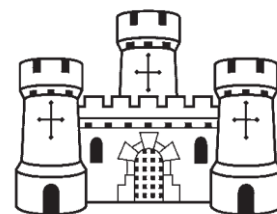


Date of meeting Monday, 13th December, 2021

Time 7.00 pm

Venue Astley Room - Castle

Contact Geoff Durham 742222



**NEWCASTLE
UNDER LYME**

BOROUGH COUNCIL

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

Finance, Assets & Performance Scrutiny Committee

AGENDA

PART 1 – OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF A PREVIOUS MEETING** (Pages 3 - 8)
To consider the Minutes of a previous meeting.
- 4 REVENUE AND CAPITAL BUDGET 2022/23 - FIRST DRAFT SAVINGS PLAN** (Pages 9 - 36)
- 5 FINANCIAL AND PERFORMANCE REVIEW REPORT - SECOND QUARTER (JULY - SEPTEMBER) 2021-22** (Pages 37 - 60)
- 6 ONE COUNCIL PROGRAMME UPDATE** (Pages 61 - 66)
- 7 WORK PROGRAMME** (Pages 67 - 74)
- 8 PUBLIC QUESTION TIME**
Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council
- 9 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972
- 10 DATE OF NEXT MEETING - 20 JANUARY 2022**

Members: Councillors Mark Holland (Chair), Bert Proctor (Vice-Chair), Gillian Burnett, Andrew Fear, Graham Hutton, Paul Waring, David Grocott, Tony Kearon, Sarah Pickup, Amelia Rout, Mike Stubbs and Andrew Parker

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

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

SUBSTITUTE MEMBER SCHEME (Appendix 9, Section 4 of Constitution)

The Constitution provides for the appointment of Substitute members to attend Committees. The named Substitutes for this meeting are listed below:-

Substitute Members:	John Cooper	Kenneth Owen
	Barry Panter	Dave Jones
	John Tagg	Elizabeth Shenton
	Huckfield	

If you are unable to attend this meeting and wish to appoint a Substitute to attend in your place you need to:

- Identify a Substitute member from the list above who is able to attend on your behalf
- Notify the Chairman of the Committee (at least 24 hours before the meeting is due to take place) NB Only 2 Substitutes per political group are allowed for each meeting and your Chairman will advise you on whether that number has been reached

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

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

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.

FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 16th September, 2021
Time of Commencement: 7.00 pm

Present: Councillor Mark Holland (Chair)

Councillors:	Gillian Burnett	David Grocott	Elizabeth Shenton
	Andrew Fear	Tony Kearon	Ken Owen
	Graham Hutton	Mike Stubbs	John Cooper

Officers:	Denise French	Democratic Services Team Leader
	Sarah Wilkes	Head of Finance / S151 Officer
	Martin Hamilton	Chief Executive
	Simon McEneny	Executive Director - Commercial Development & Economic Growth

Also in attendance:	Councillor Simon Tagg	Leader of the Council and Portfolio Holder - One Council, People and Partnerships
	Councillor Stephen Sweeney	Deputy Leader of the Council and Portfolio Holder - Finance, Town Centres and Growth

9. **APOLOGIES**

Apologies for absence were received from Councillors Bert Proctor (substitute Councillor Ken Owen), Amelia Rout (substitute Councillor Elizabeth Shenton) and Paul Waring (substitute Councillor John Cooper)

10. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

11. **MINUTES OF A PREVIOUS MEETING**

Resolved: that the minutes of the meeting held on 24 May 2021 be approved as a correct record.

12. **PROCUREMENT REVIEW**

The Committee considered a report on procurement. The report outlined procurement work undertaken to date and work to establish a new procurement strategy which would run from 2022 to 2025.

The report defined procurement as securing assets and services that met the needs of users throughout the lifecycle of the asset or service. The report set out the reforms to procurement law following Brexit. The report outlined the council's governance arrangements including reference to Financial Regulations and procedure rules.

The report analysed spend from 2013 – 2021 across various financial thresholds and local spend based on value and number of transactions. The report outlined some collaboration with other local public sector organisations and a number of national collaborations.

A new procurement strategy was being drafted along with an action plan. The priorities for the strategy were listed including exploring software to assist with a more proactive approach to contract management; a simplified procurement gateway process to ensure early officer engagement; improvements to ongoing monitoring for high value and high risk contracts and contractors. The report noted that new projects such as the Future High Street project for which the council had received external funding, would involve a number of procurement projects and would need support from the Business Improvement Manager.

Members raised queries and points as follows:

- Could the new strategy make reference to mileage to recognise climate impact
- An Annual update was requested as part of the tender process to analyse the contract against performance using a red, amber, green rating
- What would the replacement be for the OJEU process following Brexit and was the threshold amount known. This information was not known at present.

Members commended the report and thanked the Business Improvement Officer.

RESOLVED: that

- (a) the report be received; and
- (b) the new Procurement Strategy include reference to mileage to reflect climate impact;
- (c) an annual update of performance be included as part of the future tender process and be included in the new Procurement Strategy.

13. COMMERCIAL STRATEGY UPDATE

The Committee considered a report on the Commercial Strategy following the request for a 6 monthly update. The strategy had been approved by Cabinet on 16 October 2019. The Medium Term Financial Strategy was currently being updated and anticipated a cumulative budget shortfall of around £2m over the next 5 years. This meant there was a need for the council to become more commercial and generate efficiencies and new income streams as well as maximising existing revenue streams.

The Executive Director Commercial Development & Economic Growth explained that the council had appointed a commercial investment adviser who had reviewed the commercial property portfolio and their findings and recommendations were listed in the report. The Director outlined current investment options that had been considered and current projects were new industrial units at Chatterley Valley, Park House west and the former Zanzibar site; this option would involve work with Aspire Housing. There were also commercial projects relating to the Future High Street Fund and Town Deal programmes.

Members raised the following issues and queries:

- What was the timescale for financial return? The Director confirmed this was 7 – 10 years
- When would there be detail on further proposals? This would be approximately every 6 months; proposals would be submitted to scrutiny and cabinet
- Were there opportunities to invest in warehousing? The Director explained that this was being considered but large scale warehousing was most successful and there were risks if premises were left empty
- The success of the Silverdale Enterprise Centre was noted.

RESOLVED: that the update be noted.

14. REVIEW OF COVID IMPACT

The Committee considered a report on Covid. The report outlined the overall impact of the pandemic on the Council, its services and the borough along with the priority actions being taken to ensure the borough was well placed to recover.

The report detailed the impact on the economy with many businesses having to close or manage disrupted services. The council had administered government grant schemes to local businesses of almost £40,000,000. The impact on the community included over 7000 Clinically Extremely Vulnerable residents having to shield. The council set up a help line and support service provided by Realise Foundation which provided support including arranging shopping and prescription delivery and support for people feeling lonely or isolated.

There had been a significant impact on council services with certain services being closed (J2, Brampton Museum) and other services having increased demand. There had been a particular impact on environmental health where the service was refocussed on addressing business and public health implications of the pandemic such as visiting premises where there had been a covid outbreak. The report detailed the various impacts on the council's services.

Members discussed whether a further report could be presented as the impact of the pandemic was ongoing and a 'lessons learned' session could be useful. Members asked whether any Peer Review would analyse the impact on the council and its response. It was thought that a Peer Review would take place in 2022 but not before local elections in May.

Members commended the work of staff.

RESOLVED: that the report be received.

15. FINANCIAL AND PERFORMANCE REVIEW REPORT 4TH QUARTER (JANUARY - MARCH) 2020-21

The Committee received the Quarter 4 finance and performance review report.

RESOLVED: that the report be received.

16. FINANCIAL AND PERFORMANCE REVIEW REPORT - 1ST QUARTER (APRIL - JUNE) 2021-22

The Committee considered the financial and performance review report for the first quarter, April to June 2021 – 22.

Performance for the quarter showed a positive picture overall. As had been noted in the Review of Covid report, the environmental health service was facing challenges due to the need to prioritise Covid activities. Separate food waste collections were increasing. The customer contact centre performance had improved from the previous quarter and the service had been busy with queries relating to various services including elections and grants. The average number of days per employee lost to sickness continued to be low despite Covid. Staff turnover rates were also low.

Members asked a number of queries:

- How much borrowing was anticipated? This would be included as part of the Mid-Year Capital Review which was underway; the cost of borrowing was part of the Revenue Budget
- Would the Capital Programme be reduced? Members were informed that the Capital Programme was reviewed on a regular basis and there were big projects underway including the Kidsgrove Sports Centre refurbishment
- Members noted reference to ‘borrowing/leasing’ and asked if this could be separated in future reports. The Head of Finance confirmed that the reference to leasing could be removed from future reports as it was not applicable
- Members queried the performance table where no data or symbols were included. There were various reasons including that for some sections data was not collected. It was felt there should be an explanation behind some of the sections. It was also suggested that different symbols be used to provide greater clarity. Members felt that it was important that scrutiny received the same information as the cabinet.

RESOLVED: that

- (a) The report be received; and
- (b) The format of the performance report be discussed outside the meeting and reported back to a future meeting in terms of whether any improvements could be made.

17. WORK PROGRAMME

The Committee considered the Work Programme. It was agreed that an item on the One Council programme be added to the agenda for December.

RESOLVED: that the Work Programme be updated to include an item on the One Council programme for the meeting on 13 December 2021.

18. PUBLIC QUESTION TIME

There were no members of the public present.

19. URGENT BUSINESS

There was no urgent business.

**Councillor Mark Holland
Chair**

Meeting concluded at 8.21 pm

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Finance Assets and Performance Scrutiny Committee 13 December 2021

Report Title: Revenue and Capital Budget 2022/23 – First Draft Savings Plans

Submitted by: Head of Finance (Section 151 Officer)

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

Purpose of the Report

To present the refreshed Medium Term Financial Strategy including the first draft proposals being considered to balance the 2022/23 revenue budget and the proposed capital programme for 2022/23 to 2024/25.

Recommendation

1. The Committee note the first draft proposals as set out in the Appendix A and Appendix B to the report.
2. The Committee identify any areas where further information is required for consideration.
3. The Committee suggest any further areas of savings that should be considered.

Reasons

To ensure that the Council meets its statutory duty to set a balanced budget in February 2022.

1. Background

- 1.1 The funding pressure facing the Council for the period for 2022/23 to 2026/27 were presented to Cabinet on 13 October 2021. The report indicated that there would be a budget 'gap' of £1.596m in respect of 2022/23 (£4.793m over the 5 year period of the MTFS) and that this will need to be closed in order to produce a balanced budget.

2. Issues

- 2.1 The MTFS provides an overarching framework for the allocation of resources to the Council's key priorities as set out in the Council Plan. A mid-term review of the Council Plan was undertaken during 2020/21 and confirmed that the priorities remain unchanged.
- 2.2 After a ten year period of austerity the financial strategy will focus on the need for the Council to become self-sustaining through developing a strong and growing tax base, making best use of its resources, promoting an "everyone's responsibility" culture in which there is widespread ownership of the Council's financial position, a robust financial position and a fair funding settlement for Newcastle-under-Lyme.

- 2.3 The MTFS funding gap is constantly reviewed and assumptions made are challenged and amended as circumstances dictate. Following a review of the costs of financing the capital programme (including the interest rates applicable and the timing of capital expenditure) the estimated cost of capital financing in 2022/23 has reduced by £0.141m. A revision to estimates regarding CPI inflation (Consumer Price Index) and assumptions regarding the subsidy required for leisure facilities has reduced the funding gap by a further £0.085m. A staggered reduction in the use of the flexible use of capital receipts has reduced the funding gap by a further £0.100m
- 2.4 Following the rejection of the 1.75% local government pay offer it is prudent to allow for a 2% offer, this has increased the funding gap by £0.043m. The revised budget 'gap' therefore amounts to £1.313m for 2022/23 and £4.265m over the 5 year period of the MTFS (Appendix C).

Proposed Savings and Funding Strategies

- 2.5 A number of savings and funding strategies have been identified as being both feasible and sustainable, via a vigorous Financial Recovery Board process including challenge sessions for each of the Portfolios involving Cabinet Members, the Executive Management Team, Heads of Service and the Finance Manager. The proposed savings identified to date for the period of the MTFS, and the remaining funding gaps have enabled a balanced financial position to be reached for 2022/23. Further details for 2022/23 are shown in Appendix A.

Detail	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
<i>Income</i>	58	10	-	-	-
<i>One Council</i>	601	126	-	-	-
<i>Staffing Related</i>	79	18	-	-	-
<i>Good Housekeeping</i>	120	-	-	-	-
<i>Tax Base</i>	148	210	212	215	218
<i>Council Tax Increase</i>	154	190	192	194	196
<i>Health and Social Care Levy</i>	153	-	-	-	-
TOTAL SAVINGS	1,313	554	404	409	414
UPDATED MTFS GAPS	1,313	1,182	926	457	387
REMAINING GAP	-	628	522	48	(27)

Capital

- 2.6 The Capital Programme for 2022/23 to 2024/25 (Appendix B) is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2018-22. These schemes total £66.652m including major investment into the Borough via external funding in terms of the Future High Streets Fund and the Town Deals Fund for both Newcastle and Kidsgrove.
- 2.7 The capital programme will require to be part funded by borrowings. The total amount of borrowing over 3 years of the proposed Capital Programme for 2022/23 to 2024/25 will amount to £13.944m. The associated borrowing costs have been factored into the MTFS.
- 2.8 The table below sets out the key dates of the events to take place before the budget for 2022/23 is finally approved:

Event	Committee	Date
Budget consultation	Proposed to run during December (2/12/21 to 4/1/22)	
Scrutiny of draft MTFS & draft savings proposals	FAPSC	13 December 2021
Approval of final MTFS & consideration of draft budget proposals	Cabinet	12 January 2022
Scrutiny of draft budget proposals	FAPSC	20 January 2022
Final budget proposals recommended for approval by Full Council	Cabinet	2 February 2022
Full Council to approve budget	Full Council	23 February 2022

3. **Proposal**

- 3.1 The Committee note the funding gap of £1.313m in 2022/23 and £4.265m over the life of the MTFS.
- 3.2 The Committee identify any areas where further information is required for consideration.
- 3.3 The Committee suggest any further areas of savings that should be considered.

4. **Reasons for Proposed Solution**

- 4.1 The Council has a statutory duty to set a balanced budget by February 2022. Best practice is for financial planning to take place over a 5 year period in the form of a Medium Term Financial Strategy that sets out how the Council plans to allocate resources to meet its objectives.

5. **Options Considered**

- 5.1 None.

6. **Legal and Statutory Implications**

- 6.1 The MTFS is not a statutory document but it is considered best practice.

7. **Equality Impact Assessment**

- 7.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably due to protected characteristics. It is important to consider the potential impact on such groups and individuals when designing or delivering services and budgets. Budget proposals requiring changes or new services and policies will be subject to Equality Impact Assessments including consultation with affected people and organisations.

8. **Financial and Resource Implications**

- 8.1 These are addressed in the body of the report.

9. **Major Risks**

- 9.1 Section 25 of the Local Government Acts 2003 places a duty on the Section 151 officer to report on the robustness of the budget. The main risks to the budget include spending in excess of budget; income falling short of the budget (including capital receipts from disposal

of assets); and unforeseen elements such as changes to Government funding. In the context of the COVID-19 pandemic and uncertainty regarding Government funding reforms there are significant budget risks that will need to be managed. It will be essential the Council has sufficient reserves to call on if required.

- 9.2 It should be noted that a number of assumptions and proposals are provisional or draft, and as such the opinion of robustness will be confirmed in the Revenue and Capital Budgets and Council Tax 2022/23 reports to Cabinet on 2 February 2022 and to Council on 23 February 2022.

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

- 10.1 In shaping detailed budget proposals consideration will be given to the need for investment in order to deliver the Council's Sustainable Environment Action Plan.



11. **Key Decision Information**

- 11.1 Final approval of the MTFS as part of the budget setting process will be a key decision.

12. **Earlier Cabinet/Committee Resolutions**

- 12.1 None

13. **List of Appendices**

- 13.1 Appendix A – 2022/23 MTFS Funding Strategy
13.2 Appendix B – 2022/23 to 2024/25 Capital Programme
13.3 Appendix C – MTFS 'Gaps'
13.4 Appendix D – MTFS 2022/23 to 2026/27

14. **Background Papers**

- 14.1 None

Appendix A – 2022/23 MTFS Funding Strategy

Ref	Service Area	Description	£000's	Detail
Income				
I1	Recycling and Fleet	Supply of recycling/waste bins	29	Implementation of charge to developers for the provision of recycling/waste bins
I2	Leisure and Cultural	School swimming	29	School swimming lessons are now being offered directly to schools generating additional income
			58	
Income				
O1	Corporate	One Council	601	Efficiencies to be generated from the introduction of a new Council operating model and the continued prioritisation of digital delivery
			601	
Staffing Related Efficiencies				
S1	Corporate	Terms and conditions	10	Standardisation of contracts under the One Council programme, including a review of enhancements
S2	Leisure and Cultural	Life-saving detection system	50	Introduction of a life-saving detection system leading to a reduced number of life guards being required
S3	Leisure and Cultural	Jubilee 2 reception	14	Increases use of automated kiosks and digital booking
S4	Leisure and Cultural	Virtual fitness instructors	5	Increased staffing of fitness classes using a virtual class licence
			79	
Good Housekeeping/More Efficient Processes				
G1	ICT Services	Flexi time software	4	Removal of software costs of current system
G2	ICT Services	Network circuits	10	Contract savings from current provider
G3	Recycling and Fleet	Green waste permits	24	Saving in postage costs from provider of permit stickers
G4	Leisure and Cultural	Music licence fees	10	Move to royalty free provision of music at Jubilee 2
G5	Leisure and Cultural	New Victoria Theatre	22	Reduction in grant awarded
G6	Finance	VAT (Value Added Tax)	50	Recovery of VAT on leisure facility income
			120	
Alternative Sources of Finance/Other				
A1	Corporate	Tax base – Council Tax	87	Increase in tax base based on market housing supply requirement (431 properties per year)
A2	Corporate	Tax base – Business Rates	61	Assumed increase in tax base of 1%
A3	Corporate	Health and Social Care levy	153	Reimbursement by Government of increased national insurance costs
A4	Corporate	Council Tax increase	154	Assumed increase of 1.99% per Band D property
			455	
Grand Total			1,313	



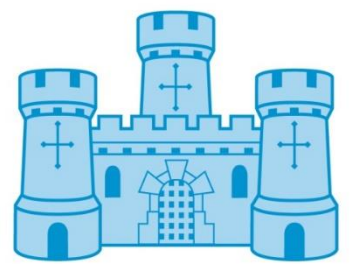
Appendix B 2022/23 to 2024/25 Capital Programme

CAPITAL PROGRAMME	2022/23	2023/24	2024/25	TOTAL
	£	£	£	£
PRIORITY - Local Services that work for Local People				
Service Area - Council Modernisation	609,820	655,000	287,000	1,551,820
Total	609,820	655,000	287,000	1,551,820
PRIORITY - Growing our People and Places				
Service Area - Housing Improvements	1,340,000	1,290,000	1,290,000	3,920,000
Service Area - Managing Property & Assets	1,885,576	1,374,991	1,084,639	4,345,206
Total	3,225,576	2,664,991	2,374,639	8,265,206
PRIORITY - A Healthy, Active and Safe Borough				
Service Area - Environmental Health	60,000	60,000	-	120,000
Service Area - Streetscene and Bereavement Services	2,438,850	950,000	1,465,000	4,853,850
Service Area - Recycling and Fleet	922,500	2,899,500	565,500	4,387,500
Service Area – Leisure and Cultural	848,000	90,000	16,000	954,000
Service Area - Engineering	590,000	1,070,000	85,000	1,745,000
Total	4,859,350	5,069,500	2,131,500	12,060,350
PRIORITY - A Town Centre for All				
Service Area - Managing Property & Assets	1,750,000	3,500,000	750,000	6,000,000
Future High Streets Fund	3,635,916	1,691,166	-	5,327,082
Town Deals – Newcastle	12,092,000	4,706,000	2,251,000	19,049,000
Town Deals - Kidsgrove	6,415,000	4,190,000	2,794,000	13,399,000
Total	23,892,916	14,087,166	5,795,000	43,775,082
CONTINGENCY	1,000,000	-	-	1,000,000
TOTAL	33,587,662	22,476,657	10,588,139	66,652,458
FUNDING				
Capital Receipts	3,128,000	500,000	8,000,000	11,628,000
External Contributions	23,377,916	11,622,166	6,080,000	41,080,082
Borrowing	7,081,747	10,354,491	(3,491,962)	13,944,376
TOTAL	33,587,663	22,476,657	10,588,139	66,652,458

Appendix C – 2022/23 to 2026/27 MTFS ‘Gaps’

Detail	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Description
Employees:						
Increments	73	40	20	3	-	Employees due an increment
Pay awards	517	318	326	335	343	2.5% pay award assumed for all years plus 2% re. 2021/22
Superannuation increases	100	61	59	58	59	17.1% of increase in salaries
Superannuation lump sum increases	76	76	76	76	76	Contribution towards pension deficit
National Insurance	88	54	52	51	52	15.05% of increase in salaries
Health and Social Care Levy	153	-	-	-	-	1.25% increase in National Insurance contributions
Premises:						
Business Rates	23	16	16	16	17	Inflationary increase in business rates payable (per CPI)
Utilities	15	11	10	11	11	Inflationary increase in gas and electric (per CPI)
Transport:						
Fuel	13	9	9	9	9	Inflationary increase in fuel (per CPI)
Financing:						
Borrowing/leasing costs	(141)	438	464	17	17	Borrowing costs regarding the financing of capital expenditure
Elections reserve	(50)	-	-	-	-	One off contribution made in 2021/22
Flexible use of capital receipts	100	100	-	-	-	Removal of the flexible use of capital receipts to fund revenue
New Pressures:						
ICT software and maintenance	134	20	20	20	20	ICT costs re. systems maintenance and software licences
Card processing charges	20	-	-	-	-	To reflect the increase in card payments received
Kidsgrove Sports Centre	100	-	-	-	-	Subsidy regarding the operation of Kidsgrove Sports Centre
Occupational health	21	-	-	-	-	Increase in contract costs
Waste Services	4	-	-	-	-	Including contract standardisation and inflationary increases
Licensing	15	-	-	-	-	Additional staffing resources
Income:						
Fees and charges	(158)	(187)	(192)	(198)	(204)	3% increase in fees and charges
New Homes Bonus	158	192	5	-	-	Drop out of New Homes Bonus legacy payments
Government grant	12	12	12	12	12	Reduction in Housing Benefit /Council Tax Admin grant
Business Rates baseline funding level	(116)	(118)	(121)	(123)	(125)	Inflationary increase in baseline funding level (per CPI)
Tax base – Council Tax support	(30)	(30)	-	-	-	Reduction in Council Tax support claimants
Income pressures	186	170	170	170	100	Green waste recycling credits and general income shortfalls
Collection Fund deficit re. 2020/21	1,056	1,056	-	-	-	Collection fund losses incurred re. COVID-19
Transfer from Business Rates reserve	(1,056)	(1,056)	-	-	-	Government funding set aside re. collection fund losses
TOTAL GAPS	1,313	1,182	926	457	387	

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**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Medium Term Financial Strategy

2022/23 – 2026/27



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Medium Term Financial Strategy 2022/23 to 2026/27

1. Corporate Plan

1.1 The Council agreed a Corporate Plan in 2018 a mid-term review of the Council Plan was undertaken during 2020/21 and confirmed that the priorities remain unchanged.

1.2 The four key corporate priorities remain:

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

1.3 These priorities are underpinned by the existence of a modern council with:

- A skilled, empowered and responsive workforce
- Accessible and efficient services
- Financial resilience and good governance
- A strong culture of partnership working

2. Financial Strategy

2.1. A sound financial strategy is key to the delivery of the Corporate Plan and financial resilience.

2.2. There are five key strands to the strategy:

- A financially self-sustaining Council
- Value for Money
- Everyone's responsibility culture
- Underpinned by robust financial position
- Ensuring a fair financial settlement for Newcastle-under-Lyme

Financially Sustainable Council

2.3. The change in the balance of funding to local authorities has shifted over the last ten years. The reduced Revenue Support Grant awarded by Government has been replaced by income from retained Business Rates and Council Tax. This has led to a need for local authorities to increase self-financing with a need to promote and grow the local economy and Council Tax bases to provide prosperity and reduce need alongside delivering efficiencies and generating more commercial income.

2.4 Newcastle-under-Lyme has a growing population, but in recent decades it has seen low levels of house building which have not kept up with housing demand. The resulting affordability gap for residents puts pressure on our homelessness service but also has dampened council tax income.

2.5 Newcastle-under-Lyme's industrial and retail sectors have remained healthy in recent times and the business rates base has grown significantly (current rateable value of £90.499m) since the borough joined the Staffordshire business rates pool in 2013/14 (rateable value of £83.842m).

2.6 Alongside the growth in the tax base the rates need to keep base with the Council's inflationary and demand pressures. Accordingly the MTFS assumes annual increases

up to the referendum threshold of £5, with the exception of 2022/23 where a 1.99% increase is assumed.

Value for Money

- 2.7 It is essential that the Council makes best use of its finite resources. In simple terms this means evidence based decisions, testing the market, strong business cases, delivering to the corporate objectives.

Culture

- 2.8 The Council's finances need to be everyone's responsibility. It is not the sole responsibility of the Council's S151 Officer, ownership is required across the entire Council, the Cabinet, Chief Executive, Executive Directors and their management teams, senior manager and front line workers. This has increasingly been the case through ten years of austerity and now more than ever with financial impact of the Covid-19 crisis and the uncertainty around Local Government funding.

Robust Financial Position

- 2.9 There needs to be clear, transparent and integrated service and budget planning to ensure the Council's finite resources are directed to where they are most needed. It is essential that the finances are understood by members, senior officers, managers and the community. The finances need to be sustainable. A single year budget is not enough, the finances need to be planned over the medium term and good practice is for this term to be five years.
- 2.10 The budgets need to be robust with realistic savings plans to avoid in year volatility. The five year plan needs to recognise all future pressures and income flows. Local Government is a dynamic environment with many demand led services and the growth in demand for services needs to be accurately modelled. The same applies on the income side with a clear understanding required of changes to the Council Tax and Business Rates tax bases and the level of Government support.
- 2.11 There is inevitably a gap between the two or the need to invest in priority areas which will need to be met by changing the way in which the Council operates. This will be through delivery of efficiencies, reducing services or generating more income. All of these measures need to be realistic with appropriate processes in place to ensure their delivery.
- 2.12 Finally, the Council needs to hold an appropriate level of reserves to ensure that it can continue to deliver its objectives in times of financial uncertainty. These reserves will cover the smoothing of spend areas that are known to move from year to year, for specific and general risks and a general provision for unknown risks.
- 2.13 Much work has been done over the past four years to put the Council's finances on a robust sustainable footing. Undeliverable savings and historical overspends have been built back into the base budget, there is a more focussed view of the medium term and there is a far more realistic assessment of future demographic pressures and investment needs. In addition, a Ten Year Capital Strategy has ensured that decision making considers this wider, long term context. This Strategy will set out how this approach can be taken further forward.
- 2.14 The Council has been operating in a period of great uncertainty with the impact of the worldwide Covid-19-19 Pandemic. Detailed scenario planning will therefore be required to identify the different actions that may be necessary to ensure the

Council's continued financial sustainability depending on the financial impact and any potential ongoing consequences.

A Fair Financial Settlement for Newcastle-under-Lyme

- 2.15 The Government introduced its Business Rates Retention model for funding local government in 2013/14. It however relied on the historical needs data and damping arrangements from the previous model. At the time government committed to address both of these issues and also set out plans to reset the business rates growth on a regular basis.
- 2.16 Government has been developing Fair Funding proposals to remedy the position, this is now overdue and local authorities have been disadvantaged by both the lack of an update of the underlying data and the damping arrangements. Implementation has been held up due to the Covid-19 pandemic and it is currently unclear when the Government will press ahead with plans for a business rates reset which would see the accumulated growth built up since 2013/14 being redistributed across the system.
- 2.17 As a member of the Staffordshire Business Rates Pool the Council currently saves £0.590m per annum in levy payments which would be payable to the Treasury if the Council ceased to be part of a pooling arrangement. In addition to this, growth within the Borough has enabled a further £1.780m of business rates income to be retained by the Council (this has been recognised in previous savings) over and above the funding baseline set by Central Government. In the event that a business rates reset goes ahead strong lobbying will be required to ensure that appropriate transitional arrangements are in place to cushion the impact locally.
- 2.18 Depending on the funding system in place for the medium term, there will be a requirement for relevant up to date information to ensure its effectiveness. The Census will be key. Locally there was a 94% response in 2011 – whilst this matched the national average it was the lowest rate in Staffordshire; it is therefore important for the Council to promote the importance of the Census and ensure the maximum possible engagement across the Borough.
- 2.19 Finally the Council has been successful in ensuring that significant resources required to regenerate the borough have been secured via Town Deals and Future High Street Fund (a number of projects are well underway) and continue to work closely with the County Council and LEP to secure inward investment in the borough to drive growth and employment opportunities for local people.

3. Economic Context

- 3.1 The following economic commentary has been provided by the Council's treasury advisers, Arlingclose, from their October Economic Update.

The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. This is particularly apparent in the United Kingdom (UK) due to the impact of Brexit.

While quarter 2 UK Gross Domestic Product (GDP) expanded more quickly than initially thought, the 'pingdemic' and more latterly supply disruption will leave quarter 3 GDP broadly stagnant. The outlook also appears weaker. Household spending, the driver of the recovery to date, is under pressure from a combination of retail energy price rises, the end of government support programmes and soon, tax rises.

Government spending, the other driver of recovery, will slow considerably as the economy is taken off life support.

Inflation rose to 3.2% in August. A combination of factors will drive this to over 4% in the near term. While the transitory factors affecting inflation, including the low base effect of 2020, are expected to unwind over time, the Monetary Policy Committee (MPC) has recently communicated fears that these transitory factors will feed longer-term inflation expectations that require tighter monetary policy to control. This has driven interest rate expectations substantially higher.

The supply imbalances are apparent in the labour market. While wage growth is currently elevated due to compositional and base factors, stories abound of higher wages for certain sectors, driving inflation expectations. It is uncertain whether a broad-based increase in wages is possible given the pressures on businesses.

Government bond yields increased sharply following the September Federal Open Market Committee (FOMC) and MPC minutes, in which both central banks communicated a lower tolerance for higher inflation than previously thought. The MPC in particular has doubled-down on these signals in spite of softer economic data. Bond investors expect higher near term interest rates but are also clearly uncertain about central bank policy.

The MPC appears to be playing both sides, but has made clear its intentions to tighten policy, possibly driven by a desire to move away from emergency levels. While the economic outlook will be challenging, the signals from policymakers suggest Bank Rate will rise unless data indicates a more severe slowdown.

Arlingclose expects Bank Rate to rise in quarter 2 of 2022. We believe this is driven as much by the Bank's desire to move from emergency levels as by fears of inflationary pressure. Given the current outlook, we believe this could be a policy mistake.

Investors have priced in multiple rises in Bank Rate to 1% by 2024. While we believe Bank Rate will rise, it is by a lesser extent than expected by markets.

Gilt yields have risen sharply as investor's factor in higher interest rate and inflation expectations. From here, we believe that gilt yields will be broadly steady, before falling as inflation decreases and market expectations fall into line with our forecast.

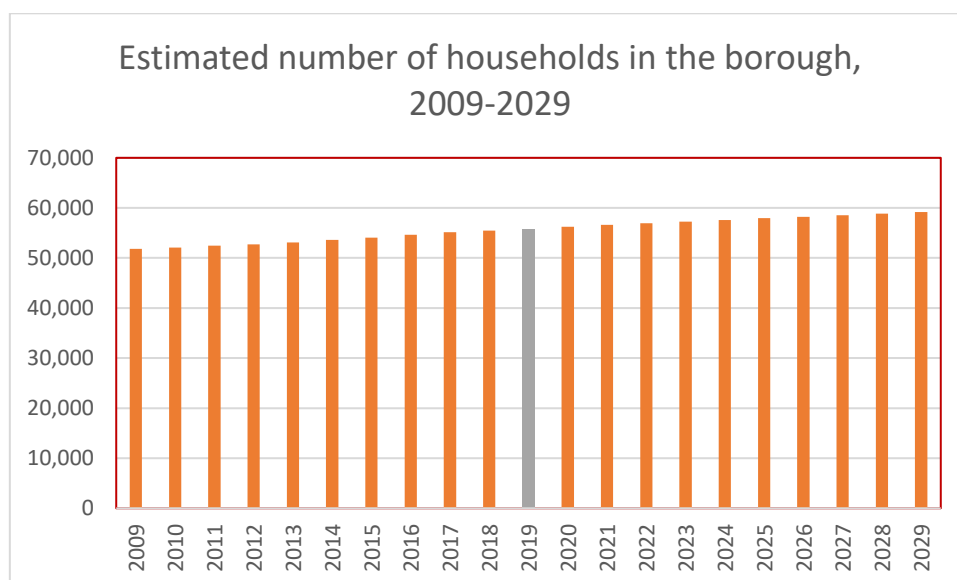
The risk around our forecasts for Bank Rate is to the upside over the next few months, shifting to the downside in the medium term. The risks around the gilt yield forecasts are initially broadly balanced, shifting to the downside later.

4. Borough Profile

- 4.1 Newcastle-under-Lyme has a population of 129,600 (2020 Mid-Year Estimate), an increase of 200 (rounded up) over the previous 12 months but an increase of 6,300 (5.1%) since 2010. This increase over the past ten years is below the West Midlands rate of 7.1% and the England rate of 7.4% but higher than Staffordshire's increase of 4.5%.
- 4.2 In the five years from 2015-2020, the percentage of the borough's population aged 70+ increased from 13.7% to 15.4%, keeping this rate higher than across the West Midlands region (13.8%) and England (13.6%).
- 4.3 The general population has increased by 5.1% over the past decade, with the number of residents over 65s increasing by 20.3%, lower than the Staffordshire increase of 25.9% over the same period but broadly similar to the West Midlands rate of 18.9%

and the England rate of 22.2%. The over 65 population is projected to increase by a further 14.6% over the next decade, with the under 65 population projected to increase by only 1.5%.

- 4.4 The 2020 median age for the borough is 41.8 years, higher than for the West Midlands (39.6) and England (40.2) but lower than Staffordshire (44.8). The borough's median has barely changed since 2010 when it was 41.7.
- 4.5 From 2009 to 2019 there has been an estimated 7.8% increase in the number of households in the borough, from 51,800 to 55,800. It is estimated that this will increase by a further 3,300 (6%) to 59,200 by 2029, and by 6,200 (11.2%) to 62,100 by 2039.



- 4.6 Based on the MYE (Mid-Year Estimate) for 2018, the Office for National Statistics project the population for the borough to increase to 135,700 by 2029. But the projected increase is not uniform across all age groups. The population aged 0-29 is projected to remain 47,200, but the population aged 65+ is projected to rise from 26,800 to 30,700, an increase of 3,900 or 14.6%.
- 4.7 Measured through the average rank for IMD 2019, Newcastle-under-Lyme is the 150th most deprived local authority in England, out of 317 overall. Newcastle's ranking compared with other local authorities in England has improved slightly from 156th in 2015. In terms of Health Deprivation and Disability the borough is the 80th most deprived local authority but 197th most deprived in terms of Barriers to Housing and Services.
- 4.8 Parts of the borough including Cross Heath and Knutton are in the 10% most deprived areas in England. Further parts of Holditch and Chesterton, Kidsgrove and Ravenscliffe, Crackley and Red Street, Town and Westlands are also in the 20% most deprived. However, parts of Loggerheads, Westbury Park and Northwood, Madeley and Betley and Westlands are in the top 10% least deprived parts of England, with parts of Clayton, Crackley and Red Street, Thistleberry, Westlands, Bradwell, Madeley and Betley, Newchapel and Mow Cop in the top 20% least deprived.
- 4.9 Across the borough in 2020, the annual median gross weekly pay was £535. This was lower than for the West Midlands (£552) and Great Britain (£587). Salaries for both males and females were relatively low as the following table shows:

(Gross weekly pay for full-time workers)

	Newcastle-under-Lyme	West Midlands	Great Britain
Females	£465	£504	£544
Males	£567	£578	£623
Overall	£535	£552	£587

- 4.10 Across the borough there are significant differences in income. In three areas, net annual household income in 2018 was less than £26,000, but in four it was more than £36,000
- 4.11 In the year up to March 2020, an estimated 74.1% of residents aged 16-64 were classed as 'in employment', broadly similar to the West Midlands region (73.7%) and for Great Britain (74.8%).

(All people in employment) Numbers in brackets are people.

	Newcastle-under-Lyme	West Midlands	Great Britain
April 2015-March 2016	76.9% (64,300)	70.4%	73.7%
April 2016- March 2017	77.4% (66,600)	71.4%	74.3%
April 2017- March 2018	78.0% (68,500)	72.7%	75.0%
April 2018- March 2019	74.6% (63,700)	73.8%	75.4%
April 2019- March 2020	72.5% (60,000)	73.9%	76.0%
April 2020- March 2021	74.1% (61,600)	73.7%	74.8%

- 4.12 As of 2019, almost two-thirds (64.4%) of residents' jobs were full-time, with just over one-third (35.6%) part-time. This is very similar to the rate for the West Midlands (66.6% full time) and Great Britain (67.8%) were full-time.
- 4.13 According to official crime summary data, the number of recorded crimes for headline offences in Newcastle-under-Lyme between April 2020 and March 2021 was 6,362 – a decrease of around 27% on the previous 12 month period. This was the largest fall across Staffordshire in the same period.
- 4.14 The crime rate for this period was 49 per 1,000 residents, lower than the Staffordshire rate of 59 per 1,000 people but higher than all of the Staffordshire boroughs apart from Cannock Chase and Tamworth.
- 4.15 In Newcastle-under-Lyme, in the year up to March 2021, the three most common types of recorded crime were:
- Violence against the person (2,997)
 - Theft offences (1,524)
 - Stalking and harassment (1,289)
- 4.16 The latest available local estimates from the ONS (Life Expectancy at Birth 2017 to 2019) suggest that life expectancy at birth for males born in this period in Newcastle-under-Lyme is 79.3 years, which is slightly below the Staffordshire (79.7 years) and the England average (79.8 years). Female life expectancy is 83.0 years, while the Staffordshire and England averages are 83.5 years and 83.4 years respectively.

- 4.17 There are, however, wide variations across the borough with the inequality driven by deprivation, with life expectancy for males up to 10.1 years higher in wealthier areas than in more deprived depending on where you live in the borough. This gap has widened significantly since 2010/12 when it was 7.8 years, and is larger than the gap in the West Midlands (9.7 years) and England (9.5 years) for the first time since comparable data became available.
- 4.18 For females, there is a gap of 9.3 years between Chesterton and Knutton's rate of 78.8 years and Loggerheads and Baldwins Gate's rate of 88.1 years, but this gap has fallen since its peak of 9.7 years in 2014/16. The gap here remains higher than in the West Midlands (7.2 years) and England (7.5 years) as it has since comparable data became available in 2010/11.
- 4.19 Across the borough, the age-standardised mortality rate of 1,136 was higher than the Staffordshire rate of 1,070 and England's 1,043.
- 4.20 There are circa 55,800 homes in the borough (2019). At the last Census, in 2011, housing tenure was as follows:
- Owned outright 35%
 - Owned with mortgage/loan 34%
 - Shared ownership 0.4%
 - Social rented 19%
 - Private rented from landlord 9%
 - Private rented from other 1%
 - Living rent free 1%
- 4.21 Overcrowding is mostly assessed by the 'bedroom standard' which assesses the number of bedrooms needed according to the size and composition of households. In the 2011 census, Newcastle-under-Lyme had an overcrowding rate of 4.2% – very similar to Staffordshire's 4.0%.
- 4.22 In April 2021 the local housing affordability ratio i.e. median house price compared to median gross income was 5.93, lower than all of the other Staffordshire districts. Across the West Midlands the ratio is 6.78, and across England it is 7.84. The borough's rate is lower than in 2010 when the ratio was 6.23.
- 4.23 81.5% of residents of working age have qualifications at level NVQ1 or above, lower than the 85.4% across the West Midlands and the 87.9% in Great Britain. As of December 2020, an estimated 38.6% of adults aged 16-64 were qualified to NVQ level 4 or above – higher than the West Midlands rate of 37.1% but lower than the Great Britain rate of 43.1%.
- 4.24 The unemployment claimant count for the borough of 3.7% as at August 2021 was very similar to Staffordshire's rate of 3.8% and lower than Great Britain's 5.3%. As with most of the country, there was a large rise from March 2020 when the rate was 2.4%. There is a large variance across the borough – in four wards the rate higher than the national average but in eight wards it is lower than 3%.

5. Refresh of Financial Assumptions

- 5.1 Council agreed a five year Medium Term Financial Strategy in February 2021 covering the period 2021/22 to 2025/26. For 2021/22 there was Net Expenditure of £16.128m on services and a Council Tax Requirement of £7.645m. There is a Council Tax Base of 37,087 and a Band D Council Tax of £206.14. There was a balanced budget for 2021/22 but a forecast gap of £3.849m across the period 2022/23 to 2025/26.

- 5.2 The MTFS gaps have been rolled forward a year to cover 2026/27, this was reported to Cabinet on 13 October 2021 and the assumptions updated. There has since been further review of the gaps and this refinement will continue throughout the budget setting process.
- 5.3 Covid-19 is expected to continue to have an impact on the Councils' finances, however, the degree of that impact is difficult to predict. The MTFS has been revised to reflect current information and includes an estimate of pressures that have both a short and medium term impact on the tax base for Council Tax and Business Rates.
- 5.4 Overall, rolling forward a year the Council is forecast to have a funding gap of £4.265m over the next five years. £1.313m of this is in 2022/23 and whilst the overall strategy is to have a balanced five year plan the focus of attention will be on this first year.

	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	Total (£000's)
Income	52	39	(126)	(139)	(217)	(391)
Expenditure	1,261	1,143	1,052	596	604	4,656
Gap	1,313	1,182	926	457	387	4,265

- 5.5 The year one gap has decreased from £1.596m (as reported to Cabinet on 13 October 2021) to £1.313m following a review of the costs of financing the capital programme (£0.141m reduction in costs) and a revision to estimates regarding CPI inflation (Consumer Price Index) and assumptions regarding the subsidy required for leisure facilities a further has reduced the funding gap by a further £0.085m. A staggered reduction in the use of the flexible use of capital receipts has reduced the funding gap by a further £0.100m and following the rejection of the 1.75% local government pay offer, a 2% offer has now been allowed for, this has increased the funding gap by £0.043m.

Income

- 5.6 A provision for Covid-19 income losses of £100,000 has been built in for each year of the MTFS in addition to an assumed decrease in recycling credits (green waste). An assumed annual increase in fees and charges has also been included of 3%.

Detail	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	Total (£000's)
Government Grant	170	204	17	12	12	415
Business Rates	(116)	(118)	(121)	(123)	(125)	(603)
Fees and Charges	(158)	(187)	(192)	(198)	(204)	(939)
Council Tax Support	(30)	(30)	-	-	-	(60)
Income Pressures	186	170	170	170	100	796
Total	52	39	(126)	(139)	(217)	(391)

Government Grant

- 5.7 Local Government has been through an unprecedented period of austerity. The assumption is for New Homes Bonus grant funding to reduce to nil and for Housing Benefit and Council Tax Benefit administration grants to continue to decline over time.

Business Rates

- 5.8 There have been significant impacts to Business Rates as a result of the Covid-19 crisis. Firstly, there have been a wide range of interventions from Government with extensive discounts and also provision of grant to small businesses. These discounts have been matched with Section 31 grant and have therefore not impacted the Council's bottom line.
- 5.9 There is considerable uncertainty on the level of Business Rates for future years. The MTFS currently assumes an increase of 1% in 2022/23 and 2% per annum thereafter. This is in all likelihood an optimistic position to hold at this time and this assumption will need to be revisited as the longer term impact of Covid-19 on the tax base emerges.

Council Tax

- 5.10 The Council has a market housing supply requirement of 2,153 properties over the 5 year period of the MTFS (excluding affordable housing). The MTFS assumes that the requirement will be met at an average of 431 properties per annum, thus increasing the tax base accordingly. The MTFS assumes a Council Tax increase of £5 per Band D property for all years with the exception of 2022/23, where a 1.99% increase is currently being assumed.
- 5.11 The Council operates a Council Tax Support scheme, introduced following the localisation of support by Government at the start of austerity. Increased levels of Council Tax Support were awarded during 2020/21 in the midst of the Covid-19 pandemic. The MTFS forecast assumes that this pressure on the tax base will be relieved over a 3 year period.

Savings/Income Generation

- 5.12 Work is continuing to identify additional savings proposals in order to address the increased forecast gaps in 2022/23 and beyond. To date savings of £1.313m have been identified for 2022/23 enabled a balanced position to be proposed. £1.781m has been identified for the remainder of the MTFS (shortfall of £1.171m).

Detail	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	Total (£000's)
Income	63	10	-	-	-	73
One Council	601	126	-	-	-	727
Staffing Related	79	18	-	-	-	97
Good Housekeeping	120	-	-	-	-	120
Tax Base	148	210	212	215	218	1,003
Council Tax Increase	154	190	192	194	196	926
Health/Social Care Levy	153	-	-	-	-	153
Total	1,313	554	404	409	414	3,094

Expenditure

- 5.13 Employee pressures relate to pay awards of 2.5% per annum, 2022/23 also provides for a 2% pay award in relation to 2021/22 following the rejection of the latest employers offer (1.75%), this was not budgeted for in 2021/22 in line with previous Central Government announcements regarding a public sector pay freeze (an allowance was made for employees earning below £24,000), this amounts to a further pressure of £0.172m.
- 5.14 2022/23 includes provision for an increase in employers National Insurance contributions payable by the Council of 1.25% from April 2022, the planned increase amounts to a pressure of £0.153m and is to be used by Central Government to boost Heath and Social Care funding levels.
- 5.15 A number of new pressures facing the Council in 2022/23 amounting to £0.350m have also been provided for, these include ICT maintenance and software licences (£0.110m), subsidy of the operation of Kidsgrove Sports Centre (£0.100m), card processing charges (£0.020m), occupational health contract (£0.021m) and other inflationary costs and pressures regarding service provision (£0.049m).

	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	Total (£000's)
Employees	1007	549	533	523	530	3,142
Premises	38	27	26	27	28	146
Transport	13	9	9	9	9	49
Financing	(91)	538	464	17	17	945
Pressures	294	20	20	20	20	374
Total	1,318	1,043	1,052	595	601	4,656

Inflation

- 5.16 Provision for price increases is made in line with the Bank of England target 2% target for CPI (Consumer Price Index), with the exception of 2022/23 whereby CPI of 3.1% has been applied.

Investment

- 5.17 The base budget includes an annual contribution to the Borough Growth Fund of £0.250m to fund investment in key Council priorities. At the present time the assumption is that this level of investment will continue over the life of the MTFS.

Capital financing

- 5.18 The proposed Capital Programme for 2022/23 to 2024/25 is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2018-22. These schemes total £66.652m including major investment into the Borough via external funding in terms of the Future High Streets Fund and the Town Deals Fund for both Newcastle and Kidsgrove.
- 5.19 The capital programme will require to be part funded by borrowings. The total amount of borrowing over 3 years of the proposed Capital Programme for 2022/23 to 2024/25

will amount to £13.944m. The associated borrowing costs have been factored into the MTFS.

Other financing adjustments

- 5.20 The Council budgeted to finance £0.200m of one-off costs from flexible use of capital receipts in 2021/22. The current assumption is for this to cease in 2022/23 eliminating the reliance on capital receipts to finance revenue expenditure.

6. In Year Response to Financial Pressures Arising from Covid-19

- 6.1 There is uncertainty at present with regards to lost income resulting from the Covid-19 pandemic. The impact on the medium term is therefore far from clear, potential risks around the continued loss of income are included as part of the risk assessment informing the Council's level of reserves. A number steps have been taken in year, or are planned for future periods to continue to address the financial impact and ensure that the Council remains financially resilient including:

- A review of Covid-19 expenditure and income forecasts as part of monthly budget monitoring processes.
- Maintaining spend within the existing budget envelope as far as possible.
- Identifying management action to reduce in year cost pressures.
- Re-focusing the income collection approach to reduce the impact of bad debt.
- Reassessment of Capital Programme commitments.
- A comprehensive review and risk assessment of the Council's reserves.
- Use of grants to substitute for existing spend wherever possible.
- Asset review to maximise receipts from disposals.

7. Approach

- 7.1 The following section sets out the central approach to developing the Medium Term Financial Strategy for 2022/23 to 2026/27.

Foundation analysis

- 7.2 Over the summer and early autumn the groundwork for the MTFS has been undertaken which is primarily the review of the Borough Profile and assessment of the impact of Covid-19, a full benefit opportunity assessment and extensive benchmarking to give a clear context in which to identify areas for investment and redirection of resources, opportunities for efficiency and income generation and service reconfiguration. Service level benchmarking has primarily been based on DLUHC Revenue Outturn data focussed on the Council's CIPFA statistical "nearest neighbours" and Staffordshire geographical near neighbours. Spend has also been mapped to strategic priorities and outcomes.

One Council

- 7.3 The One Council Programme was launched in February 2021 following Full Council approval of the budget in order to meet the changing needs of our residents by increasing our ability to provide flexible, efficient and customer driven services. The programme is designed to respond to the key lessons from the Covid-19 pandemic, how this impacted on how customers accessed Council services, and how services flexed in order to remain resilient. The programme focusses on reviewing customer need alongside modernising internal processes whilst developing our internal cultural transformation and ensuring we address financial demands. The following key themes are integral to the programme:

- 7.4 The One Council programme facilitates a fundamental change in Newcastle-Under-Lyme Borough Council's operating model and how we address our challenges. Significantly, it sets out to enable the Council to make better use of the resources available to it, ensuring both efficient and effective service delivery.
- 7.5 Given the broad remit of the programme, overall aims have been considered by integrated work streams aligned to core principles of delivery and achievement and the initial work has been supported by the delivery partner Ignite Consulting who have enabled the team to develop skills in management change and service redesign. Whilst a significant aspect of the programme is to facilitate a move to customer self service via an enhanced website, traditional face to face and telephone access will remain available to those who need it.
- 7.6 One Council is a "spend to save" programme with an agreed investment of £1.2m. Recurrent benefits of circa £1m will be achieved moving forward. The savings are set to be staggered over the life of the 3 year programme (£0.196m has been achieved in 2021/22, £0.601m will be achieved in 2022/23 with a further £0.126m in 2023/24).
- 7.7 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. 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

Leadership and Management

- 7.8 The programme realises the importance of cultural development, attitudes, behaviours and overall quality and consistency of leadership as a driver for success. As such a dedicated Culture work stream was initiated which considered our purpose as a Council and provider of services as well as the important people driven elements which would support the achievement of our goals. Focus groups across the council considered our purpose, strengths and weaknesses and contributed to the development of an overall mission statement and related values.
- 7.9 From this a staff survey was launched in order to measure a baseline against adherence to these values as well as direction from staff to develop a set of behaviours that would bring these values to life. The survey outcome showed a positive baseline of our cultural aspirations and sets a mandate to focus on areas of empowering people and working together. The Behaviour Framework has been agreed and shared with staff and will be used to support teams and individuals to understand and live the values in their work and relationships with colleagues, members and residents.
- 7.10 A Leadership Development programme has been commissioned relating to and building on the behaviours and culture work in order to support leaders within the organisation to develop the strategic and performance led culture that we aim for.

Information, Advice and Guidance / website

- 7.11 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.
- 7.12 The Digital work stream have been engaging services to consider the changes needed to enable this transition for users of our site and have contracted with Jadu to develop the new website which launched on 27 October.
- 7.13 The site is cleaner and more modern than our previous site and has been developed with a focus on functionality and ease of use to support the customer. The website developments integrate directly with the new One Front Door (or Customer Hub) and will drive traffic away from resource heavy phone lines enabling a deeper and broader remit and function to develop within our customer facing team.
- 7.14 The new site will be compliant to the Web Content Accessibility Guidelines (WCAG) which defines how to make Web content more accessible to people with disabilities. The accessibility regulations came into force for public sector bodies on 23 September 2018. They say you must make your website or mobile app more accessible by making it 'perceivable, operable, understandable and robust'.
- 7.15 The new platform is built to support accessible design principles and is used by organisations that rank highly in independent accessibility indexes such as the Silktide Accessibility Rankings, where Jadu sites regularly account for the majority of the 'Top 20' accessible sites.
- 7.16 Another aim of One Council is to make our site more commercial. Using the new tools and techniques in Jadu we will be able to sell our services more effectively to increase revenue. Examples include J2, Bereavement Services and Garden Waste.

One Front Door

- 7.17 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.
- 7.18 Work has initially focussed on the previous teams for Customer Services and Revenues and Benefits and the two areas have now been consolidated. Pulling the teams together, along with focussed work on processes alongside the website development has enabled the team to be resourced more efficiently. This has allowed the team to release members of staff who wish to seek opportunities elsewhere through our Mutually Agreed Resignation Scheme (MARS) which has driven a recurrent annual saving of £196k for the first phase of One Front Door.
- 7.19 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.

Internal Support

- 7.20 Work is commencing on developing efficiencies within our internal services and will progress in the image of One Front Door. This will again provide services with

streamlined support and guidance whilst releasing those with technical expertise to focus on value added delivery.

- 7.21 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.

Mobile Multi-Function Team

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

Strategy and Performance Team

- 7.23 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.
- 7.24 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.

Commercial

- 7.25 The Council approved its Commercial Strategy in October 2019 with the objectives of maximising commercial opportunities as Government support drops away, requiring councils to become more self-financing. Key themes set out in the Commercial Strategy include:

- Creating and nurturing commercial and development opportunities
- Greater focus on procurement and contract management
- Creating a sustainable commercial programme
- Establishing a strong commercial culture and investing in staff and member skills
- Extracting maximum value from our land and property assets and income streams
- Challenging where services can be commissioned
- Driving our digital agenda forward

- 7.26 Progress in implementing the commercial strategy in the current year has been limited due to the impact of Covid-19. However, going forward this remains a key supporting strand of the MTFS and will need to be properly resourced.

Property

- 7.27 The Council last updated its Asset Management Strategy in 2018. A further review now needs to be undertaken to provide clarity about those assets which generate value and should be held and maintained and those which are not adding value and can be developed, backed up by a sound business case or disposed of. It is imperative that as part of this review a planned maintenance schedule for Council owned assets is devised in order for this to be built into the Council's medium term financial planning.

8. Reserves

8.1 Forecast balances for the Council's reserves as at 31st March 2022 are as follows:

Reserve/Fund	Balance 31.3.21 (£'000's)	Forecast Balance 31.3.22 (£'000's)
General Fund	3,000	2,160
Walleys Quarry Reserve	-	1,000
Income Reserve	100	100
Equipment Replacement	48	32
Budget Support Fund	348	-
Budget Support Fund (Local Plan)	375	200
Budget Support Fund (Homelessness)	81	-
Borough Growth Fund	70	-
Conservation & Heritage Fund	26	26
Mayor's Charity Fund	4	-
Museum Purchases Fund	178	100
Business Rates Reserve	9,131	3,621
Keele Master Plan Reserve	8	-
Elections Reserve	50	150
Clayton Community Centre Fund	9	-
Totals	13,428	7,389

8.2 A full reserves risk assessment will be completed as part of the 2022/23 budget preparation. However, based on a preliminary assessment it is considered that the current balance of the general fund reserve will be sufficient to provide sufficient cover for foreseeable risks.

8.3 It should be noted that the balance of the Business Rates reserve is inflated for 2021/22 and 2022/23 due to s31 grants received to cover the cost of business rate reliefs in the current financial year. The true underlying position is closer to £1.5m which represents cumulative collection fund surpluses in previous years. This sum will be held to mitigate against future collection fund losses and as a contingency for the Fair Funding Review.

9. Capital Strategy

9.1 The Council agreed its Capital Strategy and Ten Year Capital Programme 2021/22 to 2029/30 in February 2021, this will be refreshed as part of the 2022/23 budget setting process (proposed expenditure for 2022/23 to 2024/25 will be considered as part of the report to Cabinet on 1 December 2021). The Capital strategy explains how the Council invests its capital funds and the various sources of funding and how this facilitates the delivery of its objectives.

9.2 The main governance of the Capital Strategy is through the Capital, Assets and Commercial Investment Review Group which:

- Reviews and recommends to Cabinet all new General Fund Capital projects
- Ensures capital resources are viewed corporately with a clear link to corporate objectives
- Ensures any revenue costs are identified and considered in the Treasury Management Strategy and the Council's MTFS
- Develops a Capital Strategy which supports the Councils corporate objectives
- Oversees the development and implementation of the asset management and commercial strategies

- Reviews new capital project and commercial investment requests on behalf of Cabinet.
- 9.3 As part of the Efficiency Board process every capital scheme and in-year capital commitment has been reviewed.
- 9.4 The draft 10 year Capital Programme for the period 2022/23 to 2031/32 provides for total investment of £101.4m. This programme will be funded by capital receipts, significant external contributions (Town Deals and Future High Streets Funding) and borrowing. The revenue impact of borrowings has been included within the MTFS.

10. Treasury Management Strategy

- 10.1 The Council agreed its Treasury Management Strategy for 2021/22 in February 2021, the strategy for 2022/23 will be updated alongside the proposed budget and capital programme as part of the 2022/23 budget setting process.
- 10.2 As referred to in the above section, the Council will be required to borrow to fund the draft Ten Year Capital Programme. The PWLB and Council to Council borrowing are the primary borrowing options that the Council is currently reviewing to fund borrowing in relation to the capital programme.
- 10.3 The Capital Financing Requirement is set to increase by a further £13.159m by 2031/32 based on the draft 10 year Capital Programme.

Funding Stream	Capital Receipts (£000's)	External Contributions (£000's)	Borrowing (£000's)	Total (£000's)
2022/23	3,128	23,378	7,082	33,588
2023/24	500	11,622	10,354	22,476
2024/25	8,000	6,080	(3,492)	10,588
2025/26	8,000	3,088	(3,710)	7,378
2026/27	8,000	1,035	(2,748)	6,287
2027/28	8,000	1,035	(5,313)	3,722
2028/29	500	1,035	1,108	2,643
2029/30	500	1,035	3,941	5,476
2030/31	500	1,035	3,073	4,608
2031/32	500	1,035	3,073	4,608
Total	37,628	50,378	13,369	101,375

11. Budget Preparation Timetable

- 11.1 Work on the development of budget proposals for 2022/23 is at an advanced stage. Draft savings proposals will be considered by Cabinet and Finance, Assets and Performance Scrutiny Committee in December and the final revenue budget and Council Tax proposals, along with the Capital Strategy, Capital Programme and Treasury Management Strategy will be presented for approval at Council in February 2022.
- 11.2 An Efficiency Board chaired by the Leader of the Council plays a key role in shaping the MTFS and providing input and challenge to savings and investment proposals.
- 11.3 The decision making timetable is as follows:

Event	Committee	Date
Budget consultation	Proposed to run during December	
Scrutiny of draft MTFS & draft savings proposals	FAPSC	13 December 2021
Approval of final MTFS & consideration of draft budget proposals	Cabinet	12 January 2022
Scrutiny of draft budget proposals	FAPSC	20 January 2022
Final budget proposals recommended for approval by Full Council	Cabinet	2 February 2022
Full Council to approve budget	Full Council	23 February 2022

Appendix A – Summary of Refreshed MTFS Assumptions

	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	Total (£000's)
Employees	1,007	549	533	523	530	3,142
Premises	38	27	26	27	28	146
Transport	13	9	9	9	9	49
Financing	(91)	538	464	17	17	945
Pressures	294	20	20	20	20	374
Income	52	39	(126)	(139)	(217)	(391)
Total	1,313	1,182	926	457	387	4,265
Savings						
Income	63	10	-	-	-	73
One Council	601	126	-	-	-	727
Staffing	79	18	-	-	-	97
Good Housekeeping	120	-	-	-	-	120
Tax Base	148	210	212	215	218	1,003
Council Tax Increase	154	190	192	194	196	926
Health/Social Care Levy	153	-	-	-	-	153
Total Savings	1313	554	404	409	414	3,094
Gap	-	628	522	48	(27)	1,171



NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE

13 December 2021

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

Submitted by: Executive Management Team

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

Ward(s) affected: All

Purpose of the Report

To provide Finance, Assets and Performance Scrutiny Committee with the Financial and Performance Review report for the second quarter of 2021-22.

Recommendation

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

Reasons

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

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

1. Background

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the first quarter 2021/22 by presenting performance data and progress summary set within a financial context. The report provides broad financial information (Appendix A) and also details service performance (Appendix B) for the second quarter 2021/22.

- 1.2 This report covers the period of the Covid 19 lockdown, when a number of customer facing services were required to close, or where the customer base simply stopped using the service. Despite these unprecedented circumstances, as the summary of the overall performance picture is presented in section 4 of this report reflects, performance has generally held up well.

2. 2021-22 Revenue and Capital Budget Position

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

3. Development of the Financial and Performance Report

- 3.1 The performance section –Appendix B was reviewed and the indicators continue to reflect the priorities in the Council Plan. In addition to reporting on key performance indicators, the report includes a progress summary for each priority, detailing the progress with the delivery of planned activities.
- 3.2 Additional performance information is provided, not only to ensure the monitoring of the corporate activities of the council, but also to inform Members, businesses and residents of performance in their local economy.

4 Performance

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

5. Legal and Statutory Implications

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

6. Equality Impact Assessment

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

7. Financial and Resource Implications

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

8. Major Risks

- 8.1 The ongoing changing market conditions represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may choose whether or not to use Council facilities or in the case of the waste/recycling service where the volume of recycled materials is liable to fluctuate. The impact of Covid 19 is still apparent in the reporting of this quarter, impacting on many areas and the situation will continue to be monitored through the normal budget monitoring procedures.
- 8.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.
- 8.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

9. **Sustainability and Climate Change Implications**

9.1 N/A

10. **Key Decision Information**

10.1 Included on the Forward Plan

11. **Earlier Cabinet/Committee Resolutions**

11.1 N/A

12. **List of Appendices**

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

13. **Background Papers**

13.1 Working papers held by officers responsible for calculating indicators.

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Financial Position Quarter Two 2021/22

1. General Fund Revenue Budget

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

2. Revenue Budget Position

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

3. Collection Fund

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

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

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

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

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

4. Capital Programme

- 4.1 A Capital Programme totalling £12.923m was approved for 2021/22. Of this total £10.923m relates to the total cost of new schemes for 2020/21 together with £1.000m for schemes funded by external sources (Disabled Facilities Grants) and £1.000m contingency. In addition £2.256m has been brought forward from the 2020/21 Capital Programme, resulting in a total Capital Programme of £15.179m for 2021/22.
- 4.2 At the close of quarter 2 the profiled capital budget amounts to £5.447m, actual spend for this period totals £5.451m. There are no significant variances in expected spend at this point.
- 4.3 A mid-year review of the capital programme is in the process of being undertaken as part of the Efficiency Board and budget setting process for 2022/23 in order to identify any projects that may need to be re-profiled from 2021-22 into future years. The results of this exercise will be reported to Cabinet in due course.

5. Capital Programme Funding Position

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

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

6. Supplementary Estimates

Capital

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

7. Treasury Management

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

Corporate Performance Quarter 2 2021-22

VPriority 1: Local Services that Work for Local People

Progress Summary

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

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

- **Increase Access to Information;**

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

- **Customer Services Activity**

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

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

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

- **Establish Workforce Strategy:**

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








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









- **Develop organisational culture**

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

- **Ensure staff wellbeing**




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

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
1.1 Page 46	Environmental Health	Cllr. Trevor Johnson	Percentage of food premises that have a zero or one national food hygiene rating	Low	-	0.08%	0%	5%	Delivery of this programme continues on a limited basis due to prioritising Covid activities.	
1.2 New	Environmental Health	Cllr. Trevor Johnson	Percentage of category A and B food business inspections completed on time	High	-	62%	0%	-	Only 4 'B' premises due this quarter. All are care homes and are therefore in a delayed sequence of inspection	
1.3 New	Environmental Health	Cllr. Stephen Sweeney	No. Accidents/Incidents reported (RIDDOR)	Low	2	0	1	-	One RIDDOR reportable incident occurred in this quarter, on investigation all safe systems were being followed at the time of the incident. No further actions required.	
1.4a	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):- • Dry Recycling	High	20.69%	23.01%	24.07%	25%	Quarter 2 has seen collected tonnage of food waste increase significantly and dry recycling continue to stabilise. Residual waste has now returned to more normal levels following the impact of Covid which significantly affected performance last year. The increase in food waste tonnage has further helped reductions in residual waste.	
1.4b			• Food	High	1.34%	5.21%	6.33 %	6%		
1.4c			• Amount of residual Waste per household	Low	124.37kgs	109.19kgs	105.35kgs	110kgs (per household) cumulative		
1.4d	Operations	Cllr. Trevor Johnson	Number of missed kerbside collections:- Total (per 100,000 collections)	Low	162.63	61.87	62.25	80 (per 100,000 collections)	In this quarter there were a total of 1,622,544 collections of residual, garden waste, recycling and food. Missed collections of Residual- 172, Garden Waste – 112, Recycling- 316, and food waste - 410.	

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

Ref

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

*The result is within tolerance

Priority 2: Growing our People and Places

Progress Summary

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

- **Deliver Borough Local Plan**

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

Delivery of the Economic Development Strategy and action plan

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

- **Progress University Growth Corridor**

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

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

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

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

Progress Summary continued

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

- **Rough Sleepers and temporary accommodation**

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

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

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

- **One Public Estate**

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

Progress Summary continued

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






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

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

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

- **Planning Consent – Sidmouth Avenue**

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

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

Priority 3: A Healthy, Active & Safe Borough

Progress Summary

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

- **Jubilee2 moving forward**

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

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

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

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

- **Secure J2 commercialisation**

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

- **Kidsgrove Sports Centre**

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

- **Museum Redevelopment Project**

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

- **Streetscene Fleet procurement**

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

Progress Summary continued

- **Deliver Capital Programme projects**

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

- **Open Space Strategy**

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

- **Feasibility study for Crematorium extension**

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

- **Affordable Funeral Scheme**

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

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

- **Taxi Licensing Policy**

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

- **Environmental Health & Licensing**

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

- **Town Centre ASB enforcement**

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

Progress Summary

- **Commission new CCTV Service**

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




- **Vulnerability Hub and MARAC**


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

- **Air Quality Local Development Plan**

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

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

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

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 2 2020-21	Result Qtr. 1 2021-22	Result Qtr. 2 2021-22	Target Qtr. 2 2021-22	How have we performed?	Status
<div>Page 56</div> <div>3.4 New</div>	Leisure	Cllr. Jill Waring	Membership growth	High	-	1961* members	2149* members	Target Qtr 1 1,962 Qtr 2 2,274 Qtr 3 2,586 Qtr 4 2,900	The activities at J2 leisure were affected by the Covid 19 pandemic, and the impact on the membership at Jubilee2 is in line with the local and national average. On 1 April 2021, membership figures were 1650, and the target for 2021-22 is to increase it to 2900, the pre-Covid position. The slight shortfall in memberships could be attributed to the delay in the easing of lockdown.	

Priority 4: A Town Centre for All

Progress Summary

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

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

- **Prepare a Town Centre Strategy**

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

- **Market**

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

- **Business Support**

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

- **Parking Policy**



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

- **Establish Town Centre Communications Group**

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

Progress Summary continued**▪ Develop a Kidsgrove Town Centre Investment Plan**

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

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

*The result is within tolerance

N/A

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



Performance is not on target but direction of travel is positive



Performance is not on target where targets have been set



Performance is on or above target



Positive performance noted (no target set)



Performance noted for monitoring(no target set)

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Finance Assets and Performance Scrutiny Committee 13 December 2021

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 the Finance, Assets and Performance Scrutiny Committee on work and achievements to date of the One Council Programme.

Recommendation

That the Committee notes the progress to date of the One Council Programme against specific programme areas of:

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

Reasons

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

1. Background

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

- 1.3 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

An update on progress against each of these areas follows.

2.3 **Leadership and Management**

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

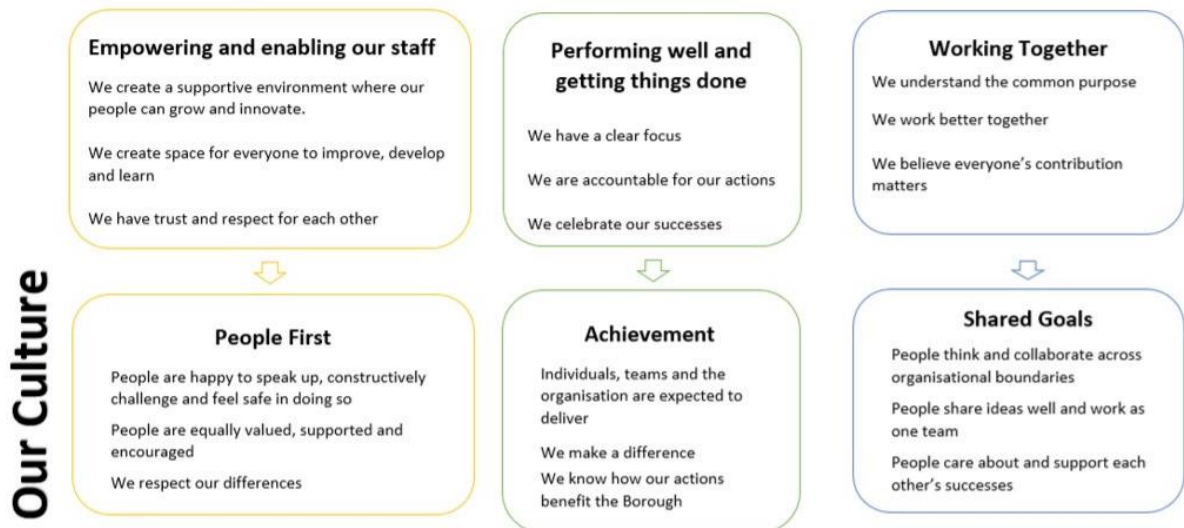
Focus groups across the council considered our purpose, strengths and weaknesses and contributed to the development of an overall mission statement and related values.



One Council, One Borough.

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

Our Values



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

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

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

2.4 Information, Advice and Guidance / website

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

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

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

The new site will be compliant to the Web Content Accessibility Guidelines (WCAG) 2.1 which defines how to make Web content more accessible to people with disabilities. The accessibility regulations

came into force for public sector bodies on 23 September 2018. They say you must make your website or mobile app more accessible by making it 'perceivable, operable, understandable and robust'.

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

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

2.5 One Front Door

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

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

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

2.6 Internal Support

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

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

2.7 Mobile Multi Function Team (MMF)

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

2.8 Strategy and Performance Team

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

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

2.9 Benefits Realisation

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

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

2021/22 Q2 benefit estimates have been achieved to date with the design and implementation of the Customer Hub.

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

3. **Proposal**

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

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

4. **Reasons for Proposed Solution**

4.1 Benefits and outcomes remain on track as proposed.

5. **Options Considered**

5.1 Report for information and assurance. No remedial action required

6. **Legal and Statutory Implications**

6.1 None at this stage.

7. **Equality Impact Assessment**

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

8. **Financial and Resource Implications**

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

9. **Major Risks**

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

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



11. **Key Decision Information**

11.1 Not a Key Decision

12. **Earlier Cabinet/Committee Resolutions**

12.1 Programme approved February 2021 Council.

13. **List of Appendices**

13.1 n/a

14. **Background Papers**

14.1 n/a

FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE

Work Programme 2019/21

Chair: Councillor Mark Holland

Vice-Chair: Councillor Bert Proctor

Members: Burnett, Fear, Grocott, Hutton, Kearon, Pickup, Rout, Stubbs and P. Waring

Portfolio Holders covering the Committee's remit:

Councillor S Tagg, Leader – One Council, People and Partnerships

Councillor Stephen Sweeney - Deputy Leader – Finance, Town Centres and Growth



The following services fall within the remit of this Scrutiny Committee:

Corporate Strategy	Revenue and Capital Budgets
Council Structure and Democracy	Surplus Assets
External Partnerships (including Newcastle Partnership, Staffs. Strategic Partnership, Stoke on Trent and Staffordshire LEP, Town Centre BID and Constellation Partnership)	Financial Monitoring
District Deal	Internal Audit
Economic Development Strategy	Procurement
Human Resources and Payroll	Treasury Management
Keele Deal	Revenues and Benefits
LAPs	Increasing Revenue Generation
Localism	Performance Management and Risk Champion

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Customer and ICT Services	Licensing (incl Taxis)
Communications and Website	Financial Inclusion (incl Living wage)
Guildhall	Health and Safety Champion
Sports and Leisure Provision for Kidsgrove	Car Parks
Ryecroft and Civic Hub projects	

The core Work Programme is determined at the beginning of the municipal year. Issues can be added throughout the year with the Chair's approval or where a new priority area comes to the Committee's attention.

For more information on the Committee or its Work Programme please contact Denise French on 01782 742211 or at denise.french@newcastle-staffs.gov.uk

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
Thursday 19 September 2019	Q1 Finance and Performance		
	Work Programme		
	Revenues and Benefits – Universal Credit	Impact on benefit claimants and organisational impact on NULBC.	
	Digital Strategy	Pre-Cabinet scrutiny of Outline Business Case	
	ICT Strategy and Development Programme	Review of ICT strategy and development programme including plans to migrate to Windows 10/Office 365.	
Monday 16 December 2019	Revenue and Capital Budgets	Pre-cabinet Scrutiny of draft savings proposals and capital programme	Alignment to Council Plan
	MTFS	Pre-cabinet Scrutiny	Alignment to Council Plan

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DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
	Commercial Strategy	Review Governance and Risk Management	Assurance that risks are being appropriately managed. Compliance to MTFS.
	Revenues, Benefits and Customer Services	Update on restructure proposals	Assurance that resourcing levels will be sufficient to ensure achievement of agreed performance targets
	Quarter 2 Performance Report	Review performance indicators.	Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget.
Thursday 16 January 2020	Revenue/Capital Budget and Council Tax	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Capital Strategy	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Investment Strategy	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Scale of Fees and Charges	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Treasury Management	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
Thursday 19 March 2020	Asset Transfer/Community Management	Review examples (e.g. Guildhall) and determine preferred model based on learning points. Consider other potential assets for transfer (e.g. Community Centres, Kidsgrove Sports Centre).	Adequate community capacity and capability. Financial sustainability.
	Kidsgrove Sports Centre	Review progress on asset repair/transfer and CIC operating model.	Financial sustainability. Community demands.

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DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
			Councillor Burnett to be asked to undertake some research into this topic initially and report back to the committee.
	Ethical Debt Collection	Review progress of pilot schemes in Hammersmith & Fulham and Bristol, and draft NULBC Code of Collection Practice.	Assurance that use of collection agent is appropriate and proportionate, and impact on vulnerable residents is minimised.
	Outsourcing of Payroll Services	Review of progress.	Assurance that new arrangements have delivered an improved service and cost savings.
	Quarter 3 Performance Reports	Review Performance Indicators	Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget.
Thursday 25 June 2020	LAPS	Review of impact on local services.	Focus on key local issues. Resource solutions.
	Procurements	Review commissioning and procurement process including whole life costs of projects/contracts and robustness of contract management procedures.	Best value.
	Quarter 4 Performance Reports	Review Performance Indicators.	Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget.
	Procurement	Review commissioning and procurement process including whole life costs of	Councillor Hutton to report back on his investigative findings.

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DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
		projects/contracts and robustness of contract management procedures.	
Thursday 17 September 2020	Financial Sustainability and Recovery Plan Quarter 1 Performance Report CIPFA Guide to Financial Scrutiny	Pre-cabinet scrutiny Review Performance Indicators Information and guidance to members on best practice	Alignment to Council Plan and MTFS Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget Financial scrutiny is carried out in accordance with best practice
14 December 2020	Medium Term Financial Strategy 2021/22 – 2025/26 Revenue and Capital Budget 2021/22 – First Draft Savings Plan	Review Performance Indicators	

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DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
	Quarter 2 Performance Report		Assurance that indicators accurately reflect progress with Council Plan.
18 January 2021	Revenue/Capital Budget plus Capital Strategy, Treasury Management Strategy and Investment Strategy	Pre-cabinet scrutiny	Alignment to Council Plan and MTFS
	Scale of fees and charges	Pre-cabinet scrutiny	
25 March 2021	Quarter 3 Performance Report	Review Performance Indicators	Assurance that indicators accurately reflect progress with Council Plan
	Commercial Strategy and Portfolio	Update on progress and review	Alignment to Council Plan and MTFS
	Asset Management Strategy	Update on progress	Alignment to Council Plan and MTFS
24 May 2021	Newcastle Crematorium - outcome of consultation	Pre-cabinet scrutiny	
16 September, 2021	Commercial Strategy Update	Regular update	6 month review requested by the Committee

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DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
	Procurement Review		Requested by the Committee
	Q4 Finance and Performance Review	Review Performance Indicators	Assurance that indicators accurately reflect progress with Council Plan
	Q1 Finance and Performance Review	Review Performance Indicators	
	J2 Resolution of issues	Update	
	Covid review	To enable scrutiny of lessons learned	
13 December 2021	Q2 Finance and Performance Review	Review Performance Indicators	Assurance that indicators accurately reflect progress with Council Plan
	Draft savings proposals & MTFS 2022/23		
	One Council update		To enable scrutiny of the programme
20 January 2022	Draft Revenue & Capital Budget and Strategies 2022/23	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS
	Schedule of Fees and Charges	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS
24 March 2022	Commercial Strategy update	Regular update	6 month review requested by the Committee
		Review Performance Indicators	

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DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
	Q3 Finance and Performance Review Asset Management Strategy	Update on progress	Assurance that indicators accurately reflect progress with Council Plan
30 June 2022	Q4 Finance and Performance Review	Review Performance Indicators	

To keep under review

- Procurement Strategy – to review whether resources are available to provide a report for June/September 2021
- Commercial Strategy Update – 6 monthly update to the Committee

November 2021

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