

Public Document Pack

Date of meeting Thursday, 30th June, 2022
Time 7.00 pm
Venue Garden & Astley Rooms - Castle House, Barracks Road,
Newcastle, Staffs. ST5 1BL
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 PREVIOUS MEETING** (Pages 3 - 6)
To consider the Minutes of the last meeting of the Committee held on 24th March 2022
- 4 UPDATE FROM CABINET**
- 5 FINANCIAL AND PERFORMANCE REVIEW REPORT - FOURTH QUARTER (JANUARY - MARCH) 2021 - 22** (Pages 7 - 34)
- 6 WORK PROGRAMME** (Pages 35 - 42)
The previous Work Programme is attached for information. The Scrutiny Chairs and Scrutiny Champions will be meeting shortly to coordinate Work Programmes based on the new remits for the Scrutiny Committees.
- 7 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
- 8 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972
- 9 DATE OF NEXT MEETING**
Thursday 8 September 2022 at 7.00pm.

Members: Councillors Mark Holland (Chair), Amy Bryan (Vice-Chair), Andrew Parker, John Tagg, Paul Waring, Robert Bettley-Smith, Mike Stubbs, Wendy Brockie, Stephanie Talbot, David Allport and Annabel Lawley

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 Quorum: The meeting quorum for Scrutiny Committees is 4 of the 11 members.

SUBSTITUTE MEMBER SCHEME (Section B5 – Rule 2 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:	Joan Whieldon	Dave Jones
	Barry Panter	Andrew Fox-Hewitt
	Craig Skelding	Ruth Wright
	Ian Wilkes	David Grocott
	Nicholas Crisp	Richard Gorton
	Rupert Adcock	

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)

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.

Agenda Item 3

Finance, Assets & Performance Scrutiny Committee - 24/03/22

FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 24th March, 2022
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present: Councillor Mark Holland (Chair)

Councillors:	Gillian Burnett	Paul Waring	Sarah Pickup
	Andrew Fear	David Grocott	Mike Stubbs
	Graham Hutton	Tony Kearon	

Apologies: Councillor(s) Bert Proctor

Substitutes: Councillor Andrew Parker (In place of Councillor Bert Proctor)

Officers:	Denise French	Democratic Services Team Leader
	Sarah Wilkes	Head of Finance / S151 Officer
	Simon McEneny	Executive Director of Growth and Development
	Krestal Al-Daami	Housing and Partnerships Policy Officer
	Gillian Taylor	Housing Team Leader

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

39. **APOLOGIES**

40. **DECLARATIONS OF INTEREST**

There were no declarations of interest made.

41. **MINUTES OF A PREVIOUS MEETING**

Resolved: that the minutes of the meeting held on 20 January 2022 be approved as a correct record.

42. **UPDATE FROM CABINET**

There was nothing to update from Cabinet.

43. **COMMERCIAL STRATEGY UPDATE**

The Committee considered a report on the Commercial Strategy. The Strategy had been approved by Cabinet in October 2019; the Committee had requested a regular 6 monthly update and this was the first review.

The Portfolio Holder for Finance, Town Centres and Growth introduced the report noting that the council's commercial portfolio contributed an annual sum £400,000 in revenue. He referred the committee to a number of areas of work in progress as listed including land at Apedale, Chesterton where an application to let the site for a 25 year term had been approved by Cabinet and the recent purchase of York Place as part of the Future High Streets Fund project.

Members asked questions as follows:

- Was there any concern around the resilience of the approach to hold fewer but better assets to generate better income streams? In response the committee was advised that the Commercial Strategy also focused on increased diversification of asset/investment base so that risk was spread across various sectors and geographies.
- Was the reference to investigating sustainable energy solutions for assets relate to investing in community energy schemes or setting up our own energy solution? The committee was advised that work had been undertaken to look at the energy performance of the council's own assets and repair costs were now built into the Capital Programme. There was ongoing work to look at energy solutions including options around the council generating its own energy or using sustainable energy solutions. The council was aiming to be net carbon zero by 2030.

Resolved: that the update be noted and a further update be made in 6 months' time.

[Click here to watch the debate](#)

44. PROCUREMENT STRATEGY UPDATE

The committee considered an update on the Procurement Strategy and Action Plan 2022 – 25. The Committee noted and welcomed the heightened requirements to deliver Social Value whereby it was important to take into consideration the impact of the procurement processes on the local environment and social wellbeing of the community. Members were also informed of the importance of sustainable procurement.

Resolved: that the update on the Procurement Strategy be received and noted.

[Click here to watch the debate](#)

45. FINANCE AND PERFORMANCE REVIEW REPORT - THIRD QUARTER - (OCTOBER - DECEMBER) 2021

The Committee considered the financial and performance review report for the third quarter, October - December 2021.

The Committee was informed that 84% of indicators were on target compared to 77% at Quarter 2.

Members requested that information on the number of empty units as a figure rather than a percentage be submitted to the next meeting.

Resolved: that:

- (a) The report be received and noted; and
- (b) The next agenda include an update from Cabinet on the empty units in the town centre including specific figures relating to the numbers of Council owned units that are empty, expressed as numbers rather than percentages.

[Click here to watch the debate](#)

46. ROUGH SLEEPER INITIATIVE FUNDING 2022 - 25

The Committee considered a report on the council's submission for Rough Sleeper Initiative Funding 2022 – 25. The report set out services that would be funded should the bid be successful.

Members asked how the Homeless Hub would operate and were advised that details were yet to be finalised pending the outcome of the funding bid.

Resolved: that

- (a) The update be received; and
- (b) Further information be submitted to a future meeting on progress with the bid and the services it will fund.

[Click here to watch the debate](#)

47. WORK PROGRAMME

The Committee considered the Work Programme.

Resolved: that the Work Programme be received.

48. PUBLIC QUESTION TIME

There were no public questions.

49. URGENT BUSINESS

There was no urgent business.

50. DATE OF NEXT MEETING - 30 JUNE 2022

**Councillor Mark Holland
Chair**

Meeting concluded at 7.38 pm

This page is intentionally left blank

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

30 June 2022

<u>Report Title:</u>	Financial and Performance Review Report – Fourth quarter (Jan-Mar) 2021-22.
<u>Submitted by:</u>	Executive Management Team
<u>Portfolios:</u>	One Council, People & Partnerships, Finance, Town Centres & Growth
<u>Ward(s) affected:</u>	All

Purpose of the Report

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

Recommendation

That :- the Finance, Assets and Performance Scrutiny Committee

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

Reasons

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

1. Background

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

2021-22 Revenue and Capital Budget Position

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

Performance

- 1.4 The performance section –Appendix B was reviewed and the indicators continue to reflect the priorities in the Council Plan. In addition to reporting on key performance indicators, the report includes a progress summary for each priority, detailing the progress with the delivery of planned activities.
- 1.5 Additional performance information is provided, not only to ensure the monitoring of the corporate activities of the council, but also to inform Members, businesses and residents of performance in their local economy.
- 1.6 Any indicators failing to meet the set targets include a comment explaining why the indicator has not performed well, and what steps are being taken to ensure improvement in the future.
- 1.7 In Quarter 2, a new symbol was introduced, a boxed tick used in Appendix B and detailed in the key at the end. This is used for indicators where a target is not set but performance is monitored quarterly.
- 1.8 The latest performance information for quarter four has been analysed and all indicators monitored for this period are listed in the table found in Appendix B.
- 1.9 For this report a total of 21 indicators were monitored, and the proportion of indicators which have met their target (where set) or are within tolerance levels during this period stands at 81%.

2. Issues

- 2.1 There are 4 indicators off target this quarter, and officers consider that the performance against these indicators does not give rise to serious cause for concern at present (see commentaries provided in Appendix B). The management of each of the service areas concerned continue to monitor and take steps to deal with under achievement of targets where possible and/or appropriate, taking into account the limitations presented by the Covid19 situation.
- 2.2 Progress on delivery of planned activities is summarised for each priority and no concerns are highlighted.

3. Proposal

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

4. Reasons for Proposed Solution

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

5. **Options Considered**

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

6. **Legal and Statutory Implications**

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

7. **Equality Impact Assessment**

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

8. **Financial and Resource Implications**

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

9. **Major Risks**

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

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

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



11. **Key Decision Information**

11.1 This is not a Key Decision

12. **Earlier Cabinet/Committee Resolutions**

12.1 N/A

13. **List of Appendices**

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

14. **Background Papers**

14.1 Working papers held by officers responsible for calculating indicators.

Financial Position Quarter Four 2021/22

1. General Fund Revenue Budget

- 1.1 The Council approved a General Fund Revenue Budget of £14.960m on 24 February 2021. The actual and forecast position compared to this budget is continuously monitored by managers, EMT and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.
- 1.2 It is forecast that adverse variances incurred will again be offset in total by the emergency Coronavirus funding received from the Government and by the Government income compensation scheme and that this will enable a balanced outturn to be presented at the year end, any variance remaining will be paid into or from the general fund reserve. Close management of the financial position will continue and remains absolutely essential.
- 1.3 The Coronavirus pandemic continues to have an impact on the Council's financial position, primarily through lost income, although this is showing a marked improvement compared to the losses incurred during 2020/21. To date un-ringfenced Government funding of £1.006m has been secured (including £0.331m of new burdens funding to offset the costs of administering Coronavirus business support grants and test and trace payments) in relation to 2021/22, which has reduced the immediate pressure on additional spending on the Council finances.
- 1.4 Further specific Government funding to assist with the Council's response to the Coronavirus during 2021/22 has also been secured in relation to elections (£0.035m), outbreak control (£0.174m) and the Welcome Back fund (£0.115m).
- 1.5 The Council's revenue budget relies on service income from fees and charges of around £850k per month across a wide range of services, with a significant proportion coming from Jubilee 2 and car parking. Taking account of the current restrictions it is forecast that income losses from fees and charges for the financial year will amount to £1.010m.
- 1.6 The Government announced that it will fund income losses, relating to irrecoverable fees and charges, above the first 5% at the rate of 75p in the pound for the quarter 1 of the current financial year, this will help to insulate the Council from income related financial risks for quarter 1 only. It is forecast that the Government's income compensation scheme will offset these income losses to the sum of £0.360m.
- 1.7 Additional expenditure pressures continue to be incurred as a result of the Coronavirus pandemic, albeit at a vastly reduced rate when compared to 2020/21 (excluding the provision of services/activity for which specific funding has been received).
- 1.8 Expenditure continued to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this helps to reduce the adverse variance on a service by service basis. It has been forecast that this situation continues throughout the remainder of the financial year.
- 1.9 Careful monitoring of the financial position has taken place over the recent weeks and months to ensure the Council remains in a position of being able to deliver a balanced budget position in the current financial year and beyond.

2. Revenue Budget Position

- 2.1 As at the end of the fourth quarter, the general fund budget continues to show a balanced position. It is forecast that this position will be achieved as at the close of the financial year.

2.2 A number of variances from the budget are forecast, these include:

- a. Income shortfalls from sales, fees and charges which are eligible for partial reclaim via the Income Losses Scheme, it is forecast that these losses will amount to £1.140m for the financial year.
- b. Income shortfalls from commercial property rents, it is forecast that these losses will amount to £0.138m for the financial year. These losses are not eligible for any partial reclaim.
- c. Income shortfalls from the recovery of housing benefits overpayments, it is forecast that these losses will amount to £0.151m by the close of the financial year. These losses are not eligible for any partial reclaim.

2.3 These adverse variances are forecast to be offset in full by the following favourable variances:

- a. Un-ringfenced Government funding of £1.006m has been secured (including £0.331m of new burdens funding to offset the costs of administering Coronavirus business support grants and test and trace payments) in relation to 2021/22.
- b. The Council has been reimbursed £0.360m in relation to the Income Losses scheme for eligible sales, fees and charges income shortfalls for the year.
- c. Expenditure continues to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this helps to reduce the adverse variance on a service by service basis.

2.4 Cabinet and the Executive Management Team will continue to be updated on the Council's financial position and actions taken in the forthcoming weeks and months. This will include a revised recommended level of reserves and the financial implications of this.

3. Collection Fund

3.1 Local tax income is collected by billing authorities and paid into local 'collection funds' (the Council is a billing authority). Where there is a shortfall in tax receipts (compared to expected levels), this leads to a deficit on the collection fund. Billing and major precepting authorities are usually required to meet their share of any deficit during the following financial year.

3.2 In response to the continued impact of the Coronavirus pandemic on retail business, the government has continued its retail discount business rates relief scheme, for 2021/22. For the first quarter of 2021/22 eligible businesses were awarded a 100% reduction in the business rates liability, for the remainder of 2021/22 they have been awarded a 66% reduction (up to a total value of £2m per business).

3.3 This has the impact of a reduction in income that was expected to be received by the Council from business rates payers during 2021/22 which results in a deficit on the collection fund. However, the government will award Section 31 grant to the Council to offset the losses incurred by this, this will be paid into the general fund and will be set aside to offset the losses in relation to this that will be incurred on the collection fund.

3.4 The Council makes provision for appeals and bad debts in relation to business rates payers liabilities. A reduction in the level of appeals and a reduced level of written off debt has resulted in credits to both the appeals and bad debt provisions which has reduced the losses incurred on the business rates collection fund.

Classification: NULBC **PROTECT** Organisational

- 3.5 The Council has experienced an increase in the numbers of residents who have become eligible for Council Tax Support as a result of the COVID-19 pandemic, in 2020/21 this led to a deficit being incurred between the tax receipts initially expected and those that were received. For 2021/22 an increased amount of Council Tax Support was built into the tax base to allow for this, a surplus has been generated as a result of residents becoming ineligible for Council Tax Support due to a return to work or an increase in working hours.
- 3.4 The tax receipts and Section 31 grant are shown below (please note this excludes contribution to or from previous year surpluses or deficits):

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

4. Capital Programme

- 4.1 A Capital Programme totalling £12.923m was approved for 2021/22. Of this total £10.923m relates to the total cost of new schemes for 2021/22 together with £1.000m for schemes funded by external sources (Disabled Facilities Grants) and £1.000m contingency. In addition £2.256m has been brought forward from the 2020/21 Capital Programme, resulting in a total Capital Programme of £15.179m for 2021/22.
- 4.2 A mid-year review of the capital programme has been undertaken and approved by Cabinet as part of the Efficiency Board and budget setting process for 2022/23 in order to identify any projects that may need to be re-profiled from 2021/22 into future years. The revised capital programme also includes projects for which funding has been obtained relating to 2021/22 via the Town Deals Fund (£3.246m) and the Future High Streets Fund (£5.341m).
- 4.3 The capital expenditure position at the end of the fourth quarter is expected to be a balanced position. Further work is being completed to inform the final outturn position for the year.

5. Capital Programme Funding Position

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

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

6. 2021/22 Outturn Position

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

7. Treasury Management

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

Corporate Performance Quarter 4 2021-22

Priority 1: Local Services that Work for Local People

Progress Summary

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

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

- **Increase Access to Information;**

The Council continues to maintain services by encouraging customer self-service via the website, and through effective call centre support to answer questions, provide information and support residents of the Borough. The website is encouraging customers to contact through online forms which integrate directly into our Document Management system, cutting out a lot of manual handling.

Castle House reception is open to the public and enquiries are being managed through bookable appointments, self-service or telephone support. All customer enquiries are handled efficiently with all the digital processes in place. Kidsgrove Customer Services is open on Thursday mornings as a surgery with Citizens Advice Bureau and Kidsgrove Town Council.

- **Customer Services Activity**

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

- **Deliver new Recycling and Waste Service**

The new recycling service has been fully operational for over twelve months, to households across the borough, and continues to prove very popular with residents. Participation and tonnage of material collected has settled at a consistent level which is around 22% higher than that of the previous service. The quality of the material collected remains excellent, with very little contamination, and the Council continues to receive excellent feedback from the re-processing contractors used to recycle the various material streams. During this quarter we have seen the quantity of food waste collected increase further, with the highest weekly tonnage ever collected in December. The value of materials and separately collected paper and card has increased in value again this quarter, meaning the Council is receiving income for all the recycling materials it collects.

- **Establish Workforce Strategy:**

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







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









- **Develop organisational culture**




Work to develop the organisational culture is ongoing, working with cross sections of the organisation and with Trade Union colleagues, in line with the principles of One Council. Work to embed the values across all stages of the employee life cycle is underway with a full review of policies and procedures and a number of communication campaigns. The culture survey completed in August 2021 has been repeated and the results are being analysed. A leadership development programme is underway and has been cascaded to all Heads of Services and Business Managers

- **Ensure staff wellbeing**

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

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

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

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

*The result is within tolerance

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

Priority 2: Growing our People and Places

Progress Summary

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

- **Deliver Borough Local Plan**

The three key milestones for delivery of the plan are: publication of the Issues and Options Paper in September 2021; first draft of the Local Plan in autumn 2022; and submission of the amended draft to the Planning Inspectorate in the summer of 2023 with the aim of securing adoption by the end of that year. The consultation on the Issue and Strategic Options document was delivered through a series of planned in-person and online events between November 2021 and January 2022. A Cabinet report to provide feedback on the Issues and Options Consultation is being prepared for early consideration. The report will contain a summary of matter raised during the Issues and Options Consultation as well as responses to in excess of 3600 comments submitted.

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

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

- **Progress University Growth Corridor**

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

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

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

The Council brought the NHA service back in-house on 1st April 2021. In Q4 the NHA service became part of the housing and vulnerability service area as there is a defined crossover between the NHA caseload and the work of housing standards, the vulnerability hub and MARAC. Also two members of the NHA team transferred into OFD to enable housing advice enquiries to be dealt with at the first point of contact wherever possible. Where the calls to service are cases that are challenging or complex in nature and at the point of crisis, they are transferred to the NHA Homelessness Advisors. The volume of calls and enquiries coming through to the service currently remains high.

- **Rough Sleepers and temporary accommodation**

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

Progress Summary continued

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

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

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

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

The Council adopted a new Joint Housing Allocations Policy in partnership with Aspire Housing. The joint Policy enables customers to access social housing owned and managed by Aspire Housing and other Private Registered Providers to whom the Council has partnerships within the Borough. The system is marketed as NHA Options and has a dedicated website set up to administer an online offer for customers, with support available for assisted applications where required. This has streamlined the process for both customers and NHA.

- **One Public Estate**

The Council received a grant from 'One Public Estate' to support the masterplanning of Knutton Village. This involved preparing proposals for the use or development of a number of cleared sites around the centre of Knutton in the ownership of the Borough and County Councils and Aspire Housing. The objective is to bring forward new housing development in the area and to assess the potential for investing in the improvement and consolidation of community facilities. Aspire Housing also contributed to the Study with a view to reviewing provision of affordable housing in the area, including housing for the elderly. Consultation on the draft masterplan was considered by Cabinet in June 2021. The project team continues to plan for delivery of the revised proposals and to report progress to One Public Estate. Elements of the Knutton masterplan are included in Newcastle Town Deal Town Investment Plan which requires a business case to be submitted to DLUHC by the end of June 2022.

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

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

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






Progress Summary continued

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

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

- **Planning Consent – Sidmouth Avenue**

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

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 2021-22	How have we performed?	Status
2.1	Property	Cllr Stephen Sweeney	Percentage of investment portfolio vacant (NBC owned)	Low	5.1%	8.9%	10.2%	12%	This indicator remains within target.	
2.2	Planning & Development	Cllr. Paul Northcott	Speed of major development applications (P151a)	High	92.6% (Apr 19 – Mar 21)	100% (Jan 20 – Dec 21)	100% (Jan 20 – Dec 21)	60%	These indicators remain well within target and are improving or being maintained at an acceptable level.	
2.3			Quality of major development applications (P152a)	Low	5.4% (Jan 18 – Dec 20)	5.8% (Oct 18 - Sept 20)	5.5% (Oct 18 - Sept 20)	10%		
2.4			Speed of non-major development applications (P153)	High	95.6% (Apr 19 – Mar 21)	98.9% (Jan 20 – Dec 21)	98.7% (Jan 20 – Dec 21)	70%		
2.5			Quality of non-major development applications (P154)	Low	0.9% (Jan 18 – Dec 20)	0.7% (Oct 18 - Sept 20)	0.5% (Oct 18 - Sept 20)	10%		

Priority 3: A Healthy, Active & Safe Borough

Progress Summary

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

- **Jubilee2 moving forward**

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

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

- **Secure J2 commercialisation**

Despite the Covid 19- pandemic, the impact on the membership at Jubilee2 is in line with the local and national average. A detailed business recovery plan has now been completed which identifies opportunities to increase income and/or reduce operating costs. Subject to a detailed business case for each opportunity these will be implemented over the next twelve months. This financial year, the following initiatives have been implemented, the introduction of an online swimming lesson platform, the development of a school swimming lesson service, the installation of a drowning detection system, a review of bank holiday working hours, and work will commence to refurbish the gym on the 25th April 2022

- **Kidsgrove Sports Centre**

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

- **Museum Redevelopment Project**

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

- **Streetscene Fleet procurement**

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

- **Deliver Capital Programme projects**

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

- **Open Space Strategy**

Due to the pandemic, the Heart of England in Bloom campaign and all local Newcastle in Bloom competitions and activities took place digitally in 2021, with Newcastle achieving a 19th consecutive gold award and 5 judges discretionary awards in the regional campaign. A celebratory event took place at the New Vic theatre on 9th October to award certificates for local competition winners and to look back on the Borough's 30 years of participation in Bloom. Sponsorship from local businesses is continuing at near-normal levels and is set to achieve around £55,000 in 2021/22. A total of 7 of the Borough's strategic parks and cemeteries achieved the Green Flag awards this year, when the results were announced on 14th October.

Progress Summary continued

- **Feasibility study for Crematorium extension**

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

- **Bereavement Services**

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

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

- **Taxi Licensing Policy**

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

- **Environmental Health & Licensing**

A new but now ongoing responsibility for the authority is for the team to ensure the Covid 19 restrictions were applied and in place as directed by Government. Also the pavement licensing regime has been implemented by the service, this is a temporary licence which allows premises to apply for a licence for tables & chairs and other furniture on the pavement outside of their premises, and such arrangements have been extended for a further year. In addition, the service is supporting the County Council in the Covid outbreak controls for high risk premises and is continuing with advising business, responding to complaints non-compliance with Covid controls. At the end of Q4 many of the Covid restrictions have been lifted, however there is an ongoing responsibility for business and the service to manage Covid.

- **Town Centre ASB enforcement**

A range of Partnership activity continued to be co-ordinated this quarter, including; the CCTV implementation and monitoring and an extension of the coverage using town deal funding for the subways in the town centre; identifying ASB hotspot areas and target hardening to make more secure and increase perceptions of safety for the public, this also more recently being the case for Clough Hall Park Pavilion, Kildgrove. Activity is co-ordinated by working closely with partners such as the Police and others within the Newcastle Strategic Partnership to identify individuals in need of support and utilising the Council's civil enforcement powers such as Community Protection Warnings (CPNWs), Community Protection Notices and Injunctions, continued enforcement of PSPOs for the Town Centre and Queen Elizabeth Park, as appropriate. The partnership has been working closely with the Market Supervisor and new BID Manager to encourage reporting of incidents and to improve communication of positive interventions and activity. The new Mobile Multi-Functional Team piloted over the Christmas period shall be extended and be a reactive team to visibly deal with problems at hand cross organisation. Services recently commissioned under the Welcome Back Funding include the Security Marshals which play a visible positive role In reducing, preventing and tackling where necessary anti-social behaviour within Newcastle Town Centre, other initiatives are being introduced to complement MMF team including the town ranger making for a really collaborative team to tackle community issues.

- **Commission new CCTV Service**

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




Progress Summary continued


- **Vulnerability Hub and MARAC**

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

- **Air Quality Local Development Plan**

Work is continuing with Stoke-on-Trent City Council and Staffordshire County Council to create the North Staffordshire Local Air Quality Plan to bring about improvements in Nitrogen Dioxide (NO₂) levels. The outline business case has been presented to Economy, Environment and Place Scrutiny Committee and approved at Cabinet. Work upon preparation of the Full Business Case is being progressed. Work on the retrofitting of busses operating on the A53 is well underway and is nearing completion.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 2021-22	How have we performed?	Status
3.1a	Community Safety	Cllr. Gill Heesom	Anti-Social Behaviour (ASB) cases:- -New cases received during the quarter	Low	82	126	235	-	There are currently 7 cases discussed at the ASB Early Intervention Case Conference. 9 cases discussed at Weekly enforcement meetings specifically for Newcastle Town Centre. There has been a significant rise in demand for ASB cases in the Borough over the last quarter.	
3.1b			-Current open cases at the end of the quarter	Low	33	38	30	-		
3.1c			-Cases closed in the quarter	High	87	116	242	-		
3.2	Community Safety	Cllr. Gill Heesom	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	High	47	71	57	-	A total number of 57 referrals made to Vulnerability Hub meetings that have taken place over the last quarter.	
3.3 New	Culture & Arts	Cllr. Jill Waring	Number of People Accessing the Museum's collections online	High	-	61,240	161,995	33,000 Qtr 4 target 126,000(cumulative)	These figures were used whilst the museum was closed for redevelopment. The art gallery opened in January with other galleries opening afterwards. As the museum has reopened the engagement with the museum online has increased significantly Figures include digital community engagement on Brampton Museum's Facebook, Twitter and Instagram pages. We also share selected images from the museum's photographic collection on the site Staffordshire Past Track:- http://www.staffspasttrack.org.uk/ and images from our fine art collection on the Art UK website. Going forward we are now able to record in person visits, volunteer hours and school visitor numbers.	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2020-21	Result Qtr. 3 2021-22	Result Qtr. 4 2021-22	Target Qtr. 4 2021-22	How have we performed?	Status
3.4 New	Leisure	Cllr. Jill Waring	Membership growth	High	-	2,115 members	2,392 members	Target Qtr 1 1,962 Qtr 2 2,274 Qtr 3 2,586 Qtr 4 2,900	<p>The activities at J2 leisure were affected by the Covid 19 pandemic, and the impact on the membership at Jubilee2 is in line with the local and national average. On 1 April 2021, membership figures were 1650, and the target for 2021-22 is to increase it to 2900, the pre-Covid position.</p> <p>The shortfall in memberships could be attributed to the Omicron variant of Covid which resulted in fewer member joining in the last two quarters. The current membership is at 83% of pre-Covid membership numbers and is in line with other industry sectors when benchmarked with information from Alliance Leisure and other facilities across the County. The refurbishment of the gym is set to start on the 25th April 2022</p>	

Priority 4: A Town Centre for All

Progress Summary

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

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

- **Prepare a Town Centre Strategy**

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

- **Market**

The focus for increasing footfall and visitor satisfaction remains and the Market team continues to host specialist visiting markets creating diversity to supplement our regular markets offer. They've continued to be very popular with high take up of stalls and excellent visitor numbers. The specialist visiting markets have created diversity to supplement our regular markets offer. They've continued to be very popular with high take up of stalls and excellent visitor numbers. Castle Artisan Market (CAM) used additional pop-up stalls and pitches to accommodate traders on our waiting list (45 stalls and up to 70 traders in total). Due to the popularity this market continues to grow.

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

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

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

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

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

- **Business Support**

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

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

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

Progress Summary continued

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

- **Parking Policy**


The Council adopted a new Car Parking Strategy in 2019/20, which has led to a number of service improvements over the past 2 years. These have included new car parking machines which accept card payments and an improved service for pay for parking has been implemented with PayByPhone. As part of the Car Parking Strategy Review, a new initiative was established to support town centre users in the important Christmas retail period the Midway car park, where customers parked for free between 9am and 1pm, then for the existing offer of £1 after 1pm continues. Further roll out of new car parking machines is planned over the forthcoming months. Work is currently taking place on several car parks to install electric vehicle charging points.

- **Establish Town Centre Communications Group**

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

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

Kidsgrove Town Deal Board (KTDB) submitted the Kidsgrove town Investment Plan to MHCLG at the end of October 2020 and in March 2021 confirmation of a £16.9 million award was received. The Kidsgrove Sports Centre business case was fast tracked and Town Deal money is being used alongside Council investment to refurbish the centre. The Chatterley Valley project has been approved by DLUHC and is due to start on site next quarter. Development of business cases for the Kidsgrove Railway Station and improvements to the canal area is complete and are now with DLUHC for approval. A Shared Service Hub business case is due to be submitted by the end of June 2022. The Government also offered all Town Deal additional ‘accelerated funding’ to deliver quick win projects in 2020, which was used to deliver a suite of early interventions including the strip out works to the sports centre, new sports pitches at the King’s school, a suite of improvements to Clough Hall Park and the opening of a ‘pump track’ on the Newchapel Recreation Ground.

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

*The result is within tolerance

N/A

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



Performance is not on target but direction of travel is positive



Performance is not on target where targets have been set



Performance is on or above target



Positive performance noted (no target set)



Performance noted for monitoring(no target set)

This page is intentionally left blank

FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE

Work Programme 2019/22

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

Classification: NULBC **UNCLASSIFIED**

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

Classification: NULBC **UNCLASSIFIED**

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.

Classification: NULBC **UNCLASSIFIED**

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.

Classification: NULBC **UNCLASSIFIED**

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	

Classification: NULBC **UNCLASSIFIED**

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 Scale of fees and charges	Pre-cabinet scrutiny Pre-cabinet scrutiny	Alignment to Council Plan and MTFS
25 March 2021	Quarter 3 Performance Report Commercial Strategy and Portfolio Asset Management Strategy	Review Performance Indicators Update on progress and review Update on progress	Assurance that indicators accurately reflect progress with Council Plan Alignment to Council Plan and MTFS 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

Classification: NULBC **UNCLASSIFIED**

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

Classification: NULBC **UNCLASSIFIED**

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
	Q3 Finance and Performance Review Procurement Strategy to include the effectiveness of the strategy in achieving its aims	Review Performance Indicators Regular updates requested by the Committee	Assurance that indicators accurately reflect progress with Council Plan
30 June 2022	Q4 Finance and Performance Review Asset Management Strategy	Review Performance Indicators Update on progress	

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

March 2022

Classification: NULBC **UNCLASSIFIED**