.30	2.40	3.50	-	24hrs 5.50	No option open 8am – 11pm	Cash Staffed
Stoke on Trent INTU (900)	-	1.30 per hour	-	-	-	In after 4pm out by midnight 1.50	-	Cash Electric car charging Staffed Safer parking award Sunday flat rate 1.50 8am - midnight
Crewe CCP (60)	-	50p	1.00	2.00	-	12hrs 2.80 24hrs 3.00	-	Card
Nantwich	80p	1.20	2.20		2.70	3.00		Quarterly permit £153, Annual £567
Stafford Sheridan Centre (56)	30 min 70p	1.00	1.50	2.00	-	24hrs 6.00	-	Cash, cards and phone

**Appendix – Additional Finance****2018/19 Car Park Income & Expenditure**

	<b>2018/19 Actual (£)</b>	<b>2018/19 Budget (£)</b>	<b>2019/20 Budget (£)</b>
<b>Employees</b>	134,183	125,400	131,680
<b>Premises</b>	253,008	250,540	229,870
<b>Supplies and Services</b>	70,055	101,630	101,920
<b>Support Services Recharges</b>	70,824	71,600	86,590
<b>Capital Financing</b>	373,549	183,840	258,760
<b>Customer Receipts</b>	- 951,516	-1,087,500	-1,087,500
<b>Rents</b>	- 16,555	- 63,300	- 63,300
<b>Totals</b>	- 66,452	- 417,790	- 351,338

**Income by Season Ticket Band (£)**

<b>Season Ticket Band</b>	<b>2018/19</b>					<b>2019/20</b>
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Grand Total</b>	<b>Quarter 1</b>
A	7,073	11,474	9,530	11,993	<b>40,069</b>	9,766
B	297	1,800	919	1,150	<b>4,167</b>	3,513
C	33,263	31,104	32,739	34,296	<b>131,402</b>	35,522
<b>Grand Total</b>	<b>40,634</b>	<b>44,378</b>	<b>43,189</b>	<b>47,438</b>	<b>175,639</b>	<b>48,800</b>

**Season Ticket Sales by Season Ticket Band - 2018/19**

<b>Season Ticket Band</b>	<b>2018/19</b>					<b>2019/20</b>
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Grand Total</b>	<b>Quarter 1</b>
A	43	85	57	73	<b>258</b>	60
B	3	12	6	6	<b>27</b>	19
C	331	310	321	340	<b>1,302</b>	353
<b>Grand Total</b>	<b>377</b>	<b>407</b>	<b>384</b>	<b>419</b>	<b>1,587</b>	<b>432</b>

**Car Parking Repairs Revenue Expenditure**

	<b>2019/20 Budget £</b>	<b>2019/20 to Date £</b>	<b>2018/19 Actual £</b>	<b>2017/18 Actual £</b>	<b>2016/17 Actual £</b>
<b>Repairs &amp; Maintenance</b>	10,200	49,663	22,226	37,518	16,928
<b>Statutory Inspections</b>	200	1,085	401	138	513
<b>Total</b>	<b>10,400</b>	<b>50,748</b>	<b>22,627</b>	<b>37,656</b>	<b>17,441</b>

**Capital Project Expenditure Relating to Car Parks**

	<b>2019/20 Budget £</b>	<b>2019/20 to Date £</b>	<b>2018/19 Actual £</b>	<b>2017/18 Actual £</b>	<b>2016/17 Actual £</b>
Car Parking Machines	30,000	-	-	-	3,990
High Street Car Park	40,000	-	-	-	-
Car Park at Butchers Arms, Audley	100,000	-	-	-	-
Midway Structural Repairs	65,000	26,551	795	-	19,730

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

**Date: 16 October, 2019**

1. **Report Title**                      **Bedding Plant Contract**
- Submitted by:**                      **Head of Operations – Roger Tait**
- Portfolio:**                              **Environment and Recycling**
- Ward(s) affected:**                      **All**

**Purpose of the Report**

To seek approval for the future procurement of spring and summer bedding plants, hanging baskets and troughs for the Council's floral displays.

**Recommendations**

That Cabinet authorises the Head of Operations to undertake an open procurement exercise for the provision of bedding plants on a three year contract extendable by single one year extension up to March 2023 commencing November 2019 and following consultation with the Portfolio Holder, accept the most economically advantageous tender within the existing approved budget provision.

**Reasons**

- (i) **To secure the supply of seasonal bedding plants, hanging baskets and floral troughs until March 2020.**

1. **Background**

- 1.1 The provision of good quality bedding plants, hanging baskets and floral troughs is required to ensure we are able to create colourful floral displays within a number of key locations within the borough and town centres. The floral displays created are a key component to sustaining the attractiveness of our town centres, strategic gateways and crematoria.
- 1.2 Our approach to creating attractive bedding schemes has also gained considerable recognition and significant success in Britain in Bloom, playing a crucial role in our achieving a gold standard for the past 18 years, and winning both regional and national competitions. Perhaps more significantly we receive regular compliments from our residents with regards to the attractiveness of our bedding schemes, underpinning the pride our residents have within the borough and with Newcastle Town Centre in particular.

1.3 Expenditure for the purchase of annual bedding plants; hanging baskets and floral troughs currently is contained within the £50,000 annual revenue budget. This budget has been incrementally reduced from £90,000 over recent years by closely reviewing the number and location of bedding plants with reductions being made with our formal parks in particular, where no bedding plants are now used. Further reductions have been achieved in annual plant use within our bereavement services sites with annual plants or baskets now being displayed at Bradwell Crematoria and Newcastle Cemetery only. We have additionally introduced more sustainable planting in key locations with excellent effect, most notably on our roundabouts in Newcastle Town Centre and Queens Gardens. Further expansion of herbaceous planting use is currently being considered.

1.4 Our previous contract has now expired, meaning we now need to invite tenders for a new contract to meet our needs for the next 3 to 4 years.

## 2. Issues

2.1 It is anticipated that the cost per unit of bedding plants will have increased from our previous contract. We have recently undertaken a mini tender with regards to our 2020 spring bedding plants and have been able to compare submitted tenders. While it is anticipated there will be an increase in costs this will be manageable within the existing revenue budget with continued careful management and prioritisation of planting schemes.

2.2 There is a balance between being able to create attractive annual displays within our key locations and budget pressures in an environment of increasing costs. It is clear from our residents and BID partners that floral displays, particularly within Newcastle Town Centre is an important provision which plays a significant part in ensuring the town centre is an attractive place to shop, socialise and sustain businesses.

## 3. Options Considered

3.1 (i) Undertake a tender exercise to attract the most competitive and economically advantageous tender. This would ensure that we demonstrate the achievement of affordable bedding plants to enable us to continue with our considered approach to creating colourful key bedding plant schemes, displaying hanging baskets and railing troughs.

3.1 (ii) Cease sourcing bedding plants, hanging baskets and floral railing troughs and introduce a basic maintenance scheme. This would have a significant and detrimental impact on the attractiveness of Newcastle and Kildgrove town centres, undermine the sustainability and revival of the town centres and have a negative impact on our ability to attract business sponsorship for the Britain in Bloom campaign and the associated high profile recognition achieved.

## 4. Proposal

4.1 It is proposed to expose the bedding plant, hanging basket and floral trough provision to a competitive tendering process utilising an existing framework..

## 5. Reasons for Preferred Solution

5.1 To secure the supply of good quality bedding plant provision to enable us to continue to provide annual bedding schemes to key locations, underpinning our reputation with residents

and businesses and supporting the economic revival of Newcastle and Kidsgrove Town Centre, sustainment of Kidsgrove Town Centres.

6. **Outcomes Linked to Council Plan**

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

7. **Legal and Statutory Implications**

The council must comply with Public Procurement Directives, deliver a transparent procurement process and evidence value for money solutions

8. **Equality Impact Assessment**

- 8.1 It is considered that there are positive equality impacts for residents and visitors who are able to appreciate the floral displays

9. **Financial and Resource Implications**

The cost of the provision of bedding plants is met from within the approved General Fund Revenue Programme for Streetscene. The current annual budget is £50,000 with the actual cost of providing annual bedding plants, hanging baskets and troughs being approximately £47,500 per annum.

The previous long term contract expired on 31<sup>st</sup> March 2019 and the recommended procurement option will obtain a cost for delivering these services for an initial 3 year contract period, with an option to extend the contract for a further 1 years beyond this time up to 31<sup>st</sup> March 2023.

There is also a requirement for staff time involved in preparing and administering the procurement process and managing the contract which has been programmed into the Streetscene Business Unit work plan for 2019/20.

10. **Major Risks**

In respect of the recommended preferred solution

- No suitable contractor is identified that can supply all the needs of the contract – in this event of this scenario, some elements of the contract may be procured separately

11. **Sustainability and Climate Change Implications**

The contract has a limited impact on climate change. With a reduction in bedding areas and the introduction of herbaceous planting schemes there is a resultant reduction in vehicular movements and less use of petrol driven machinery. The contract specifies that plants are grown in a peat-free medium.

12. **Key Decision Information**

This report is a key decision due to the level of expenditure involved and it is included in the Forward Plan.

13. **Earlier Cabinet/Committee Resolutions**

\_\_\_\_\_ None

14. **List of Appendices**

None

15. **Background Papers**

None .

## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

Date: 16<sup>th</sup> October 2019

<b><u>Report Title</u></b>	Air Quality Local Plan Contracts
<b><u>Submitted by:</u></b>	Head of Environmental Health – Nesta Barker
<b><u>Portfolio:</u></b>	Environment & Recycling
<b><u>Ward(s) affected:</u></b>	All

#### **Purpose of the Report**

To approve the extension to an award of a contract for the Air Quality Local Plan Technical Consultant work and to approve the award of contract for the air quality project manager.

#### **Recommendations**

***That the Chief Executive be authorised (and inform the Cabinet Member for Environment and Recycling) to extend the existing contract for the technical consultancy support for the air quality local plan and the contract for the provision of the joint air quality project manager to meet Ministerial Direction relating to Air Quality.***

***That delegated authority is granted to the Chief Executive (in consultation with the Cabinet Member for Environment and Recycling) for any further extension to the existing contracts for the technical consultancy support or project manager in order to meet the requirements of the Ministerial Direction in relation to Air Quality.***

#### **Reasons**

To carry out a transport, air quality and economic assessment of a range of measures in order to identify a preferred option for achieving compliance with the legal limits in the shortest possible time as mandated by JAQU (Joint Air Quality Unit - DEFRA / Department of Transport) as a key part of the production and delivery of the Outline Business Case and Full Business Case to JAQU.

### **1.0 Background**

- 1.1 The Borough of Newcastle-under-Lyme and City of Stoke-on-Trent, like many areas across the UK, continues to experience areas of poor air quality. The relevant Councils were highlighted by DEFRA as two of a number of Local Authorities where the UK's national air quality assessment has identified road links that are currently exceeding the annual mean nitrogen dioxide (NO<sub>2</sub>) limit value, with exceedances predicted to continue in 2019 and beyond.
- 1.2 In October 2018, Ministers Coffey and Norman for the Department for Environment, Food and Rural Affairs (DEFRA) and Department for Transport (DfT) respectively, served the ministerial direction on the Council; this was served under the provisions of The Environment Act 1995 (Feasibility study for nitrogen dioxide compliance) (No 2). This work is being co-ordinated by the Joint Air Quality Unit (JAQU).

1.3 The Ministerial directions formally mandate several local authorities (including Newcastle-under-Lyme Borough Council) to undertake further work with the main objective being to explore options for reducing levels of nitrogen dioxide in the air.

1.4 The direction requires:

Newcastle-under-Lyme Borough Council and Stoke-on-Trent City Council to jointly further investigate EU exceedances of nitrogen dioxide (NO<sub>2</sub>) on roads within the Borough and identify measures that could bring forward compliance with NO<sub>2</sub> limits as soon as possible **or** review the implementation of a chargeable clean air zone.

1.5 Cabinet have received four previous reports in respect of this matter; In February Cabinet noted that the Ministerial Direction has been served and resolved that the leader would actively engage to lobby against any charging CAZ on the A53. In March, Cabinet noted the content of the strategic outline case and approved the shortlist of measures to be further evaluated. A report for the procurement of a contractor to assist with the delivery of this project was approved at April's Cabinet. In July, Cabinet received a report updating progress. In addition, this matter was also reported to Council on 3<sup>rd</sup> April where the previous Cabinet decisions were reported and it was noted that Cabinet firmly believes that there is a highways/transport solution to help reduce the pollution levels and that any form of parking levy or chargeable CAZ would be damaging to business and our town centre.

## 2.0 **Issues**

2.1 Through progressing the air quality local plan, additional works have been identified which are required to enable the completion of the plan but also to support the wider project. The full nature and scope of these requirements were not known at the initial procurement stage of this contract.

2.2 Such works include modelling additional alternative solutions to a chargeable CAZ and increased costs to cover a wider area of concern than the A53. In addition, further works to support a communications campaign and additional technical reports have been identified.

2.3 A contract for a joint air quality project manager has been awarded, however the contract requires extending, mainly due to the timescales required to complete outline and full business cases, and therefore requires approval due to meeting the financial regulation limits for Cabinet approval.

2.4 Such works have been subject to review by JAQU and have received grant funding to enable the completion of the air quality local plan.

## 3.0 **Proposal**

3.1 That the Chief Executive be authorised (and inform the Cabinet Member for Environment and Recycling) to extend the existing contract for the technical consultancy support for the air quality local plan and the contract for the provision of the joint air quality project manager to meet the Ministerial Direction relating to Air Quality.

3.2 That delegated authority is granted to the Chief Executive (in consultation with the Cabinet Member for Environment and Recycling) for any further extension to the existing contracts for the technical consultancy support or project manager in order to meet the requirements of the Ministerial Direction in relation to Air Quality.

#### 4.0 **Reasons for Preferred Solution**

- 4.1 This is essential work which is required to comply with the Ministerial Direction served on Newcastle-under-Lyme Borough Council and Stoke-on-Trent City Council regarding serving their responsibility for Air Quality improvements. Technical and project management support is required in order to deliver this work.
- 4.2 A delegated authority for further extensions to the award of contract are requested in order to meet the timescales required for this work.

#### 5.0 **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

5.1 This work links to the following corporate priorities:

- Local Services that Work for Local People – There is a need to ensure that the transport systems are maintained and work for local people.
- Healthy, Active and Safe Borough – Air quality impacts are significant, they account for reduced life expectancy and adverse impacts on health and the economy, therefore improving air quality for our residents will not only help save lives but will also improve life expectancy.
- A Town Centre for All – The town centres are within designated air quality management areas, this work will assist in delivering wider improvements in air quality across the town centre.

#### 6.0 **Legal and Statutory Implications**

- 6.1 To ensure that air quality is improved for the Borough's residents supporting their health and wellbeing. Under Part IV of the Environment Act 1995, Local Authorities have a legal duty to review and assess air quality in their areas and to report against objectives for specified pollutants of concern, to the Department for Environment, Food and Rural Affairs (DEFRA). Air Quality Objectives are defined in European Directives that are incorporated within UK Air Quality Strategies and Regulations.
- 6.2 The ministerial direction served on the Council under the provision of The Environment Act 1995 (Feasibility study for nitrogen dioxide compliance) (No 2) is legally binding. Failure to comply with the Direction may result in Judicial Review proceedings being brought against the Council. Any such proceedings may result in adverse costs awards being made against the Council.
- 6.3 The procurement approach that has been adopted involves the use of a compliant framework and as such offers some mitigation and reduces the risk to the Council of a challenge being made concerning the contract extension to the successful provider.
- 6.4 Officers have identified the Project Management & Full Design Team Services Framework RM 3741 (Lot 5) <https://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3741> which is operated by Crown Commercial Services (CCS) as the most appropriate OJEU compliant procurement framework.

7.0 **Equality Impact Assessment**

7.1 The development of the Air Quality Local Plan includes a requirement to produce an assessment of the strategic case, economic case, commercial case, financial case and management case; therefore all aspects will be reviewed as part of the proposed work.

8.0 **Financial and Resource Implications**

8.1 The cost of the technical support contract already awarded is £566,583. The additional award amounts to a total contract value of £776,344.

8.2 The total contract cost for the air quality project management support is proposed to be £63,500.

8.3 It should be noted that the costs incurred in the delivery of this contract will continue to be recorded and reported to JAQU to be fully reimbursed.

8.4 DEFRA has confirmed a commitment to cover the costs of the further study via grant. So far a grant commitment of £1,473,500 has been awarded for the completion of the Air Quality Local Plan.

8.5 The full costs of these contract awards will be from the grant allocation received and financial reports are reviewed by the Air Quality Joint Advisory Group.

9.0 **Major Risks**

9.1 Failure to appoint adequate project management support or technical specialists to complete the required works within this time frame will compromise the Councils' ability to meet their legal obligations and may result in further legal action being taken against Newcastle-under-Lyme Borough Council and / or Stoke-on-Trent City Council.

10.0 **Key Decision Information**

10.1 The contract value of over £50,000 each makes this a key decision item.

11.0 **Earlier Cabinet/Committee Resolution**

11.1 Cabinet Report Air Quality 6<sup>th</sup> February 2019  
Cabinet Report Air Quality Ministerial Direction Strategic Outline Case 20<sup>th</sup> March 2019  
Cabinet Report Air Quality Award of contract 24<sup>th</sup> April 2019  
Cabinet Report Air Quality Ministerial Direction Update 10<sup>th</sup> July 2019

12.0 **List of Appendices**

12.1 None

13.0 **Background Papers**

13.1 None.



## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

16 October 2019

**Report Title:** Digital Strategy – Final Outline Business Case

**Submitted by:** Interim Director of Resources and Support Services

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

**Ward(s) affected:** All

#### **Purpose of the Report**

This report provides an overview of the final Outline Business Case that underpins the digital strategy considered by Cabinet on 4th September 2019.

#### **Recommendation**

That Cabinet approve the final Outline Business Case.

#### **Reasons**

The Digital Strategy sets out how we as a Council intend to ensure that our residents, businesses, partners and visitors can maximise the opportunity that digital delivery presents. The Outline Business Case summarises the rationale for change and the potential costs and benefits of undertaking the proposed programme of work to deliver the digital strategy.

#### **1. Background**

- 1.1. On 4<sup>th</sup> September 2019 Cabinet agreed to adopt a digital strategy for Newcastle-under-Lyme and establish a dedicated team to deliver a digital programme over a 3 year period, aligned to the Council's key priorities and overseen by an ICT and Digital Steering Group chaired by the portfolio holder for Corporate and Service Improvement, People and Partnerships.
- 1.2. The draft Outline Business Case was considered by Finance Assets and Performance Scrutiny Committee on 19<sup>th</sup> September 2019. This report summarises the views of that Committee and presents the final Outline Business Case that supports the digital strategy.

#### **2. Issues**

- 2.1 The Outline Business Case at Appendix 2 provides an overview of the rationale for change and the potential costs and benefits of undertaking the proposed programme of work to deliver the digital strategy. The benefits described are based on available information from other organisations and are indicative only at this stage.
- 2.2 **Strategic Case** – This section of the OBC outlines how the strategy will support delivery of the Council's key priorities and the strategic opportunity offered by digital and identifies 0key stakeholders.
- 2.3 **Commercial Case** – The commercial case outlines the financial rationale for change and describes how the strategy will contribute to the long term financial sustainability of the Council by enabling efficiency savings and income generation. Examples of digital initiatives undertaken in NULBC and other authorities are given to provide an indication of the potential scale of financial benefits.

- 2.4 **Economic Case** – The economic case outlines the scale of investment required in order to deliver the digital programme and associated benefits. In summary, it is anticipated that over the initial three years of the programme, headline investment of £919,800 will be required to cover the core work components, predominantly staff costs. The majority of these costs can be met from existing budgets. However, a contribution of £100,000 per annum will be required in each of the next 3 years to cover the costs of a dedicated Digital Business Manager and Business Process Engineer.
- 2.5 There will also be costs for technology, development and specialist external input. These will be considered on a case by case basis to determine whether they can be justified based on the anticipated financial and non-financial benefits.
- 2.6 The overall aim of the programme is to realise ongoing efficiencies that are cumulatively in excess of programme costs and can be released to support the MTFS.
- 2.7 Critical Success Factors that define the overall performance of the programme include customer experience, channel shift, financial efficiencies, community impact and workforce enablement.
- 2.8 **Financial Case** – The financial case sets out two broad categories of financial benefit that the programme will enable.
- 2.9 Enhancement Initiatives will contribute to the delivery of greater savings, cost avoidance, enhanced income generation and/or better outcomes at no additional cost from existing Council projects. New Initiatives are additional projects that seek to capitalise on digital opportunities to generate efficiencies or improve service quality at no additional cost.
- 2.10 Examples of benefit opportunities are provided including citizen self-service, enhanced mobile working and value added services, robotics and artificial intelligence, digital skills and infrastructure.
- 2.11 The draft Outline Business Case was considered by Finance Assets and Performance Scrutiny Committee on 19<sup>th</sup> September 2019. The Committee asked for assurances that when change proposals arising from the digital programme put members of staff at risk that there was a HR Strategy to support them. Officers confirmed that all change proposals will be subject to consultation with affected employees and the trade unions and implemented in accordance with the Council's organisational change policy. This includes consideration of redeployment opportunities.
- 2.12 The Committee also sought assurances that in implementing the strategy appropriate weight would be given to the social context and the issue of digital exclusion. Officers confirmed that digital inclusion is a key pillar of the strategy with its own work stream within the delivery programme. There is no intention to remove non-digital customer contact channels such as telephone and face to face and there will be engagement at an early stage with excluded residents and other agencies to ensure accessibility of services.

### 3. **Proposal**

- 3.1 Cabinet are asked to endorse the final Outline Business Case. Next steps will be to develop a detailed programme of work supported by a Full Business Case. This will pass through a second approval gateway via the ICT and Digital Steering Group before coming back to Cabinet for final approval towards the end of 2019/20.

### 4. **Reasons for Proposed Solution**

- 4.1 Approval of the final Outline Business Case is necessary before work can commence on developing a detailed programme of work to deliver the Digital Strategy.

### 5. **Options Considered**

- 5.1 Cabinet could decide not to endorse the final Outline Business Case. However, this would delay the development of the digital delivery programme and Full Business Case.

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

6.1 The digital strategy and supporting Outline Business Case supports and is aligned to all Corporate Priorities.

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

7.1 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

7.2 The full legal implications of any Digital Delivery strand will be fully explored as part of the programme development process.

## 8. **Equality Impact Assessment**

8.1 Full Equality Impact Assessments will be prepared on a case by case basis for any change proposals that arise from the digital delivery programme.

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

9.1 The financial implications of establishing a core digital delivery programme team and the associated benefits are detailed in the Outline Business Case. Subject to approval of the Outline Business Case a detailed programme of work supported by a full business case will be developed allowing funding requirements and projected benefits to be incorporated into the Medium Term Financial Strategy.

9.2 Financial or resourcing requirements for specific Digital Delivery initiatives beyond the core programme funding will be supported by separate business cases and considered on a case by case basis.

9.3 Any staffing impact associated with change proposals that arise from the digital delivery programme will be subject to consultation with employees and the trade unions in accordance with the Council's organisation change policy and procedure.

## 10. **Major Risks**

10.1 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.

11. **Sustainability and Climate Change Implications**

10.1 None.

12. **Key Decision Information**

11.1 The digital strategy will affect all wards in the borough. The level of programme expenditure and associated savings will be significant and approval of the Outline Business case will be a key decision.

13. **Earlier Cabinet/Committee Resolutions**

13.1 4th September 2019 – Cabinet [Digital Strategy and Outline Business Case](#)  
18th January 2017 – Cabinet [Digital Delivery of Services](#)

14. **List of Appendices**

Appendix 1 – Digital Strategy Final Outline Business Case

15. **Background Papers**

14.1 None

## Digital Strategy: Final Outline Business Case

Please note, the benefits described within this document are at an outline level. They are based on available information from similar organisations and do not represent final benefits that may be achieved by Newcastle Borough Council. They are indicative values only.

<b>Links to Corporate Priorities and/or Improvement Themes</b>	Local services that work for local people Growing our people and places A healthy, active and safe borough A town centre for all		
<b>Directorates Affected</b>	All		
<b>Wards Affected</b>	All indirectly		
<b>Start Date</b>	February 2019	<b>Target Completion Date</b>	March 2022

### Strategic Case

#### Rationale for Change

In 2018 the Council set out its four year Council Plan which focused on four key priorities:

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

Local Services that Work for Local People makes a significant commitment to delivering a comprehensive digital offering. The Council's commitments to improve quality, reduce costs, and upskill the Council's workforce are key considerations in the proposed Digital Strategy.

Growing our People and Places also makes commitments that are digital dependent. Ensuring that our residents have the skills to benefit from digital is a key consideration, particularly in relation to employment. Many other priority commitments also have significant digital considerations.

A Healthy, Active and Safe Borough can be supported by digital. Maintaining high standards of street cleanliness, providing effective waste services and numerous other commitments all have digital requirements – enabling the staff who provide these services to work more efficiently.

Developing Town Centres for All is the final strategic priority with a digital theme. The Council Plan recognises the changing landscape of the town centre and the contribution of digital infrastructure provisions such as 5g and public Wi-Fi to enhancing the experience of residents and visitors.

#### Strategic Opportunity

The Digital Strategy sets out how we as a Council intend to ensure that our residents, businesses, partners and visitors can maximise the opportunity that digital delivery presents. These include but are not limited to:

- Reducing the cost of service delivery;
- Maximising the capacity of existing resources;
- Avoiding waste through no-value contacts or errors;
- Improving the quality, consistency and convenience of services offered;
- Redesigning services to remove legacy inefficiencies;
- Enabling our communities to exploit digital opportunities;
- Empowering our citizens to use digital services;
- Providing infrastructure that supports growth;
- Ensuring future "digital" capacity;
- Combating digital exclusion;

- Supporting “Government as a Service” principles;
- Improving our decision making processes.

### Stakeholders

- Residents of Newcastle under Lyme;
- Businesses within Newcastle under Lyme;
- Newcastle BID;
- Other local authorities sharing our boarder;
- Local social landlords and other housing providers;
- 3<sup>rd</sup> Sector partners;
- Commercial service providers within the project scope;
- Elected Members and Members of Parliament;
- Council employees and their trade union representatives.

### Commercial Case

#### Rationale for Change

The Council faces challenging financial times. Our current Medium Term Financial Strategy anticipates a budget shortfall of £1.064m in 2020/21, followed by £0.764m in 2021/22. These are significant amounts for an authority which has already seen a significant reduction in funding in recent years.

The need to identify further efficiencies and deliver greater opportunities to generate income is considerable. Coupled with increasing demand for services, higher public expectations, challenging national political circumstances and economic uncertainty, the Council must use all the means at its disposal to ensure that its medium term finances are sustainable.

#### Commercial Opportunity

The Council can already point to a number of successful examples of exploiting digital opportunities for the benefit of both the organisation and the residents of Newcastle under Lyme.

##### Example 1. Chargeable Garden Waste – Enabling Income Generation

In late 2018, the Council introduced a chargeable garden waste service. Residents were able to sign up online, over the phone or in person. In the first six months of the service, over 20,000 subscriptions were completed and 78% of those were processed entirely online

If the online service had not been available, processing the 15,600 subscriptions it facilitated would have taken at least 109,200 minutes of staff time. Put another way, 4 FTEs working for 12 weeks and 2 days. Staff costs alone would have been around £25,000 (G5 SCP11).

The actual costs would have been higher as accommodation and IT are all additional expenses. Plus, it is not realistic that 15,600 phone calls would have been received in immediate succession. Adding just 2 minutes to each transaction for “downtime” results in cost increases of around £7,000.

The online process also had a non-tangible benefit that people were able to sign up at any time. More than a 1/3<sup>rd</sup> of the signups happened outside of operational hours. This would not have been possible without the digital service and some residents might not have signed up at all.

The Council’s investment in developing an integrated, easy to use and reliable sign up process clearly paid dividends for the authority and will continue to benefit our residents when the first subscriptions renewals happen later in the year.

##### Example 2 – Electronic Documents – Enabling Efficiency

In 2012 the Council’s Geographic Information Team managed the electronic capture of 33,000

planning applications. The project cost £79,000.

The Council's Property team estimated the space used to store paper files had a cost of £12,750 per year. In addition, a four strong administration team managed the retrieval and replacement of files for officers, who would request the documents and then wait for them to be delivered.

The scanning process saw all of these files imported into the Council's document management system and the originals disposed of. The space associated with them was subsequently rented to the local PCT and Staffordshire County Council generating an income for the authority.

The support team, through natural wastage was reduced from 4 full time staff to one part time administrator. Based on 2019 costs, this saved the authority approximately £74,000 per year – based on 3 x Grade 4 operatives. In the years since completion, that's at least £444,000.

The project also resulted in several non-tangible benefits such as completely removing the retrieval delay for Planning Officers, considerably improving data confidentiality, integrity and availability – most files were made available to the public via the Council's website post scanning.

### Other Authorities

A number of local authorities have embarked on digital transformation programmes. These authorities have invested in resources to enable transformation and examples outcomes are below:

<i>Pembrokeshire County Council</i>	
Encouraging digital responses to annual electoral canvases through better letter design and instructions	£13,300 Savings when trailed with 50% of the electorate.
<i>Calderdale Borough Council</i>	
Designing a self-service taxi licensing form to reduce processing times and remove back-office inefficiencies.	15% increase in processed licence applications. Savings of £53,134 over 6 months following launch.
<i>Elmbridge Borough Council</i>	
Using SMS text messages to remind residents about Council Tax and Business Rate payments.	£39,900 savings from post and associated workload within 1 <sup>st</sup> year.
<i>Scarborough Borough Council</i>	
Redesign of waste services to use in-cab technology, online reporting forms and proactive customer information	58% channel shift towards online self-service. £262,000 savings through fleet, self-service and admin.
<i>Waverly Borough Council</i>	
Improvements to key online forms and processes most commonly used by customers.	£94,000 savings, 20% shift to self-service.
Table 1. Example projects from other authorities.	

### Economic Case

#### Rationale for Change

Like any other programme of change, investment is required in order to deliver benefits. The Digital Strategy outlines a number of core programmes that will be used to underpin delivery within the authority. These include:

- Migration to the Jada CXM platform;
- Service Transformation;
- Mobile Working for front line services;
- Self Service;
- Digital Inclusion; and
- Transparency and Information Management.

It is anticipated that over the initial three years of the programme, headline investment of approximately £919,800 will be required to cover the core work components. Predominantly these cost are associated with the resourcing of the Digital Programme as outlined below in table two.

<b>Role</b>	<b>Status</b>	<b>Cost</b>	<b>Funding</b>
Digital Delivery Manager	Vacant	£60,000	BGF
Project Manager	In Post	£44,000	ICT
Business Process Engineer	0.5 In Post 1.0 Vacant	£20,500 £41,000	Business Improv. BGF
Process & Project Support	Redeployment from ICT	£37,600	ICT
Spatial Support	Redeployment from Benefits	£33,200	Benefits
Senior Developer	In Post	£37,600	ICT
Apprentice	Vacant	£17,300	ICT
Forms & Content Creator	In Post	£15,400	Customer Svcs
		total	£306,600

Table 2. Anticipated Staff Costs

The bulk of these costs can be met from existing budgets. However, a contribution of £100,000 from the Borough Growth Fund is required over the next three years, to cover the costs of a dedicated Digital Delivery Manager and a Business Process Engineer.

Whilst there will also be costs for technology, development and specialist external input, these will be considered on a case by case basis. The ICT and Digital Board will evaluate these business cases and decide whether or not they can be justified based on the anticipated financial and non-financial benefits.

It is the overall aim of the Digital Programme to realise ongoing efficiencies that are cumulatively in excess of programme costs.

### **Critical Success Factors**

Each element of the Digital Delivery programme will have its own defined Critical Success Factors and associated Key Performance Indicators. However, there will a small set of overriding Critical Success Factors that will define the overall performance of the programme. These include:

<b>Factor</b>	<b>Description</b>
Customer Experience	The development of customer focused services that deliver enhanced value and outcomes for residents.
Channel Shift	Successful implementation of digital services that encourage citizens to transact digitally with the Council rather than through traditional channels.
Financial Efficiencies	The delivery of cost reductions and enhanced income generation opportunities.
Community Effect	Enabling our communities to receive, utilise and benefit from digital services and infrastructure.
Workforce Enablement	Facilitating our staff developing digital skills, working more efficiently and challenging service delivery.

### **Financial Case**

#### **Rationale for Change**

The financial case for undertaking the Digital Delivery Programme is to generate sustainable, ongoing savings for the authority. As a minimum, these savings should repay the cost of the initial investments but the desire is to deliver considerably more.

Projects covered under the Digital Delivery programme will be considered in two broad categories:

- **Enhancement Initiatives**  
Existing Council Projects where digital enhancement can contribute to the delivery of greater savings, cost avoidance, enhanced income generation or better outcomes at no additional cost.
- **New Initiatives**  
These are projects which are not identified as part of any existing savings plan and offer



new ways for the Council to generate efficiencies or improve service quality. These initiatives should be considered as fluid and will evolve as the programme progresses.

Overall, projects will deliver financial benefits through the removal of resources, reduction of associated costs or enhanced income generation.

### Financial Implications

<b>Role</b>	<b>Status</b>	<b>Cost</b>	<b>Funding</b>
Digital Delivery Manager	Vacant	£60,000	BGF
Project Manager	In Situ (ICT)	£44,000	ICT (A121)
Business Process Engineer	0.5 In Situ (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)

### Benefit Opportunities

Examples of the benefit opportunities are included below. These opportunities have been classified as either Enabling or New.

Enabling initiatives are those which allow existing services to deliver better outcomes at little or no additional cost and represent substantive improvements on things we already do.

New initiatives represent areas of digital services that the authority has never used before, but have the potential to make significant improvements. For each, examples of financial, and non-financial benefits have been outlined.

Please note, this is not an exhaustive list and has been provided to show examples of what could be possible.

**Enabling Initiative: Self Service**

Self Service is a building block of digital delivery and a core aim; to allow residents, business and visitors to transact with the Council online, 24x7x365.

Facilitating our citizens retrieving information and logging their own requests online will create obvious efficiencies within front line operations. However the real benefits will be delivered when seamless, end-to-end transactions that are designed for electronic delivery fundamentally improve how the authority works, for the benefit of all.

Description	Financial	Non-Financial	Example (where available)
<i>Licensing</i>			
<p>Low value, easily automated interactions such as the booking of appointments or the taking of payments can be made available online as an “end-to-end” process. The revised process would also ensure that any pertinent information is automatically sent to the applicant in a clear, unambiguous way.</p>	<p>Releasing 1x FTE administrator (through improved process) and 1x FTE Licensing Officer (through improved capacity), this could save the service c. £53,000pa.</p> <p>Potential for additional income by increasing the capacity to process licensing applications (through reduced processing times). Any additional capacity generated as a consequence could bolster the £80,000 the Licensing Team have already set as a target for 2019/20.</p>	<p>Improved customer access to services which operate outside of traditional office hours.</p> <p>Improved management of customer expectations through consistent and structured processes.</p> <p>Reduced back office administration through integrated interfaces.</p> <p>Improved data confidentiality, integrity and availability through automated transfers rather than manual processes.</p>	<p>Wolverhampton City Council in 2015 “digitised” their private hire licensing process. The improved capacity facilitated the licensing team processing over 9,000 licences each year, generating approximately £2.2m for the authority. The Council believes that the efficiency of their licensing processes has allowed them to maintain a consistently high service quality that meets the requirements of the law, the authority and the customer.</p>
<i>Waste Services</i>			
<p>The online Chargeable Garden Waste service signup form was used by approximately 15,600 residents and was designed to accommodate future renewals as well as registrations.</p> <p>In November when the first subscription period ends, customers will be able to sign up online again, without intervention. Reminders can be sent out electronically without any need for postage or manual intervention.</p>	<p>Processing 15,600 renewals would require 4 members of staff to work constantly for 12 weeks, at a cost of approximately £25,000.</p> <p>Sending out reminders via post would also cost around £9,500.</p> <p>Both costs can be avoided, reducing service overheads by £34,500 year a year. In three years this will total £103,500.</p>	<p>Improved customer access outside of traditional office hours.</p> <p>Simple automation of a complex service with virtually no human administration.</p> <p>Reduced disruption to other services areas that rely on the corporate contact centre.</p>	<p>This is an internal example of work that has already been undertaken.</p> <p>As the number of service subscribers grows, the costs eliminated from the process will increase.</p>

<b>Enabling Initiative: Mobile Working</b>			
Service redesign to include mobile working applications is a further core component of the Digital Delivery programme.			
Mobile Working initiatives are anticipated to have the most benefit in teams that deliver services within the community such as Environmental Health and street scene services. The digital delivery team will seek to identify suitable solutions to meet identified needs.			
<b>Description</b>	<b>Financial</b>	<b>Non-Financial</b>	<b>Example (where available)</b>
<i>Pest Control Services</i>			
<p>The Council's Pest Control Team could be equipped with suitable mobile working equipment allowing them to receive and update their work orders electronically without having to visit the depot.</p> <p>The system could also provide payment and booking facilities "in the field" for residents that wish to further utilise services.</p>	<p>Increasing the capacity of the pest control service through more effective workload management could generate additional income for the authority.</p> <p>A visit to control wasps for example is £73. If additional capacity for one visit per day could be generated amongst 2 officers, between May and September that is potentially an additional £10,000 of income.</p>	<p>Improved customer access to services during peak times.</p> <p>Reduced CO2 through the removal of unnecessary journeys.</p> <p>Consistent updating of completed jobs and improved capacity for customers to book services at convenient times.</p>	<p>In Birmingham, Community Nurses were provided with smartphones and a dedicated app to allow them to receive their work. Routes were optimised according to location and jobs dynamically updated.</p> <p>Nurses taking part in the project were able (on average) to complete two more calls per day and decreased their time spent travelling by 20%, giving them more time for patient care.</p>
<i>Streetscene Services</i>			
<p>Streetscene teams could be provided with mobile working technology that would allow their work to be delivered autonomously and updated whilst in the field.</p> <p>The mobile equipment could also be used to log new work requests, perform monitoring activities such as playground equipment and avoid data re-entry/manual capture.</p>	<p>The Council's Streetscene teams provide a variety of services. Many of these involve capturing information manually for later recording.</p> <p>If information could be captured directly through the use of a form or app and autonomously processed, releasing one administration post could save around £25,000 per year.</p>	<p>Improved resident satisfaction as crews "log jobs" as they go and are able to provide real time updates.</p> <p>Improved capacity to manage workload and distribute jobs amongst available resources.</p> <p>Improved resilience and ability to respond to unexpected situations.</p> <p>Reduced reliance on telephone contacts and printed job sheets.</p> <p>Improved tracking of reports that are potentially used to defend the Council.</p>	<p>Bristol City Council needed to increase the efficiency of its mobile neighbourhood based staff; reducing office based hours, increasing reporting of local issues affecting the community, and using the opportunity to greater enablement of residents to engage with online services.</p> <p>Using mobile technology facilitated office hours being reduced for 25% of staff and targeted online transaction increased by 22,000 during the first 12 months.</p>
<b>New Initiative: Value Add Services</b>			

Through the process of process re-engineering, members of the Digital Team will also look at how value added services can be used to enhance the way that the Council works. This is part of the Our Digital Culture theme and encouraging staff to always look for the opportunity.

Whilst a number of the possible initiatives might not result in a direct financial saving, they could significantly improve how the Council works.

Description	Financial	Non-Financial	Example (where available)
<i>Document Management</i>			
<p>As an organisation, the Council still holds a significant number of “paper” files in offsite storage and is still very paper based.</p> <p>The digital team can investigate how better use can be made of the document management platform, strategies put into place to deal with paper files and improve how information is presented that would traditionally require paper.</p>	<p>Reducing the need to print committee agendas and minutes could save in excess of £10,000 per year based on 2018/19 print costs incurred by Committee Services</p> <p>Reducing the number of files stored by Dataspace will reduce overall costs. At present, the Council spends around £11,000 per year on storage and retrieval.</p>	<p>Significant reductions in the delay to recover documents.</p> <p>Improved management of documents and ensuring retention periods are respected.</p> <p>Reduced carbon footprint associated with retrieval and re-filing.</p> <p>Greater understanding and control of the Councils information liabilities.</p>	<p>In 2012 the Council’s GIS team managed the scanning of 33,000 planning applications.</p> <p>This removed the requirements for a four strong administration team who managed the recovery and storage of files (approx. £74,000pa), allowed space to be rented to Civic Office tenants (approx. £12,750pa) and gave highly skilled planning officers instant access to the information required through the integration of the service specific software with the document management system.</p>
<i>Collaboration Tools</i>			
<p>As part of the Council’s migration to Windows 10 and Office 365 a number of value added services will become available.</p> <p>Collaboration software such as Microsoft Teams and SharePoint will facilitate virtual meetings, online versions of Word similar productivity apps will allow multiple editors to work on documents, all at no additional cost to the authority.</p>		<p>Improved service efficiency – physical presence would no longer be a barrier to participation.</p> <p>Greater collaborative opportunities to increase “cross-council” working.</p> <p>Reduce the “isolation” between on and off-site workers.</p> <p>Silo-busting services allowing greater understanding and controlled exposure of our data.</p>	<p>The Council’s Digital Team have been using Microsoft Teams as a collaboration tool.</p> <p>The simple interface has allowed the team to manage all of their information in a single place, accessible to all. Meetings have been conducted with both physical and virtual participants, documents shared for comments and collaboration, saving hours of officer time and countless emails with differing versions of files.</p>
<b><i>New Initiative: Robotics and Artificial Intelligence</i></b>			

Robotics and AI are a relatively new area, not only for Newcastle under Lyme but local authorities as a whole. However, a number of very promising projects are currently underway in other authorities to tackle everything from reporting pot holes to combatting loneliness.

The digital team will look at the possibilities of what AI and robotics can achieve and how this will be of benefit to the authority.

Description	Financial	Non-Financial	Example (where available)
<i>Customer Services</i>			
<p>Our Customer Relationship Management system provider, Jadu, have recently created integrations that would allow the Councils e-forms to communicate with the Amazon Lex Service (the technology that underpins the Amazon Alexa).</p> <p>The flexible Lex service could be used not only to drive online interactions (i.e. through web-chat) but also telephone interactions and traditionally “human” channels.</p>	<p>Integration with AI and robotic agents such as LEX has the capability to release significant efficiencies when dealing with customer interactions in both the front and back office.</p> <p>If it were possible to release four staff from across the authority as a consequence of introducing autonomous agents, savings in excess of £100,000 could be realised.</p>	<p>24x7x365 contact centre.</p> <p>Maintains the comfort of a telephone service with the efficiency of the web.</p> <p>Provides a quasi-channel-shift option for people who cannot or will not use the internet.</p> <p>Consistent, rule based service delivery.</p> <p>Can be used to deliver complex services which require greater interpretation than IF/THEN logic.</p>	<p>Northampton Borough Council are currently investing heavily in AI integration. They estimate that if it is possible to automate 20% of the calls they handle, that could save their authority in the region of £165,000 per year.</p>
<i>Planning Services</i>			
<p>The planning service is an example of a highly regulated area of the authority where AI could be used to increase the efficiency of the service.</p> <p>Using appropriate AI, the review, response, classification and retrieval of planning applications could be dealt with automatically.</p> <p>Intelligent chatbot services could also be used to deal with routine planning queries, freeing up officer time.</p>	<p>Increasing the capacity of the planning team through improved process could facilitate greater numbers of applications being processed, which could generate additional income for the authority.</p>	<p>Improved consistency of decision making.</p> <p>Logging of advice given through automation.</p> <p>Less officer time spent dealing with routine queries.</p> <p>Improves the availability of officers to deal with engagement and more substantive planning issues.</p>	<p>A project is underway in Milton Keynes to integrate smart chatbot services with back office planning infrastructure. Whilst specific numerical data hasn’t been published, the authority has confirmed that since the services launch, the volume of calls to the council’s Planning team has been reduced, while the number of conversations with the AI has increased, saving planning officer time.</p>
<b><i>New Initiative: Our Digital Communities</i></b>			

Ensuring that everyone benefits from the opportunities that digital can offer is a critical component of the digital strategy.

The Council is uniquely placed to encourage the development of digital skills and ensure that the future infrastructure requirements of a digitally successful area exist. Most services already have strategies that could help to achieve this goal, we simply need to mobilise wherever we can and ensure that digital is considered in the future.

Description	Financial	Non-Financial	Example (where available)
<i>Economic Development</i>			
<p>The Council's economic development strategy includes plans to improve place and infrastructure, recognising that retail is not the only driver which makes a town successful.</p> <p>As part of these plans, digital infrastructure should be considered, such as the provision of free Wi-Fi in public places, the roll out of 5G and ensuring that infrastructure exists to support gigabit broadband.</p>	<p>Reduce the number of vacancies within the town centre, contributing to the economic success of the area.</p> <p>Reduce the cost of entry for "pop-up" and independent traders by providing infrastructure that accommodates greater flexibility.</p> <p>Attracting newer, high-tech industries to the area, particularly around the university corridor.</p>	<p>Greater town centre footfall.</p> <p>Improved experience of Newcastle for residents, visitors and businesses.</p> <p>Encouraging the regeneration of the town and the wider Newcastle area.</p>	<p>Warwickshire County Council and Loughborough University recently collaborated on a Digital High Street project aimed at increasing the town's attractiveness and engagement with visitors.</p> <p>The County Council provided digital skills training which was taken up by around 70 town centre retailers. A number of retailers have subsequently expanded their operations into the digital space as a direct consequence.</p>
<i>Local Area Partnership</i>			
<p>The Good Things Foundation estimates that by 2028, 6.9 million people in the UK will have no basic digital skills.</p> <p>The Council can use its unique position within the community to influence the availability of training and development opportunities for individuals who are digitally excluded, ensuring that our population are digitally enabled.</p>	<p>GTF estimate that 62% of individuals (age 15+) without Basic Digital Skills are economically inactive compared to 29% for the sample of individuals with all five Basic Digital Skills.</p> <p>There is considerable scope to not only assist these people in becoming economically active by growing their skills, but also to reduce their dependency on benefit services.</p>	<p>Reducing digital exclusion for those affected.</p> <p>Encouraging people into the workplace where they would otherwise be prevented – providing greater self-worth and purpose.</p> <p>Reduced anti-social behaviour and criminal activity.</p> <p>Greater resident satisfaction through better provision of information and inclusion.</p>	<p>Leeds City Council in partnership with the One Public Estate created a number of community hubs across the metropolitan area. The hubs provided digital training services and internet access amongst other things</p> <p>Evidence has identified considerable customer satisfaction with being able to access services and the hubs have seen an increase in usage; one reporting a 95% per cent increase in use and a 31 per cent increase in the use of the enhanced ICT facilities.</p>

### **Example Lifetime Benefits**

The table below summarises some of the example financial benefits included above over a four year basis.					
This model is for illustrative purposes only and economic opportunities would be calculated as part of any future business cases. The model assumes a 2% increase in costs, year on year unless indicated.					
<b>Initiative</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Total</b>
Example Licensing Services Improved administration requiring less resource	£53,000	£54,060	£55,141	£56,244	£218,445
Waste Services – Online subscription processing in lieu of telephone contact	£25,000	£25,500	£26,010	£26,530.20	£103,040.20
Pest Control – additional income through increased capacity	£10,000	£10,200	£10,404	£10,612.08	£41,216.08
Streetscene – Improved administration and data capture.	£25,000	£25,500	£26,010	£26,530.20	£103,040.20
Document Management – Reduction of printing for committees	£10,000	£102,00	£10,404	£10,612.08	£41,216.08
Document Management – Reduction in off-site storage requirements (assumes decreasing storage by 15% for the first three years establishing a base at year 4)	£1,650	£3,272.5	£4,689.025	£4,917.913	£14,529.44
Jadu CMS – Increased self- service usage.	£100,000	£102,000	£10,4040	£106,120.8	£412,160.80
				Total	£933,648

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## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

16 October 2019

**Report Title:** Rough Sleeper's Outreach Service

**Submitted by:** Head of Housing, Assets and Regeneration

**Portfolios:** Community Safety and Wellbeing

**Ward(s) affected:** All

#### **Purpose of the Report**

To request for Cabinet to support the re-provision and recommissioning of a joint Rough Sleeper's Outreach Service with Stoke on Trent City Council from April 2020.

#### **Recommendation**

- 1) That Cabinet agree to support the joint commissioning of a future rough sleeping outreach service with Stoke on Trent City Council that combines both Councils' resources and develop a service which meets the needs of both authority areas whilst maximising efficiencies.
- 2) To set the Council's annual budget contribution to the service at £20,000, enabling potential service providers to tender for an appropriate service.
- 3) That the Executive Director (Resources and Support Services) in consultation with the Portfolio Holder for Community Safety and Wellbeing is authorised in partnership with Stoke City Council's procurement function to finalise the specification/service outline, undertake the tendering process, complete any post tender negotiations (if required) and award the contract to the successful contractor.

#### **Reasons**

The provision of a Rough Sleeper's Outreach Service has been the main force behind keeping the numbers of rough sleepers on the streets of Newcastle at low levels and offering support and assistance to those who find themselves rough sleeping.

#### **1. Background**

- 1.1 For over 12 years, the Council has commissioned services that reach out to those sleeping rough.
- 1.2 Newcastle under Lyme Borough Council and Stoke on Trent City Council, jointly commission a rough sleeper's outreach service which operates across both local authority areas. The current contract is provided by Brighter Futures, a local housing and support organisation nationally recognised as a Rough Sleeper champion and with a wealth of experience providing street outreach services.
- 1.3 Newcastle-under-Lyme Council currently contributes £14,765 pa to the costs of the service and benefits considerably due to the 'economies of scale' that this arrangement provides.
- 1.4 Tackling rough sleeping and homelessness prevention are key objectives for Newcastle, recognising that people living on the streets are some of the most disadvantaged people in society. In 2018 the Government released its National Rough Sleeping Strategy. The Government's commitment is to halve rough sleeping by 2022 and end it by 2027. To this end all local

authorities are required to review their homelessness strategies and make the necessary amendments to align future work on rough sleeping with the national strategy.

- 1.5 The exact costs of rough sleeping are difficult to accurately determine as individual needs and service use will vary. The House of Commons Briefing Paper: Rough Sleepers Access to Services and Support (England) (Number 07698, 9 March 2018) highlights that cost estimates for the entrenched rough sleepers range from £16,000 a year, to £21,180 a year for the average client facing substance misuse, offending and homelessness problems. This is compared to average UK public expenditure of £4,600 per adult. Research commissioned by Crisis estimates that in the case of a man in his 30s who becomes a rough sleeper, the cost of resolving homelessness quickly is £1,426, which rises to £20,128 if homelessness persists for 12 months.
- 1.6 Without an outreach service the Council would not only struggle to provide the specialist support required for this client group but also to meet the objectives within the national strategy.
- 1.7 In 2019 the Council was awarded Government funding to recruit a rough sleeper’s coordinator for a period of 18 months, starting from September 2019. This role will essentially have the strategic overview of rough sleeping at the Council, working with all who have an interest in rough sleeping, including council staff, members and local partners to develop working relationships and initiatives, promote services and reach out to all areas of our communities. The coordinator will also be responsible for ensuring rough sleeping issues are understood more widely and working with all areas to collectively deliver a joined up approach that meets the rough sleeping aims within the Council’s Homelessness Strategy. This role will also be the future lead on any rough sleeping funding opportunities, services and also work with MHCLG to share best practice and provide monitoring.

2. **Issues**

- 2.1 The current service is in its final year of its contract and is due to end in March 2020.
- 2.2 The current contract has been in place since 2015 and the cost of the service during the 2019 / 2020 financial year is £14,765. This amount has remained the same for the past 8 years. However the landscape for rough sleeping has changed significantly during that time. Nationally rough sleeping has increased and as noted at 1.4 the Government is now committed to ending rough sleeping by 2027.
- 2.3 The numbers of those sleeping rough each night in the Borough have remained relatively low and in July 2019 a night count recorded only 4 individuals sleeping rough. However, data from the outreach service shows that since 2017, the date from which data has been recorded in its current format, the number of verified rough sleepers has increased each year. The prevalence and visibility of rough sleepers and those who may not necessarily be true rough sleepers but begging has also led to an increase in referrals into the service.

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Total verified rough sleepers	22 (total cases)	18 (total cases)	34	53	26 (up to Sept 19)
Total new referrals	n/a	n/a	25	29	7 (up to Sept 19)

Referrals and verified rough sleepers NULB – source RS outreach data

- 2.4 Stoke on Trent City Council has approached the Council to enquire whether we wish to work in partnership again and commission a future Rough Sleeper’s Outreach service together.

2.5 It is proposed that the procurement process will commence immediately, following the outcome of this report in October 2019. This will enable the new service to commence on the 1<sup>st</sup> April 2020. The new service contract duration will be three years plus a year on year extension opportunity for a further two years, with Stoke on Trent City Council being the lead authority.

2.7 Stoke on Trent City Council has also enquired as to the future amount of funding we would contribute should we wish to work together again.

### 3. **Proposal**

3.1 To embark on a joint commissioning process with Stoke on Trent City Council to combine both Council's resources and develop a service which meets the needs of both authority areas whilst maximising efficiencies.

3.2 To set the Council's annual budget contribution to the service at £20,000, recognising the increased demands locally and enabling potential service providers to tender for an appropriate service.

3.3 That the Executive Director (Resources and Support Services) in consultation with the Portfolio Holder for Community Safety and Wellbeing is authorised in partnership with Stoke City Council's procurement team to finalise the specification/service outline, undertake the tendering process, complete any post tender negotiations (if required) and award the contract to the successful contractor.

### 4. **Reasons for Proposed Solution**

4.1 The Council's approach has been informed by the following:

- The provision of a Rough Sleeper's Outreach Service is an essential service to support the Council's strategic objectives to meet and support the needs of rough sleepers in its area.
- The two authorities have previously joint commissioned two rough sleeper outreach service contracts with great success. By working together the two areas have been able to develop expertise and service provision, gather and share intelligence and work with a wide range of service providers across the north Staffordshire region. Also, both local authorities have been successful in the receipt of government funding for various rough sleeping initiatives.
- Via the service both authorities are able to deliver an assertive outreach service, provide the severe weather emergency provision, conduct counts and estimates and report back to Government with accurate data on the rough sleeping situation in both areas.
- It has always been clear that due to economies of scale the delivery of the shared service has enabled the Newcastle contract costs to remain low. It would be questionable as to whether a provider would be able to offer to same level of service for a similar amount in Newcastle if there was not the shared contract in operation. As outlined in the background of this report it is more cost effective to help rough sleepers at the earliest intervention as possible. The recommended budget will enable tenders to offer a service that meets the Borough's needs to assisting rough sleepers off the streets.
- The loss of the service would have a detrimental impact upon the borough in many ways. Firstly if there was not a Rough Sleeper's Outreach Service operating in the borough, the prevalence of rough sleeping may increase and incidents of rough sleeping may become more visible throughout the borough and more difficult to tackle.
- The majority of the hostel accommodation accessed via the Rough Sleeper's Team is based in Stoke as Newcastle does not have its own hostels. Without the shared service there could be a disadvantageous effect on the access to some of the specialist services within the City.

- Addressing the causative factors behind rough sleeping and assisting individuals who are sleeping rough to reach their full potential requires a specialised and focused approach. Without the specialist service it would be inevitable that further demands would be placed upon the Council's main homelessness service (Newcastle housing Advice) which is not set up to deal with the intensive needs of addressing rough sleeping.
- Discussions will be ongoing between the Council's Procurement Officer to ensure that the commissioning process undertaken by Stoke on Trent City Council is as open and transparent as the Borough's own process.

## 5. **Options Considered**

- 5.1 For the Council to continue to fund this service and agree to embark on a joint commissioning process with Stoke on Trent City Council.
- 5.2 For Council to commission this service alone via the borough's partnership commissioning process.
- 5.3 For Council not to commission a future Rough Sleeper's Outreach Service in Newcastle.

## 6. **Legal and Statutory Implications**

- 6.1 Homelessness Act 2002  
The Act includes the requirement for Local Authorities to formulate reviews and strategies in order to tackle and prevent homelessness.
- 6.2 Homelessness Reduction Act 2017  
The Act places more emphasis on the prevention and relief of homelessness at an earlier stage.
- 6.2 Housing Act 1996  
The Act includes the duty of the Local Authority to provide advisory services and assistance to voluntary organisations in respect of homelessness.
- 6.3 Local Government Act 2000  
The Act gives Local Authorities the power to do anything likely to promote the economic, social and environmental wellbeing of the area.

## 7. **Equality Impact Assessment**

- 7.1 The procurement tender process has regard to equalities, including the evaluation of equalities and diversity policies concerning employment practice and service delivery and workforce diversity monitoring.

## 8. **Financial and Resource Implications**

- 8.1 The current service has cost £14,765 to deliver in 2019-20, this amount per annum has remained the same for the past 8 years. However the landscape for rough sleeping has changed, the service has faced increasing demands especially over the past three years.
- 8.2 By entering into a joint commissioning process with Stoke City Council there would need to be a similar amount to be committed by the Borough Council for the next three + two years subject to the inclusions in the contract to opt out if funding not available and non-performance.
- 8.3 For the purposes of joint commissioning this service in the future an indicative budget of £20,000 pa is recommended.

## 9. **Major Risks**

9.1 By not commissioning a Rough Sleeper's Outreach Service could impact on the delivery and costs of other services in the borough and could result in the Council having to spend more money in addressing the future issues of rough sleeping in Newcastle, especially during the winter period.

10. **Sustainability and Climate Change Implications**

10.1 There are no direct impacts arising from this report.

11. **Key Decision Information**

11.1 This is a key decision as the total contract value exceeds £50,000.

12. **Earlier Cabinet/Committee Resolutions**

12.1 None

13. **List of Appendices**

13.1 None

14. **Background Papers**

14.1 None

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## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

16 October 2019

**Report Title:** Armed Forces Covenant - Sport and Leisure Card

**Submitted by:** Dave Adams, Executive Director Operational Services

**Portfolios:** Leisure and Culture

**Ward(s) affected:** All

#### **Purpose of the Report**

To consider the introduction of a discount card for the armed forces for use at Jubilee2

#### **Recommendation**

To agree the armed forces discount card scheme

#### **Reasons**

Newcastle Borough Council has adopted the Armed Forces Covenant and endeavours to uphold the key principles of the Covenant

#### 1. **Background**

1.1 One of the recommendations on the Armed Forces Covenant motion was the introduction of a leisure pass for Armed Forces personnel. This is something that has been taken up by other Staffordshire Councils over recent years, and indeed nationally.

#### 2. **Issues**

2.1 Newcastle Borough Council endeavours to uphold the key principles of the Armed Forces Covenant, which are that no member of the Armed Forces Community should face disadvantage in the provision of public and commercial services compared to any other citizen and in some circumstances, special treatment may be appropriate especially for the injured or bereaved.

#### 3. **Proposal**

3.1 In Newcastle under Lyme this can be introduced as a category of the J2 Lyme Card i.e. an Armed Forces serving, or Armed Forces discharged subscription which would be managed through our Gladstone Leisure Management System.

Looking at best practice elsewhere, the following solution is proposed for Jubilee2:

1. Free access to fitness centre (gym) and swimming pools for all serving Armed Forces personnel and reservists, once registered for a free Lyme Card.
2. A free 12 month membership for all Armed Forces personnel within 12 months of discharge. This is for everyone who has left any of the three armed services.
3. Where discharge is longer than 12 months ago, these personnel can apply for membership at NBC's corporate discount rate.

4. **Reasons for Proposed Solution**
  - 4.1 The Council has adopted the Armed Forces Covenant and access to Leisure facilities will make a positive contribution to towards upholding the key principles of the Covenant
5. **Options Considered**
  - 5.1 Not Applicable
6. **Legal and Statutory Implications**
  - 6.1 None
7. **Equality Impact Assessment**
  - 7.1 The proposal will have a positive equality impact as it will make the use of the Councils facilities at J2 accessible to serving and retired armed forces personal and reservists. In line with the key principles of the Armed Forces Covenant
8. **Financial and Resource Implications**
  - 8.1 None
9. **Major Risks**
  - 9.1 There are no major risks associated with the proposal.
10. **Sustainability and Climate Change Implications**
  - 10.1 None
11. **Key Decision Information**
  - 11.1 This is not a key decision under the relevant provision.
12. **Earlier Cabinet/Committee Resolutions**
  - 21.1 At the Full Council meeting on 24<sup>th</sup> July 2019, a motion was passed to reaffirm the Councils support for the Armed Forces Community Covenant.
13. **List of Appendices**
  - 13.1 None
14. **Background Papers**
  - 14.1 Armed Forces Covenant



## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

16 October 2019

**Report Title:** Future High Street Fund

**Submitted by:** Head of Housing, Regeneration and Assets

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

**Ward(s) affected:** Town

#### **Purpose of the Report**

To outline that the Council has been successful in progressing the Future High Streets Fund to Business Case Development Phase and to agree the procurement of external support to complete this business case.

#### **Recommendation**

- 1) That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Finance and Efficiency is authorised to procure consultancy support for the development of the Business Case for the next stage of the Future High Streets Fund project.
- 2) That Cabinet consider a report on the Business Case before submission on 30th April 2020.
- 3) That the call in procedure shall not apply as the decision being taken by cabinet is urgent and the delay caused by the call in process would seriously prejudice the Council's or public's interests. (A signed copy of the waiver notice is held on file and an unsigned copy is appended to the report).

#### **Reasons**

It is appropriate that Cabinet are aware that the Council has been successful in progressing the Future High Street Fund bid to Business Case Development Phase as this is such a significant opportunity for the Council as part of our Corporate priorities. As the Government have indicated the allocation of funding and tight timescales for the project it is important that Cabinet gives approval to Officers in conjunction with the Portfolio Holder to progress.

#### **1. Background**

- 1.1 Earlier in the year the Ministry of Housing, Communities and Local Government (MHCLG) announced the Future High Streets Fund (FHSF) and the Council made a bid for Newcastle Town Centre, based on the increasing void rates for empty commercial units and the opportunity that the Ryecroft site presents.
- 1.2 At this stage the bidding round was for revenue funding to assist with plan development, therefore the Council bid for:-
  - £180,000 for a master planning exercise which would involve securing commercial advice in respect of the type and strength of potential development interest in the site.
  - £90,000 for project capacity to enable a suitably qualified project manager to drive the delivery of the master plan.
  - £150,000 for a detailed survey of the old Civic Offices to analyse the structure to establish the extent of asbestos and the preferred option for treatment so the building can be safely demolished with no risk to the contractor or the public.

1.3 Our key local partners supporting our Bid are Keele University, Newcastle and Stafford College Group; the Business Improvement District; Support Staffordshire and Staffordshire County Council to name just a few. They are totally supportive of the Council's efforts and the need to bring forward the redevelopment of the Ryecroft site.

## 2. **Issues**

2.1 On 27th August 2019 the Council received confirmation from the MHCLG that the Council had been successful in progressing our FHSF application to the Business Case Development Phase.

2.2 The business case will need to be developed in line with the HM Treasury guidance in the form of a five-case business case, including information on:

- Strategic Case: setting out the rationale for activity and objectives of the proposal. It will be used to assess the extent to which proposals could successfully meet the overall objectives of the fund.
- Economic Case: including an appraisal of a number of options and a robust assessment of the predicted costs/ benefits of the project. This is used to assess whether the proposal can be effectively delivered and is commercially feasible.
- Commercial case: setting out the delivery model including procurement and commercial arrangement that are needed to implement the project. This is used to assess whether the proposal can be effectively delivered and is commercially feasible.
- Financial case: including details on the costs of the project demonstrating that the preferred option can be delivered successfully. It will be assessed to determine the overall impact of the project on the public sector budget.
- Management case: setting out the planning and practical arrangements for implementing the project, including any risks and monitoring and evaluation. It is used to assess if the proposal is practically deliverable.

2.3 The MHCLG will be allocating a Delivery Manager to be the Council's key point of contact and they will be contacting the Council in September to discuss the Council's plans.

## 3. **Proposal**

3 The Council does not have the necessary capacity to develop a full business case therefore it is proposed to procure external support.

## 4. **Reasons for Proposed Solution**

4.1 Progressing to the Business case development stage does not guarantee any capital funding as this is a competitive process with more authorities participating than can ultimately receive capital funding. It is therefore crucial that the Council expedites the commissioning of external support to ensure that the Council can meet the MHCLG deadlines.

## 5. **Options Considered**

5.1 The MHCLG Delivery Manager expects the Council to arrange an inception meeting as soon as practically possible, but by the end of October at the latest. The Council has a choice whether to appoint external support or develop the business case with in house resources. Any external support is expected to participate in the Inception meeting. As part of the MHCLG letter of confirmation of the Council's bid progressing to the next stage the MHCLG have highlighted that local authorities intending to engage consultants should begin the process of selection as quick as possible and ensure there is no conflict of interest with other local authority commissions.

## 6. **Legal and Statutory Implications**

6.1 The Council's financial regulations and standing orders set out that services over £50,000 should be competitively procured through a tender process. Due to the tight timescales officers have

commenced investigations to secure external support with the business case development. Officers have commenced a review of the ESPO 664-17 Consultancy Service Framework which contains Lot 8g (Regeneration & Regional Development), of the 10 providers it may be that 4 providers could be suitable. A direct award could be made through this framework.

## 7. **Equality Impact Assessment**

7.1 The nature of the project is intended to seek benefits for all residents of the Borough.

## 8. **Financial and Resource Implications**

8.1 The government has confirmed that up to £150,000 will be offered as support for the development of the business case. The grant will be made under Section 31 of the Local Government Act 2003 and the funding will need to be spent in line with the grant award letter which is expected shortly.

8.2 The Council has previously allocated up to £47,000 and the County Council allocated £23,000 to support master planning.

## 9. **Major Risks**

9.1 There is a risk that if the Council went to open procurement that the Council would not be able to secure a suitably qualified consultancy able to deliver within the Government timescales. The confirmation letter from the MHCLG highlights the potential conflict of interest in appointing consultants who may also be working for other local authorities; the Council would need to take appropriate action to mitigate against these risks.

## 10. **Sustainability and Climate Change Implications**

10.1 There are no implications at this stage.

## 11. **Key Decision Information**

11.1 This is a key decision as it involves the expenditure of more than £50,000.

## 12. **Earlier Cabinet/Committee Resolutions**

12.1 Economy Environment and Place Scrutiny Committee on 14th March 2019 highlighted that the Council was working with partners to secure external funding.

12.2 Cabinet agreed to 7th November 2018:

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

## 13. **List of Appendices**

13.1 None.

14. **Background Papers**

14.1 The Ministry of Housing, Communities and Local Government Future High Streets Fund Business Case Guidance is available on request from the Regeneration Team.

## URGENT DECISION

### WAIVER OF CALL IN SCRUTINY PROCEDURE RULES

#### Future High Street Fund

- 1.1 Due to the need to procure external support and appoint a consultant by the end of October 2019 to progress the Future High Street Fund bid to the Business Case Development Phase, the decision set out below, is considered to be urgent and not subject to call in, in accordance with Rule 14.3 of the Councils Scrutiny Procedure Rules:-

*That the Executive Director (Resources and Support Services) in conjunction with the Portfolio Holder for Finance and Efficiency be authorised to procure consultancy support for the development of the Business Case for the next stage of the Future High Streets Fund project up to a total of £47,000 from this Council.*

- 1.2 The reason for the urgency is that delay to this process by the call in procedure would seriously prejudice the Council's interest.

In accordance with the provisions of Rule 14.3 I am satisfied that the proposed decision is reasonable in all the circumstances and to it being treated as a matter of urgency and therefore not subject to call-in.

.....  
**Mayor**  
**Councillor Simon White**

Dated this                      day of October 2019

C.c. Chair and Vice Chair of the Economy, Environment & Place Scrutiny Committee for information

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## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

16 October 2019

**Report Title:** Experience Newcastle – Newcastle Town Centre Growth Plan

**Submitted by:** Chief Executive

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

**Ward(s) affected:** Town

#### **Purpose of the Report**

To present for adoption the prospectus for economic growth in Newcastle town centre.

#### **Recommendation**

- 1) That Cabinet approve the prospectus attached at Appendix 1 of this report
- 2) That the approved prospectus be used as a tool to engage stakeholders in, and promote, the town centre growth agenda.

#### **Reasons**

During 2019 Cabinet has considered a range of reports addressing various aspects of the town centre, addressing issues such as:

- Town Centre Growth – April 2019
- Town Centre Market – June 2019
- CCTV improvements - September 2019
- Parking Strategy – October 2019

This report draws together the key issues from these reports into a single prospectus.

## 1. **Background**

- 1.1 The Council has adopted as part of the Council Plan the priority “A Town Centre For All”, setting out the ambition for the town centre to have “the right retail, public service, leisure, cultural, business and residential facilities that work for local residents and attract visitors and businesses to the town centre.” During 2019 Cabinet has considered a number of reports which address different aspects of the Town Centre where specific action is required in order to strengthen the local economy and protect the town centre as far as possible from the impact of structural changes which are challenging high streets across the country.

## 2. **Issues**

- 2.1 In April 2019, Cabinet approved an overall strategic direction, based on action to deliver:

- **Healthy High St** – addressing the trading conditions, determining a suite of actions which can be taken to support economic vibrancy;
- **Diversification** – reflecting the need to bring forward residential and non-retail employment uses into currently under-utilised or redundant assets, bringing more people into the town centre to live and work.

2.2 The report also established the multi-agency governance arrangements required to drive this agenda.

2.3 In June 2019, Cabinet approved an action plan for improvements to the town’s historic market, with actions now being put in place to improve the vitality and sustainability of this key feature of the town centre. This was followed up with a further report in September 2019 committing the Council, with support from the BID, to upgrading the town centre CCTV.

2.4 In October 2019, elsewhere on this agenda, Cabinet will consider a Parking Strategy which sets out how the town centre parking provision can be used to support the town centre economy.

2.5 This report draws together these crucial strands of work into a single prospectus.

### 3. **Proposal**

3.1 It is proposed that the attached prospectus is approved by Cabinet

### 4. **Reasons for Proposed Solution**

4.1 It is important that the Council’s overarching strategy is presented as a single summary document. Such a document provides a useful tool for communicating the work of the Council and its partners in this area, and for engaging stakeholders in the delivery of the town centre growth agenda.

### 5. **Options Considered**

5.1 An alternative approach is to present the strategy as a series of linked Cabinet reports, however this is not as accessible or useful as having an overarching prospectus document.

### 6. **Legal and Statutory Implications**

None directly arising from this report

### 7. **Equality Impact Assessment**

N/A



8. **Financial and Resource Implications**

None directly arising from this report

9. **Major Risks**

None directly arising from this report

10. **Sustainability and Climate Change Implications**

None directly arising from this report

11. **Key Decision Information**

Not a Key Decision

12. **Earlier Cabinet/Committee Resolutions**

Cabinet decisions in April, June, and September 2019 underpin this report

13. **List of Appendices**

Experience Newcastle – Newcastle town Centre Growth Plan

14. **Background Papers**

Previous cabinet reports as listed above.

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# EXPERIENCE NEWCASTLE

Reinvigorating our historic market town



## More people living and working in our town

Newcastle-under-Lyme Borough Council and partners have an extensive programme for regeneration and growth of our town centre.

Working with partners; Newcastle Business Improvement District (BID), Staffordshire County Council, businesses and the local community, we have

targeted action to make Newcastle-under-Lyme a vibrant destination and unique visitor experience. Our town centre offers a place where everyone can live, work, shop, study and spend their leisure time. It has great retail, public service, leisure, cultural, business and residential facilities that work for local residents and attract visitors and businesses to the town centre.

- £150,000 has been secured from the Future High Streets Fund to develop detailed project proposals for the Rycroft area in Newcastle town centre. In the next phase councils will be eligible for up to £25 million of capital to invest in the regeneration of the town centres.

- Castle House, our new civic centre hub, opened its doors to the public in July 2018. Designed to boost a town centre economy and save taxpayers millions of pounds, it houses services from Newcastle-under-Lyme Borough Council, Staffordshire Police and Aspire Housing's customer services department. The maximum building occupancy of Castle House is 1200 people.

- The Council and its partners are preparing a clear plan for under-utilised town centre buildings such as Lancaster Building and St George's Chambers by exploring the possibility of future residential use.



# More visitors staying longer and spending more

## The historic market

Newcastle's market is an integral part of the town centre offer and contributes to the overall retail experience for local people and visitors to enjoy. The market has been a feature of the town for centuries and remains important both culturally and economically.



Consultation with Newcastle-under-Lyme market traders was completed with the expert support of the National Association of British Market Authorities (NABMA). Alongside the findings of the public consultation this resulted in an action plan to re-invigorate the market. To affect a turnaround in the fortunes of the market, and secure its best impact in the town, it will be managed with the high street, rather than regarded in isolation. Newcastle-under-Lyme Borough Council and its partners are committed to making our market a success.

Action: **To reinvigorate the historic market to become a vibrant attraction**

- Improve trader experience and loyalty
- Improve the quality of the market experience
- Introduction of a Saturday Antique Market
- Improve number, diversity and quality of products
- Secure the market's long-term future
- Hosting regular specialist and themed markets

## Guildhall

The historic Guildhall has been developed into a community hub with a wide range of services available to the public. It has encouraged town centre footfall. This key heritage building run by Support Staffordshire and Friends of the Guildhall helps voluntary, community and social enterprise organisations have town centre presence.



## Parking

The Council has a wide range of car parks in Newcastle town centre which play an important role for visitors and businesses. Our ten-year Car Parking Strategy provides car parking which meets the current and future needs of the town centre for visitors, businesses and residents that will live in the town centre. We will minimise town centre congestion and improve the air quality.

Action: **We developed a short, medium and long-term parking policy for Newcastle Town Centre**

- Establish a charging policy which addresses the competing needs to businesses, shoppers and commuters.
- Improve the visitor experience of the Council's car parks by improved signage, modern payment methods, infrastructure works including CCTV and electrical vehicle charging points.
- Use accurate footfall and trading data to understand and review parking policy.
- Introduce a £1 after 1pm parking incentive.
- Improved signage to the car parks



## Strong links with the local businesses

In 2015 Newcastle town centre businesses voted in favour of creating a Business Improvement District (BID) that supports all businesses and organisations in Newcastle by promoting the town. As partners we help BID to deliver their major objectives.

**1. Promote Newcastle-under-Lyme and build on its strengths and characteristics as a vibrant, university, market town. Build awareness locally and regionally of its retail, leisure and professional service sectors and its college.**

**2. To develop the distinctive, safe, attractive and appealing experience for visitors and workers in Newcastle-under-Lyme to enjoy.**

**3. To encourage growth, development and investment of businesses and organisations which complement and build on the strengths of Newcastle-under-Lyme.**

## Adding to the town centre experience

Two programmes of work are envisaged to deliver on the aspiration to make the town more able to meet future needs and trends.

**Healthy High Street** – addressing the trading conditions, determining a suite of actions which support economic vibrancy by generating footfall, growing confidence and supporting local traders.



We will support businesses in developing online trading and improving social media capability, to put local businesses in a strong position to address changing trading environment.

**Diversification** – reflecting the need to bring forward residential and non-retail employment uses into currently under-utilised or redundant assets, bringing more people into the town centre to live and work.

Staffordshire County Council with partners are leading on solutions to Town Centre Wayfinding by providing a clearer, more accessible and contemporary solution for visitor's journey through the town centre. The renewal of road signage improves the navigation of vehicles through Newcastle town centre, identifies its town centre vehicle parking and reduces air pollution.

The Council will further improve the visitor experience with additional town centre public art such as subway murals, sculptures and exhibitions and schedule of town centre cleaning.

Our message to support the planned changes are focussed on visitor experience; "Experience new street markets, experience great independent shops and experience a great night out."

## Events add to the experience

Newcastle-under-Lyme offers a varied programme of events and attractions which focuses on engaging town centre businesses for support and to generate visitors.

- We are using the town centre Ryecroft site to host events such as Gandey's Circus, No Fit State Circus and Ladyboys of Bangkok. The events have attracted thousands of visitors to the town.
- Alston Emery Art trail in which visitors walk in the footsteps of the acclaimed borough artist along a one mile, town centre route, finishing at the Brampton Museum and Art Gallery.
- Art Council England have awarded £1.75 million to consortium partners, BID, Keele University, Go Kidsgrove and New Vic Theatre, to expand their award-winning Appetite art project into Newcastle-under-Lyme. The four-year programme starts October 2019.
- SPACE campaign is a summer holiday activity scheme for young people which includes unlimited access to the Council's town centre leisure facilities at Jubilee2 during the six-week summer holidays.
- The Philip Astley Project celebrates the life and legacy of the inventor of the modern day circus who was born in Newcastle-under-Lyme. The Circus 250 event was celebrated with full programme of events in the town centre. The Homecoming event was a free, annual, innovative modern day circus event in the town centre celebrating the life of Philip Astley. Circus professionals entertain visitors with a mix of static and roaming performances.
- A Town Centre Heritage Trail has been created by Friends of the Guildhall to highlight historic points of interest.



## Improving the look, feel and safety of the town centre

Working with town centre businesses, and to ensure that the town centre feels and remains safe, we invested in the replacement and upgrade of the current **CCTV** system. The upgrade creates capacity for extension of its coverage and to deploy demountable CCTV.

**Britain in Bloom** campaign is a borough-wide partnership which includes residents, businesses, schools, community groups and a wide range of volunteers. Not just a floral competition; it makes a major contribution to promoting the local economy and increasing civic pride. We have won Gold in the Small City Category for the past 18 years running. The Britain in Bloom entry has driven improvements to the town centre roundabouts with landscaping and art sculpture. Local business frontages have improved with hanging baskets and there has been an increased number of floral displays in the town centre public spaces such as the award winning queens gardens.

Six Newcastle venues including Queens Gardens in the town centre are among 1,970 sites in the UK that have received prestigious **Green Flag status**. The international scheme, managed by leading environmental charity Keep Britain Tidy, celebrates spaces that boast the highest possible environmental standards, are beautifully maintained and have excellent visitor facilities.

Newcastle town centre is a vibrant and safe place to visit for a great night out, according to the Association of Town and City Management (ATCM). The town centre has been granted the prestigious **Purple Flag** by the for the fifth year in a row. The scheme takes a hard look at the early-evening and night-time offer in towns and cities across the country. Areas assessed include the quality of bars, clubs, restaurants, cultural attractions and public buildings, as well as the efforts of organisations to create a safe and welcoming space.

**Town Centre Leaders Group**, known as the Town Centre Board, comprises key partners of the Council, Staffordshire County Council, New Vic Theatre and Keele University. This group sets the strategic direction and action plan for the future town centre.

**Newcastle Task Force**, known as the Town Centre Officer Group, coordinates the delivery of an action plan on the ground. Working with partner agencies such as BID, Staffordshire County Council and Staffordshire Police, they promote and develop a vibrant town and to reinvigorate the historic markets as part of the Newcastle town centre offer.

**Newcastle Together**, are stakeholders such as business owners and residents engage at regular meetings to provide feedback and coordinate their resources and to deliver a Town Centre For All.

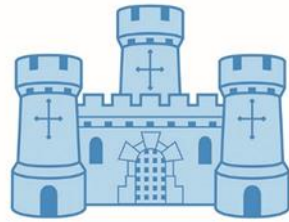
### Investment and Diversification

Newcastle is among 100 places which have been invited to develop proposals for "Town Deals" which Ministers say will be supported by a £3.6 billion fund. Locations eligible for support from the Towns Fund include places with proud industrial and economic heritage but have not always benefitted from economic growth in the same way as more prosperous areas.

A Future High Streets Fund bid focussing on the Rycroft site was successful and will enable a spend of £150,000 to develop a business case for the site. This could see us secure £5-10 million to support redevelopment.



A new Borough Growth fund of £304,000 will enable investment in the Council's key priorities to deliver a Town Centre For All.



**NEWCASTLE·UNDER·LYME**  
**BOROUGH COUNCIL**

## **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 17 October 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.

If you object to a report being considered in private you can tell us why by emailing [DemocraticServices@newcastle-staffs.gov.uk](mailto: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](http://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:



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](mailto:DemocraticServices@newcastle-staffs.gov.uk)

Title of Report	Brief Description of Report	Cabinet Portfolio holder / Officer contact	Decision maker & earliest date decision may be made	Relevant Overview & Scrutiny Committee	Wards affected	Reason for exemption under Sched 12A (if in private session)
Electric Taxi Vehicle Intrastructure Scheme	Consideration of joint procurement with Stoke-on-Trent City and Stafford Borough Councils for Office for Low Emission Vehicles grant.	Cabinet Portfolio Holder - Environment and Recycling	Cabinet 6 November 2019	Economy, Environment and Place	All Wards	N/A
Review of Housing Allocations Policy	The Report seeks Cabinet approval to amend the Council's Housing Allocations Policy to accord with changes in government legislation and guidance.	Cabinet Portfolio Holder - Community Safety and Wellbeing	Cabinet 6 November 2019	Economy, Environment and Place	All Wards	N/A
Quarter 2 Finance and Performance	To consider agreed measures of performance and	Cabinet Portfolio Holder - Corporate and Service	Cabinet 6 November 2019	Finance, Assets and Performance	All Wards	N/A

Report	budget monitoring position for Q2 of 2019/20 financial year.	Improvement, People and Partnerships				
Affordable Funerals	To consider introducing affordable funerals.	Cabinet Portfolio Holder - Environment and Recycling	Cabinet 6 November 2019	Economy, Environment and Place	All Wards	N/A
Replacement Mobile Telephony Contract	To review the options available to the Council when renewing its mobile telephone contract and procuring replacement devices.	Councillor Simon Tagg	Cabinet 4 December 2019	Finance, Assets and Performance	All Wards	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 this agreement for a further period.	Cabinet Portfolio Holder - Finance and Efficiency	Cabinet 4 December 2019	Finance, Assets and Performance	All Wards	N/A
Unauthorised Traveller Encroachment	Update on progress with deterrent measures and County-wide protocol	Cabinet Portfolio Holder - Environment and Recycling	Cabinet 4 December 2019	Economy, Environment and Place	All Wards	N/A
Open Space Strategy	An addendum to the existing Open Space	Cabinet Portfolio Holder -	Cabinet 4 December	Economy, Environment and	All Wards	N/A

Addendum	Strategy is required to ensure that the strategy remains current through the life of the Joint Local Plan.	Environment and Recycling	2019	Place		
Cremator Replacement Project	Authority to repair / replace cremators at Newcastle crematorium	Cabinet Portfolio Holder - Environment and Recycling	Cabinet 4 December 2019		Bradwell	N/A
Newcastle - under-lyme Borough Council Homelessness and Rough Sleeping Strategy 2020/2025	The national rough sleeping strategy requires that all local authorities update their homelessness strategies and rebadge them as homelessness and rough sleeping strategies by winter 2019	Cabinet Portfolio Holder - Community Safety and Wellbeing	Cabinet 15 January 2020	Economy, Environment and Place	All Wards	N/A
Organisation Change Policy (subject to JNCC approval)	To implement a new organisation change policy for the Council.	Cabinet Portfolio Holder - Corporate and Service Improvement, People and Partnerships	Cabinet 15 January 2020	Finance, Assets and Performance	All Wards	N/A
Redeployment Policy (subject to JNCC approval)	To implement a redeployment policy for the Council.	Cabinet Portfolio Holder - Corporate and Service Improvement, People and	Cabinet 15 January 2020	Finance, Assets and Performance	All Wards	N/A

		Partnerships				
Crematorium Grounds Extension	Proposal to design an extension to the existing Crematorium Grounds	Cabinet Portfolio Holder - Environment and Recycling	Cabinet 22 April 2020	All Relevant Scrutiny Committees	Bradwell	N/A