

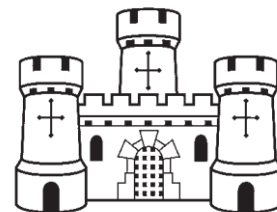
Public Document Pack

Date of meeting Wednesday, 3rd November, 2021

Time 2.00 pm

Venue Astley Room - Castle

Contact Denise French 742211



**NEWCASTLE
UNDER LYME**

BOROUGH COUNCIL

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

Cabinet

AGENDA

PART 1 – OPEN AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 DECISIONS FROM PREVIOUS MEETING (Pages 3 - 4)

To approve the decisions from the previous meeting held on 13 October 2021.

4 WALLEY'S QUARRY ODOUR ISSUES (Pages 5 - 10)

5 ONE COUNCIL PROGRAMME UPDATE (Pages 11 - 16)

6 FINANCE AND PERFORMANCE REVIEW REPORT - SECOND QUARTER (JULY - SEPTEMBER) 2021- 22 (Pages 17 - 40)

7 FORWARD PLAN (Pages 41 - 46)

8 URGENT BUSINESS

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

9 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.

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 Simon Tagg (Chair), Stephen Sweeney (Vice-Chair), Gill Heesom, Trevor Johnson, Paul Northcott and Jill 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.

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

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

ON EXITING THE BUILDING, PLEASE ASSEMBLE AT THE FRONT OF THE BUILDING BY THE STATUE OF QUEEN VICTORIA. DO NOT RE-ENTER THE BUILDING UNTIL ADVISED TO DO SO.

Newcastle under Lyme Borough Council – Decisions taken by the Cabinet on Wednesday, 13 October 2021

Agenda Item No	Topic	Decision
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Part A – Items considered in public

A3	MINUTES OF A PREVIOUS MEETING	The Minutes of the meeting held on 8 September, 2021 were agreed as a correct record.
A4	WALLEY'S QUARRY UPDATE	The report was noted.
A5	MEDIUM TERM FINANCIAL STRATEGY 2022/23 TO 2026/27	<ol style="list-style-type: none"> 1. The funding pressures of £1.596m in 2022/23 and £4.793m over the 5 year period covered by the Medium Term Financial Strategy (MTFS) were noted. 2. The approach regarding the development of savings and income generation proposals in the medium term were agreed. 3. The continued uncertainty regarding the medium term impact of local government funding and COVID-19 was noted.
A6	APPOINTMENT OF A SUPPLIER TO REFURBISH THE HEALTH AND FITNESS OFFER AT JUBILEE 2	The Executive Director - Commercial Development and Economic Growth, was authorised, in consultation with the Portfolio Holder, Leisure Culture and Heritage, to take such actions and to enter such agreements as are reasonably necessary to complete the refurbishment of the gym etc. within the available budget of £360,000.
A7	JUBILEE 2 STRUCTURAL SURVEY	The verbal update was received.
A8	ENERGY EFFICIENCY PROGRAMMES FOR NEWCASTLE-UNDER-LYME	<ol style="list-style-type: none"> 1. The energy efficiency activities and funding were noted. 2. The statement of intent for the Energy Company Obligation was approved. 3. Agreement was given to fund Beat the Cold.
A9	NORTHGATE REVENUES AND BENEFITS CLOUD MIGRATION	The cloud migration proposal to safe guard continued service for our Revenues and Benefits applications serving the residents of the Borough was approved.
A10	NORTHGATE ONE FRONT DOOR ADDITIONAL REVENUES AND BENEFITS MODULES	The procurement of additional modules to the Northgate Revenues and Benefits applications, on the grounds of staff efficiencies and providing a better service to the public, was approved.

Newcastle under Lyme Borough Council – Decisions taken by the Cabinet on Wednesday, 13 October 2021

Agenda Item No	Topic	Decision
A11	AIR QUALITY UPDATE	<ol style="list-style-type: none"> 1. The exemption of ultra-low emission vehicles and emergency service vehicles from the proposed A53 bus gate and to progress these exemptions as part of the FBC, was supported. 2. Officers were directed to seek agreement from JAQU to fund screening and/or modelling of the exemption of Low Emission Vehicles (as defined in this report) from the proposed A53 bus gate and if such works supports the exemption of low emission vehicles for this to be progressed as part of the FBC. 3. Officers were directed to review the current and future post covid vehicle patterns on A53 4. Ongoing lobbying by local MPs for both the early removal of the A53 Bus gate restrictions and the funding of modelling for Low Emission Vehicle Exemptions (if not agreed by JAQU) was encouraged. 5. The stakeholder and public engagement on the proposals be progressed via on-line engagement.
A13	URGENT BUSINESS	There was no Urgent Business.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

3 November 2021

Report Title: Walleys Quarry – Odour Issues

Submitted by: Chief Executive

Portfolios: Environment & Recycling; One Council, People & Partnerships

Ward(s) affected: All

Purpose of the Report

To advise Cabinet on the latest position regarding the problematic odours in the Borough associated with Walleys Quarry.

RECOMMENDATION

Cabinet is recommended to note the contents of this update report.

Reasons

To ensure Cabinet are kept updated on the ongoing work regarding the problem odours associated with Walleys Quarry.

1. Background

- 1.1 Previous reports have detailed how for a number of years, parts of the borough have suffered from problematic foul odours from the Walleys Quarry Landfill Site in Silverdale operated by Walleys Quarry Ltd, part of the RED Industries group of companies.
- 1.2 The Environment Agency is the lead regulator for such sites, testing and enforcing compliance with the permit under which the site operates. The Council also has a role in influencing the operation and performance of such sites, where an operator fails to comply with actions required under an abatement notice issued by the Council in relation to any statutory nuisance caused by the site.

2. Statutory Nuisance

- 2.1 Following extensive work, officers determined that the odours from the Walleys Quarry site amount to a Statutory Nuisance and, on 13th August 2021, serviced an Abatement Notice on Walleys Quarry Ltd.
- 2.2 As previously reported, the Abatement Notice gives Walleys Quarry Ltd a period of 5 months to abate the nuisance, with this timeframe being informed by discussion on the nature and extent of potential works required at the site with colleagues from the Environment Agency and with our own landfill expert.
- 2.3 On 2 September 2021, Walleys Quarry Ltd lodged an appeal against the Abatement Notice with the Magistrates Court. This has the effect of “stopping the clock” on the 5 month timeframe to abate the nuisance. The timeframe for abating the nuisance will now be set by the Court, assuming that the appeal is not upheld.

- 2.4 The next stage in the process will be for a case management conference to be held at the court to evaluate how long is likely to be required to hear the case, set a date for the hearing and then make an order dealing with things like disclosing and filing documents and witness statements, which must happen before any hearing can take place. This hearing will take place on 3rd November 2021.

3. Complaint Data

- 3.1 In the first 9 months of 2021, the Council has received a total of 20,756 complaints:

	Jan	Feb	March	April	May	June	July	Aug	Sep	Year to date
Council	921	3263	4799	3316	3466	1880	1648	833	630	20,756
EA	2050	4098	6347	6181	8482	4444	4245	2329	2328	40,504

- 3.2 Whilst complaint levels appear to have decreased, they continue at a level which indicates that the issue with odours escaping the site have not abated and continue to have a negative impact on residents. This incident remains, by some margin, the largest source of complaints received on any matter by the Council. Data for October will be reported at the meeting as this is available at time of writing.

4. Air Quality Monitoring Stations

- 4.1 The Council, Staffordshire County Council, and the Environment Agency are jointly funding a campaign of air quality monitoring which has been extended to run until March 2022 utilising four static air monitoring stations. Data from these stations is reviewed to provide information in relation to two standards relating to Hydrogen Sulphide (H₂S) – the WHO Health threshold and the WHO annoyance threshold, with this analysis published by stakeholders.
- 4.2 Hydrogen sulphide concentrations were above the World Health Organization's odour annoyance guideline level (7 µg/m³, 30-minute average) over the last 18 weeks for the following percentages of each week:

Location	19/4 – 25/4	26/4 – 2/5	3/5 – 9/5	10/5 – 16/5	17/ 5– 23/ 5	24/ 5 – 30/ 5	31/ 5 – 6/6	7/6 – 13/6	14/ 6 – 20/ 6	21/6 – 27/6	28/6 – 4/7	5/7 – 11/ 7	12/7 – 18/7
	%	%	%	%	%	%	%	%	%	%	%	%	%
MMF1 - Silverdale Cemetery	18	4	6	15	1	7	30	1	11	2	1	5	0.4
MMF2 - Silverdale Road	8	10	21	20	9	15	1	10	7	1	8	18	2.4
MMF6 - NuL Fire Station	4	13	6	1	10	16	6	10	9	4	8	3	2.1
MMF9 - Galingale View	21	35	48	10	53	47	18	19	13	12	10	17	23

Location	19/7-26/7	27/7-1/8	2/8-8/8	9/8-15/8	16/8-22/8	23/8-29/8	30/8-5/9	6/9-12/9	13/9-19/9	20/9-26/9	27/9-3/10	4/10-10/10	11/10-17/10
	%	%	%	%	%	%	%	%	%	%	%	%	%
MMF1 - Silverdale Cemetery	3.6	1.8	1	0.3	1	0	0	0	0	3	0	0	0
MMF2 - Silverdale Road	0	1.5	4	7	1	0	0	1	0.6	2	0	0	0.5
MMF6 - NuL Fire Station	3.6	11	5	3	4	1.5	0.3	13	7.3	6	0	0.3	1.5
MMF9 - Galingale View	16	26	10	6	6	17	2.1	18	11.7	11	0.3	5	9

- 4.3 From this data it appears that the frequency of incidences when the WHO annoyance threshold is exceeded appears to be reducing, albeit less so at the Galingale View monitoring site than at the others. This will not necessarily equate with the lived experience of residents who may well continue to smell the gas at levels below the WHO annoyance threshold.
- 4.4 The Environment Agency continue to work with the operator to improve the infrastructure on site with a view to reducing gas emissions and as a consequence, odours off site. The application of Posi-shell has now been completed and as a consequence approximately 70% of the surface area has been either temporarily or permanently capped. This should reduce fugitive emissions.
- 4.5 Additionally, work is ongoing to increase the number of gas wells on the site, in order to collect for destruction more of the gas generated within the site. Gas wells are being created at a rate of roughly 1 per day, this work is expected to be completed by the end of October.

5. Jerome (Hydrogen Sulphide (H₂S) monitoring equipment)

- 5.1 In order to ensure that the Council and its partners have current information about the incidence of H₂S related odours inside their properties, the Council has procured two Jerome hand held monitoring devices. These are deployed in selected residents' homes or local businesses for extended periods of time as well as assisting Officers complaint investigations. The data will allow the Council and its partners to assess to any ongoing incidences of high gas levels, or, in the absence of such spikes, provide assurance to the community.

6. Proposal

- 6.1 Cabinet is recommended to note the contents of this update report.

7. Reasons for Proposed Solution

- 7.1 To ensure Cabinet are kept updated of the ongoing work to address the issues associated with the odours from Walleys Quarry.

8. Options Considered

8.1 To provide regular updates to Cabinet

9. **Legal and Statutory Implications**

9.1 Part III of the Environmental Protection Act 1990 is the legislation concerned with statutory nuisances in law. This is the principal piece of legislation covering the Council's duties and responsibilities in respect of issues relating to odour nuisance:-

- The Environmental Protection Act 1990, section 79 sets out the law in relation to statutory nuisance. This is the principal piece of legislation covering the Council's duties and responsibilities in respect of issues relating to odour nuisance.
- The relevant part of Section 79 defines a statutory nuisance as any smell or other effluvia arising on industrial, trade or business premises which is prejudicial to health of a nuisance. The Council is responsible for undertaking inspections and responding to complaints to determine whether or not a statutory nuisance exists.
- Where a statutory nuisance is identified or considered likely to arise or recur, section 80 of the Act requires that an abatement notice is served on those responsible for the nuisance. The abatement notice can either prohibit or restrict the nuisance and may require works to be undertaken by a specified date(s).
- There is a right of appeal against any abatement notice issued on a number of grounds, one of which is that the site operator is using "best available techniques" to prevent the odours complained of. Compliance with the Environmental Permit issues by the Environment Agency, and any actions required by the Environment Agency will often be sufficient to demonstrate that an operator is using "best available techniques" and that can result in an abatement notice being quashed on appeal.
- The appeal process represents a significant resource commitment for the council in both time and expense, so it is important for the Council to be content that it stands a reasonable prospect of defending an appeal against any abatement notice that it issues.
- If the council succeeds in securing an abatement notice following any appeal process, it is then a criminal offence to breach the terms of the abatement notice. Because the site is regulated by the Environment Agency under an Environmental Permit, the council would need to obtain the consent of the Secretary of State before it is able to prosecute any offence of breaching an abatement notice.

10. **Equality Impact Assessment**

10.1 The work of the Council in this regard recognises that the problematic odours in the area may impact on some groups more than others. The work is focussed on removing this impact.

11. **Financial and Resource Implications**

11.1 There are none directly arising from this report.

12. **Major Risks**

12.1 There are no risks beyond those explored in previous reports.

13. Unsustainable Development Goals (UNSDG)



14. Key Decision Information

14.1 As an update report, this is not a Key Decision.

15. Earlier Cabinet/Committee Resolutions

15.1 This matter has been variously considered previously by Economy, Environment & Place Scrutiny Committee, Council and Cabinet on 21 April 2021, 9th June 2021, 7th July 2021, 21st July 2021 and 8th September 2021.

16. List of Appendices

16.1 None

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

Choose an item.

03 November 2021

Report Title: **One Council Programme Update**

Submitted by: **Chief Executive**

Portfolios: **One Council, People and Partnerships**

Ward(s) affected: **Borough Wide**

Purpose of the Report

To provide an update to cabinet on work and achievements to date of the One Council Programme.

Recommendation

That Cabinet recognise progress to date of the One Council Programme against specific programme areas of:

- 1. One Front Door / Customer Hub**
- 2. Leadership and Management**
- 3. Information Advice and Guidance / Website**

Reasons

Programme remains on track in terms of timelines, budget and savings

1. Background

- 1.1 The One Council Programme was launched in February 2021 following Full Council approval of the budget in order to meet the changing needs of our residents by increasing our ability to provide flexible, efficient and customer driven services. The programme is designed to respond to the key lessons from the covid pandemic, how this impacted on how customers accessed Council services, and how services flexed in order to remain resilient. The programme focusses on reviewing customer need alongside modernising internal processes whilst developing our internal cultural transformation and ensuring we address financial demands.
- 1.2 The One Council programme facilitates a fundamental change in Newcastle-Under-Lyme Borough Council's operating model and how we address our challenges. Significantly, it sets out to enable the Council to make better use of the resources available to it, ensuring both efficient and effective service delivery. Given the broad remit of the programme, overall aims have been considered by integrated workstreams aligned to core principles of delivery and achievement and the initial work has been supported by the delivery partner Ignite Consulting who have enabled the team to develop skills in management change and service redesign. Whilst a significant aspect of the programme is to facilitate a move to customer self service via an enhanced website, traditional face to face and telephone access will remain available to those who need it.

1.3 One Council is a “spend to save” programme with an agreed investment of £1.2m. Recurrent benefits of £1m will be achieved moving forward. The savings are set to be staggered over the life of the 3 year programme. Achieved and intended benefits are detailed in section 2.8 of this report.

2. **Issues**

2.1 In order to build the programme and consider the areas for change and focus, the broad concepts of purpose were considered alongside a benchmarking exercise which placed the customer and delivery of services at centre stage.

2.2 This analysis supported the development of certain big ideas which have formulated the overall Future Operating Model design and have given a structure to the design of service change through the development of the “Big operating Model Building Blocks” of:

- Leadership and Management
- Information Advice and Guidance and Website
- One Front Door
- Internal Support
- Mobile Multifunction Team
- Strategy and Performance Team

An update on progress against each of these areas follows.

2.3 Leadership and Management

The programme realises the importance of cultural development, attitudes, behaviours and overall quality and consistency of leadership as a driver for success. As such a dedicated Culture work stream was initiated which considered our purpose as a Council and provider of services as well as the important people driven elements which would support the achievement of our goals.

Focus groups across the council considered our purpose, strengths and weaknesses and contributed to the development of an overall mission statement and related values.



One Council, One Borough.

Our Mission: We meet the needs of our communities by empowering and enabling our people to deliver on shared goals

Our Values



From this a staff survey was launched in order to measure a baseline against adherence to this values as well as direction from staff to develop a set of behaviours that would bring these values to life.

The survey outcome showed a positive baseline of our cultural aspirations and sets a mandate to focus on areas of empowering peoples and working together. The Behaviour Framework has been agreed and shared with staff and will be used to support teams and individuals to understand and live the values in their work and relationships with colleagues, members and residents.

A Leadership Development programme has been commissioned relating to and building on the behaviours and culture work in order to support leaders within the organisation to develop the strategic and performance led culture that we aim for.

2.4 Information, Advice and Guidance / website

A core aim of the overall programme is to enable residents and local business to self-serve wherever possible, thereby freeing up expertise and staff time to support delivery of complex tasks and innovative services in a more efficient model.

The Digital workstream have been engaging services to consider the changes needed to enable this transition for users of our site and have contracted with Jadu to develop the new website which launched on 27th October.

The site is cleaner and more modern than our previous site and has been developed with a focus on functionality and ease of use to support the customer. The website developments integrate directly with the new One Front Door (or Customer Hub) and will drive traffic away from resource heavy phone lines enabling a deeper and broader remit and function to develop within our customer facing team.

The new site will be compliant to the Web Content Accessibility Guidelines (WCAG) 2.1 which defines how to make Web content more accessible to people with disabilities. The accessibility regulations came into force for public sector bodies on 23 September 2018. They say you must make your website or mobile app more accessible by making it 'perceivable, operable, understandable and robust'.

The new platform is built to support accessible design principles and is used by organisations that rank highly in independent accessibility indexes such as the Silktide Accessibility Rankings, where Jadu sites regularly account for the majority of the 'Top 20' accessible sites.

Another aim of One Council is to make our site more commercial. Using the new tools and techniques in Jadu we will be able to sell our services more effectively to increase revenue. Examples include J2, Bereavement Services and Garden Waste.

2.5 One Front Door

The One Front Door, now known as the Customer Hub, is the customer facing function designed to offer end to end service, advice and transactional support to customers to the Council. Overtime this will sit across all outward facing services and by contacting the team, our customers will be able to undertake a range of tasks from planning related queries, to questions around waste collection. A strong feature of this service is providing the team with training and development across a range of services, as well as giving them access to in service technology to allow them to have up to date information and ability to transact specific elements of queries easily and efficiently.

Work has initially focussed on the previous teams for Customer Services and Revenues and Benefits and the two areas have now been consolidated. Pulling the teams together, along with focussed work on processes alongside the website development has enabled the team to be resourced more efficiently. This has allowed the team to release members of staff who wish to seek opportunities elsewhere through our Mutually Agreed Resignation Scheme (MARS) which has driven a recurrent annual saving of £196k for the first phase of One Front Door.

The next steps will be, as we embed the learning and knowledge in the team, for the service to look across the rest of the organisation and start to consider how this concept and model can grow to incorporate further processes and support our customers across a wider range of matters.

2.6 Internal Support

Work is commencing on developing efficiencies within our Internal services and will progress in the image of One Front Door. This will again provide services with streamlined support and guidance whilst releasing those with technical expertise to focus on value added delivery.

Much like the One Front Door, there are anticipate efficiencies of scale to be identified here as well as process and technology developments which will enable a reduction in Whole Time Equivalent (WTE) assigned to the teams which is planned to be delivered through MARS as well as natural turnover.

2.7 Mobile Multi-Function Team (MMF)

The Mobile Multi-Functional Team (MMF) is an exciting proposition which enables an agile and diverse team of operatives to be dispatched where there is immediate need. Linked to a preventative delivery arm and the One Front Door, the impact on the Borough and residents will be significant and positive.

2.8 Strategy and Performance Team

The Strategy and Performance Team will support services in their strategic aims as well as becoming a critical friend and challenging function in terms of performance and delivery. This function will enable the Council to better use data and performance indicators to drive outcomes against the Council Plan and other strategic aims.

In addition this service will look outward to strengthen relationships with our partners, consider policy and strategy development and ensure effort and activity drive us closer to our overall aims and vision.

2.9 Benefits Realisation

Over the life of the programme the following savings are estimated:

	FY21/22	FY22/23	FY23/24	TOTAL
Annual savings	£0.196m	£0.601m	£0.126m	0.923m

2021/22 benefit estimates have been achieved to date with the design and implementation of the Customer Hub.

The programme is on track to achieve the ongoing savings and this has been considered in the development of the Medium Term Financial Strategy.

3. Proposal

3.1 Overall, the Programme is on track to achieve the anticipated financial benefits through digital improvement and reduction of resources.

3.2 It is proposed that Cabinet recognise the achievements and progress to date.

4. Reasons for Proposed Solution

4.1 Benefits and outcomes remain on track as proposed.

5. Options Considered

5.1 Report for information and assurance. No remedial action required.

6. Legal and Statutory Implications

6.1 None at this stage

7. Equality Impact Assessment

7.1 The programme is designed to ensure that all citizens have equal access to Council services, and that the website in particular is being specifically designed to be fully accessible. All transition processes are undertaken in line with equalities legislation, and the Mission and Values promote an overall increased focus on inclusivity.

8. Financial and Resource Implications

8.1 As outlined above, the Programme is spend to save with an investment of £1.2m but which will deliver recurrent savings of £1m annually.

9. **Major Risks**

9.1 The Programme has a dedicated RAID log which is reviewed weekly. No elements have been identified as major risks to delivery.

10. **UN Sustainable Development Goals (UNSDG)**

<https://sdgs.un.org/goals>

LGA Guidance is here:-

https://30312f94-9adb-4918-80dd-708c590bada3.usfiles.com/ugd/30312f_79b08331d11e44bc888e1ee08c05474e.pdf



11. **Key Decision Information**

11.1 No key decisions

12. **Earlier Cabinet/Committee Resolutions**

12.1 Programme approved February 2021 Cabinet.

13. **List of Appendices**

13.1 n/a

14. **Background Papers**

14.1 n/a

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

03 November 2021

Report Title: Financial and Performance Review report – Second quarter (Jul-Sept) 2021-22.

Submitted by: Executive Management Team

Portfolios: One Council, People & Partnerships, Finance, Town Centres & Growth

Ward(s) affected: All

Purpose of the Report

To provide Cabinet with the Financial and Performance Review report for the second quarter of 2021-22.

Recommendation

1. That Members note the contents of the attached report and Appendices A and B and continue to monitor and challenge the Council's performance alongside its financial performance for the same period.

Reasons

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

It should be noted that certain activities were impacted by Covid 19 and delivery in some cases noted in this report, continue to be affected and the resulting actions taken by the Council to protect and ensure support is available to everyone.

1. Background

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the second quarter 2021/22 by presenting performance data and progress summary set within a financial context. The report provides broad financial information (Appendix A) and also details service performance (Appendix B) for the second quarter 2021/22.
- 1.2 This report covers the period of the Covid 19 lockdown, when a number of customer facing services were required to close, or where the customer base simply stopped using the service. Despite these unprecedented circumstances, as the summary of the overall performance picture is presented in section 4 of this report reflects, performance has generally held up well.

2. 2021-22 Revenue and Capital Budget Position

- 2.1 The Council approved a General Fund Revenue Budget of £14.960 million on 24 February 2021. Further financial information is provided in Appendix A.

3. Development of the Financial and Performance Report

- 3.1 The performance section –Appendix B was reviewed and the indicators continue to reflect the priorities in the Council Plan. In addition to reporting on key performance indicators, the report

includes a progress summary for each priority, detailing the progress with the delivery of planned activities.

- 3.2 Additional performance information is provided, not only to ensure the monitoring of the corporate activities of the council, but also to inform Members, businesses and residents of performance in their local economy.

4 Performance

- 4.1 The latest performance information for quarter two has been analysed and all indicators monitored for this period are listed in the table found in Appendix B.
- 4.2 Any indicators failing to meet the set targets include a comment explaining why the indicator has not performed well, and what steps are being taken to ensure improvement in the future.
- 4.3 For this report a total of 20 indicators were monitored, and the proportion of indicators which have met their target (where set) or are within tolerance levels during this period stands at 75%.
- 4.4 There are 5 indicators off target this quarter, and officers consider that the performance against these indicators does not give rise to serious cause for concern at present (see commentary provided at Appendix B). The management of each of the service areas concerned continue to monitor and take steps to deal with under achievement of targets where possible and/or appropriate, taking into account the limitations presented by the Covid19 situation.
- 4.5 A new symbol is a boxed tick used in Appendix B and detailed in the key at the end. This is used for indicators where a target is not set but performance is monitored quarterly.
- 4.6 Progress on delivery of planned activities is summarised for each priority and no concerns are highlighted.

5. Legal and Statutory Implications

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

6. Equality Impact Assessment

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

7. Financial and Resource Implications

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

8. Major Risks

- 8.1 The ongoing changing market conditions represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may choose whether or not to use Council facilities or in the case of the waste/recycling service where the volume of recycled materials is liable to fluctuate. The impact of Covid 19 is still apparent in the reporting of this quarter, impacting on many areas and the situation will continue to be monitored through the normal budget monitoring procedures.

- 8.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.
- 8.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

9. **Sustainability and Climate Change Implications**

9.1 N/A

10. **Key Decision Information**

10.1 Included on the Forward Plan

11. **Earlier Cabinet/Committee Resolutions**

11.1 N/A

12. **List of Appendices**

12.1 Financial information (Appendix A), and Performance (Appendix B).

13. **Background Papers**

13.1 Working papers held by officers responsible for calculating indicators.

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Financial Position Quarter Two 2021/22

1. General Fund Revenue Budget

- 1.1 The Council approved a General Fund Revenue Budget of £14.960m on 24 February 2021. The actual and forecast position compared to this budget is continuously monitored by managers, EMT and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.
- 1.2 It is forecast that adverse variances incurred will again be offset in total by the emergency Coronavirus funding received from the Government and by the Government income compensation scheme and that this will enable a balanced outturn to be presented at the year end, any variance remaining will be paid into or from the general fund reserve. Close management of the financial position will continue and remains absolutely essential.
- 1.3 The Coronavirus pandemic continues to have an impact on the Council's financial position, primarily through lost income, although this is showing a marked improvement compared to the losses incurred during 2020/21. To date un-ringfenced Government funding of £0.901m has been secured (including £226k of new burdens funding to offset the costs of administering Coronavirus business support grants and test and trace payments) in relation to 2021/22, which has reduced the immediate pressure on additional spending on the Council finances.
- 1.4 Further specific Government funding to assist with the Council's response to the Coronavirus during 2021/22 has also been secured in relation to elections (£0.035m), outbreak control (£0.174m) and the Welcome Back fund (£0.115m).
- 1.5 The Council's revenue budget relies on service income from fees and charges of around £850k per month across a wide range of services, with a significant proportion coming from Jubilee 2 and car parking. Taking account of the current restrictions it is forecast that income losses from fees and charges for the financial year will amount to £1.117m (£0.742 at quarter 2).
- 1.6 The Government announced that it will fund income losses, relating to irrecoverable fees and charges, above the first 5% at the rate of 75p in the pound for the quarter 1 of the current financial year, this will help to insulate the Council from income related financial risks for quarter 1 only. It is forecast that the Government's income compensation scheme will offset these income losses to the sum of £0.360m.
- 1.7 Additional expenditure pressures continue to be incurred as a result of the Coronavirus pandemic, albeit at a vastly reduced rate when compared to 2020/21 (excluding the provision of services/activity for which specific funding has been received).
- 1.8 Expenditure continues to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this helps to reduce the adverse variance on a service by service basis. It has been forecast that this situation continues throughout the remainder of the financial year.
- 1.9 Further consequences of the Coronavirus on the Council's financial position will depend significantly on any future lockdown or restrictions being imposed, the recovery of income from fees and charges and on any further Government financial support that may be received.
- 1.10 Careful monitoring of the financial position will be required over coming weeks and months leading to prompt corrective action where necessary to ensure the Council remains in a position of being able to deliver a balanced budget position in the current financial year and beyond.

2. Revenue Budget Position

- 2.1 As at the end of the second quarter, the general fund budget continues to show a balanced position. It is forecast that this position will be achieved as at the close of the financial year.
- 2.2 A number of variances from the budget are forecast, these include:
- a. Income shortfalls from sales, fees and charges which are eligible for partial reclaim via the Income Losses Scheme, it is forecast that these losses will amount to £1.117m by the close of the financial year.
 - b. Income shortfalls from commercial property rents, it is forecast that these losses will amount to £0.114m by the close of the financial year. These losses are not eligible for any partial reclaim.
 - c. Income shortfalls from the recovery of housing benefits overpayments, it is forecast that these losses will amount to £0.071m by the close of the financial year. These losses are not eligible for any partial reclaim.
- 2.3 These adverse variances are forecast to be offset in full by the following favourable variances:
- a. Un-ringfenced Government funding of £0.901m has been secured (including £226k of new burdens funding to offset the costs of administering Coronavirus business support grants and test and trace payments) in relation to 2021/22.
 - b. It is anticipated that the Council will be reimbursed £0.360m in relation to the Income Losses scheme for eligible sales, fees and charges income shortfalls for the year.
 - c. Expenditure continues to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this helps to reduce the adverse variance on a service by service basis. It has been forecast that this situation continues throughout the remainder of the financial year.
- 2.4 Cabinet and the Executive Management Team will continue to be updated on the Council's financial position and actions taken in the forthcoming weeks and months. This will include a revised recommended level of reserves and the financial implications of this.

3. Collection Fund

- 3.1 Local tax income is collected by billing authorities and paid into local 'collection funds' (the Council is a billing authority). Where there is a shortfall in tax receipts (compared to expected levels), this leads to a deficit on the collection fund. Billing and major precepting authorities are usually required to meet their share of any deficit during the following financial year.
- 3.2 In response to the continued impact of the Coronavirus pandemic on retail business, the government has continued its retail discount business rates relief scheme, for 2021/22. For the first quarter of 2021/22 eligible businesses were awarded a 100% reduction in the business rates liability, for the remainder of 2021/22 they have been awarded a 66% reduction (up to a total value of £2m per business).
- 3.3 This has the impact of a reduction in income that was expected to be received by the Council from business rates payers during 2021/22 which will generate a deficit on the collection fund. However, the government will award Section 31 grant to the Council to

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offset the losses incurred by this, this will be paid into the general fund and will be set aside to offset the deficit that will be incurred on the collection fund.

3.4 The Council has experienced an increase in the numbers of residents who have become eligible for Council Tax Support as a result of the COVID-19 pandemic, in 2020/21 this led to a deficit being incurred between the tax receipts initially expected and those that were received. For 2021/22 an increased amount of Council Tax Support was built into the tax base to allow for this, a small surplus is currently being forecast as a result of residents becoming ineligible for Council Tax Support due to a return to work or an increase in working hours.

3.4 The current forecast of tax receipts and Section 31 grant are shown below:

Tax	Total Forecast (Surplus)/Deficit	Council's Share
Council Tax	(£0.400m)	(£0.044m) (10.9%)
Business Rates	£6.997m	£2.799m (40%)
Business Rates Section 31 Grant	(£6.347m)	(£2.647m) 40%
Total	£0.250m	£0.108m

4. Capital Programme

4.1 A Capital Programme totalling £12.923m was approved for 2021/22. Of this total £10.923m relates to the total cost of new schemes for 2020/21 together with £1.000m for schemes funded by external sources (Disabled Facilities Grants) and £1.000m contingency. In addition £2.256m has been brought forward from the 2020/21 Capital Programme, resulting in a total Capital Programme of £15.179m for 2021/22.

4.2 At the close of quarter 2 the profiled capital budget amounts to £5.447m, actual spend for this period totals £5.451m. There are no significant variances in expected spend at this point.

4.3 A mid-year review of the capital programme is in the process of being undertaken as part of the Efficiency Board and budget setting process for 2022/23 in order to identify any projects that may need to be re-profiled from 2021-22 into future years. The results of this exercise will be reported to Cabinet in due course.

5. Capital Programme Funding Position

5.1 The expected total capital receipts due to be received this year following the sale of assets amount to £4.400m, £0.200m of this will be set aside for the flexible use of capital receipts during 2021/22. A summary of the expected income is shown in the table below.

Funding	Amount
Proceeds from disposal of assets	£3.900m
Proceeds from Right to Buy sales	£0.500m
Flexible use of capital receipts	(£0.200m)
Total	£4.200m

6. Supplementary Estimates

Capital

- 6.1 The approved £7.5m Kidsgrove Sports Centre project will incur addition expenditure in relation to a pool pod platform pool lift, which is to be installed at a cost of £0.045m. The pool pod increases pool accessibility for disabled users and will be funded in its entirety by a contribution from Sport England.

7. Treasury Management

- 7.1 It is expected that borrowing will be required during 2021/22 to fund the revised capital programme however no borrowing arrangements have been made to date.
- 7.2 Although not utilised in recent years, the Council has previously considered the option of long-term borrowing from the PWLB. After the utilisation of capital receipts and internal borrowing, the Council will look to borrow short term from other local authorities in the first instance and will then review any other sources of funding if required.

Corporate Performance Quarter 2 2021-22

vPriority 1: Local Services that Work for Local People

Progress Summary

Overall, our performance with a combination of monitoring and target driven indicators for this priority is positive in this quarter but work is underway to impact on the result.

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

- **Increase Access to Information;**

The Council continues to maintain services by encouraging customer self-service via the website, and through effective call centre support to answer questions, provide information and support residents of the Borough at this difficult time. Castle House reception is open to the public and enquiries are being managed through bookable appointments, self-service or telephone support. All customer enquiries are handled efficiently with all the digital processes in place. Kidsgrove Customer Services is due to open 4/11/2021 as a surgery with Citizens Advice Bureau and Kidsgrove Town Council.

- **Customer Services Activity**

Elections, Landfill complaints, Licensing, Housing enquiries and Council Tax recovery has ensured Customer Services remains busy this quarter.

- **Deliver new Recycling and Waste Service:**

The new recycling service has been fully operational for over twelve months, to households across the borough, and continues to prove very popular with residents. Participation and tonnage of material collected has settled at a consistent level which is around 22% higher than that of the previous service. The quality of the material collected remains excellent, with very little contamination, and the Council continues to receive excellent feedback from the re-processing contractors used to recycle the various material streams. During this quarter we have seen the quantity of food waste collected increase significantly following a targeted communications campaign to levels higher than at any time since the service was first introduced over ten years ago. The value of the separately collected paper and card has increased in value again this quarter, along with plastics which also continue to increase in value, bringing additional income to the Council. This is a further reflection of the excellent quality of the material collected from residents.

- **Establish Workforce Strategy:**

- **Develop robust, innovative and efficient work force plans**








Work is ongoing as part of the One Council transformation, the People Team continue to support people processes in partnership with the Trades Unions. The first consultation process in relation to individual teams has taken place and staff in post for the “Customer Hub” are currently being finalised. The only vacancies being advertised are those robustly checked as unlikely to be suitable for staff affected by the change process and that are business critical. Therefore external recruitment is minimal and internal redeployment is being considered wherever possible.









- **Develop organisational culture**




Work to develop the organisational culture is ongoing, working with cross sections of the organisation and with Trade Union colleagues, in line with the principles of One Council. A clear mission and values set has been agreed and a cultural survey undertaken in August was well received and provided a set of data for the organisation to benchmark against. Work is ongoing within the HR team to align recruitment, policies and appraisals to these values as well as to support the roll out of the Culture development plan across the organisation.

- **Ensure staff wellbeing**

Due to the changed working conditions for many staff over the past 18 months, the focus has been to ensure the support of mental health and wellbeing of staff during this time continues and our support and counselling services continue to be available. In partnership with the Trade Unions, the Mental Health working group has continued to develop initiatives to support its agenda. Work has also been ongoing to raise awareness and encourage discussion around equality and diversity as part of Inclusion week in September, individuals have been asked to update their equal opportunities data to help us to support the workforce.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
1.1	Environmental Health	Cllr. Trevor Johnson	Percentage of food premises that have a zero or one national food hygiene rating	Low	-	0.08%	0%	5%	Delivery of this programme continues on a limited basis due to prioritising Covid activities.	
1.2	Environmental Health	Cllr. Trevor Johnson	Percentage of category A and B food business inspections completed on time	High	-	62%	0%	-	Only 4 'B' premises due this quarter. All are care homes and are therefore in a delayed sequence of inspection	
1.3	Environmental Health	Cllr. Stephen Sweeney	No. Accidents/Incidents reported (RIDDOR)	Low	2	0	1	-	One RIDDOR reportable incident occurred in this quarter, on investigation all safe systems were being followed at the time of the incident. No further actions required.	
1.4a	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):- • Dry Recycling	High	20.69%	23.01%	24.07%	25%	Quarter 2 has seen collected tonnage of food waste increase significantly and dry recycling continue to stabilise. Residual waste has now returned to more normal levels following the impact of Covid which significantly affected performance last year. The increase in food waste tonnage has further helped reductions in residual waste.	
1.4b			• Food	High	1.34%	5.21%	6.33 %	6%		
1.4c			• Amount of residual Waste per household	Low	124.37kgs	109.19kgs	105.35kgs	110kgs (per household) cumulative		
1.4d	Operations	Cllr. Trevor Johnson	Number of missed kerbside collections:- Total (per 100,000 collections)	Low	162.63	61.87	62.25	80 (per 100,000 collections)		

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
1.5	Operations	Cllr. Trevor Johnson	Levels of street and environment cleanliness (LEQ survey) free / predominantly free of litter, detritus, graffiti and fly-posting)	High	-	-	97.52 % 94.50% 98.42% 100%	91% 91% 97% 99%	The first tranche surveys are programmed for Quarter 2 and are well within the targets.	
1.6	Customer & ICT	Cllr. Simon Tagg	Percentage of requests resolved at first point of contact	High	99.64%	97%	94 %	97%	Despite the pressures on Services to deliver, a good standard of resolution is maintained at first point of contact. Where there is failure, this information is fed to the service areas with the aim to improve so repeat contact is cut to a minimum.	
1.7	Customer & ICT	Cllr. Simon Tagg	% Unmet demand (number of calls not answered as a % of total call handling volume)	Low	16.46%	10.31%*	11.97 %	10%	In quarter 2, this indicator is just off target. Increased information gathering for elections and council tax recovery action has kept the team very busy in this period, and also staff supporting the transition to the One Front Door and its programme of work, have impacted on the results.	
1.8	Digital Delivery	Cllr. Simon Tagg	Total number of digital online transactions	High	10,859	20,533	9395	-	The number of transactions (Jadu) is 9395 this quarter.	
1.9	Communication	Cllr. Simon Tagg	Total number of unique users to the website	High	109,142	123,430	103,905	79,500	There was a total of 103,905 unique users in this quarter, which is similar to the figure in Qtr. 1 2020-21.	
1.10	Revenues & Benefits	Cllr. Stephen Sweeney	Time taken to process Housing Benefit new claims/change events	Low	6.56 days	9.08 days	6.69 days	10 days	This result continues to be on target.	
1.11	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of Council Tax collected	High	52.4%*	32.3%	52.5%	50.11%	The rate for Council Tax collection is well above target for the quarter.	
1.12	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of National non-domestic rates collected	High	58%	30.3%	48.7%	52.44%	This indicator is slightly off target, but continues to be monitored, and may be due to the impact of Covid and the ability of businesses to pay.	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
1.13 Page 28	Human Resources	Cllr. Simon Tagg	Average number of days per employee lost to sickness	Low	4.25 days cumulative	2.02 working days lost LTS - 1.55 working days Ordinary - 0.47 working days lost	1.11 working days lost LTS – 0.56 working days lost Ordinary – 0.55 working days lost	2.2 days Annual 8.8 days (cumulative)	The result for Qtr. 2 sickness figure is 1.11 days, and is within target. The short term and long term sickness results for the quarter are 0.56 and 0.55 days respectively, with the short term sickness reduced from the last quarter. It was anticipated that sickness absence may increase due to Covid-19 but that has not been the case.	
1.14 New	Human Resources	Cllr. Simon Tagg	Staff turnover	Low	1.35%	0.62%	2.22%	10%	The turnover rate remains low and within target this quarter.	
1.15 New	Human Resources	Cllr. Simon Tagg	Staff vacancy rates	Low	1.74%	7.91%	5.72%	-		

*The result is within tolerance

Priority 2: Growing our People and Places

Progress Summary

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

- **Deliver Borough Local Plan**

In January, work commenced on the creation of a new Borough Local Plan. The three key milestones are the publication of the Issues and Options Paper in September 2021; the first draft of the Local Plan in autumn 2022 and the submission of the amended draft to the Planning Inspectorate in the summer of 2023 with the aim of securing adoption by the end of that year. An updated Local Development Scheme (LDS) which sets out the new programme has been published and an update to the Statement of Community Involvement (SCI) has been out to consultation and is due to be adopted. The Issues and Options Paper has been expanded to include potential key strategic employment developments and is scheduled for publication in October and the SCI has now been adopted.

Delivery of the Economic Development Strategy and action plan

- Delivery of the Economic development Strategy and action plan is set out in more detail below against individual projects – One Public Estate, Prepare a Town Centre Strategy, market, and business support. The funding from Future High Street Fund - £11M, Kidsgrove Town Deal £16.9M and Newcastle Town Deal £23.6M will support delivery of priorities set out in Council and County Council Growth Deal and Town Investment Plans (TIPS) for Newcastle and Kidsgrove. The Town Deal accelerated funding £1.75M has enabled a number of projects to go ahead in advance of the main Town Deals and includes land and property acquisition and demolition, connectivity and safety measures, establishment of employment and skills hub, safe and secure routes (subway refurbishments), market improvements, public Wi-Fi, preparatory works on Kidsgrove Sports Village and improvements to recreational facilities in Newchapel and Clough Hall.

- **Progress University Growth Corridor**

The Council has revised its plans for the consultancy support that was reported last quarter and are now looking into how a development partner might be procured with a view to that partner developing and being directly involved in the sustainable energy provision and future home standards infrastructure on the site as well as assisting on the master planning work. Homes England continue to be involved and are showing an interest in our progress with an eye on how they contribute to the process.

- **Deliver appropriate housing to those in need:**

- **Newcastle Housing Advice to be in-house service**

The Council brought the NHA service back in-house on 1st April 2021, and in the year preceding the Council worked with the former contractor to transfer the service effectively, including the TUPE of 9 staff and their Policies and Procedures. Performance monitoring for the NHA service continues to be recorded and is available on request. An internal working group continues to manage the post transition phase at the Council to ensure that continuous improvement can be made to processes, with the support of ICT, HR and Customer Services, already a number of improvements have been made and there are plans for longer term strategies that will be helpful to enable a better customer offer, which is more preventative in nature and thus further efficiencies for the Council. The NHA service is being managed within the Partnerships Team and has a strategic fit with the Council's work around vulnerability, there is a defined crossover between the NHA caseload and the work of the vulnerability hub and MARAC. The majority of calls to service for NHA deal with cases that are challenging or complex in nature and at the point of crisis. The Customer Services team field the initial calls to service and refer to the NHA team for more complex and challenging enquiries involving the housing register, housing advice and homelessness, including emergencies and out of hours availability.

Progress Summary continued

The NHA service has also recently launched a new Joint Housing register and Allocations Policy in partnership with Aspire Housing, branded as NHA Options (see below). The volume of calls and enquiries coming through to the service currently remain high but it is anticipated the registration process settles and the Customer service team become more accustomed and familiar with the service area that the demand to service will become more manageable, to enable a more preventative approach to be adopted, bringing further efficiencies.

- **Rough Sleepers and temporary accommodation**

The new Navigator has been recruited and started in post 1st June with further funding awarded from MHCLG. This role works closely with the rough sleepers' team at Brighter Futures, jointly commissioned with SOTCC and seeks to support rough sleepers into appropriate support pathways and accommodation. Using the MHCLG funding, the Council are also working with the City Council to recruit a shared Rough Sleepers Co-ordinator and a Healthcare Practitioner. A Cabinet report was submitted on 7th July which supports this work and gives delegated approval to the Executive Director in consultation with the Portfolio Holder for community Safety and Wellbeing, to approve further commissioning with specialist providers for the delivery of projects using this funding. Officers are continuing to work with MHCLG and partners on the development of a range of housing options and housing related support for the coming year. Officers have recently submitted a bid to MHCLG in partnership with Aspire Housing for 6 additional units of accommodation with support to rough sleepers and those at risk of rough sleeping, the outcome of which should be known by the end of August. Officers have been working with Aspire to extend the provision of unsupported furnished temporary accommodation units from 2 to 4, which will be particularly useful for families in order to minimise use of bed and breakfast.

- **Joint allocation policy and procurement of a Choice Based Lettings system**

The Council has adopted a new Joint Housing Allocations Policy in partnership with Aspire Housing. The joint Policy enables customers to access social housing owned and managed by Aspire Housing and other Private Registered Providers to whom the Council has partnerships within the Borough. The Council and Aspire Housing has also procured a joint Choice Based Letting (CBL) system during 2020/21 that will deliver the platform for the administration function of the housing register and advertising available housing stock. This new process allows customers to make just one application for social housing in the Borough, instead of needing to complete two separate processes as before. The system is marketed as NHA Options and has a dedicated website set up to administer an online offer for customers, with support in the back office from the team as appropriate.

- **One Public Estate**

The Borough Council received a grant from 'One Public Estate' to cover the cost of undertaking the masterplanning of Knutton Village. This involved preparing proposals for the use or development of a number of cleared sites around the centre of Knutton in the ownership of the Borough and County Councils and Aspire Housing. The objective is to bring forward new housing development in the area and to assess the potential for investing in the improvement and consolidation of community facilities. Aspire Housing also contributed to the Study with a view to reviewing provision of affordable housing in the area, including housing for the elderly. Consultation on the draft masterplan has been completed and the results were considered by Cabinet in June 2021. The project team are planning for delivery of the revised proposals following the consultation process. Elements of the Knutton masterplan are included in Newcastle Town Deal Town Investment Plan which was confirmed by MHCLG in June 2021.

Progress Summary continued

- **Consideration of a property investment model and Property Diversification**






Consideration is being given to the Borough Council taking a more active role in developing its sites (i.e. by way of forming a property development company or similar) either on its own or in a partnership arrangement. The Commercial Strategy 2019-24 was approved by Cabinet and commercial investment advisors appointed to review and advise in respect of the Council's commercial portfolio. Work on this is currently ongoing.

- **Masterplan of land at:- Chatterley Close area by Bradwell crematorium and Birchenwood**

The masterplan in respect of land in the Chatterley Close area, Bradwell was considered by Cabinet in November 2020. The scheme to extend the Crematorium was approved in principle and approval was given to consult with appropriate stakeholders. The consultation is now complete and the results were reported to FAPs committee in May and Cabinet in June. Following the Phase 1 environmental impact assessment for Birchenwood, a preliminary ground investigation survey has now been completed and next steps are currently being considered.

- **Planning Consent – Sidmouth Avenue**

Planning approval was granted for the partial demolition and change of use of the former Registry Office into a single dwelling and the provision of three new detached dwelling in Sidmouth Avenue. Previously, alternative options were considered in respect of developing the site, and the decision was taken to market the site. The site was marketed, and an acceptable offer for the site has now been received.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
2.1	Property	Cllr Stephen Sweeney	Percentage of investment portfolio vacant (NBC owned)	Low	6%	5.1%	6.4%	12%	This indicator remains well within target.	
2.2	Planning & Development	Cllr. Paul Northcott	Speed of major development applications (P151a)	High	89.5% (Oct 18 – Sept 20)	94.7% (Jul 2019 – Jun 21)	100% (Oct 19 – Sept 21)	60%	These indicators remain well within target and are improving or being maintained at an acceptable level.	
2.3			Quality of major development applications (P152a)	Low	3.4% (Jul 17– Jun 19)	5.1% (Apr 18 – Mar 20)	5.8% (Jul 18 - Jun 20)	10%		
2.4			Speed of non-major development applications (P153)	High	90.9% (Oct 18 – Sept 20)	98.4% (Jul 19 – Jun 21)	99.1% (Oct 19 – Sept 21)	70%		
2.5			Quality of non-major development applications (P154)	Low	1.1% (Jul 17 – Jun 19)	0.9% (Apr 18 – Mar 20)	0.7% (Jul 18 – Jun 20)	10%		

Priority 3: A Healthy, Active & Safe Borough

Progress Summary

Overall the performance for this priority advises the progress where possible, however the impact of Covid 19 is considerable to service provision or where facilities have had to close or reduce delivery since March 2020. A summary of progress with planned activities for Priority 3 from the Council Plan 2018-2022 are as follows:-

- **Jubilee2 moving forward**

The service has secured funding to be part of Sport England's National Leisure Recovery Fund and use of the Moving Communities project to measure impact. This will enable the benchmarking of Jubilee2 using qualitative and quantitative data. The net promoter score for the service was 55.81% and this is the percentage of customers who would actively promote Jubilee2 to family and friends. Other results were:-

- 76.74% of customers felt totally confident in returning to Jubilee2,
- 94.29% of customers thought the standards of cleanliness were high.
- 86% of customers identified that they would prefer to exercise in a leisure facility as opposed to an informal setting.
- 85% of customers identified that they intend to exercise in a leisure facility at least once a week.
- The social values for the service was £349,494 for the past twelve months broken down into the following areas (but it should be noted that the facility was closed for most of this period).

The second questionnaire is currently being undertaken by Sport England, with more information from the results available in mid-October and reported in the next quarterly report. More information can be found at : <https://youtu.be/E3oixmYVDNA>

Jubilee2 underwent an external quality assessment in July/August 2021 conducted by Industry experts "Quest". This resulted in a score very good, one tier away from the highest score of excellent, and officers are now working through the improvement plan.

- **Secure J2 commercialisation**

Despite the Covid 19- pandemic, the impact on the membership at Jubilee2 is in line with the local and national average. The service have now launched a bespoke membership packages tailored at customer's needs, in September 2021 and this has been well received by members new and old. A detailed business recovery plan has now been completed which identifies opportunities to increase income and or reduce operating costs, subject to a detailed business case for each opportunity these will be implemented over the next twelve months. In the first quarter, the following initiatives have been implemented, the introduction of an online swimming lesson platform and also the development of a school swimming lesson service for delivery from the beginning of the new school year.

- **Kidsgrove Sports Centre**

A contract for £7.5m has been awarded to WDC for the completion of the refurbishment works which will be completed by June 2022. A lease for the centre with the Community Group is currently being finalised.

- **Museum Redevelopment Project**

Work on the construction phase of the project is nearing completion with a handover date in early October. Work to re-interpret the ground floor galleries and ensure the public spaces are welcoming and safe for visitors will start in October. Re-opening the building in stages is hoped to commence from late Autumn. In the meantime people are accessing the museum's collections through online digital platforms including FB, Instagram, Twitter, Staffordshire Past Track and Art UK. An externally funded three year Heritage Activities and Events Officer started in post in September and she is working on three year programme of heritage activities in the museum. Outreach activities for schools are planned for Autumn 2021.

- **Streetscene Fleet procurement**

Procurement of fleet and equipment for Streetscene is progressing to renew the tractor fleet and road sweepers.

Progress Summary continued

- **Deliver Capital Programme projects**

Work is in progress on a number of sites to repair railing/fencing and footpaths, and replace play equipment.

- **Open Space Strategy**

Due to the pandemic, the Heart of England in Bloom campaign and all local Newcastle in Bloom competitions and activities took place digitally in 2021, with Newcastle achieving a 19th consecutive gold award and 5 judges discretionary awards in the regional campaign. A celebratory event will take place at the New Vic theatre on 9th October to award certificates for local competition winners and to look back on the Borough's 30 years of participation in Bloom. Sponsorship from local businesses is continuing at near-normal levels and over £60,000 was secured in 2020/21. A total of 7 of the Borough's strategic parks and cemeteries have entered the Green Flag awards this year, with results due to be announced on 14th October.

- **Feasibility study for Crematorium extension**

The feasibility study for the crematorium extension has been completed. Funding options for the project are now being explored. A business case is being prepared for further memorialisation options at the crematorium and the first draft has been submitted for review.

- **Affordable Funeral Scheme**

A contract has been awarded for a Resident Funeral scheme including an option for Direct Cremation and the scheme was launched on 1st October 2021.

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

- **Taxi Licensing Policy**

In the first quarter of 2019-20, members of the Licensing and Public Protection Committee approved the content of the taxi policy. The policy document is a wide scale reform of the current policy, to ensure that the Council has a policy that is fit for purpose in respect of the legislative framework and administration of the service. Members of the Licensing and Public Protection Committee approved the policy resulting in full implementation of the policy in January 2020. Statutory guidance was published in July 2020, this has resulted in amendments to the taxi policy being approved by Licensing and Public Protection committee for implementation from April 2021. The policy and amendments are now implemented.

- **Environmental Health & Licensing**

A new but now ongoing responsibility for the authority is for the team to ensure the Covid 19 restrictions were applied and in place as directed by Government. Also the pavement licensing regime has been implemented by the service, this is a temporary licence which allows premises to apply for a licence for tables & chairs and other furniture on the pavement outside of their premises, and such arrangements have been extended for a further year. In addition, the service is supporting the County Council in the Covid outbreak controls for high risk premises and is continuing with advising business, responding to complaints and undertaking enforcement for non-compliance with Covid controls. It is unknown at present how long these responsibilities will remain in place, but indications are that this will remain for at least this year.

- **Town Centre ASB enforcement**

A range of Partnership activity continued to be co-ordinated this quarter, including; the CCTV implementation and monitoring and an extension of the coverage using town deal funding for the subways in the town centre; identifying ASB hotspot areas and target hardening to make more secure and increase perceptions of safety for the public. Activity is co-ordinated by the Partnerships Team working closely with partners such as the Police and Rough Sleepers Team to identify individuals in need of support and utilising the Council's civil enforcement powers such as Community Protection Notice Warnings (CPNWs), Community Protection Notices and Injunctions, continued enforcement of PSPOs for the Town Centre and Queen Elizabeth Park, as appropriate. The partnership has been working closely with the Market Supervisor and new BID Manager to encourage reporting of incidents and to improve communication of positive interventions and activity.

Progress Summary**▪ Commission new CCTV Service**

Following approval by Cabinet and the Business Improvement District Board for the commissioning of the CCTV service with Stoke City Council, the system is now live in Newcastle town centre with further enhancements installed using town deal funding for additional coverage in the subways.




▪ Vulnerability Hub and MARAC


The Partnerships team continue to actively co-ordinate and contribute to the Vulnerability / Harm Reduction Hub and MARAC multi agency forums, which are designed to collaboratively de-escalate risk to our most vulnerable households, to prevent death and serious harm and to encourage appropriate support and assistance from the most relevant partners. There has been a noticeable increase in referrals to the Hub over the last 12 - 18 months and it is clear that more complex and challenging cases are being presented for assistance which is taking longer to respond to. Discussions with County Commissioners and local service providers have been ongoing to encourage best use of available and collaborative resources and an understanding of the issues / challenges raised at the forum requiring a multi-agency response.

▪ Air Quality Local Development Plan

Work is continuing with Stoke-on-Trent City Council and Staffordshire County Council to create the North Staffordshire Local Air Quality Plan to bring about improvements in Nitrogen Dioxide (NO₂) levels. The outline business case has been presented to Economy, Environment and Place Scrutiny Committee and approved at Cabinet. Work upon preparation of the Full Business Case is being progressed.

Work on the retrofitting of busses operating on the A53 is well underway and is nearing completion.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
3.1a	Community Safety	Cllr. Gill Heesom	Anti-Social Behaviour (ASB) cases:- -New cases received during the quarter	Low	165	123	103	-	There are currently 30 cases discussed at the ASB, Youth Violence and Gangs Case conference. There has been a significant rise in demand for partnership input to ASB cases in the Borough.	
3.1b			-Current open cases at the end of the quarter	Low	21	45	30	-		
3.1c			-Cases closed in the quarter	High	155	112	11	-		
3.2	Community Safety	Cllr. Gill Heesom	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	High	36	64	69	-	A total number of 69 referrals were made from Daily Hub meetings that have taken place over the last quarter. Number of cases compared to the same period last year have nearly doubled.	
3.3 New	Culture & Arts	Cllr. Jill Waring	Number of People Accessing the Museum's collections online	High	1,577 Please note the Museum was closed from 20 March 2020 to 26 July 2020.	30,565	25,459	Qtr 2 target 14000 (27000 cumulative)	The museum is temporarily closed due to the current redevelopment work and a new indicator is currently measured. Figures will include digital community engagement on Brampton Museum's Facebook, Twitter and Instagram pages where we provide regular updates of the progress of the construction work and collection information. We also share selected images from the museum's photographic collection on the site Staffordshire Past Track:- http://www.staffspasttrack.org.uk/ and images from our fine art collection on the Art UK website https://artuk.org/	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
Page 36 3.4 New	Leisure	Cllr. Jill Waring	Membership growth	High	-	1961* members	2149* members	Target Qtr 1 1,962 Qtr 2 2,274 Qtr 3 2,586 Qtr 4 2,900	The activities at J2 leisure were affected by the Covid 19 pandemic, and the impact on the membership at Jubilee2 is in line with the local and national average. On 1 April 2021, membership figures were 1650, and the target for 2021-22 is to increase it to 2900, the pre-Covid position. The slight shortfall in memberships could be attributed to the delay in the easing of lockdown.	

Priority 4: A Town Centre for All

Progress Summary

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

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

- **Prepare a Town Centre Strategy**

The Council has successfully bid for Future High Street Funding and has received an offer letter of £11 million, with the first instalment having been received to the Council. This will enable redevelopment of the Rycroft area of the town centre, starting with demolition of the former Civic Offices in August 2021. For Town Deal, the Town Deal Board, Town Investment Plan received an offer of £23.6 million in June 2021 and stage one paperwork has been submitted. The Town Investment Plan includes projects in the key strands of digital, transport, gateway sites and culture. The Government also offered all Town Deals additional 'accelerated funding' to deliver quick win projects, which have demonstrated early progress on project delivery.

- **Market**

The focus for increasing footfall and visitor satisfaction remains by supplying a manageable number of specialist visiting markets, adding to our General Market and licensed Antique Markets. The Market team hosted another successful Continental Market, monthly Sunday Castle Artisan Markets and a number of Record Fairs. With high take up of stalls and excellent visitor numbers, both have remained popular monthly markets. On Sunday, 25 July 2021 we hosted our first Vegan Festival Market which has created considerable interest and a full allocation of stalls reserved by traders. Discussions have commenced for an Armed Services celebration in 2022 and involves closer working with BID to deliver a successful event. Work is now completed on-budget for lighting to lower high street market stalls which creates a fully lit market and power output to enable entertainment where unused stalls have been removed.

- **Business Support**

The 'Staffordshire Means Back to Business' package of support is going well, particularly the Skills Hub offer, where a total of 39 grants, totalling over £26k have been offered with 46 staff receiving training. To date, half of the FSB free memberships have been taken up and we are working with the local FSB co-ordinator to increase this number. The support package on offer from NBC is being widely publicised by the County Council and the Growth Hub, in addition to our own promotion. This include an occasional Newsletter, containing information on business support on offer from NBC, which is sent to over 100 local SMEs. Work continues on keeping the current Business web pages up-to-date, however, we are also reviewing and refining the business information in preparation for the launch of the new website in autumn. The Business Boost 2021 competition is going ahead in a revised format. Businesses are being asked to submit their Covid success stories, how they have survived and even thrived during the pandemic. Two cash prizes are available, one for BID businesses and one for the wider borough. The BID is co-funding the competition and the closing date is in September.

- **Parking Policy**



The Council adopted a new Car Parking Strategy in 2019/20, which has led to a number of service improvements over the past 2 years. These have included new car parking machines which accept card payments and an improved service for pay for parking has been implemented with PayByPhone. As part of the Car Parking Strategy Review this quarter a new initiative has been established to support town centre users in the important Christmas retail period. On the Midway car park customers can now park for free between 9am and 1pm, then the existing offer of £1 after 1pm continues.

- **Establish Town Centre Communications Group**

The Town Centre Communications Group, "Talking Up The Town", will hold their next bi-monthly meeting on 19 October with upcoming events and successes shared. The expanded group includes Heather Dowler of Appetite and Elaine Needham of Aspire Housing joining the existing group of representatives from NSCG, N-u-L BID, Babababoon, Hitmix Radio, New Vic Theatre and Newcastle-under-Lyme Borough Council.

- **Develop a Kidsgrove Town Centre Investment Plan**

Kidsgrove Town Deal Board (KTDB) submitted the Kidsgrove town Investment Plan to MHCLG at the end of October 2020 and in March 2021 confirmation of a £16.9 million award was received. The KTDB discussed and approved the projects that would be taken forward and all required paperwork was submitted to MHCLG on 17 May 2021. The Kidsgrove Sports Centre business case was fast tracked and Town Deal money is being used alongside Council investment to refurbish the centre. The Chatterley Valley project has been submitted to DLUHC for approval and appointment of specialists to develop the business case for Kidsgrove Railway Station and a Shared Service Hub is underway. The Government also offered all Town Deal additional 'accelerated funding' to deliver quick win projects in 2020, which was used to deliver a suite of early interventions including the strip out works to the sports centre, new sports pitches at the King's school, a suite of improvements to Clough Hall Park and the opening of a 'pump track' on the Newchapel Recreation Ground.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
4.1	Regeneration & Economic Development	Cllr. Stephen Sweeney	Car parking usage:- Number of tickets purchased	High	67,649	71,834	92,350	-	The number of tickets purchased have increased by 28.56% in Qtr. 2 from the previous quarter.	
4.2	Regeneration & Economic Development	Cllr. Simon Tagg	Footfall	High	541,658	553,527	N/A	-		N/A
4.3	Regeneration & Economic Development	Cllr. Stephen Sweeney	Average stall occupancy rate for markets	High	Stall Occupancy Overall average) 61% Mon GM 17% Tues AFG 93% Wed GM 18% Thurs AFG 74% Fri GM 52% Farmers Mkt 93% - 4 th Fri/ monthly Sat GM 51% Record Fair Market 87% - Monthly.	Stall Occupancy Overall average) 64% Mon GM 22% Tues AFG 91% Wed GM 16% Thurs AFG 79% Fri GM 44% Farmers Mkt 100% 4 th Friday/monthly Sat GM 45% Record Fair Market 81% - Monthly. Castle Artisan Market 100% - Monthly.	Stall Occupancy Overall average) 54% Mon GM 23% Tues AFG 78 % Wed GM 14 % Thurs AFG 73% Fri GM 47% Farmers Mkt 40 % 4 th Friday/monthly Sat GM 45% Record Fair Market 62% - Monthly. Castle Artisan Market 100% - Monthly.	-	The specialist visiting markets have created diversity to supplement our regular markets offer, and continue to be very popular with a high take up of stalls and excellent visitor numbers. Castle Artisan Market (CAM) used additional pop-up stalls and pitches to accommodate traders on our waiting list (45 stalls and up to 61 traders in total). Due to the popularity of CAM we have seen a decline in the uptake of the 5 Farmers Market stalls on the fourth Friday of the month. These stalls have now been put back into use by the Friday General Market.	

*The result is within tolerance

N/A

Performance information not available at this time or due to be provided at a later date



Performance is not on target but direction of travel is positive



Performance is not on target where targets have been set



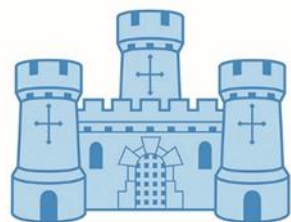
Performance is on or above target



Positive performance noted (no target set)



Performance noted for monitoring(no target set)



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

This Plan gives 28 days' notice of Key Decisions which we are expecting to take over the next few months. Councils cannot take Key Decisions without first giving 28 days' notice, unless an urgent decision is required. Urgent Key Decisions may be taken under the urgency procedures set out in the Council's Constitution. A decision notice for each Key Decision made is published within 6 days of it having been made.

"Key decisions" are defined as those Executive (Cabinet) decisions which are likely:

- a. to result in the Council incurring expenditure or making savings of £100,000 or more (in the case of Revenue) and £250,000 or more (in the case of Capital); and/or
- b. to be significant in terms of the effects on communities living or working in an area comprising two or more wards of the Borough.

This Forward Plan also contains details of other important Cabinet decisions that we are expecting to take even if they do not meet this definition.

Whilst the majority of these decisions taken at meetings held in public, some decisions may be taken in private meetings because they deal with confidential information as defined in Schedule 12A of the Local Government Act 1972, and the public interest in withholding the information outweighs the public interest in disclosing it. If we intend to take a decision in private, that will be noted below with reasons.

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

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

Leader of the Council (One Council, People & Partnerships)	Councillor Simon Tagg
Deputy Leader & Cabinet Portfolio Holder (Finance, Town Centres & Growth)	Councillor Stephen Sweeney
Cabinet Portfolio Holder (Community Safety & Well Being)	Councillor Gill Heesom
Cabinet Portfolio Holder (Environment & Recycling)	Councillor Trevor Johnson
Cabinet Portfolio Holder (Leisure, Culture & Heritage)	Councillor Jill Waring
Cabinet Portfolio Holder (Strategic Planning)	Councillor Paul Northcott

Exempt Information Categories under Schedule 12A of the Local Government Act 1972

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

For all enquiries, please contact:-

**The Chief Executive's Directorate, Castle House, Barracks Road
Newcastle-under-Lyme, Staffordshire ST5 1BL
Telephone 01782 742222 Email: DemocraticServices@newcastle-staffs.gov.uk**

Title of Report	Brief Description of Report	Cabinet Portfolio	Intended Decision Date	Relevant Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if applicable)
Q2 Finance & Performance Report	To receive the Q2 Finance & Performance Report	Finance, Town Centres & Growth	Cabinet 3 November 2021	Finance, Assets & Performance	All Wards	N/A
Walley's Quarry	To consider an update on Walley's Quarry	Finance, Town Centres & Growth	Cabinet 3 November 2021	Finance, Assets & Performance	All Wards	N/A
One Council update	To consider a progress report on the One Council programme	One Council, People & Partnerships	Cabinet 3 November 2021	All relevant Scrutiny Committees	All Wards	N/A
Draft Savings Proposals 2022/23	To consider draft savings proposals for the 2022/23 financial year	Finance, Town Centres & Growth	Cabinet 1 December 2021	Finance, Assets & Performance	All Wards	N/A
Improvements to Westlands Tennis Centre & Wolstanton Park Tennis Courts	In partnership with the Lawn tennis association secure the necessary funding to enhance the tennis courts at the West lands Tennis Centre and Wolstanton Park	Leisure, Culture & Heritage	Cabinet 1 December 2021	Health, Wellbeing & Partnerships	All Wards	N/A
Newcastle Town Deal Fund – future of the Rycroft Site	To consider a report on the future of the Rycroft Site	Finance, Town Centres & Growth	Cabinet 1 December 2021	Economy, Environment & Place	All Wards	N/A
Future High Streets Fund – multi storey car	To consider a report on future multi storey car park	Finance, Town Centres & Growth	Cabinet 1 December 2021	Economy, Environment & Place	All Wards	N/A

park	provision					
Procurement Strategy 2022 - 25	To consider a report on the Council's Procurement Strategy for the period 2022 - 2025	Finance, Town Centres & Growth	Cabinet 1 December 2021	Finance, Assets & Performance	All Wards	N/A
Allpay contract renewal	To consider a report on the renewal of the Council's Allpay contract	Finance, Town Centres & Growth	Cabinet 1 December 2021	Finance, Assets & Performance	All Wards	N/A
Hybrid Mail Contract	To consider the award of a hybrid mail contract	Finance, Town Centres & Growth	Cabinet 1 December 2021	Finance, Assets & Performance	All Wards	N/A
Future High Streets Fund – purchase of York Place	To consider a report on the purchase of York Place	Finance, Town Centres & Growth	Cabinet 1 December 2021	Economy, Environment & Place	All Wards	N/A
 						
Schedule of Fees and Charges 2022/23	To consider and approve the Fees and Charges for 2022/23	Finance, Town Centres & Growth	Cabinet 12 January 2022	Finance, Assets & Performance	All Wards	
Newcastle Town Centre Market update	To consider an update on the market	Finance, Town Centres & Growth	Cabinet 12 January 2022	Economy, Environment & Place	All Wards	
Draft Revenue & Capital Budget and Strategies 22/23	To consider the draft revenue and capital budget and strategies	Finance, Town Centres & Growth	Cabinet 12 January 2022	Finance, Assets & Performance	All Wards	
 						
Quarter 3 Budget & Performance report	To receive the Q3 Finance & Performance Report	Finance, Town Centres & Growth	Cabinet 2 February 2022	Finance, Assets & Performance	All Wards	
Revenue &	To consider the budget and	Finance,	Cabinet 2	Finance, Assets &	All Wards	

Capital Budget & Strategies 2022-23	strategies for the forthcoming financial year	Town Centres & Growth	February 2022	Performance		
Appointment of External Auditor	To consider the appointment of the External Auditor	Finance, Town Centres & Growth	Cabinet 2 February 2022	Finance, Assets & Performance	All Wards	

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