

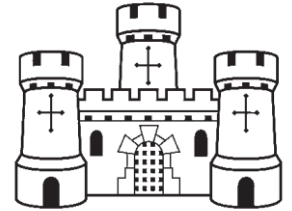
Public Document Pack

Date of meeting **Tuesday, 7th June, 2022**
PLEASE NOTE CHANGE OF DATE

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 MINUTES OF A PREVIOUS MEETING** **(Pages 3 - 4)**
To consider the minutes of the previous meeting held on 20th April 2022.
- 4 WALLEY'S QUARRY UPDATE** **(Pages 5 - 26)**
This item includes a supplementary report.
- 5 CLIMATE CHANGE - SUSTAINABILITY BASE PLEDGE** **(Pages 27 - 34)**
- 6 ONE COUNCIL PROGRAMME UPDATE** **(Pages 35 - 42)**
- 7 DISCRETIONARY RATE RELIEF POLICY** **(Pages 43 - 54)**
- 8 NEWCASTLE-UNDER-LYME 850th YEAR CELEBRATIONS IN 2023** **(Pages 55 - 58)**
- 9 FINANCE AND PERFORMANCE REVIEW REPORT - FOURTH QUARTER (JANUARY - MARCH) 2021 - 22** **(Pages 59 - 86)**
- 10 FORWARD PLAN** **(Pages 87 - 90)**
- 11 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.
- 12 DISCLOSURE OF EXEMPT INFORMATION**

To resolve that the public be excluded from the meeting during consideration of the following reports, because it is likely that there will be disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.

13 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 of 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, Jill Waring and Andrew Fear

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 :- Where the total membership of a committee is 12 Members or less, the quorum will be 3 members....Where the total membership is more than 12 Members, the quorum will be one quarter of the total membership.

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.

CABINET

Wednesday, 20th April, 2022
Time of Commencement: 2.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present: Councillor Simon Tagg (Chair)

Councillors: Stephen Sweeney Trevor Johnson
Gill Heesom Jill Waring

Apologies: Councillor Paul Northcott

Officers:	David Adams	Executive Director of Sustainable Development and Operations
	Martin Hamilton	Chief Executive
	Simon McEneny	Executive Director of Growth and Development
	Daniel Dickinson	Head of Legal & Governance /Monitoring Officer
	Denise French	Democratic Services Team Leader

18. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

19. **MINUTES OF PREVIOUS MEETINGS**

Resolved: that the minutes of the meeting held on 23 March be approved as a correct record.

20. **WALLEYS QUARRY UPDATE**

Cabinet considered a report updating on the current position with odour issues at Walley's Quarry.

The Chief Executive updated on current complaint data which showed for week commencing 11 April there had been 157 complaints to the council and 725 to the Environment Agency.

The report outlined that a response had now been received from the Parliamentary and Health Service Ombudsman to its complaint which stated that the Ombudsman could only consider complaints from individuals not from publically funded organisations such as the council.

Staffordshire County Council had sought a meeting with the relevant government minister on behalf of both the County and Borough Councils and this was scheduled for May.

Resolved: That

- (a) The report be noted;
- (b) A report be prepared for the next available council on what legal action the council can take against not only the Environment Agency (EA) but named individuals in the EA who we feel have failed Newcastle-under-Lyme; and
- (c) This council asks for democratic accountability for the Strategic Co-ordination Group (SCG) and that an elected Member from the relevant authorities – Police Fire and Crime Commissioner, Leader of Newcastle-under-Lyme Borough Council and a representative of Staffordshire County Council – sit on the SCG to allow democratic accountability and challenge to the Environment Agency. In addition, the council asks for the minutes of all meetings of the SCG to be published. A report be submitted to the next available council on these matters.

[Click here to watch the debate](#)

21. URGENT BUSINESS

There was no Urgent Business.

**Councillor Simon Tagg
Chair**

Meeting concluded at 2.42 pm

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

7th June 2022

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

RECOMMENDATIONS

Cabinet is recommended note the contents of this update report.

Reasons

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

1. Background

- 1.1 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. 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.
- 1.2 In March 2021, Council held an extraordinary meeting to receive the report of the Economy, Environment and Place Scrutiny Committee review into the Walleys Quarry issues, and to debate a motion demanding the immediate suspension of operations and acceptance of waste at the Walleys Quarry Landfill site.
- 1.3 Cabinet has received monthly updates on the issues relating to the odours, and Council has also been regularly updated.

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, served an Abatement Notice on Walleys Quarry Ltd.
- 2.2 The Abatement Notice afforded 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 On 3rd November, representatives for the Council and Walleys Quarry Ltd attended a case management hearing at Newcastle Magistrates Court. This hearing dealt with the administration of the appeal, setting out a timetable leading up to a trial of the issues in June 2022.
- 2.5 A key element of the legal process is the disclosure process, through which each party provide the other with documents upon which they intend to rely during the legal proceedings. In early February the first part of this process was completed but each party required further documents and, at a hearing on 25 March, the court dealt with this issue and set out a revised estimated timeline.
- 2.6 The revised court timeline included a further hearing on 14 June to deal with any remaining disclosure issues. There are some remaining issues that the court will have to deal with at that hearing, although that is not expected to delay the overall timetable. This process will be used to finalise the expert evidence which both parties are due to exchange in September. A pre-trial review will take place on 30 September with the final hearing currently scheduled for 24 October - this is expected to take up to four weeks.
- 2.7 No agreement has been reached with Walleys Quarry Ltd to seek to resolve this matter through mediation.

3. Complaint Data

- 3.1 In 2021, the Council received a total of **22,239** complaints. This figure represents two thirds of the overall complaints for all the various environmental services contacts for that year. i.e in 2021, there were 33,245 contacts in total, of which Walleys Quarry complaints were 22,239 and all other environmental contacts put together were 10,803. In the same period, the Environment Agency received **43,262** complaints about Walleys Quarry
- 3.2 Complaints 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. Complaints rise and fall broadly in line with the H2S levels recorded at the four monitoring stations around the site, with higher levels of H2S generally causing more annoyance in the community. Complaints for the year to date are set out below:

	Complaints to NuLBC	Complaints to Environment Agency
January 2022		
3/1/22- 9/1/22	73	352
10/1/22 -16/1/22	258	1045
17/1/22 -23/1/22	134	651

24/1/22 – 30/1/22	25	139
February 2022 31/1/2 – 6/2/22	16	64
7/2/22 – 13/2/22	31	120
14/2/22 – 20/2/22	49	166
21/2/22 – 27/2/22	40	264
March 2022 28/2/22 – 6/3/22	118	571
7/3/22 – 13/3/22	72	285
14/3/22 – 20/3/22	224	1126
21/3/22 – 27/3/22	412	1848
28/3/22 – 3/4/22	243	1072
April 2022 4/4/22 -10/4/22	132	895
11/4/22 – 17/4/22	156	752
18/4/22 – 24/4/22	65	310
25/4/22 – 1/5/22	49	213
May 2022 2/5/22 – 8/5/22	39	193
9/5/22 – 15/5/22	35	160
15/5/22 – 21/5/22	43	134
22/5/22 – 28/5/22	20	81

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) for the following percentages of each week:

Location	MMF1 - Silverdale Cemetery (%)	MMF2 - Silverdale Road (%)	MMF6 - NuL Fire Station (%)	MMF9 - Galingale View (%)
19/4/21 – 25/4	18	8	4	21
26/4 – 2/5	4	10	13	35
3/5 – 9/5	6	21	6	48
10/5 – 16/5	15	20	1	10
17/5 – 23/5	1	9	10	53
24/5 – 30/5	7	15	16	47
31/5 – 6/6	30	1	6	18
7/6 – 13/6	1	10	10	19
14/6 – 20/6	11	7	9	13
21/6 – 27/6	2	1	4	12
28/6 – 4/7	1	8	8	10
5/7 – 11/7	5	18	3	17
12/7 – 18/7	0.4	2.4	2.1	23
19/7 – 26/7	3.6	0	3.6	16
27/7 – 1/8	1.8	1.5	11	26
2/8 – 8/8	1	4	5	10
9/8 – 15/8	0.3	7	3	6
16/8 – 22/8	1	1	4	6
23/8 – 29/8	0	0	1.5	17
30/8-5/9	0	0	0.3	2.1
6/9 -12/9	0	1	13	18
13/9 – 19/9	0	0.6	7.3	11.7
20/9- 26/9	3	2	6	11
27/9-3/10	0	0	0	0.3
4/10 – 10/10	0	0	0.3	5
11/10 – 17/10	0	0.5	1.5	9
18/10-24/10	0	0	0	1.5
25/10-31/10	0	0	0	0
1/11 – 7/11	2.9	0	3.3	13.5
8/11 – 14/11	0	0	1	10
15/11 – 21/11	0	0	0	1.2
22/11-28/11	0	0	0	11
29/11-5/12	0.6	0.9	0	9
6/12 – 12/12	0.6	0	0.9	2.4
13/12-19/12	0.9	0	3	18.5
20/12-26/12	0	0	0	3

27/12-2/1/22	0	0	0	2.4
3/1-9/1	1.2	0	2.1	16.2
10/1-16/1	14.9	11.9	21.4	53.3
17/1-23/1	6	7	10	41
24/1 – 30/1	0	0	0	5.1
31/1-6/2	0	0	0	0
7/2 – 13/2	0	0	0.9	2.4
14/2 – 20/2	0	3.6	0.3	2.4
21/2 – 27/2	0	4.8	0.6	8.0
28/2 – 6/3	2.4	0	0.3	15
7/3 – 13/3	0.3	3.3	4.2	6.0
14/3-20/3	3.3	8.1	10.8	21.2
21/3-27/3	6.8	10.1	21.1	43.2
28/3 – 3/4	1.9	9.3	18.8	25.2
4/4-10/4	1.8	2.5	6.1	26.0
11/4 – 17/4	11.9	6.6	9.6	19.7
18/4 - 24/4	7.1	1.8	2.7	10.4
25/4 -1/5	5.1	0	1.5	9.0
2/5 – 8/5	2.7	4.8	n/a	n/a
9/5 – 15/5	0.9	1.2	0	1.8
15/5 – 21/5	0.6	2.1	0	2.7
22/5 – 29/5	0.3	0	0	0.9

- 4.3 The data shows that whilst the frequency of incidences when the WHO annoyance threshold was exceeded reduced through the autumn of 2021, the data for 2022 to date shows a less positive picture, with WHO annoyance threshold exceedances still being a regular occurrence.
- 4.4 The Environment Agency have undertaken an evaluation of measurements at MMF9 in 6th March to 30th April 2021 compared to 6th March and 30 April 2022, with their report attached as Appendix 1. This shows that whilst the problems have not gone away, some improvement is apparent:
- Complaints/reports are down between 2021 & 2022 – 12,986 for the 2021 period, and 7849;
 - Annoyance threshold exceeded 36.4% during the 2021 period, and 20.1% for the 2022 period;
 - Average measured H₂S concentrations have reduced – from 27.2 µ/m³ in March/April 2021 compared to 12.4 µ/m³ for the same period in 2022;
- 4.5 The Environment Agency report acknowledges that it is not possible to quantify how much of the differences between the two years in influenced by operations on site, and how much by other variables such as meteorology.
- 4.6 Whilst current monitoring data, and the recent Environment Agency report point to an improving situation. The issue is by no means abated, and odours continue to give rise to annoyance to residents. The absence of certainty about the how much of the improvement can be attributed to the Contain Capture Destroy strategy being implemented on site, and how much is seasonal variation or meteorological conditions point to the need to maintain a clear focus on securing sustainable improvement.

Environment Agency Enforcement Action

- 4.7 Since the last report to Cabinet in April 2022, the Environment Agency report that during a recent site inspection by their Officers, including observation of waste being received, one load was rejected, and plasterboard identified in another incoming load was removed.
- 4.8 EA have advised that their officers have been regularly on site as part of regulatory work to ensure effective delivery of the plan to 'contain, capture and destroy' landfill gas from the site, including site inspections. They further advise that Walleys Quarry Ltd has contractors on site carrying out permanent capping works. So far 6,000m² of the planned 26,000m² has been capped, approximately 23% of the total. The EA are monitoring the works and assess implementation of the construction plan. Waste deposits have commenced in Phase 3 following agreement of a management plan to capture the gas from that phase.
- 4.9 The average gas collection value for the last 4 weeks is 3020 m³/hr, which is substantially increased from the 2100 m³/hr collected in March of this year. The additional capture of gas should lead to lower emissions of landfill gas to ambient air and reduce the negative experience of odour in the community.
- 4.10 The EA report that a survey of gas emissions shows that the gas well installation has led to a significant reduction in the escape of landfill gas from the surface and state the additional capture of gas should lead to lower emissions of landfill gas to ambient air and reduce the negative experience of odour in the community.
- 4.11 On 10 May 2022 EA served a Regulation 36 Enforcement Notice requiring Walleys Quarry Ltd to improve its waste acceptance procedures, part of its written management system, by 10 June 2022. Enforcement Notices are subject to a right of appeal within two months of the date of the Notice. EA served the Enforcement Notice because it believes Walleys Quarry Ltd has breached a permit condition.
- 4.12 EA have also reported temporary monitoring interruptions at mobile monitoring facilities (MMFs) as follows:
- 4.13 *We detected an electrical fault at our air quality mobile monitoring facility MMF9 (at Galingale View) on Friday 6 May. We were unable to access the landowner's electrical supply board until the following day, when power was restored ensuring all the equipment restarted. A power interruption at MMF6 (at the fire station) was detected in the early hours of Saturday 7 May. Power was restored on Monday 09 May, when we were able to check all equipment was operating correctly. Despite this loss of some data the data capture dates remain extremely high for this monitoring study. The causes have not been established, but there has been no reoccurrence. Our officers did not identify odour when attending the MMFs. This is confirmed by the low number of odour pollution reports from the public during that time*

Consideration of further Council Action

- 4.14 A multi-agency Strategic Co-ordinating Group has been meeting for over a year, bringing together officers from a range of organisations with roles to play in advising on, or directly acting on, issues relating to the problems at Walleys Quarry. Under the auspices of the SCG a number of "Cells" have been established to maintain momentum on regulation and enforcement,

communications, community impacts. The Council's Chief Executive chairs a Tactical Coordination Group comprising the chairs of each of the cells.

- 4.15 Cabinet has requested the creation of an additional body to provide political oversight of, and constructive challenge to, the work of the SCG. This request has been considered by the SCG and agreement has been given to form such a group, with the terms of reference now being finalised.
- 4.16 At its meeting in April 2022 Cabinet expressed its frustration that the ongoing issues arising from Walleys Quarry had not yet been successfully addressed. Cabinet specifically tasked officers with a further review of alternative legal avenues that might be available to the Council in order to accelerate progress with addressing the problems experienced by the Community.
- 4.17 The Council is progressing the Statutory Nuisance case in its regulatory role. Officers have previously explored the full range of legal options available to the Council and its partners. Cabinet has also asked officers to consider whether there are any other steps that could be taken to support the community in bringing about an end to the ongoing issues with odours from the site. Officers will advise Cabinet at its July meeting on whether there are any further alternative options it can take or whether it can support any action that might be taken by others.

5. Proposal

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

6. Reasons for Proposed Solution

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

7. Options Considered

- 7.1 To provide regular updates to Council

8. Legal and Statutory Implications

- 8.1 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.

9. Equality Impact Assessment

- 9.1 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.

10. Financial and Resource Implications

- 10.1 There are none directly arising from this report.

11. Major Risks

- 11.1 There are no risks beyond those explored in previous reports.

12. Unsustainable Development Goals (UNSDG)



13. Key Decision Information

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

14. Earlier Cabinet/Committee Resolutions

- 14.1 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, 8th September 2021, 13th October 2021, 3rd November 2021, 17th November, 1st December 2021, 12th January 2022, 2nd February 2022 and 23rd February

15. List of Appendices

- 15.1 None

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Comparisons of Ambient Air Quality Data at MMF9 Galingale View, Silverdale

1 June 2022

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Acting to reduce the impacts of a changing climate on people and wildlife is at the heart of everything we do.

We reduce the risks to people, properties and businesses from flooding and coastal erosion.

We protect and improve the quality of water, making sure there is enough for people, businesses, agriculture and the environment. Our work helps to ensure people can enjoy the water environment through angling and navigation. We look after land quality, promote sustainable land management and help protect and enhance wildlife habitats. And we work closely with businesses to help them comply with environmental regulations.

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Comparisons of ambient air quality data at MMF9 Galingale View, Silverdale between the 6 March 2021 – 30 April 2021 and 6 March 2022 – 30 April 2022

1. The Environment Agency's Ambient Air Monitoring Team (AAM team) has carried out three ambient air monitoring studies at various locations in Silverdale. The monitoring periods cover:
 - Study 1:** 6 July 2017 – 14 February 2018
 - Study 2:** 15 January 2019 – 25 June 2019
 - Study 3:** From 4 March 2021 – Ongoing
2. This document provides commentary on data collected at Galingale View (MMF9) between 6 March 2021 – 30 April 2021 and 6 March 2022 – 30 April 2022 (latest available data).
3. Caution should be exercised when comparing such a small data set of only two months as there are several variables that will have influenced the data, including activities in the local area, operational improvements on the site and meteorological conditions. Comparison of the data over a longer period would be more appropriate and reliable but this was not carried out as only the period of interest was considered.
4. We have considered hydrogen sulphide (H₂S) concentrations, wind direction, wind speed, temperature and pressure measurements and the number of odour reports. We did not have complete datasets for wind direction and wind speed for the period 06 – 16 March 2021 at MMF9.
5. Walleys Quarry Landfill Site (WQLS) is at a bearing of approximately 225° – 320° from the MMF, at 0.4km distance. This monitoring location has provided the highest H₂S concentrations during the 2021/22 monitoring study (see Figure 1 & 2).
6. In the period March-April 2021, dominant winds were from the northwest. For the same period in 2022 the dominant wind direction was from the northwest and southeast, with wind patterns following the topography of Silverdale valley. The wind was blowing from the direction of WQLS towards the MMF9 monitor (from wind sector 320° – 330°) for 44% of the time in March - April 2021 and 34% of the time in March - April 2022. Under conditions of low wind speed and temperature, higher H₂S concentrations have been observed for a wider range of wind directions. Consideration of the wind speed data shows that there was a higher frequency of low wind speeds <1m/s in March - April 2022 (see Figure 3 & 4).
7. Consideration of H₂S concentrations over the two monitoring periods shows a lower mean average concentration for March-April 2022 (27.2 µg/m³ for March-April 2021 and 12.4 µg/m³ for March- April 2022) (see Table 1 and Figure 5).
8. The data showed that the H₂S 30-minute mean concentrations were above the World Health Organisation (WHO) odour guideline of 7µg/m³ for 36.4% of the time in March - April 2021 compared to the 20.1% recorded for March - April 2022. This demonstrates a reduction in the amount of time H₂S concentrations were above the

odour guideline in March - April 2022, however we recognise that 20% is still a significant proportion of the time. The 24-hour mean H₂S concentrations were above the daily WHO health guideline of 150µg/m³ during March - April 2021 on two occasions. There were no days in March - April 2022 where H₂S concentrations were above the WHO health guideline level (see Table 1 and Figure 6).

9. The number of odour reports received by the Environment Agency was greater in March – April 2021 (12,986) compared to March – April 2022 (7,849). This represents a reduction of around 39%. The trend in the number of odour reports received often closely follows the trend in the number of daily mean H₂S concentrations (see Table 1, Figure 7 & 8).
10. Meteorological conditions have a strong influence on the H₂S concentrations measured at Silverdale. The data shows that lower temperatures with a strong undulation between daytime and night-time temperatures, accompanied by low wind speeds, resulted in elevated H₂S concentrations in late March and April 2021. These meteorological conditions occurred earlier in 2022, in late February and March of, resulting in an elevation in H₂S concentrations in March 2022 (see Figures 9 – 11).
11. The H₂S data measured at Galingale View (MMF9) shows lower H₂S concentrations between 6 March 2022 – 30 April 2022 compared to those measured between 6 March 2021 – 30 April 2021.
12. It is not possible to quantify how much the differences in H₂S concentrations between the two years is influenced by the operational improvements implemented at WQLS and other variables such as meteorology, which also have a strong influence on the concentrations measured.

Data Warning -

It is important to note that all this data, is rectified data. This means it has been subjected to some quality assurance checking and calibrations, but it is not final data.

The rectified data should not be relied solely upon to make regulatory or health decisions or public statements as it may change significantly once it goes through the final quality assurance checking and calibration process.

We strongly recommend that this document is considered in conjunction with all previously published Environment Agency air quality data and UKHSA's monthly health risk assessment data to give a more complete picture of the environmental and health issues in the local area.

Copies of these documents can be obtained from the Citizen Space website here -

<https://consult.environment-agency.gov.uk/west-midlands/walleys-quarry-landfill-silverdale>

Figure 1: Map of MMF9 Monitoring Location

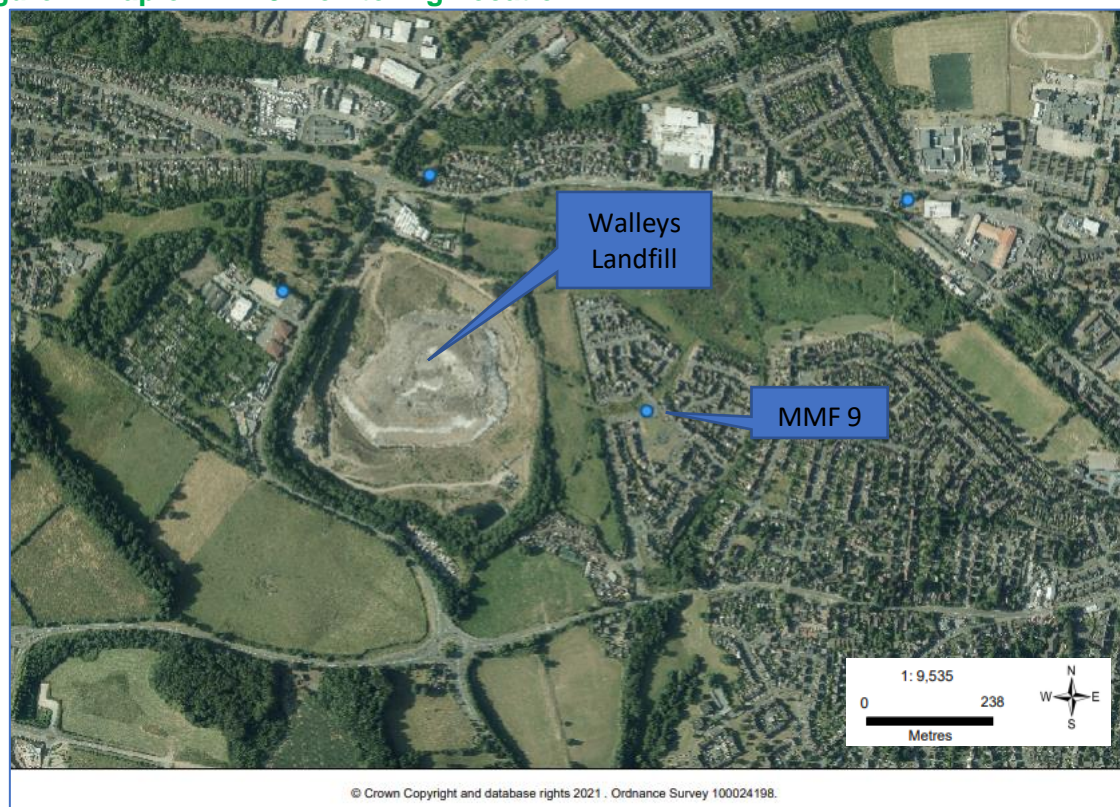


Figure 2: Picture of MMF9 Monitoring Location



Figure 3: MMF9 Wind Frequency Roses (from 5-minute values)

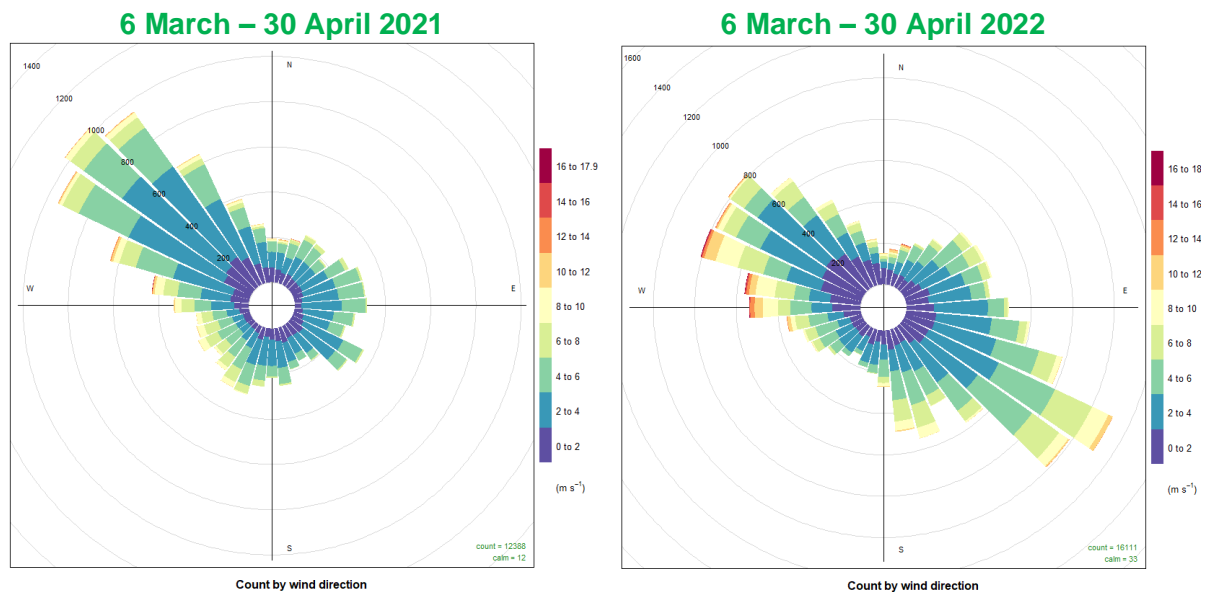


Figure 4: MMF9 Polar plots of wind frequency and speed for 10° sectors (from 5-minute values)

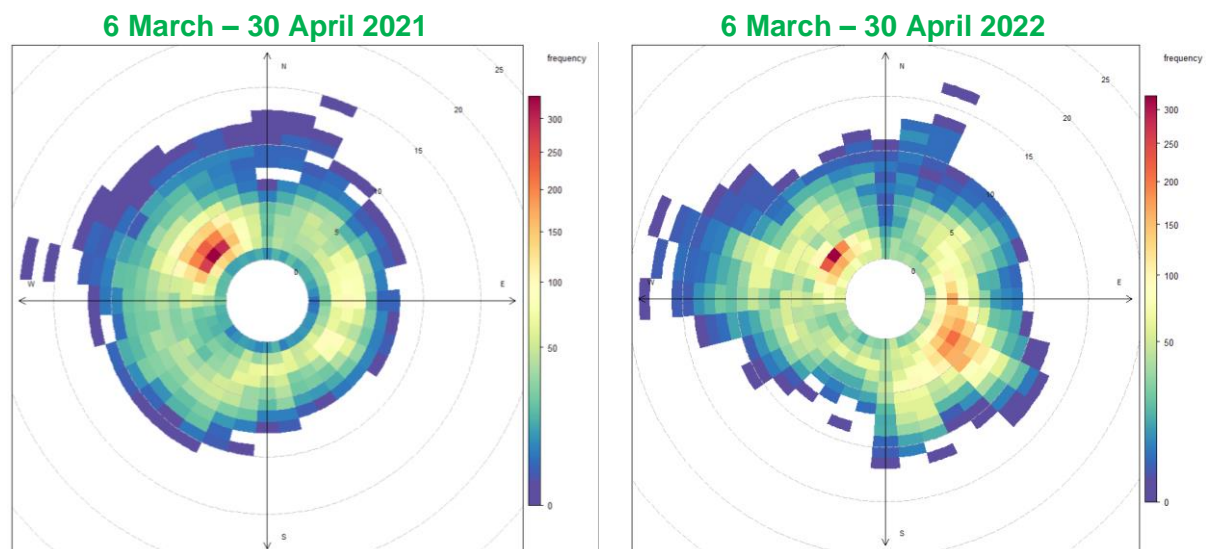


Table 1: Consideration of H₂S concentrations for 6 March 2021 – 30 April 2021 and 6 March 2022 – 30 April 2022.

H ₂ S concentrations		
	6 March – 30 April 2021	6 March – 30 April 2022
Mean	27.2	12.4
Maximum	1350.9	1197.5
99th%ile	383.5	213.0
95th%ile	136.8	67.8
75th%ile	15.7	2.9
50th%ile	2.4	0.9
25th%ile	1.4	0.6
Minimum	0.08	0.02
24-hour maximum	199.0	54.7
Number of 30-minute H ₂ S mean values > WHO odour guideline (7µg/m ³)	36.4%	20.1%
Number of days above the WHO H ₂ S health guideline value (150 µg/m ³)	2	0
Number of odour reports	12986	7849

Figure 5: Time series of 24-hour (midnight-midnight) mean H₂S concentrations

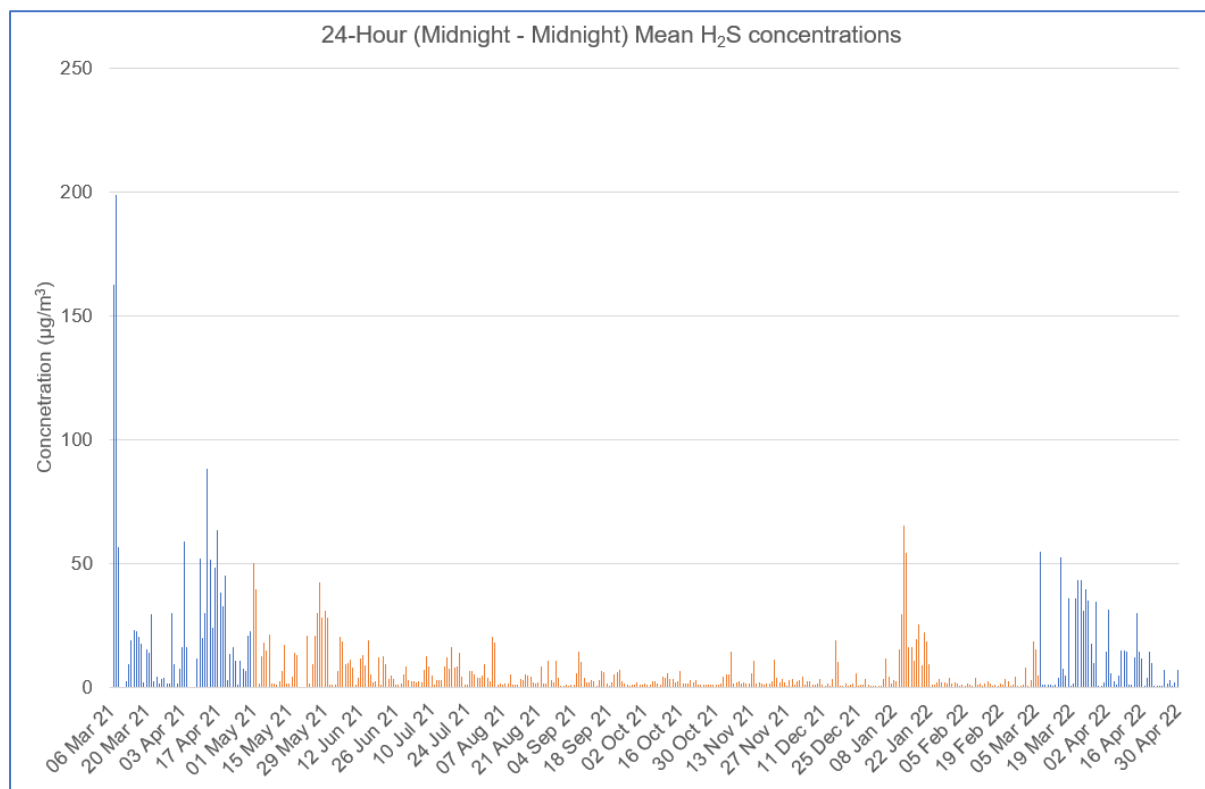


Figure 6: Percentage of time each day that H₂S concentrations were above the 30-minute mean WHO odour guideline (7 µg/m³).

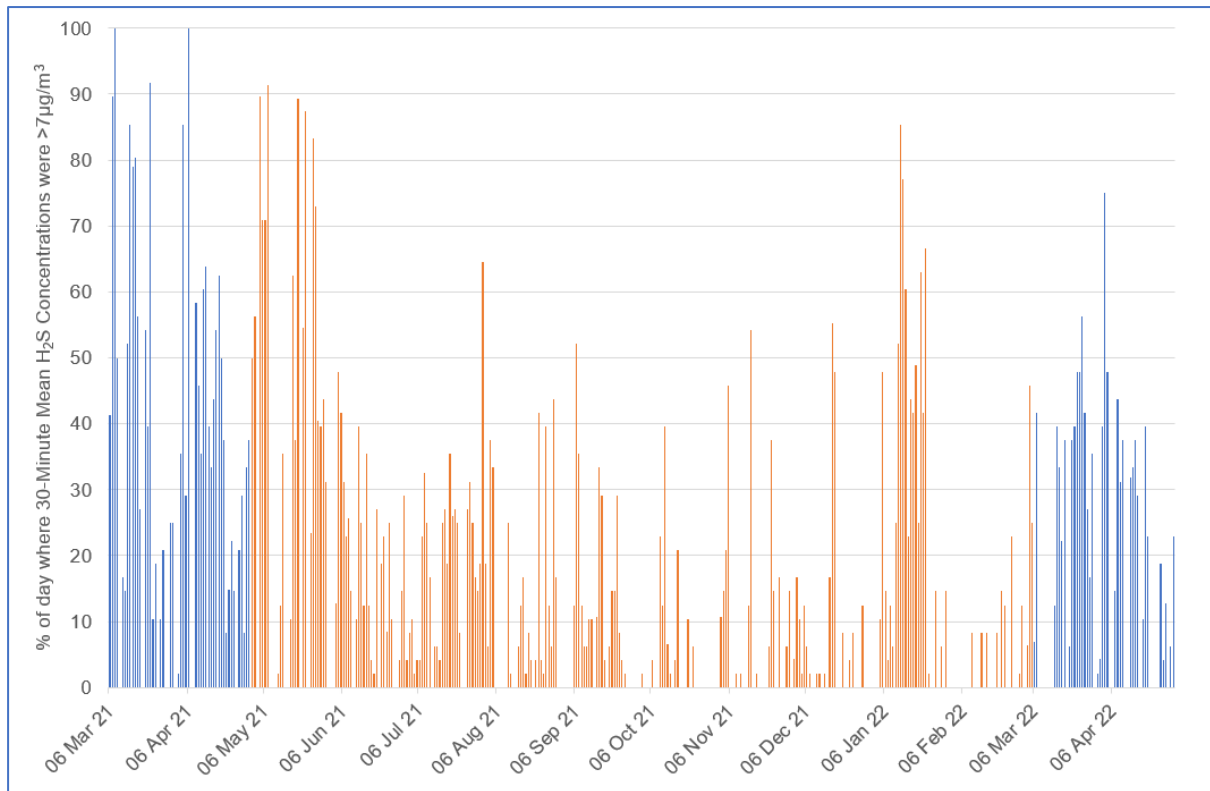


Figure 7: Daily number of odour reports for March – April 2021

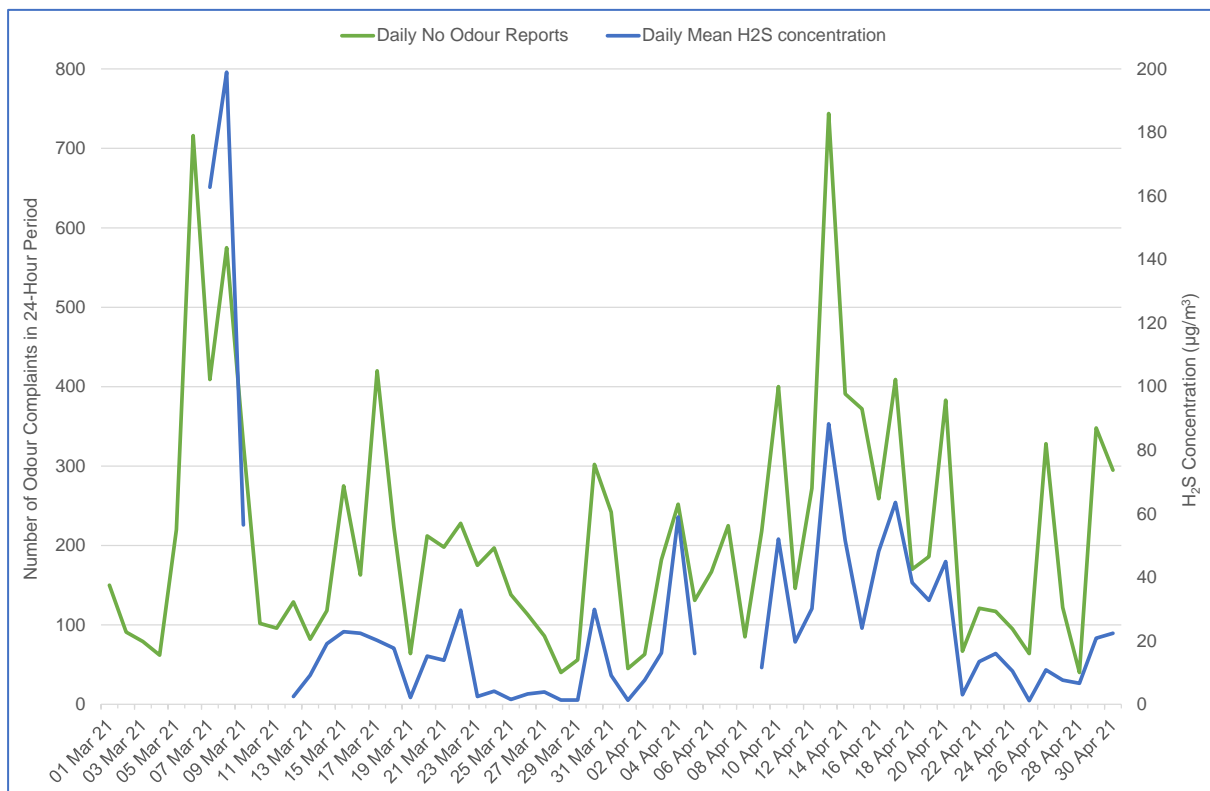


Figure 8: Daily number of odour reports for March – April 2022

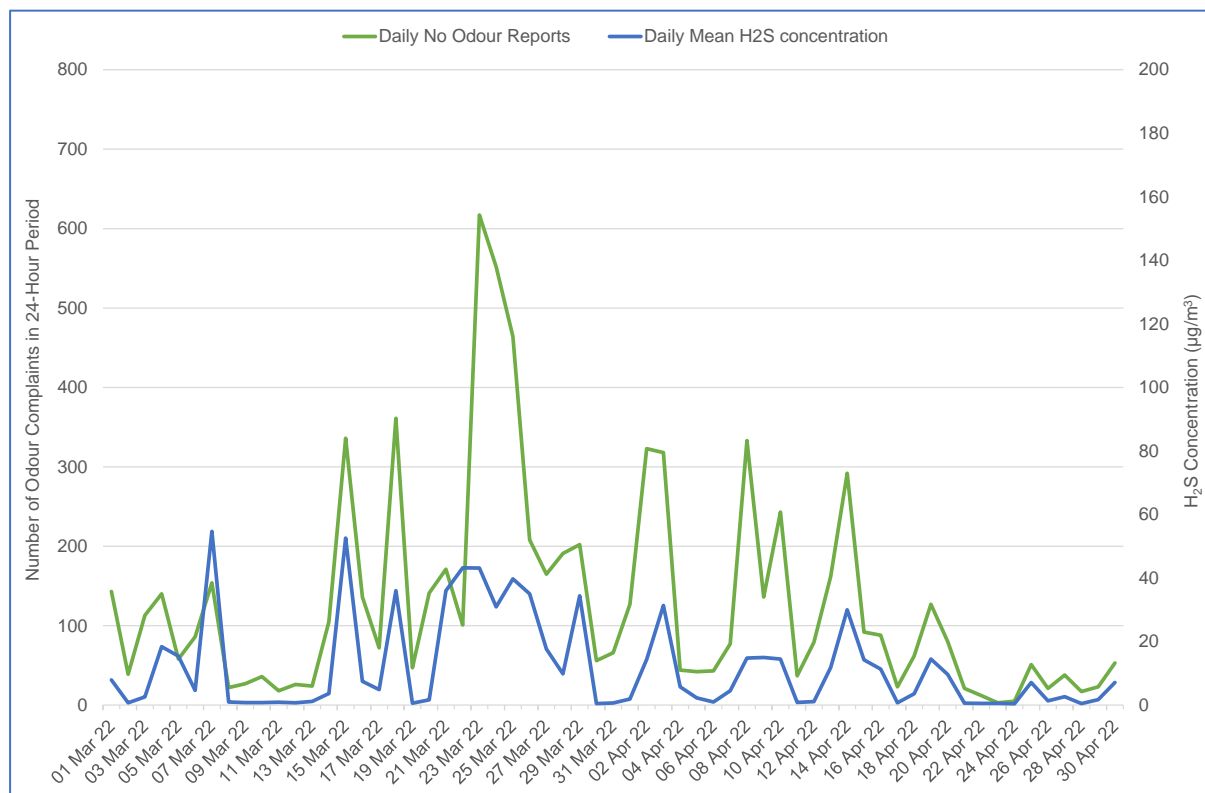


Figure 9: MMF9 scatter plots of 30-minute mean H₂S, wind speed and temperature values for week 9 - 17 of 2021 and 2022 (Monday – Sunday).

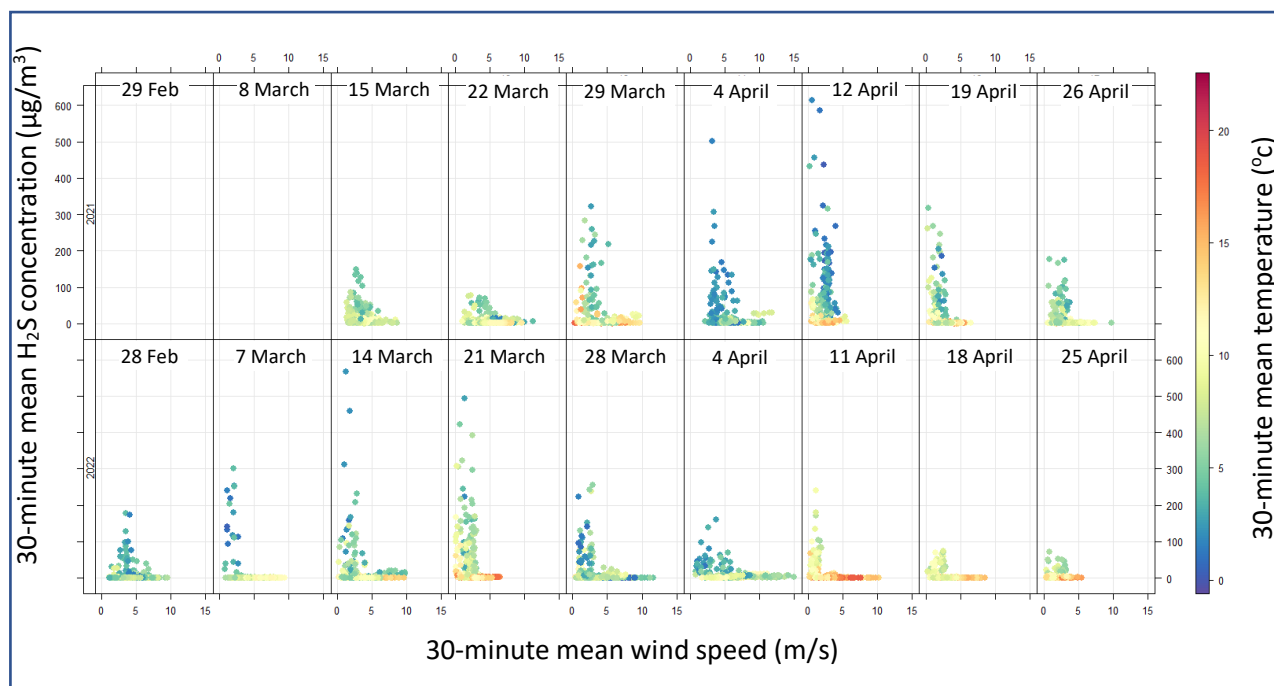


Figure 10: MMF9 30 – minute mean time series from 6 March – 30 April 2021

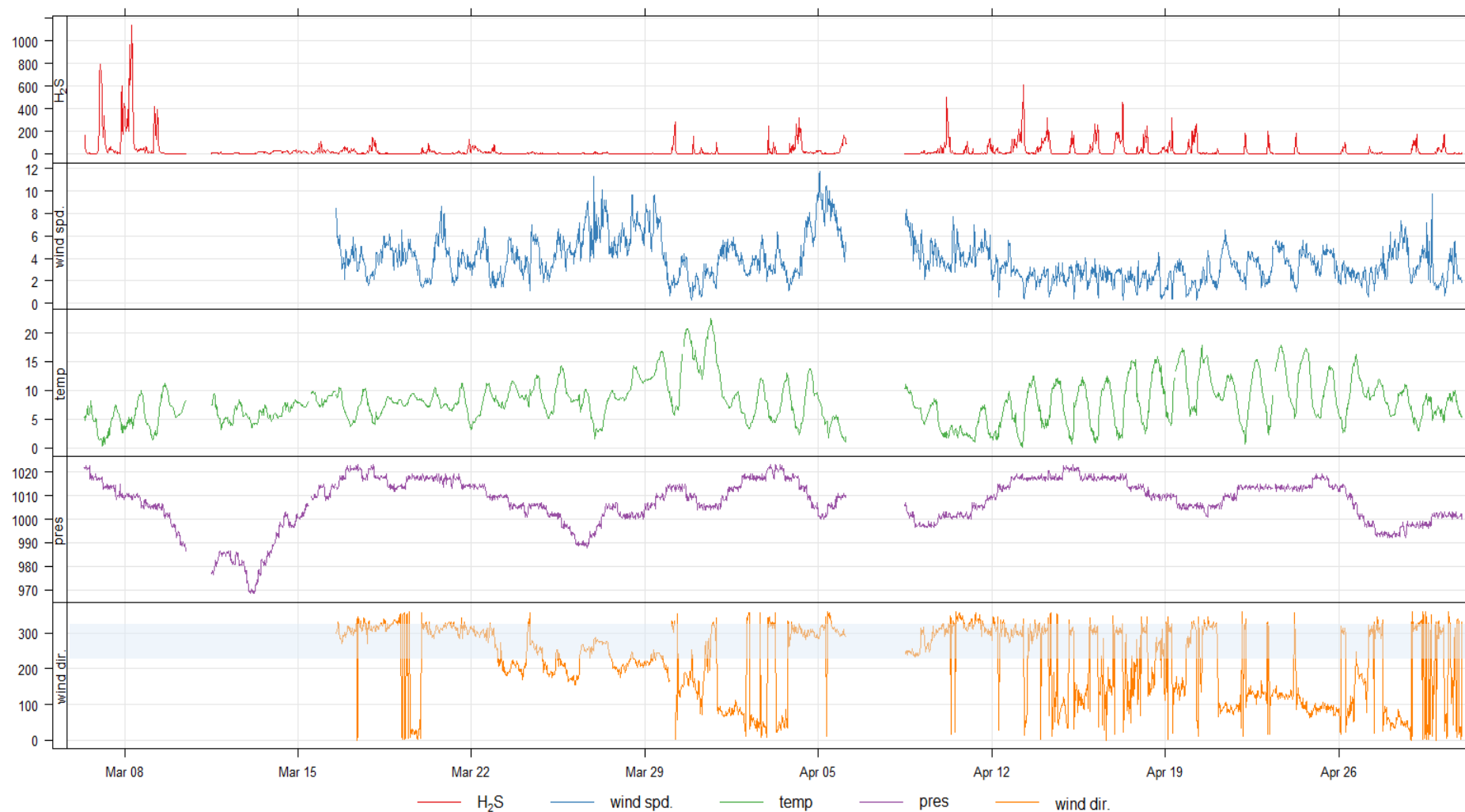
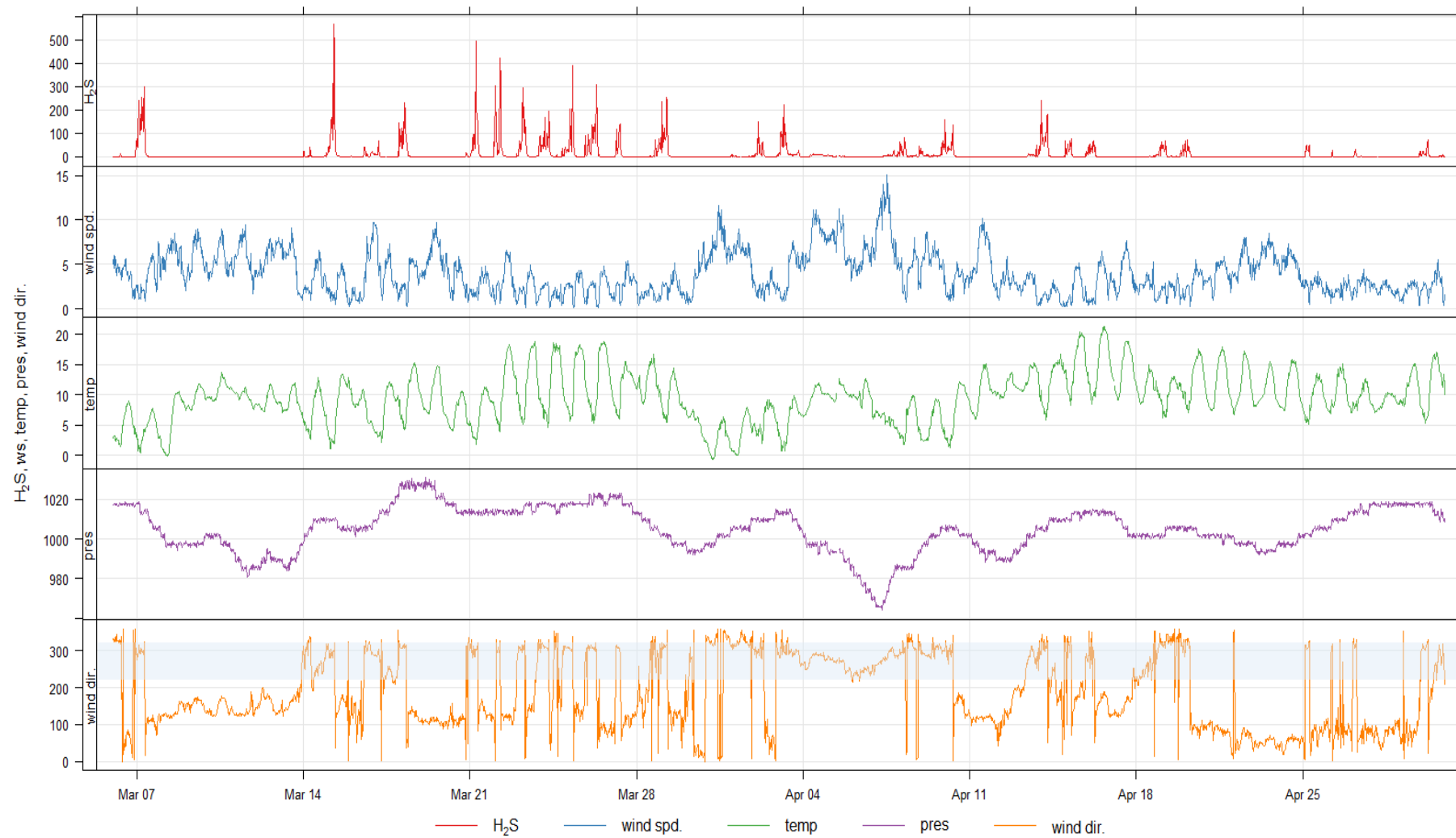


Figure 11: MMF9 30 – minute mean time series from 6 March – 30 April 2022



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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet
07 June 2022

Report Title: Climate Change – Sustainability Base Pledge

Submitted by: Executive Director of Environmental Sustainability

Portfolios: Environment & Recycling

Ward(s) affected: All

Purpose of the Report

To set out the proposed ten base pledges as part of the Council's commitment to work collaboratively to successfully achieve net zero carbon in line with our independent Council Climate Change declaration.

Recommendation

That:

1. Cabinet formally adopts the ten base pledges set out in this report.
2. The Council helps facilitate action on the base pledges through its membership of the Staffordshire sustainability Board (SSB)

Reasons

Sustainability and Climate Change are serious issues facing us all, and there is a need to work as a collective across Staffordshire, to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in.

1. **Background**

- 1.1 At its meeting on 4th November 2020, Cabinet received and endorsed the Council's reviewed Medium Term Financial Strategy including a mid-term review of the Council Plan. Under Priority 3 – a Healthy, Active and Safe Borough, Cabinet reaffirmed its commitment to establish a Sustainable Environment Strategy for the Council and the Borough linked to Government targets.
- 1.2 In order to translate the Council's ambitions in respect of the environment, a Sustainable Environment Strategy was approved by Cabinet at its December 2020 meeting and is the vehicle for helping the Council achieve its aims of caring for and enhancing our natural environment and to adapt and mitigate the effects of climate change.

- 1.3 Across Staffordshire, all ten local authorities have committed to similar strategies, and declarations of climate emergencies.
- 1.4 In order to provide a consistent and collaborative approach across the County of Staffordshire, The Staffordshire Leaders and Chief Executives Group has committed to work collaboratively to successfully achieve net carbon zero in line with each of our independent authority's climate change declarations.
- 1.5 A Staffordshire Sustainability Board (SSB) has been set up to facilitate collaborative forum, consisting of member Portfolio Holders and senior officers with responsibility for sustainability, supported by a team of advisors drawn from across the authorities. The SSB will work to influence change within its own individual organisations as well as other organisations and individuals to ensure that Staffordshire is net zero by at least 2050 or before.

2. Issues

- 2.1 It is recognised that the Staffordshire council's collective carbon footprint is less than 2% of Staffordshire's 5.8MtCO₂e annual carbon footprint however it is documented that, collectively, the councils could have an influence on a significant proportion of these emissions. This collaboration is to enable and facilitate change, where possible, throughout the geographic area of Staffordshire as a whole.
- 2.2 Work in the longer term will have to bring into the discussion and actions, climate change adaptation and sustainable environment concerns.

3. Proposal

- 3.1 It is proposed that as an initial commitment, the combined councils will within their own carbon emissions boundary initiate the following pledges, but acknowledge that the larger scope of climate change mitigation and adaptation is within the wider community of Staffordshire.
 1. **Baseline and Reporting** – All Councils will prepare and publish an annual baseline analysis of their organisation's carbon footprint. All Councils will assess and publish progress in reducing their carbon footprint in October each year.
 2. **Carbon Literacy Training & Awareness** – All Councillors and Senior Management Teams will undertake carbon literacy training to build corporate awareness of the issue and the Council's role in securing carbon reduction. All Councils will conduct a community impact assessment for key projects and proposals and include an assessment of Climate Change Implications in all key decision reports.
 3. **Ambassadors** - All Councils will encourage members to act as climate change ambassadors, to encourage reduction in organisational carbon footprints and champion this in their own division/ward areas.
 4. **Green Travel Planning** – All Councils will support and facilitate green travel by members, employees, and their communities through promotion of green travel planning. Policy implementation on green transport and ways of working

5. **Communications** – All Councils will contribute to a countywide communications group who will plan to deliver and manage a countywide Communications Plan, working together to drive our collective net zero visions forward, throughout the County.
6. **Green Energy** – All the Councils will commit to procure 100% green energy supplies for their electricity as soon as existing contract commitments allow.
7. **Energy Reduction** – By January 2023, all Councils will have established plans to reduce energy consumption across their estates.
8. **Low carbon fuelled fleet vehicles** – Moving towards an aspirational zero emission operational vehicle fleet, the Councils will by 2025, establish a plan to move to low carbon fuels within their internal fleets by 2030.
9. **Waste & Recycling** – By 2025 there will be a countywide waste strategy that all authorities will adhere to. This strategy will cover all aspects of the countywide waste operation, to reduce residual waste creation, increase recycling rates, promote composting of food waste at home and establish food waste collections throughout the County.
10. **Innovation and Technology** – Working collaboratively with research institutions, businesses and partners the Councils will encourage both innovation and technology development that will assist the delivery of our combined net zero visions.

4. **Reasons for Proposed Solution**

- 4.1 Sustainability and Climate Change are serious issues facing us all, and there is a need to work as a collective across Staffordshire, to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in.

5. **Options Considered**

- 5.1 The Council could just focus on and work in isolation in achieving its own targets as set out in the Sustainable Environment Strategy was approved by Cabinet. However, there are significant advantages in working collaboratively across Staffordshire, sharing best practice and innovation. It will also help reduce duplication, therefore allowing all authorities in Staffordshire to move forward effectively, and meet individual challenges of becoming Net Zero organisations.

6. **Legal and Statutory Implications**

- 6.1 The Climate Change Act 2008 has the following provisions:

Carbon targets and carbon budgeting – The Act places the government under a legal duty to reduce greenhouse gas emissions by 80% below 1990 levels by 2050

The committee on Climate Change – The Act also establishes the Committee on Climate Change, an independent, expert body to advise government on the appropriate level for target, budgets, and on matters relating to mitigation and adaptation. The Committee will submit annual reports to parliament on progress towards the targets and government must respond to this report.

- 6.2 Councils Duty to reduce carbon emissions which are further legislated for as part of the Environment
- 6.3 All Local Authorities have a 'biodiversity duty' under the Natural Environment & Rural Communities Act 2006.

7. **Equality Impact Assessment**

- 7.1 There are no equality issues arising from this report. However there may be Equality impact assessments required going forward, as the base pledges are undertaken and developed.

8. **Financial and Resource Implications**

- 8.1 For some of the base pledges outlined in section 3, there will be no cost implications beyond Officer Time, others however will require consideration of financial implications on a project by project basis, for example low carbon fuelled vehicles.
- 8.2 Financial support for this programme of a £100,000 per annum has been agreed through the Councils Borough Growth fund.

9. **Major Risks**

- 9.1 There are growing expectations that Councils take a leading and decisive role in this respect and there are reputational risks to the Council in not acting positively.
- 9.2 Any risks associated with specific pledges contained within this report will be assessed and considered on a project-by-project basis, as work develops on each of the pledges.
- 9.3 There are overarching risks of inaction in respect of the Councils response to the environmental threats caused by rising carbon emissions, habitat loss, plastic pollution and poor use of dwindling natural resources. As a result, Councils around the UK and Governments around the world are responding to these threats and public calls for a robust and rapid reduction and mitigation measures.

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

- 10.1 This report, and the base pledges contained within it support all of the UNSDG goals



11. **Key Decision Information**

11.1 This report is a key decision, as Climate Change has the potential to have a significant effect on communities living or working in an area.

12. **Earlier Cabinet/Committee Resolutions**

12.1 Cabinet approved the Councils Sustainable Environment Strategy at its December 2020 meeting.

13. **List of Appendices**

13.1 Staffordshire sustainability Board - Vision & Pledge 2022-2023. – Appendix 1

14. **Background Papers**

14.1 None.

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Staffordshire Sustainability Board

Vision and council commitments 2022-2023

Vision

The Staffordshire Sustainability Board (SSB) is to facilitate the collaborative forum, to work together, as the democratically elected bodies in Staffordshire, to influence change and to encourage organisations and individuals to ensure that Staffordshire is net carbon zero by at least 2050 or before.

The board will also work as a collective to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in. Sustainability and habitat biodiversity will be reviewed throughout 2022 and shall be considered in a revised vision in January 2023.

Context

The Staffordshire Leaders and Chief Executives Group has committed to work collaboratively to successfully achieve net carbon zero in line with our independent authority's climate change declarations.

It is recognised that the council's collective carbon footprint is less than 2% of Staffordshire's 5.8MtCO₂e annual carbon footprint however it is documented that, collectively, the councils could have an influence on a significant proportion of these emissions. This collaboration is to enable and facilitate change, where possible, throughout the geographic area of Staffordshire as a whole.

Work in the longer term will also bring into the discussion and actions, climate change adaptation and sustainable environment concerns.

Throughout all the activities and discussion that resonate from the SSB, we shall actively engage with external organisations that can bring specialist knowledge, understanding and facilitation to the board.

The SSB will comprise senior members of each authority and supported by a team of advisors drawn from across the authorities.

Council commitments

It is proposed that as an initial commitment, the combined councils will within their own carbon emissions boundary initiate the following but acknowledge that the larger scope of climate change mitigation and adaptation is within the wider community of Staffordshire.

1. Baseline and Reporting – All Councils will prepare and publish an annual baseline analysis of their organisation's carbon footprint. All Councils will assess and publish progress in reducing their carbon footprint in October each year.

2. Carbon Literacy Training & Awareness – All Councillors and Senior Management Teams will undertake carbon literacy training to build corporate awareness of the issue and the Council's role in securing carbon reduction. All Councils will conduct a community impact assessment for key projects and proposals and include an assessment of Climate Change Implications in all key decision reports.

3. Ambassadors - All Councils will encourage members to act as climate change ambassadors, to encourage reduction in organisational carbon footprints and champion this in their own division/ward areas.

4. Green Travel Planning – All Councils will support and facilitate green travel by members, employees, and their communities through promotion of green travel planning. Policy implementation on green transport and ways of working

5. Communications – All Councils will contribute to a countywide communications group who will plan to deliver and manage a countywide Communications Plan, working together to drive our collective net zero visions forward, throughout the County.

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9. Waste & Recycling – By 2025 there will be a countywide waste strategy that all authorities will adhere to. This strategy will cover all aspects of the countywide waste operation, to reduce residual waste creation, increase recycling rates, promote composting of food waste at home and establish food waste collections throughout the County.

10. Innovation and Technology – Working collaboratively with research institutions, businesses and partners the Councils will encourage both innovation and technology development, that will assist the delivery of our combined net zero visions.



NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet
07 June 2022

Report Title: One Council Programme Update

Submitted by: Chief Executive

Portfolios: One Council, People and Partnerships

Ward(s) affected: All

Purpose of the Report

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

Recommendation

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

1. One Front Door / Customer Hub progress
2. Leadership and Management
3. Information Advice and Guidance / Website
4. Support Services
5. Mobile Multi-Function Team
6. Wider Management Team Portfolios

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 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. Given the broad remit of the programme, overall aims have been considered by integrated workstreams aligned to core principles of delivery and achievement. Initial work was supported by the delivery partner Ignite Consulting who have enabled the team to develop skills in management change and service redesign.
- 1.3 The programme 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

3. An update on progress against each of these areas follows.

3.1 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.

Following the development of the overall mission statement and related values, work has been ongoing to embed these vertically and horizontally throughout our processes, policies and behaviours. 2 staff surveys have been undertaken to benchmark progress, with positive results.

A Leadership Development programme was commissioned and delivered 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. 3 face to face sessions were held for all leaders of Business Manager Level and above and were extremely well received. Leaders received guidance and development on themes of empowering and enabling staff through use of coaching and were challenged to push themselves out of their comfort zones to achieve the wider aims of the Council.

Development will continue as we launch the new Appraisal and Team Charter schemes which again will support increased performance of individuals and teams and embed the coaching culture throughout.

3.2 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 new website launched on 27th October with improved functionality and self-service access.

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 a review of customer need and efficiency benefit which allow savings to be realised through more streamlined resourcing models.

Publicity campaigns such as vehicle livery reminding residents that they can access services online have been launched to support the channel shift to a digital support model. Accessibility has been a key element of the design work and we have been careful to ensure that vulnerable groups are not excluded or disadvantaged.

Work continues to monitor, review and embed changes as well as identify further areas for innovation

3.3 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 initially focussed on the previous teams for Customer Services and Revenues and Benefits and the two areas have now been consolidated. Latterly, Newcastle Housing Teams have been embedded in the Customer Hub. 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 £386k, part year savings for 2021/22 of £193k.

The transformation and transition has been challenging for the teams involved positive attitudes are supporting a successful shift in behaviours and activity. Training and support continues to embed these new ways of working effectively within the service and address legacy issues.

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. Work has already been undertaken with the Streetscene team and plans are in place to consider opportunities within our planning service.

3.4 Internal Support

The teams are currently undertaking activity mapping, skills review and opportunity assessment reviews across our support services.

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 Equivalents (WTE) assigned to the teams which is planned to be delivered through MARS as well as natural turnover.

A key element of the review is to consider how services can develop digital solutions to support a self-serve culture. A revised and interactive Intranet is in development to support efficiency, information sharing and resource review.

3.5 Mobile Multi-Function Team (MMF)

The Mobile Multi Functional Team (MMF) is an exciting new team 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. After a successful pilot scheme, the teams grow in capability and strategy and are working closely with partners to address issues as they arise in the borough.

3.6 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.

A draft structure has been developed for the team which includes People, Communications and Strategy; and recruitment is scheduled for May 2022 for a number of key roles.

3.7 Benefits Realisation

2021/22 benefits have been achieved with the design and implementation of the Customer Hub. This has enabled a reduction of 7.8WTE from the team with an annualised saving of £193k.

The programme remains on track to achieve the ongoing savings and this has been considered in the development of both the 2022/23 revenue budget and the Medium Term Financial Strategy.

4. Operating Model

The overall Operating Model of the council has been revised to reflect a focus on purpose and outcome, holding the resident at the centre of our work. Heads of Service took on their new roles as from 1st April 2022

Chief Executive				Executive Director of Sustainable Environment			Executive Director of Growth and Development	
Strategy, People and Performance	Finance	Legal and Governance	Digital, IT and Internal Transactions	Sustainable Environment	Neighbourhood Delivery	Regulatory Services	Planning	Commercial Delivery
People and OD	Finance	Legal	IT	Recycling and Waste	Mobile Multi-Function	Food and Safety	Planning Policy	Assets and Property
Strategic Partnerships	Sundry Debtors	Governance	Digital	Streetscene	Town Centre and Community	Licensing	Development Control	Economic Development
Performance Management	Internal Audit	Complaints	Internal Transactions	Transport and contracts	Customer Hub	Housing	Building Control	Leisure
Communications	Creditors Payments	Democratic Support	Facilities Management	Sustainable Borough		Environmental Protection		Culture
Corporate Health and Safety		Procurement						Bereavement Services
		Risk & Insurance						

5 **Proposal**

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

- One Front Door / Customer Hub
- Leadership and Management
- Information Advice and Guidance / Website

6. **Reasons for Proposed Solution**

6.1 Benefits and outcomes remain on track as proposed.

7. **Options Considered**

7.1 None relevant to this report.

8. **Legal and Statutory Implications**

8.1 None directly arising from this report.

9. **Equality Impact Assessment**

9.1 None directly arising from this report.

10. **Financial and Resource Implications**

10.1 As a result of the COVID-19 pandemic and the financial challenge the pandemic has raised, the Council commissioned a full organisational review. The review identified a requirement to make significant changes to the way Council services are delivered, recognising both the impact of the pandemic in terms of creating more and different demands on Council services and the need to retain focus on the most vulnerable and disadvantaged in the community, whilst maximising opportunities for residents to help themselves, ensuring that they have a consistent and efficient interaction with the council when needed. The One Council Programme which is being undertaken over the period 2021/22 to 2022/23 will implement the necessary changes, which will involve extensive redesign of organisational structures, processes and technology, underpinned by changes in culture, leadership and governance.

10.2 Efficiencies and savings expected to be achieved through the One Council Programme will amount to circa £1m over a three year period and are recurring. In order to achieve the revenue savings, implementation costs of approximately £1.2m will need to be made. These implementation costs consist of website development, ICT costs, staff time including enhanced HR support, external delivery partner and training costs together with programme assurance and contingency. These costs will be funded via the flexible use of capital receipts and contributions from the Borough Growth Fund over a two year period.

11. **Major Risks**

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

12. UN Sustainable Development Goals (UNSDG)



13. Key Decision Information

13.1 Not a Key Decision

14. Earlier Cabinet/Committee Resolutions

14.1 Programme approved February 2021 Council.

15. List of Appendices

15.1 None

16. Background Papers

16.1 n/a

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

Date 7th June 2022

Report Title: Discretionary Rate Relief Policy

Submitted by: Head of Finance & Section 151 Officer – Sarah Wilkes

Portfolio: Finance, Town Centres & Growth

Ward(s) affected: All

Purpose of the Report

To approve the updated Discretionary Rate Relief Policy in respect of National Non-Domestic Rates (NNDR) i.e. business rates.

Recommendations

That Cabinet approves the attached Discretionary Rate Relief Policy.

Reasons

The Policy has been updated to ensure a structured scoring mechanism to ensure fair and consistent decision making and control of the Council's finances with governance in place.

1. Background

- 1.1 The Local Government Act 1988 and the Localism Act 2011 provides the legislation supporting the award of discretionary rate relief. Discretionary rate relief has previously been awarded based on criteria which has been used for many years but the council has never adopted a formal scoring mechanism to ensure consistency in decision making.

2. Issues

- 2.1 The National Non-Domestic Rating Scheme gives the council discretionary powers to award relief from payment of NNDR in a range of circumstances. Administrative arrangements of NNDR, including the way rate relief is funded, requires guidance on the application of discretionary powers being necessary.
- 2.2 The previous policy was adopted in 2016 and did not give clear guidance on how the award was decided, nor give an indication on how much relief should be granted. Decisions were often based on historical information.
- 2.3 The new policy has been devised in conjunction with a scoring matrix, that awards points based on answers given on the application form. This new scoring matrix then determines the amount of discretionary relief that can be awarded ensuring all applications are treated equally and awards given consistent with like for like businesses.

- 2.4 The Policy includes relief in the following categories:

- a. Discretionary Rate Relief (Charities and Non Profit Organisations)
- b. Discretionary Rural Rate Relief
- c. Partly Occupied Properties Relief
- d. Hardship Relief
- e. Relief under the Localism Act

3. **Proposal**

3.1 That the enclosed policy be approved.

4. **Reasons for Preferred Solution**

4.1 To ensure that all business ratepayers are treated fairly and consistently.

5. **Options Considered**

5.1 *The only other option is not to have a policy.* However, the Council could be challenged regarding the basis on which the decision is made and the absence of a policy may leave the Council open to criticism from the Local Government Ombudsman.

6. **Legal and Statutory Implications**

6.1 The policy explains the discretions granted by the Local Government Finance Act 1998 and the Localism Act 2011.

7. **Equality Impact Assessment**

7.1 The policy seeks to ensure that all ratepayers are treated equally, fairly and consistently.

8. **Financial and Resource Implications**

8.1 As part of the central government funding process for local authorities the business rates pooling arrangements that have been in place since 1 April 2013, the Council retains 40% of any business rates income received, conversely, the Council's income is reduced by 40% for any reductions in business rates awarded such as discretionary rate relief (the 40% share is subject to levy payments if the business rates baseline funding is exceeded).

8.2 An allowance is made via the NNDR1 return for discretionary relief totalling £25,746 to be awarded during 2022/23, the Councils share of this amounts to £10,298 and is included within the Business Rates Retention funding envelope budgeted for in 2022/23.

9. **Major Risks**

9.1 Failure to adopt a formal policy could lead to challenge from the Local Government Ombudsman.

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

10.1 In considering the policy the following UN sustainable development goals will be considered:



11. **Key Decision Information**

11.1 This is a key decision as defined in the Council's Constitution. The item is included in the Cabinet's Forward Plan for the period in which the meeting is to take place.

12. **Earlier Cabinet/Committee Resolutions**

12.1 None.

13. **List of Appendices**

13.1 National Non Domestic Rates (NNDR) Discretionary Rate Relief Policy - Rate Relief for Businesses.

14. **Background Papers**

14.1 None.

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National Non Domestic Rates (NNDR)

Discretionary Rate Relief Policy-

Rate Relief for Businesses

May 2022

Introduction

As part of its role in the administration of National Non Domestic Rates (NNDR), the Council has several areas where it can exercise its discretion to provide reductions to the amounts of business rates that are due to be paid (i.e. Discretionary Rate Relief).

Changes to local government finance now mean that the income from business rates more directly impacts on the Council's financial position. As part of the central government funding process for local authorities the business rates pooling arrangements that have been in place since 1 April 2013, the Council retains 40% of any business rates income received, conversely, the Council's income is reduced by 40% for any reductions in business rates awarded such as discretionary rate relief (the 40% share is subject to levy payments if the business rates baseline funding is exceeded).

The granting of any relief may therefore impact upon the provision of other services and is accordingly assessed against its affordability to the Council and how the business contributes to the Council's vision and priorities as detailed in its Council Plan.

The Local Government Finance Act 1988 provides for Discretionary relief to be available in five areas. Discretionary Relief can be awarded as a Top Up to Mandatory Relief or in its own right, as stated above 40% of any Relief given is borne by the Council, 50% by Central Government, 9% by Staffordshire County Council and 1% by Staffordshire Fire Service.

The five areas are:

1. Discretionary rate Relief (Charities or Non Profit Organisations)
2. Discretionary Rural Rate Relief
3. Partly Occupied Properties Relief (S44A)
4. Hardship Relief (S49)
5. Relief under the Localism Act 2011

Objectives

The purpose of this Policy is to specify how the Council will operate its discretionary powers under the Local Government Finance Act 1988 and to indicate the factors it will consider when deciding if relief can be awarded.

The policy is intended to provide a simple transparent process that aligns awards of discretionary rate relief with the council's corporate priorities.

Each case will be treated strictly on its merits and all businesses will be treated fairly and equally when the scheme is administered

Legislation

1. Discretionary Rate Relief (Charities and Non Profit Organisations)

Section 47 of the Local Government Finance Act 1988 provides local authorities with a discretionary power to award rates relief to organisations that are liable to pay non domestic rates.

In order that an application may be considered the following conditions must be met:

- a. The ratepayer is a charity or trustees for a charity and the hereditament is used wholly or mainly for charitable purposes; or,
- b. The hereditament is not an excepted hereditament (defined by section 47 of the Local Government Finance Act 1988 as a hereditament where all or part of it is occupied (other than as a trustee) by a billing authority, or a precepting authority (other than the Receiver for the Metropolitan Police or the charter trustees or a functional body within the meaning of the Greater London Authority Act 1999) and all or part of it is occupied for the purposes of one or more institutions or other organisations none of which is established or conducted for profit and each of whose main objects are charitable or otherwise philanthropic or religious or concerned with education social welfare, science, literature or the fine arts; or,
- c. The hereditament is not an excepted hereditament and it is used wholly or mainly for the purposes of recreation and all or part of it is occupied for the purpose of a club, society or other organisation not established or conducted for profit.

2. Discretionary Rural Rate Relief

Section 47 of the Local Government Finance Act 1988 allows local authorities discretionary power to award up to 50% discretionary relief in respect of any property which qualifies for Mandatory Rural Settlement Relief.

In order to apply the following criteria must be met:

- a. The property must be located in a qualifying Rural Settlement;
- b. The Rateable Value of the property must not exceed £16,500 at the start of the relevant rating year;
- c. The property is occupied by a business that benefits the local community; and,
- d. It is reasonable for the Council to grant relief having regard to the interests of the Council Tax payers of the Borough

3. Partly Occupied Properties Relief

Section 44a of the Local Government Finance Act 1988 allows local authorities to grant relief on a hereditament that is partly unoccupied or not fully occupied as long as the situation exists for a short time only. Each case will be considered on its merits.

Granting of this relief is entirely under the discretion of the Borough Council and will only be granted if it is reasonable for the Council to grant relief having regard to the interests of the Council Tax payers of the Borough

4. Hardship Relief

Section 49 of the Local Government Finance Act 1988 allows local authorities power to reduce or remit the amount a person is liable to pay where it is satisfied that:

- a. the ratepayer would sustain hardship if the authority did not do so; and,

- b. it is reasonable for the authority to do so having regard to the interests of the Council Tax payers of the borough.

5. Relief under the Localism Act

The Localism Act 2011 allows local authorities to grant local business rates discounts.

Amount of Relief

The amount of relief available will be determined against the respective criteria and the supporting information contained within the application. The Council, like all other authorities, only has limited resources and government support in the form of grant funding is reducing year on year.

The amount of any award is at the discretion of the Council but is subject to limits to remain affordable to the Council and to avoid unfair competition.

Discretionary Rate Relief will be awarded after taking in to consideration all other reliefs an organisation currently receives or may qualify for.

The relief will be based upon the details as contained in the application.

All awards will be made for a set period only, but subject to annual determination/confirmation in accordance with the Council's budget determination. Continuation of relief will be subject to reapplication.

Applications

Applications forms for Discretionary relief are available from the Business Rates team or can be downloaded from the Council's website. <https://www.newcastle-staffs.gov.uk/discounts-exemptions/council-tax-disabled-relief-scheme/1> . All other applications should be made in writing to the Council.

Your application must illustrate a complete picture of the nature of your business and in particular, the benefit it has on the local community.

Evidence required will include:

- a. The Business Case for the proposal and why Business Rates relief is required.
- b. Details of other funding streams explored including any outstanding decisions.
- c. A statement of finances, showing income and expenditure or annual accounts, if easier.

The form must be completed by the ratepayer or a person authorised to sign on behalf of the ratepayer.

The Council will have the right to request any reasonable evidence in support of the application, and to verify the information by contacting third parties and any reference as included in the application.

All information supplied will be dealt with in the strictest confidence.

Award Criteria

The Criteria to be used on deciding whether or not to grant relief are based on assessing how the organisations work helps to achieve the Council's priorities.

Considerations will include:

- Access and Equal Opportunity – Is membership available to all sections of the community? (some restrictions for ability in sport may be considered if appropriate).
- Beneficiaries of services or facilities – Does the organisation provide training or education to its members? Are there schemes for particular groups of residents (eg young people, the disabled, retired people) to develop skills?
- Affiliation to local or national organisations – The organisation should be actively involved in the development of their local interests.
- Contribution to the area and benefits to Newcastle-under-Lyme Residents – Applicants must show that the benefits, services or facilities that they provide mainly benefit residents of the Newcastle-under-Lyme area.
- Finance – Copies of the organisations accounts for the last 2 years should be provided to assist the Council to assess the ability of the organisation to meet the costs of the rates in the absence of additional rate relief. Any funding received by the organisation from the Borough Council or other external bodies should be clearly stated in the application.
- Competition – Could the award of a discount have an anti-competitive effect on other businesses in the borough? This could happen if there are other businesses in the area which provide the same or similar services or facilities.

A scoring guider is used to ensure consistency is applied – see Appendix A.

A recommendation is forwarded to The Section 151 Officer – Head of Finance and alongside the Portfolio holder for Finance, Town Centre and Growth who will review all the evidence held and will make a decision within 21 days of referral or as soon as practicable thereafter.

Payment of Relief

Following a successful recommendation, relief granted is in the form of a reduction to Non Domestic Rate liability. The relief will be credited direct to the organisation's Non Domestic Rate account and applied in accordance with the payment.

The applicant must inform the Council of any change in circumstances that affect the award of relief in particular of any further assistance given that impacts upon the financial standing of the company or eligibility for financial assistance including State aid.

The Council will recover all overpayments of Discretionary Rate Relief through the organisation's Non Domestic Rate account.

Any business or company that ceases trading or moves outside the area will become liable for the full rates payable from the date of vacation.

Notifications

The Council will inform the organisation applying in writing of the outcome of their application for Discretionary Rate Relief.

Where the application is not successful, the notification will provide full reasons why we have decided not to award Discretionary Rate Relief and details of the applicant's right to ask us to look at the decision again.

Where the application is successful, the notification will include the following information:-

- The period of the award
- The percentage of the rate liability awarded for that period.
- The amount of Rate Relief to be awarded for the period.
- An amended Non Domestic Rate Demand.
- The right to ask us to look again at the decision.

Right of Appeal

The amount of any award is at the discretion of the Council and the local authority may only grant relief if it would be reasonable to do so having regard to the interests of council tax payers in its area

No formal right of appeal therefore exists however an applicant may put in a request for the decision to be reviewed.

Any request for such a review must be in writing, detailing the reasons why the decision should be reviewed, and must be received within one calendar month of the above notification.

The Section 151 Officer – Head of Finance alongside the Portfolio holder for Finance, Town Centre and Growth who will review all the evidence held and will make a decision within 21 days of referral or as soon as practicable thereafter.

Fraud

The Council is committed to the fight against fraud in all its forms. An organisation who tries to fraudulently apply for Discretionary Rate Relief by falsely declaring their circumstances or providing a false statement or evidence in support of their application, may have committed an offence under the Fraud Act 2006. Where the Council suspects that such a fraud may have occurred, the matter will be investigated as appropriate and this may lead to criminal proceedings being instigated.

Publicity

The Council will include information about all forms of Discretionary Rate Relief within its Non Domestic Rate Demands and on the Council's website. A copy of this policy will be made available for inspection.

Review

This policy will be reviewed periodically, taking into account Council policies and priorities and any changes in legislation.

Appendix A

DISCRETIONARY RATE RELIEF DETERMINATION

Name of Organisation:

Address:

CRITERIA ON WHICH CLAIM ASSESSED	POINTS AVAILABLE	POINTS AWARDED
Use of the property and Objectives and activities of the organisation and how they benefit the local community.	20	
Affiliation to a local or national representative body.	10	
Membership of the organisation and use of the facilities.	10	
Encouraging membership from particular groups e.g. young persons, ethnic minorities, the elderly, disabled persons, working parents.	10	
Percentage of the organisation's membership from within the Newcastle area. (score prorate to 10 - % e.g 50% - scores 5)	10	
Membership fees/charges charged for using the facilities and any concessions.	10	
Available for use by the community or by any other organisation	10	
Provision of education, training or coaching for members or users	10	
Grant aid or income generated through fund raising activities.	10	

SCORE	RELIEF
66 +	100%
50 to 65	75%
35 to 49	50%
25 to 34	25%
5 to 24	Nil

POINTS

/100

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet
07 June 2022

Report Title: Newcastle under Lyme 850th Year Celebrations in 2023

Submitted by: Executive Director Commercial Development and Economic Growth

Portfolios: Leisure, Culture and Heritage

Ward(s) affected: All

Purpose of the Report

This report updates Cabinet in relation to the work being undertaken by the Council to plan for the Newcastle under Lyme Borough 850th Year anniversary celebrations in 2023. It recommends the appointment of a Councillor as Heritage Champion to oversee the preparations.

Recommendation

That Cabinet

1. **Notes the progress made on the preparations to date.**
2. **Appoints Cllr Simon White (Deputy Mayor) as the Council's Heritage Champion to oversee the development of the plans going forward on behalf of Cabinet.**
3. **Receive a further report setting out a costed programme for consideration at a future meeting.**

Reasons

The council wants to celebrate the 850th Anniversary of the Charter that established the Loyal and Ancient Borough of Newcastle under Lyme, in 2023.

As a major milestone in the Borough's history, it is proposed to celebrate throughout the year with a programme of cultural and heritage events and activities.

As a mark of the importance of the Anniversary, it is proposed to appoint a Heritage Champion to advise and support the Portfolio Holder for Leisure, Culture and Heritage, by overseeing the preparations for the Anniversary celebrations.

1. Background

- 1.1. In 1173 Newcastle was first recorded as a town and borough and around this time was granted its first charter protecting the rights of its people. The charter itself is lost but its existence is confirmed by later charters. In 1973 the borough held 800th anniversary celebrations, attended by the Queen.

- 1.2. In 2019 the Heritage Cabinet Working Group was established to look at how the council along with partners and the community could celebrate the Borough's 850th anniversary. The group met bi-monthly and partners were invited to present ideas. The final meeting was held on 11 November 2021.

2. Update and Proposals

- 2.1 The Heritage Panel considered options for securing funds for activities to mark the anniversary, with either a single, Council led funding application, or a series of smaller applications led by a mix of community partners and the council being considered. A critical piece of work to now conclude will be finalising a programme of activities and determining the funding strategy for these.
- 2.2 The Panel undertook some preliminary work to map out potential events as set out below. These, together with any additional proposals which emerge, now need to be worked up into a costed programme for consideration by Cabinet:
- 2.3 **Celebrate Newcastle's Medieval Heritage Week**, Saturday 28 May 2023. This would include a collaboration with "Appetite", a medieval re-enactment event in the park and invitation for a Royal visit. Positive initial discussions have been held with the Museum, Streetscene and Appetite to prepare for the 2022 and 2023 events. Permission to apply for a 2023 royal visit has been given by Staffordshire Lord Lieutenant.
- 2.4 **Create an 850 logo**. In partnership with schools and Britain in Bloom it is suggested that an 850 Logo be created in 2022 to launch the Year and create a 'Brand Awareness' for the Anniversary Year.
- 2.5 **Medieval Dance classes**. This programme of activity would be provided through the Historical Dance Society with classes scheduled to start June 2022 at Brampton Museum;
- 2.6 **Celebrate Newcastle people from the Past and Present**. This would be a year-long programme of activity with monthly museum activity themes to be selected to celebrate famous and influential past and present residents of Borough. The activities could include film showings, talks, online content and spotlight gallery displays. Research has begun on the 12 influential past and present figures. Speakers for suitable monthly talks are being approached The Staffordshire Film Archive will be running a monthly "Saturday Matinee" film showing linked to the monthly themes, funded by the National Lottery Heritage Fund.
- 2.7 **Conservation of Newcastle Charters and Museum Exhibition** - A formal conservation survey has identified work needed to conserve and safely display the charters in May 2023.
- 2.8 **Commissioned theatre or dance performance** – covering the history of the Borough
- 2.9 In order to develop and cost a final programme for the year a working group of officers will be required, drawing from across the Council and, from time to time, involving partner agencies. Recognising the importance of the Anniversary, it is proposed to appoint a Heritage Champion to specifically oversee the preparations for the Anniversary celebrations, support officers in the development of the programme and to seek sponsorship support to meet the costs of the programme.
- 2.10 In addition to the emerging programme, it will be desirable to engage further with local heritage organisations to ensure that they are able to play an active part in the celebrations, and to ensure

that historic assets, such as the Guildhall, have significant prominence. Consideration could also be given to topics such as the closure of the Knotty railway line which has its centenary also in 2023.

4. **Reasons for Proposed Solution**

4.1 The council wants to celebrate the 850th Anniversary of the Charter that established the Loyal and Ancient Borough of Newcastle under Lyme, in 2023.

4.2 As a major milestone in the Borough's history, it is proposed to celebrate throughout the year with a programme of cultural and heritage events and activities.

4.3 As a mark of the importance of the Anniversary, it is proposed to appoint a Heritage Champion to advise and support the Portfolio Holder for Leisure, Culture and Heritage, by overseeing the preparations for the for the Anniversary celebrations.

5. **Options Considered**

5.1 Not celebrating the Anniversary was considered but not did not seem appropriate as it is a major milestone for the Borough. It was considered best to celebrate whilst attempting to maximise external funding to promote and deliver the events and activities.

6. **Legal and Statutory Implications**

6.1 Section 2(1) of the Local Government Act 2000 permits local authorities to do anything they consider likely to promote or improve the economic, social and environmental well-being of their area.

7. **Equality Impact Assessment**

7.1 The nature of the project is intended to seek benefits for all people across the Borough and to support the economic and social health of Newcastle town centre as a destination.

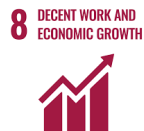
8. **Financial and Resource Implications**

8.1 Currently there is no budget allocated to marking the 850th anniversary. A critical task for the officer group and the Heritage Champion will be the working up of a fully costed programme for the 850th celebrations. Once in place funding bids can be submitted to secure external funding. Future reports to Cabinet will set out the financial implications in full.

9. **Major Risks**

9.1 As with all funding applications success is never guaranteed. The programme will need to be shaped according to the resources available.

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



11. **Key Decision Information**

11.1 This is not a Key Decision

12. **Earlier Cabinet/Committee Resolutions**

n/a

13. **List of Appendices**

13.1 None.

14. **Background Papers**

N/a



NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

07 June 2022

Report Title: Financial and Performance Review Report – Fourth quarter (Jan-Mar) 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 fourth quarter of 2021-22.

Recommendation

That Cabinet:-

- 1) note the content of the attached report and Appendices A and B
- 2) continue to monitor and challenge the Council's performance alongside its financial performance for the same period.

Reasons

So that Cabinet are fully apprised of the performance of individual council services and progress with delivery against our priorities, alongside related financial information on the organisation.

1. Background

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the fourth 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 fourth quarter 2021/22
- 1.2 This report covers the period, when a number of customer facing services were required to close, or where the customer base simply stopped using the service due to the Covid 19 situation. 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.

2021-22 Revenue and Capital Budget Position

- 1.3 The Council approved a General Fund Revenue Budget of £15,268,760 million on 23 February 2022. Further financial information is provided in Appendix A.

Performance

- 1.4 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.
- 1.5 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.
- 1.6 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.
- 1.7 In Quarter 2, a new symbol was introduced, 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.
- 1.8 The latest performance information for quarter four has been analysed and all indicators monitored for this period are listed in the table found in Appendix B.
- 1.9 For this report a total of 21 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 81%.

2. **Issues**

- 2.1 There are 4 indicators off target this quarter, and officers consider that the performance against these indicators does not give rise to serious cause for concern at present (see commentaries provided in 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.
- 2.2 Progress on delivery of planned activities is summarised for each priority and no concerns are highlighted.

3. **Proposal**

- 3.1 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.

4. **Reasons for Proposed Solution**

- 4.1 To enable financial and performance information to be presented for continued scrutiny and encourage improvement within council delivery.

5. **Options Considered**

- 5.1 At this time it is felt there is no other option necessary for consideration, however the presentation of information is continually reviewed.

6. **Legal and Statutory Implications**

6.1 There are no legal or statutory implications arising directly from this report.

7. **Equality Impact Assessment**

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

8. **Financial and Resource Implications**

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

9. **Major Risks**

9.1 The ongoing changing market conditions represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may choose whether or not to use Council facilities or in the case of the waste/recycling service where the volume of recycled materials is liable to fluctuate. The 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 procedure.

9.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.

10. **UN Sustainable Development Goals and Climate Change Implications**



11. **Key Decision Information**

11.1 This is not a Key Decision

12. **Earlier Cabinet/Committee Resolutions**

12.1 N/A

13. **List of Appendices**

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

14. **Background Papers**

14.1 Working papers held by officers responsible for calculating indicators.

Financial Position Quarter Four 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 £1.006m has been secured (including £0.331m 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 £1.010m.
- 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 continued 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 Careful monitoring of the financial position has taken place over the recent weeks and months 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 fourth 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 £1.140m for the financial year.
- b. Income shortfalls from commercial property rents, it is forecast that these losses will amount to £0.138m for 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 £0.151m 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 £1.006m has been secured (including £0.331m 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. The Council has been 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.

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 results in a deficit on the collection fund. However, the government will award Section 31 grant to the Council to offset the losses incurred by this, this will be paid into the general fund and will be set aside to offset the losses in relation to this that will be incurred on the collection fund.
- 3.4 The Council makes provision for appeals and bad debts in relation to business rates payers liabilities. A reduction in the level of appeals and a reduced level of written off debt has resulted in credits to both the appeals and bad debt provisions which has reduced the losses incurred on the business rates collection fund.

- 3.5 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 surplus has been generated 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 tax receipts and Section 31 grant are shown below (please note this excludes contribution to or from previous year surpluses or deficits):

Tax	Total Forecast (Surplus)/Deficit	Council's Share
Council Tax	(£0.742m)	(£0.081m) (10.9%)
Business Rates	£4.533m	£1.813m (40%)
Business Rates Section 31 Grant	(£5.878m)	(£2.351m) 40%
Total	(£2.087m)	(£0.619m)

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 2021/22 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 A mid-year review of the capital programme has been undertaken and approved by Cabinet 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 revised capital programme also includes projects for which funding has been obtained relating to 2021/22 via the Town Deals Fund (£3.246m) and the Future High Streets Fund (£5.341m).
- 4.3 The capital expenditure position at the end of the fourth quarter is expected to be a balanced position. Further work is being completed to inform the final outturn position for the year.

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. 2021/22 Outturn Position

- 6.1 Work is currently being completed on the final outturn position in respect of both the revenue and capital budgets. Full details on the outturn will be provided at the next meeting.

7. Treasury Management

- 7.1 It was expected that borrowing would be required during 2021/22 to fund the revised capital programme however no borrowing arrangements have been made for this financial year. This was due to the mid-year review of the capital programme and internal borrowing.
- 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 4 2021-22

Priority 1: Local Services that Work for Local People

Progress Summary

Overall, our performance with a combination of monitoring and target driven indicators for this priority is 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. The website is encouraging customers to contact through online forms which integrate directly into our Document Management system, cutting out a lot of manual handling.

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 open on Thursday mornings as a surgery with Citizens Advice Bureau and Kidsgrove Town Council.

- **Customer Services Activity**

An extremely busy quarter, with annual billing for Council Tax, Rates, BIDS and Benefit notifications alongside the increased activity with Elections. We have finally put the Test & Trace grant to bed, along with most of the Business Grants.

- **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 further, with the highest weekly tonnage ever collected in December. The value of materials and separately collected paper and card has increased in value again this quarter, meaning the Council is receiving income for all the recycling materials it collects.

- **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 Trade Unions. The “One Front Door” model for the Customer Hub is complete and a reorganisation of portfolios for Heads of Service was effective from 1st April 2022. Scrum work is underway with a number of teams who will take place in the next stages of transformation. We continue to constantly review vacancies and consider new ways of working, only recruiting externally as a last resort for essential roles. We are developing an apprenticeship strategy to help grow our workforce in conjunction with local providers as well as focusing on our appraisal and learning and development opportunities to encourage staff to feel they have opportunities to upskill and develop within the council. We are also considering how we can work with partners to support care leavers into work experience or employment.









- **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. Work to embed the values across all stages of the employee life cycle is underway with a full review of policies and procedures and a number of communication campaigns. The culture survey completed in August 2021 has been repeated and the results are being analysed. A leadership development programme is underway and has been cascaded to all Heads of Services and Business Managers

- **Ensure staff wellbeing**

There is a continued focus on well-being, the mental health working group has been so successful that its remit has been increased to include all aspects of well-being and inclusion, well-being events undertaken so far have been successful and more are scheduled now that covid restrictions have been lifted. Work on the new intranet is in progress and well-being will be a strong feature of the work underpinning this. A number of initiatives have been agreed by the working group, such a free gym membership for any employee recovering from a period of long term absence. We are also in the process of reviewing staff benefits.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 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	-	0.09%	0.2%	5%	Figure is still below target 5% but has increased slightly since Qtr. 3.	
1.2 New	Environmental Health	Cllr. Trevor Johnson	Percentage of category A and B food business inspections completed on time	High	-	0%	100%	-	All A & B category A and B food business inspections completed on time within this quarter.	
1.3 New	Environmental Health	Cllr. Stephen Sweeney	No. Accidents/Incidents reported (RIDDOR)	Low	1	1	2	-	Two over seven day absences were recorded in this period, one due to a trip the other due to manual handling. Corrective action was taken where necessary. Additionally, three COVID related RIDDOR incidents which have been kept as separate records in light of the nature of the pandemic. Once again all procedures had been followed correctly for these cases of ill health.	
1.4a	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):- • Dry Recycling	High	28.06%	23.37%	26.2%	25%	Quarter 4 has seen collected tonnage of food waste increase further, and dry recycling increase due to Christmas. Residual waste has returned to more normal levels following the impact of Covid, and now appears to be falling further with the increase in food waste.	
1.4b			• Food	High	4.28%	6.77%	7.54%	6%		
1.4c			• Amount of residual Waste per household	Low	112.21kgs	104.59kgs	101.58kgs	110kgs (per household) cumulative		
1.4d	Operations	Cllr. Trevor Johnson	Number of missed kerbside collections:- Total (per 100,000 collections)	Low	103.54	58.45	51.72	80 (per 100,000 collections)	In this quarter there were a total of 1,610,700 collections of residual, garden waste, recycling and food. Missed collections of Residual- 129, Garden Waste – 247, Recycling- 253, and food waste - 204.	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 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	97.53% 95.76% 99.47% 100%	91.73% 91.46% 98.43% 99.61%	95.66% 93.13% 98.67% 99.93%	91% 91% 97% 99%	The third tranche surveys are completed as programmed for Quarter 4 and are well within the targets.	
1.6	Customer & ICT	Cllr. Simon Tagg	Percentage of requests resolved at first point of contact	High	99.66%	96%*	100%	97%	Despite the pressures on Services to deliver, a good standard of resolution is maintained at first point of contact.	
1.7	Customer & ICT	Cllr. Simon Tagg	% Unmet demand (number of calls not answered as a % of total call handling volume)	Low	18.06%	20.29 %*	14.81%	20%	Q 4 produces the highest amount of transactions for the year due to issuing Council Tax, Rates, BID bills and benefit notifications. Every household has also had an Elections communication. Despite this increased traffic, The Customer Hub has delivered an exceptional Service with little abandonment.	
1.8	Digital Delivery	Cllr. Simon Tagg	Total number of digital online transactions	High	23,516	19,207	15,817	-	The number of transactions (Jadu) is 15,817 this quarter.	
1.9	Communication	Cllr. Simon Tagg	Total number of unique users to the website	High	107,288	67,915	85,538	79,500	There was a total of 85,538 unique users in this quarter which is less than the same Qtr. 4 In 2020-21. Average split between new visitors 33.6% returning visitors 66.4%.	
1.10	Revenues & Benefits	Cllr. Stephen Sweeney	Time taken to process Housing Benefit new claims/change events	Low	9.45 days	7.77 days	3.41days	10 days	This result is exceptionally but only as a result of processing significant amounts of rent increases	
1.11	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of Council Tax collected	High	96.8%	76.7%	97.4%	97.5%	Just missed the target but a proactive summons run on 30/3/2022, may just hit the target	
1.12	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of National non-domestic rates collected	High	89.2%	77%*	95.6%*	96%	The rate for Business Rates collection is slightly below target for the quarter but within tolerance.	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 2021-22	How have we performed?	Status
1.13	Human Resources	Cllr. Simon Tagg	Average number of days per employee lost to sickness	Low	1.48 days Qtr. 4 7.99 days (cumulative)	2.95 days per employee LTS – 1.94 days and short term – 1.01 days 7.25 days per employee (cumulative)	2.89 days per employee LTS – 2.11 days and short term – 0.78 days 10.47 days per employee (cumulative)	2.2 days (quarterly) 8.8days (cumulative) Annual	Sickness absence for Q4 has increased in comparison to Q4 last year but reduced slightly from Q3, Higher than average absence is expected at this time of year due to seasonal absence variations in winter caused by colds, flu and viruses. Reasons for the increase against 20-21 Q4 may include staff returning to the office who may have previously remained in work remotely. As is the case nationally, we are seeing a slight uptick in cases of stress and anxiety which we are working both individually and corporately to address. We expect to see a further reduction in absence in quarter 1.	
1.14 New	Human Resources	Cllr. Simon Tagg	Staff turnover	Low	1.47%	3.90%	4.91%	10%	Turnover remains low and significantly below the 10% target, a slight increase in turnover this quarter may have been driven by those leaving via MARS and there has been a national upward trend in resignations in Quarter 4, however turnover is of little concern in most areas.	
1.15 New	Human Resources	Cllr. Simon Tagg	Staff vacancy rates	Low	7.14%	5.52%	7.48%	-	The vacancy rate has increased in this quarter. An increase in Q4 is foreseeable as people reassess goals in the new year. The current vacancy rate is driven by a slight increase in turnover and some challenge in recruiting to certain roles. The roles where there tends to be a low number of applicants generally reflects the national picture of skills shortages in areas such as planning and environmental health. Lifeguards and cleaners continue to	

									provide recruitment challenges at J2 but recruitment to driver posts has been successful, despite national shortages, which is positive.	
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*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**

The three key milestones for delivery of the plan are: publication of the Issues and Options Paper in September 2021; first draft of the Local Plan in autumn 2022; and 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. The consultation on the Issue and Strategic Options document was delivered through a series of planned in-person and online events between November 2021 and January 2022. A Cabinet report to provide feedback on the Issues and Options Consultation is being prepared for early consideration. The report will contain a summary of matter raised during the Issues and Options Consultation as well as responses to in excess of 3600 comments submitted.

- **Delivery of the Economic Development Strategy and action plan**

Delivery of the Economic development Strategy and action plan covers a number of areas reported in Priority 4 below – One Public Estate, Prepare a Town Centre Strategy, market, and business support. Additionally, work continues to bring forward development at Chatterley Valley, with Kildsgrove Town Deal funding supporting development of an access road into this significant development site for the Borough which sits within the Ceramics Valley Enterprise Zone. Newcastle Accelerated Town Deal funding has been used to support creation of The WorkShop skills hub in Lancaster Building which has attracted partner funding to provide services for local people. Additionally, it funded a redesign of the ground floor of the Guildhall to make the space more flexible and useable for local groups. The Council additionally works with a number of countywide groups to coordinate provision of business growth and skills development support.

- **Progress University Growth Corridor**

The Council is continuing to look at the viability of this land through desktop studies, in order to further assess its development potential, should the site be taken forward.

- **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. In Q4 the NHA service became part of the housing and vulnerability service area as there is a defined crossover between the NHA caseload and the work of housing standards, the vulnerability hub and MARAC. Also two members of the NHA team transferred into OFD to enable housing advice enquiries to be dealt with at the first point of contact wherever possible. Where the calls to service are cases that are challenging or complex in nature and at the point of crisis, they are transferred to the NHA Homelessness Advisors. The volume of calls and enquiries coming through to the service currently remains high.

- **Rough Sleepers and temporary accommodation**

The Council has bid for the Rough Sleeper Initiative Funding 2022-25 from Department of Levelling Up Housing and Communities (DLUHC), the outcome of which is due to be known in April 2022. The Council meets the DLUHC Homelessness Specialist Advisors on a regular basis to discuss the local rough sleeping situation and the Council's plans to address these. This approach means that the Council is able to take a co-production approach to submitting funding bids for rough sleeper funding when it becomes available. On 25th February, the Council submitted a bid for the next round of funding. These discussions with the Specialist Advisors also allow for the evaluation of existing schemes and sharing of best practice. The Council has been successful in securing funding in previous years and is seeking to extend these services going forward. These services are: The Rough Sleeper Navigator, The Joint Rough Sleeper Co-ordination with Stoke City Council, Homelessness Healthcare Worker (due to commence 1st April 2022 as there was a delay in

Progress Summary continued

recruitment) and community outreach vehicle for the health care worker to complete their support on the streets (this includes Covid vaccinations). The Council also has a flexible innovative fund and cold weather fund, which enables officer to support those who have previously failed to engage.

Officers have identified a range of new services in the bid: Tenancy Sustainment Officer, which will enable customers to attain and sustain accommodation, as part of the bid it was identified that the post will seek to incorporate move-on support if appropriate. Part time Support Officer to work with rough sleepers in temporary accommodation to help them maintain their new life through diversionary activities, volunteering, education, and any activities that stop them falling back into reoccurring episodes of rough sleeping. Support worker to drive the community outreach vehicle and support the healthcare worker, this post can also act a security where this is required. This enables the service to go out at times which may be unsocial and unsuitable for lone working. Homeless Hub joint bid with Stoke City Council to provide information and advice on specialist service all in one building including health services, Police, Department of Welfare, Rough Sleeper support workers, voluntary and faith services. The Council would be looking to cover 20% of the costs of the hub.

A cabinet report was submitted on the 23rd of March outlining the proposed bid and seeking approval to accept the money should we become successful, which has been granted.

Officers have been successful in a bid to DLUHC in partnership with Aspire Housing for 6 additional units of accommodation with support to rough sleepers and those at risk of rough sleeping. Properties have been identified and the project will be going live mid-April to May. Officers have also been working with Aspire on further provision of Temporary Accommodation. We now have 4 unsupported furnished temporary accommodation units, which will be particularly useful for families in order to minimise use of bed and breakfast. We also have 8 single units with 2.7 hours of support that will be available for use from April 2022 and the cost will be met through Housing Benefit.

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

The Council 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 system is marketed as NHA Options and has a dedicated website set up to administer an online offer for customers, with support available for assisted applications where required. This has streamlined the process for both customers and NHA.

- **One Public Estate**

The Council received a grant from 'One Public Estate' to support 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 was considered by Cabinet in June 2021. The project team continues to plan for delivery of the revised proposals and to report progress to One Public Estate. Elements of the Knutton masterplan are included in Newcastle Town Deal Town Investment Plan which requires a business case to be submitted to DLUHC by the end of June 2022.

In October 2021 the Council worked with Aspire Housing to bid to the One Public Estate Regeneration Programme for the Aspire estate regeneration scheme at Cross Street Chesterton. The bid was successful and funding is now supporting delivery of this project.

- **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.

Progress Summary continued






- **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 the property now sold.

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Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 2021-22	How have we performed?	Status
2.1	Property	Cllr Stephen Sweeney	Percentage of investment portfolio vacant (NBC owned)	Low	5.1%	8.9%	10.2%	12%	This indicator remains within target.	
2.2	Planning & Development	Cllr. Paul Northcott	Speed of major development applications (P151a)	High	92.6% (Apr 19 – Mar 21)	100% (Jan 20 – Dec 21)	100% (Jan 20 – Dec 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	5.4% (Jan 18 – Dec 20)	5.8% (Oct 18 - Sept 20)	5.5% (Oct 18 - Sept 20)	10%		
2.4			Speed of non-major development applications (P153)	High	95.6% (Apr 19 – Mar 21)	98.9% (Jan 20 – Dec 21)	98.7% (Jan 20 – Dec 21)	70%		
2.5			Quality of non-major development applications (P154)	Low	0.9% (Jan 18 – Dec 20)	0.7% (Oct 18 - Sept 20)	0.5% (Oct 18 - Sept 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**

Jubilee2 continues to monitor its impact on the borough's residents. One way of doing this is monitoring the social value of the service through Data Hub

- The social value for the Jubilee2 was £602,945 for the past twelve months.

Secure J2 commercialisation

Despite the Covid 19- pandemic, the impact on the membership at Jubilee2 is in line with the local and national average. 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. This financial year, the following initiatives have been implemented, the introduction of an online swimming lesson platform, the development of a school swimming lesson service, the installation of a drowning detection system, a review of bank holiday working hours, and work will commence to refurbish the gym on the 25th April 2022

- **Kidsgrove Sports Centre**

The contract is underway and is currently due to be completed by July 2022 – a small delay due to unforeseen elements of the work. Funding from Kidsgrove Town Deal is supporting completion of the refurbishment works.

- **Museum Redevelopment Project**

Work on the exterior of the building and pond area began in January 2022 with a late April estimated completion date.. The new Jim Wain Courtyard gallery opened to the public on January 15th 2022, with 'Arthur berry : A Ragged Richness' in conjunction with Barewall Gallery. Two of the redisplayed ground floor galleries reopened in March The externally funded Heritage Activities and Events officer has started delivering the three year activity programme. Activities and events have included talks, art workshops, craft fairs, film showings, volunteer recruitment and working with external partners on funding bids for small projects. A café provider has been identified and full time café provision will start at Easter. In the meantime, people are accessing the museum's collections through online digital platforms including FB, Instagram, Twitter, Staffordshire Past Track and Art UK. School sessions at the museum are due to begin in April using the new activity spaces.

- **Streetscene Fleet procurement**

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

- **Deliver Capital Programme projects**

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

- **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 took 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 is set to achieve around £55,000 in 2021/22. A total of 7 of the Borough's strategic parks and cemeteries achieved the Green Flag awards this year, when the results were announced on 14th October.

Progress Summary continued

- **Feasibility study for Crematorium extension**

Item is advised to be removed as it is no longer required to be reported upon as duplicated within previous section on land at Chatterley Close.

- **Bereavement Services**

The Bereavement Services team won the Most Improved Performer award for 2021 in the Cemeteries and Crematoria category of the APSE Performance Networks Awards, a UK-wide recognition scheme. The Street Cleansing team were also a finalist in their category. Work is underway to plan for the refurbishment of Bradwell Crematorium which is due to commence at the end of May.

- **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 amends 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 non-compliance with Covid controls. At the end of Q4 many of the Covid restrictions have been lifted, however there is an ongoing responsibility for business and the service to manage Covid.

- **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, this also more recently being the case for Clough Hall Park Pavilion, Kildersgrove. Activity is co-ordinated by working closely with partners such as the Police and others within the Newcastle Strategic Partnership to identify individuals in need of support and utilising the Council's civil enforcement powers such as Community Protection 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. The new Mobile Multi-Functional Team piloted over the Christmas period shall be extended and be a reactive team to visibly deal with problems at hand cross organisation. Services recently commissioned under the Welcome Back Funding include the Security Marshals which play a visible positive role in reducing, preventing and tackling where necessary anti-social behaviour within Newcastle Town Centre, other initiatives are being introduced to complement MMF team including the town ranger making for a really collaborative team to tackle community issues.

- **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 and Clough Hall Pavilion.




Progress Summary continued


- **Vulnerability Hub and MARAC**

The Council continues 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. MARAC continues to see an increase in referrals and complex cases. A Domestic homicide review is about to commence in the Borough.

- **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. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 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	82	126	235	-	There are currently 7 cases discussed at the ASB Early Intervention Case Conference. 9 cases discussed at Weekly enforcement meetings specifically for Newcastle Town Centre. There has been a significant rise in demand for ASB cases in the Borough over the last quarter.	
3.1b			-Current open cases at the end of the quarter	Low	33	38	30	-		
3.1c			-Cases closed in the quarter	High	87	116	242	-		
3.2	Community Safety	Cllr. Gill Heesom	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	High	47	71	57	-	A total number of 57 referrals made to Vulnerability Hub meetings that have taken place over the last quarter.	
3.3 New	Culture & Arts	Cllr. Jill Waring	Number of People Accessing the Museum's collections online	High	-	61,240	161,995	33,000 Qtr 4 target 126,000(cumulative)	These figures were used whilst the museum was closed for redevelopment. The art gallery opened in January with other galleries opening afterwards. As the museum has reopened the engagement with the museum online has increased significantly Figures include digital community engagement on Brompton Museum's Facebook, Twitter and Instagram pages. 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. Going forward we are now able to record in person visits, volunteer hours and school visitor numbers.	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 2021-22	How have we performed?	Status
3.4 New	Leisure	Cllr. Jill Waring	Membership growth	High	-	2,115 members	2,392 members	Target Qtr 1 1,962 Qtr 2 2,274 Qtr 3 2,586 Qtr 4 2,900	<p>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.</p> <p>The shortfall in memberships could be attributed to the Omicron variant of Covid which resulted in fewer member joining in the last two quarters. The current membership is at 83% of pre-Covid membership numbers and is in line with other industry sectors when benchmarked with information from Alliance Leisure and other facilities across the County. The refurbishment of the gym is set to start on the 25th April 2022</p>	

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**

Future High Street Funding has been received and has funded demolition of the former Civic Offices building to enable redevelopment of this key town centre site. Contractors have now been appointed to work alongside the Council on development of a new multi storey car park on the Ryecroft site and also to work with the Council on the future of the recently acquired York Place Shopping Centre. Cabinet has also approved the start of negotiations with Aspire to sell approximately 2 acres of the Ryecroft site for a new headquarters building and over-55s housing. A number of projects are under development through Newcastle Town Deal, business cases need to be submitted to DLUHC by the end of June 2022 to release funding for these projects.

- **Market**

The focus for increasing footfall and visitor satisfaction remains and the Market team continues to host specialist visiting markets creating diversity to supplement our regular markets offer. They've continued to be very popular with high take up of stalls and excellent visitor numbers. The specialist visiting markets have created diversity to supplement our regular markets offer. They've continued to be very popular with 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 70 traders in total). Due to the popularity this market continues to grow.

CAM continues to be held on the third Sunday of each month and celebrated its first birthday in October. Due to this market's popularity, a few town centre businesses and our regular general market traders now take stalls at these markets each month. There are 13 dates now booked-in for 2022.

Greyhound Gap Takeover Market is a dog-themed event where owners and pets visit in considerable numbers and all 45 stalls are used. This event is organised by Castle Artisan Market (CAM) team in conjunction with the Market team and ensures a successful day with good social media promotions. It is due to be held again on Sunday 10 April 2022. As the frequency of this market increases, it now appears in the performance indicators for 2022.

The first Vegan Festival of 2022 was held on Sunday, 3 April with the same high footfall as previous events. Town centre businesses open to take advantage of the increased visitor numbers. All 45 stalls were used with additional traders in gazebos and trailers on our market pitches. The next Vegan Festival is planned for Sunday, 3 July 2022. As the frequency of this market increases, it now appears in the performance indicators for 2022.

The Friday Farmers Market has now been hibernated as previously explained, the traders now attend our newer event markets such as CAM and weekly general markets. This market can be resurrected should the need arise.

Working with Newcastle-under-Lyme BID and partners has resulted in a varied and full events programme for 2022

- **Business Support**

The 'Staffordshire Means Back to Business' package of support, which as funded from Additional Restriction Grant monies continues to be delivered. As at the end of February 2022, 38 Newcastle apprenticeship places have been created, 37 businesses have taken advantage of the 'Nil Cost Training to Businesses' and 12 businesses have taken advantage of the 'to Thrive' grants to assist businesses to recover and grow. In addition, funding was also used to provide 27 free memberships to the Federation of Small Businesses, all of which have been taken up by a wide variety of Borough businesses.

Work has continued in signposting businesses to appropriate support, including updating the information available on the new website. Over 100 queries have been dealt with so far this financial year and requests continue to come in. Six e-newsletters have been sent out to over 120 businesses who have requested these regular updates of support on offer from the council and partners.

Further tranches of Additional Restrictions Grants have been administered by the Council. With the two grant schemes currently in progress, one for businesses that continue to be negatively impacted by Covid and also a specific hospitality, leisure and accommodation grant for businesses impacted by the Omicron variant. Welcome Back fund provided support to the annual Newcastle Business Boost awards, which this year focussed on business recovery from the pandemic.

Progress Summary continued

Planning will soon be underway for Business Boost 2022. Welcome Back fund has also supported local businesses in Kidsgrove to come together to run a Totally Locally scheme to encourage footfall back into the high street, post pandemic.

- **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, a new initiative was established to support town centre users in the important Christmas retail period the Midway car park, where customers parked for free between 9am and 1pm, then for the existing offer of £1 after 1pm continues. Further roll out of new car parking machines is planned over the forthcoming months. Work is currently taking place on several car parks to install electric vehicle charging points.

- **Establish Town Centre Communications Group**

The Town Centre Communications Group, “Talking Up The Town” emphasis, has moved from in-person meetings to online sharing of content and happenings. Whilst a refresh the format of the in-person group meetings is considered, Newcastle-under-Lyme BID and the Town Centre Officer are looking at a more appropriate way to keep the Communications Group engaged.

- **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 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 approved by DLUHC and is due to start on site next quarter. Development of business cases for the Kidsgrove Railway Station and improvements to the canal area is complete and are now with DLUHC for approval. A Shared Service Hub business case is due to be submitted by the end of June 2022. 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. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 2021-22	How have we performed?	Status
Page 84 4.1	Regeneration & Economic Development	Cllr. Stephen Sweeney	Car parking usage:- Number of tickets purchased	High	30,077	82,183	90,711	-	The number of tickets purchased have increased by 201.60% in Qtr. 4 compared to the same period in 2020.	
4.2	Regeneration & Economic Development	Cllr. Simon Tagg	Footfall	High	209,441	983,173	735,282	-	There is a decrease in the figures in this quarter compared to Qtr 3, however there is a significant increase on Qtr 4 2020 with an increase of 251%.	
4.3	Regeneration & Economic Development	Cllr. Stephen Sweeney	Average stall occupancy rate for markets	High	<p>Monday GM 4%</p> <p>Tuesday AFG nil*</p> <p>Wednesday GM 4%</p> <p>Thursday AFG nil *</p> <p>Friday GM 13%</p> <p>Saturday GM 15%</p> <p>*Antique Market closed for duration of Q4 due to Lockdown restrictions</p>	<p>Stall Occupancy</p> <p>Overall average) 53%</p> <p>Mon GM 23%</p> <p>Tues AFG 72 %</p> <p>Wed GM 14 %</p> <p>Thurs AFG 66%</p> <p>Fri GM 53%</p> <p>Farmers Mkt 40 % 4th</p> <p>Friday/monthly Sat GM 42%</p> <p>Castle Artisan Market 100% - Monthly.</p>	<p>Stall Occupancy</p> <p>Overall average 53%</p> <p>Monday General Market 23%</p> <p>Tuesday AFG Antiques Market 71%</p> <p>Wednesday General Market 13%</p> <p>Thursday AFG Bric-a-Brac Market 40%</p> <p>Friday General Market 35%</p> <p>Saturday General Market 34%</p> <p>Castle Artisan Market 100%*</p> <p>Vegan Festival 100%**</p> <p>Greyhound Gap Market 100%***</p>	-	<p><i>*Monthly market (Hiring additional stalls to accommodate traders on our waiting list).</i></p> <p><i>**Three times-a-year market with over 100% occupancy on trader provided gazebos.</i></p> <p><i>***Occasional pop-up market</i></p> <p>The drop in stall occupancy for some of the markets can be attributed to seasonal variations. Weather conditions in Q3 and Q4 have historically been a factor.</p> <p>Quarter 4 2021/22</p> <p>Stall Arrears = £238.90 (This will be cleared once traders have been given 2022/23 Holiday Credit entitlement).</p> <p>Value of income = £12,281.25</p>	

*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)

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Cabinet Forward Plan

This plan gives notice of decisions that [Cabinet](#) is expecting to take over the next few months. It also gives, except in cases of urgency, at least 28 days notice of all “Key Decisions” that will be taken. “Key Decisions” are decisions about “executive” functions that will:-

- A) result in the Council incurring expenditure or making savings of £100,000 or more (revenue), and/or £250,000 or more (capital); and/or
- B) be significant in terms of the effects on communities living or working in an area comprising two or more wards of the Borough.

We have to take some Cabinet decisions in private because they deal with confidential or “exempt” information. That is information described in one or more of the following categories set out in 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

If we intend to take a decision in private, we will tell you why in the plan below. If you disagree with our reasons, you can tell us why using the contact details below. We will respond to you directly and will publish our response in the meeting agenda. If we have published the meeting agenda before we can respond, we will respond verbally at the meeting and record the response in the minutes.

You can find more information about Cabinet, Cabinet Members and their portfolios, agendas, reports and minutes [here](#).

More information on Cabinet procedures, executive functions, Key Decisions, urgent decisions and access to information is available in our [Constitution](#).

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if applicable)	Key Decision Yes/No
Climate Change Sustainability Base Pledge	To consider a report on a base pledge	Environment and Recycling	Cabinet - June 2022	Health, Wellbeing and Environment	All Wards	N/A	N
One Council update	To consider a progress update on the One Council programme	One Council, People and Partnerships	Cabinet - June 2022	Finance, Assets & Performance	All Wards	N/A	N
Walley's Quarry update	To consider an update on Walley's Quarry	Environment and Recycling	Cabinet - June 2022	Health, Wellbeing and Environment	All Wards	N/A	N
Quarter 4 Budget & Performance report	To receive the Q4 Finance & Performance Report	Finance, Town Centres & Growth	Cabinet - June 2022	Finance, Assets & Performance	All Wards	N/A	Y
Discretionary Rate Relief Policy	To consider an update to the existing policy	One Council, People and Partnerships	Cabinet - June 2022	Finance, Assets & Performance	All Wards	N/A	N
850 Celebrations	To consider a report on the celebrations for the 850 anniversary of the Borough	Leisure, Culture and Heritage	Cabinet - June 2022	Health, Wellbeing and Environment	All Wards	N/A	Y
Walley's Quarry update	To consider an update on Walley's Quarry	Environment and Recycling	Cabinet – July 2022	Economy and Place	All Wards	N/A	N
UK Shared Prosperity Fund	To consider approval of grant submission	Finance, Town Centres	Cabinet – July 2022	Finance, Assets & Performance	All Wards	N/A	Y

		& Growth					
Commercial Strategy Update	To consider the latest position on the Commercial Strategy	Finance, Town Centres & Growth	Cabinet – July 2022	Finance, Assets & Performance	All Wards	N/A	N
Local Plan – Issues and Options Consultation Update	To consider the outcome of the Issues and Options consultation previously undertaken	Strategic Planning	Cabinet – July 2022	Economy and Place	All Wards	N/A	Y
Walley's Quarry update	To consider an update on Walley's Quarry	Environment and Recycling	Cabinet – September 2022	Health, Wellbeing and Environment	All Wards	N/A	N
Quarter 1 Budget & Performance report	To receive the Q1 Finance & Performance Report	Finance, Town Centres & Growth	Cabinet – September 2022	Finance, Assets & Performance	All Wards	N/A	Y
The Council Plan	To consider approval of the Council Plan	One Council, People and Partnerships	Cabinet – September 2022	Finance, Assets & Performance	All Wards	N/A	N
Kidsgrove Town Deal	To consider funding agreements for the delivery of the Kidsgrove Town Deal	One Council, People and Partnerships	Cabinet – September 2022	Economy and Place	Kidsgrove Wards	N/A	Y

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