

Date of meeting Thursday, 16th September, 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 the previous meeting held on 24 May 2021.
- 4 PROCUREMENT REVIEW** (Pages 9 - 24)
- 5 COMMERCIAL STRATEGY UPDATE** (Pages 25 - 30)
- 6 REVIEW OF COVID IMPACT** (Pages 31 - 42)
- 7 FINANCIAL AND PERFORMANCE REVIEW REPORT 4TH QUARTER (JANUARY - MARCH) 2020-21** (Pages 43 - 70)
- 8 FINANCIAL AND PERFORMANCE REVIEW REPORT - 1ST QUARTER (APRIL - JUNE) 2021-22** (Pages 71 - 94)
- 9 WORK PROGRAMME** (Pages 95 - 102)
- 10 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
- 11 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972
- 12 DATE OF NEXT MEETING**

Monday 13 December 2021

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 and Mike Stubbs

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
	Andrew Parker	

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

Monday, 24th May, 2021
Time of Commencement: 7.00 pm

Present: Councillor Mark Holland (Chair)

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

Officers:	Roger Tait	Head of Operations
	Denise French	Democratic Services Team Leader
	Sarah Wilkes	Head of Finance / S151 Officer
	Daniel Dickinson	Head of Legal & Governance /Monitoring Officer
	Simon McEneny	Executive Director - Commercial Development & Economic Growth
	Louise Beeby	Property Manager
Also in attendance:	Councillor Stephen Sweeney	Portfolio Holder – Finance, Town Centres and Growth
	Councillor Andrew Fox-Hewitt	Ward Councillor

1. APOLOGIES

Apologies for absence were received from Councillors Sarah Pickup and Bert Proctor (substitute the Mayor, Councillor Ken Owen) and from Councillor Trevor Johnson, Portfolio Holder for Environment and Recycling

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

3. MINUTES OF A PREVIOUS MEETING

Resolved: that the minutes of the meeting of the Committee held on 25th March be agreed as a correct record.

4. UPDATE FROM CABINET

The Portfolio Holder for Finance, Town Centres and Growth, Councillor Stephen Sweeney, updated the Committee on the following issues raised at the previous meeting:

- High call volumes - the measures to address any possible future high call volumes would be brought to the next meeting as part of the regular quarterly review of finance and performance ;
- Disposal of public conveniences – there had not been any work done regarding valuation or disposal of any public conveniences at this stage;

- Covid update – Cabinet would be arranging for a detailed report looking at the overall response to the pandemic to be prepared for a future Scrutiny Committee.

Members were informed that the Chair had agreed to an urgent decision of Cabinet that had been made in accordance with the process as set out in the constitution. Members asked for further detail on this item particularly as it related to Kidsgrove Sports Centre and some Scrutiny Members were also members of the Cabinet Panel. The Committee was advised that the decision was needed to maintain progress with the programme to redevelop the Sports Centre. The Chair advised the Committee that it could choose to undertake scrutiny of Kidsgrove Sports Centre refurbishment as part of its work programme in future as it was within its remit.

Resolved: that the update be received.

5. CONSULTATION RESULTS - PROPOSED EXTENSION TO NEWCASTLE CREMATORIUM GROUNDS AND DEVELOPMENT OF ADJACENT LAND OFF CHATTERLEY CLOSE

The Committee considered a report on the outcome of consultation on the proposed extension to Newcastle Crematorium grounds and development of adjacent land off Chatterley Close.

The Chair advised that the Committee was also requested to consider a petition that had been submitted to the Council with approximately 1700 signatories as follows:

“Newcastle Borough Council want to build on the only green space in Bradwell available for community use. Bradwell has approximately 6000 residents and an already full to bursting infrastructure.

The council wants to sell the land to a housing developer to expand the Crematorium and pocket a residual £1.2 million for the council.

This petition is to object this land being built upon and needs to be retained as a local community green space. Why build on green space in a time we are supposed to more environmentally friendly? Why not redevelop brown sites? This green space is well used by all age groups of the community.

There are also so many social and economic issues connected to this development, not just environmental. Bradwell is a densely populated area of Newcastle-under-Lyme with heavily congested roads, no medical facilities, poor public transport, social deprivation but they want to build more houses and take away the only green space there is.

The masterplans objectives are

- Provide an extension to the Crematorium grounds incorporating new access, parking and a burial ground
- Re-provide existing play elements
- Redevelop the remainder of the site for housing

The plan is a money making scheme for the council at the cost of the residents of Bradwell. If the Crematorium needs an expansion to include a burial ground maybe the council need to build another cemetery. The only expansion proposed is burial grounds and a car park. This is a front to sell this land to developers for the councils financial gain. Please sign and support.”

A local resident attended and addressed the Committee in support of the petition.

There had also been over 150 individual responses to the consultation.

In discussing the report and issues raised, the Committee discussed:

- requesting the highway authority to undertake a traffic survey to identify any measures to address and improve traffic issues in the area;
- requesting that Cabinet work with existing local groups and organisations to identify any possible areas of compromise for example whether there can be a reduction in the capital receipt so that it only generates sufficient funding to cover the crematorium extension and public open space provision;
- asking Cabinet to directly engage with residents on the issues raised through the consultation process in recognition of the difficulties in responding to a consultation during a pandemic;
- that confirmation be sought on the position regarding the existing 7 sites of green space mentioned during the consultation.

During the debate the Committee was advised that there were no plans for the 7 sites mentioned other than remaining as open space. It was also confirmed that the new MUGA would provide a range of facilities. The consultation process was outlined but the Committee was also reminded that consideration by this Committee was part of the ongoing process of consultation. The capital receipt would be used for the extension and development works as well as contributing to the 10 year Capital Programme approved earlier in the year at Council. Reference was made to the planning process and the safeguards that were built in as part of any development proposals.

RESOLVED: that the comments made at the meeting be forwarded to Cabinet for consideration.

(Note: with the permission of the Chair, Councillor Fox-Hewitt addressed the Committee as Ward Councillor.)

6. WORK PROGRAMME

The Committee considered the Work Programme. It was noted that due to this meeting being brought forward the regular finance and performance review was not available but the next meeting in September would consider both the Quarter 4 review for 2020 – 21 and the Quarter 1 review for 2021 – 22. Members asked whether there could be a covering report that identified any trends. It was also requested that the Quarter 4 review be circulated by email in the interim prior to consideration at the September meeting.

Resolved: that the Work Programme be received and noted.

7. PUBLIC QUESTION TIME

The following questions had been received in advance of the meeting which the Chair read out:

- 1 What evidence does the council have to prove that the car park needs to be expanded at Bradwell Crematorium and what evidence is there for a

need to expand for burial plots? Bradwell Crematorium underwent major renovation in 2003 how can the council guarantee this expansion is sustainable?

The Portfolio Holder for Finance, Town Centres and Growth responded as follows:

The council has invested regularly over the last 20 years in providing cremated remains burial plots, which are very popular with bereaved families and sell out very quickly. The most recent phase was completed in 2020 and is already being booked up. There is very limited capacity for further expansion within the current site, and it is estimated that this will be exhausted within the next 3 – 5 years maximum. It is therefore necessary to seek to expand the grounds to accommodate further burial plots. The proposed extension would provide an estimated 30 years additional capacity, which is considered to represent a sustainable solution when compared to the alternative of having to seek an unconnected site elsewhere. The extension will be mainly green and open in nature, and provide memorial grounds with associated footpath access and parking to accommodate greater visitor numbers in the future, both for those attending funeral services, and those visiting graves or memorials within the grounds.

2 Nationally councils are committing to protecting green spaces such as Liverpool, in NULBC 2021 budget after public consultation residents felt that one of the top 5 priorities in Newcastle was parks, playgrounds and open spaces but this council seems set to sell multiple sites off for monetary gain why go against national strategy and what's important to local people?

The Portfolio Holder for Finance, Town Centres and Growth responded as follows:

The Council has an Open Space Strategy which has developed local standards for open space, based on community need. It is considered good practice to develop local standards, rather than adopt national standards, albeit the national standards are a basis upon which to compare. Newcastle Borough is well provided for in terms of the quantity of open space which is available for the community, across a range of typologies. The site at Chatterley Close was identified as being suitable for masterplanning as it was considered of sufficient size to accommodate other uses, as well as retaining a significant proportion as open space, including crematorium grounds.

The Head of Operations also advised that there were 7 other open or green spaces within a short walk from the site at Chatterley Close including the crematorium grounds and land north and adjacent to the site.

3 If the sale of land is and more houses are built then this is unsustainable development. Population growth has not sustained local services in the Bradwell and Porthill area, in fact those public services cannot cope with the current population. How does this council plan to expand public services/ facilities in line with a further increase in population?

The Portfolio Holder for Finance, Town Centres and Growth responded as follows:

The provision of infrastructure to support new residential development is an important consideration to the local authority. Through the new Borough Local

Plan which is currently being prepared, the Council will seek to ensure new housing is located in sustainable locations to support our local centres. The plan will also look to set measures for large scale developments to ensure new community facilities such as education facilities and open space are secured alongside new housing developments.

8. URGENT BUSINESS

There was no urgent business.

Chair

Meeting concluded at 8.15 pm

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EWCASTLE-UNDER-LYME BOROUGH COUNCIL

OFFICER REPORT TO

Finance Assets and Performance Scrutiny Committee 16 September 2021

Report Title: Procurement Review

Submitted by: Business Improvement Manager

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All wards

Purpose of the Report

To provide the Finance Assets and Performance Scrutiny committee with a review of the procurement work undertaken to date and the work to establish a new procurement strategy which will run from 2022 to 2025 with a continued aim to ensure that it effectively integrates with all current and future work to ensure that the Council is following good management practice.

Recommendation

That members of the Finance Assets and Performance Scrutiny Committee

- 1. Review the officer report and the work undertaken to date;**
- 2. Review the officers proposed work to be undertaken in the drafting of the Council Procurement Strategy 2022 to 2025;**
- 3. Highlight any additional areas for consideration as part of the Council Procurement Strategy 2022 to 2025;**

Reasons

At the 'Finance Assets and Performance Scrutiny Committee' on the 25 March 2021 it was requested that the work of procurement in line with the Procurement Strategy be reviewed to ensure that it was integrated with all of the other work done to ensure that the Council was following good management practice."

The aim of this report is intended to provide an overview of the procurement work undertaken as part of the existing procurement strategy and action plan which expires at the end of this calendar year; also providing members of the 'Finance Assets and Performance Scrutiny' committee with an overview of the work that is intended to be included as part of the new Procurement Strategy which is currently being drafted.

1. BACKGROUND:

- 1.1 Procurement has a far broader meaning than that of simply purchasing, buying or commissioning. It is also about securing assets and services that best meet the needs of users and the whole community spanning the life cycle of an asset or service. This life cycle is generally defined as being from the initial definition of the business need through to the end of the useful life of the asset or service, including any costs of disposal.
- 1.2 Effective procurement can help the Council deliver its broader objectives and support the priorities of the Council. Officers continue to commit to sustainability, fairness and the development of our local economy aiming to build such into its purchasing decisions.
- 1.3 The Borough Council has clearly been impacted by the COVID-19 pandemic, Brexit and ongoing funding constraints from Central Government which has had a considerable impact upon the Council during the review period and it is essential, therefore, that officers continue

to rethink how we procure our goods and services; ensuring that they are both cost effective and address the needs of residents and businesses within the borough. Officers need to spend only on what the Council needs and ensure that what is procured delivers real and sustainable value. It is essential to balance cost and quality in the procurement of all supplies and services to deliver a 'fit for purpose' good/service. Officers must clearly identify the Council's needs, and make the most of our buying power to shape markets to deliver what we need and ensure that we are getting what we pay for.

- 1.4 On 31 December 2020, the transition period for the United Kingdom ended and we left the EU Single Market and Customs Union.

The Cabinet Office has published its consultation paper for reforms to public procurement law for a post-Brexit Britain, outlining what promises to be the most radical changes to public procurement in a generation.

The reforms are intended to redefine public procurement law following the UK's withdrawal from the European Union, building on the Government's commitment to the World Trade Organisation Agreement on Government Procurement (GPA¹).

In a move away from the need to open up the common market, the 'Green Paper' proposes that the new legislation will be underpinned by six core principles: public good, value for money, transparency, integrity, fair treatment of suppliers and non-discrimination.

Further details on the proposed reforms can be found in section 1.2.6 of this report.

- 1.5 Commissioning is the process of establishing the services the residents of the borough wants or needs, and then deciding the best way to deliver those services, be it in-house or via the voluntary, community, social enterprise, private or public sectors or a combination of them ('make, buy or share'). If the decision is made to buy those services in, this then becomes a procurement activity.

1.2. **GOVERNANCE:**

- 1.2.1 The Council's lead officer for commissioning continues to be the Business Improvement Manager.

- 1.2.2 Procurement remains a devolved structure in that 'Heads of Service' and 'Business Managers' are responsible and act as project leads (client officers) for purchasing in their respective service areas supported by the above officer.

- 1.2.3 The Cabinet Member for Finance, Town Centres & Growth (The Deputy Leader) is the responsible Member for procurement.

- 1.2.4 **Financial Regulations:** sets out at:

PR4 4.18.18 (pg48)	Ordering of work, supplies and services (a) Low value procurement: Where alternative prices are available for the level of estimated cost and a minimum of two written quotations is required; (b) Intermediate value procurement: Where alternative prices are available for the level of estimated cost and a minimum of three written quotations is required. (c) High value procurement: The estimated cost above which Financial Regulations and Contract Procedural Rules shall apply.	£5,000 <>£30,000 £30,000 <> £50,000 > £50,000
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¹ The Agreement on Government Procurement (GPA) is a plurilateral agreement under the auspices of the World Trade Organization (WTO) which regulates the procurement of goods and services by the public authorities of the parties to the agreement, based on the principles of openness, transparency and non-discrimination.

It should be noted; contract procedure rule 5.5 indicates that it is good practice (for all but small value and routine purchases) to obtain a written quotation. All quotations to the value of £5,000 can be provided by way of an informal quotation i.e. the authorised officer obtaining electronic quotations and maintaining (electronic) file copies linked to the relevant procurement. Whilst the Council's supplier contract management website/portal (My Tenders) is available for use as part of routine purchases there is no formal requirement to utilise this process for quotations to the value of £5,000.

1.2.5 Contract Procedure Rules: provide a corporate framework for the procurement of all supplies, services and works for the Council. The rules are designed to ensure that all procurement activity is conducted with openness, probity and accountability. Above all, the rules are designed to ensure that the council obtains best value and the required level of quality and performance in all contracts that are let.

- A review of 'Contract Procedure Rules' is planned for 2021 and it is anticipated that a number of changes will be made, impacted by Brexit and Government reforms.

1.2.6 Procurement Strategy 2018-21: provided the framework to ensure a co-ordinated approach to sustainable procurement across the Council and beyond. This is an essential element in making sure that innovative methods to improve procurement practices are used, delivering where appropriate both cashable and non-cashable savings and also underpinning opportunities for greater collaboration with neighbouring authorities and partners.

- The strategy provided a corporate focus for procurement. It embraces the commitment to strategic procurement within the Borough Council and sets out the Council's aspirations.
- The strategy focused upon achieving outcomes both through strategic and routine procurement projects. Whilst not intending to be procurement manual, the principles contained within the strategy have been applied to all procurement activity across the Council.
- The strategy supported by a 'Procurement Action Plan' developed by officers set out the procurement projects and actions to be undertaken over the life of the strategy.
- Work on a new Procurement Strategy (2022-25) has commenced and will be delivered during 2021.

1.2.7 Public Contract Regulations: public procurement in the UK is governed by a number of Directives and Regulations which are then implemented in national legislation. Public procurement law regulates the purchasing by public sector bodies of contracts for supplies, services or works.

- The current public sector procurement directives became law in the UK on 26 February 2015. It was reported to have brought about the biggest shake-up in public procurement law for almost a quarter of a century.
- The above said (and as mentioned earlier in this report), Transforming Public Procurement (Governments Green Paper on reforms to public procurement law after Brexit) is set to promise the most radical changes to public procurement in a generation. Examples of some of the changes expected include:
 - Production of a single set of regulations covering all contracts;

- New legislation underpinned by six core principles: public good, value for money, transparency, integrity, fair treatment of suppliers and non-discrimination;
- The reservation of below-threshold contracts to SMEs/VSCs and local businesses;
- The Green Paper proposes a complete overhaul of the procedures for awarding contracts;
- Contracting authorities will be required to advertise opportunities via the new 'Find a Tender Service' (FaTS);
- Selection criteria (past poor performance): Bidders may be able to be excluded for significant poor performance on previous contracts even where this did not lead to termination, damages or other sanctions;
- Award criteria: New requirements are proposed on the basis of Most Advantageous Tender (MAT), rather than "Most Economically Advantageous Tender" (MEAT). The deletion of "Economically" does not mean that the relevant criteria should not include price nor be capable of measurement;
- Transparency requirements: One of the major changes proposed in the Green Paper is the requirement for contracting authorities to publish "basic disclosure information" about the procurement with the contract award notice before the contract can be awarded, including the identity of the bidders, the evaluation reports and the basis of the award decision.
- Open Contracting Data Standard (OCDS): Contracting authorities will be required to publish procurement and contracting data via the OCDS;
- Changes to legal challenge process: The Green Paper proposes working with the Ministry of Justice and the Technology and Construction Court to reform the Court system to allow for an expedited trial process for legal challenges, based on written pleadings only;
- prompt payment rules: extension of the current procurement rules about prompt payment of the supply chain by allowing contracting authorities the right to investigate payment of suppliers at any tier in its supply chain.

1.2.8 Officer Support and Guidance: continues to be provided by the Business Improvement Manager, this support and guidance is made available in a number of ways:

- The production and publication of standard templates (Invitation to Tender; Invitation to Quote; Evaluation Matrices; Reference Questionnaires; Correspondence letters; Formal (short form) Contracts etc.);
- '1 to 1' support in drafting specifications, document verification, tender opening (now undertaken and recorded electronically via the Council's supplier contract management website/portal (My Tenders)), tender evaluation and moderation, contract drafting; and on award of contract ongoing contract management (albeit this is normally undertaken by the relevant service/client officer);
- Creation and publication of contract notices and award notices (both 'Find a Tender Service' and 'Contracts Finder' via the My Tenders Pro portal);

- Supplier spend analysis;
- Training either on a 1-2-1 basis or group session within a relevant service;
- Additional support and guidance is available and has been delivered in areas which include:
 - The need to offer transparency, proportionality and non-discrimination as part of procurement processes undertaken;
 - Where requested engagement with local partners and or suppliers;
 - A commitment to sustainability, fairness and the development of our local economy;
 - Support in the identification / establishing (where relevant) of 'Social Value' criteria as part of any relevant new procurement project;
 - Support in the collation of information requirements relative to reporting as part of the Local Government Transparency Code (2015);
 - Support in the collation of information requirements relative to responding to FOI requests.

1.3. **CONTRACT REGISTER:**

1.3.1 The Council maintains a contracts register which is published on both 'Connexus' and the Council website, albeit the two registers differ slightly due to confidential information contained in the register relating to service areas. The register published on the Council's website is a combined register incorporating only the data that requires reporting as part of the Local Authority Transparency Code 2015;

1.3.2 The collation of data for publication in the contracts register is a manual process and currently in the form of an excel spreadsheet and provides the following information:

REFERENCE	TITLE	START DATE	END DATE	EXTENSION PERIOD	RESPONSIBLE OFFICER	CONTRACTING PROCESS QJEU = QJ - TENDER = T QUOTATION = Q - FRAMEWORK = F	CONTRACTOR/PARTIES	COMPANY REGISTRATION NUMBER	SMALL TO MEDIUM ENTERPRISE YES - NO (SE = Social Enterprise)	DESCRIPTION	ANNUAL CONTRACT VALUE/SPEND	STRONG ROOM REFERENCE	ANNUAL CREDIT CHECK REVIEW REQUIREMENTS

1.3.3 The Local Authority Transparency Code 2015 requires authorities to publish certain data sets and regularly refresh and publish on the Council's website.

- 1.3.4 Officers will re-consider as part of the 2022-25 procurement action plan the introduction of supportive software in the production of future registers.

1.4 CONTRACT MONITORING:

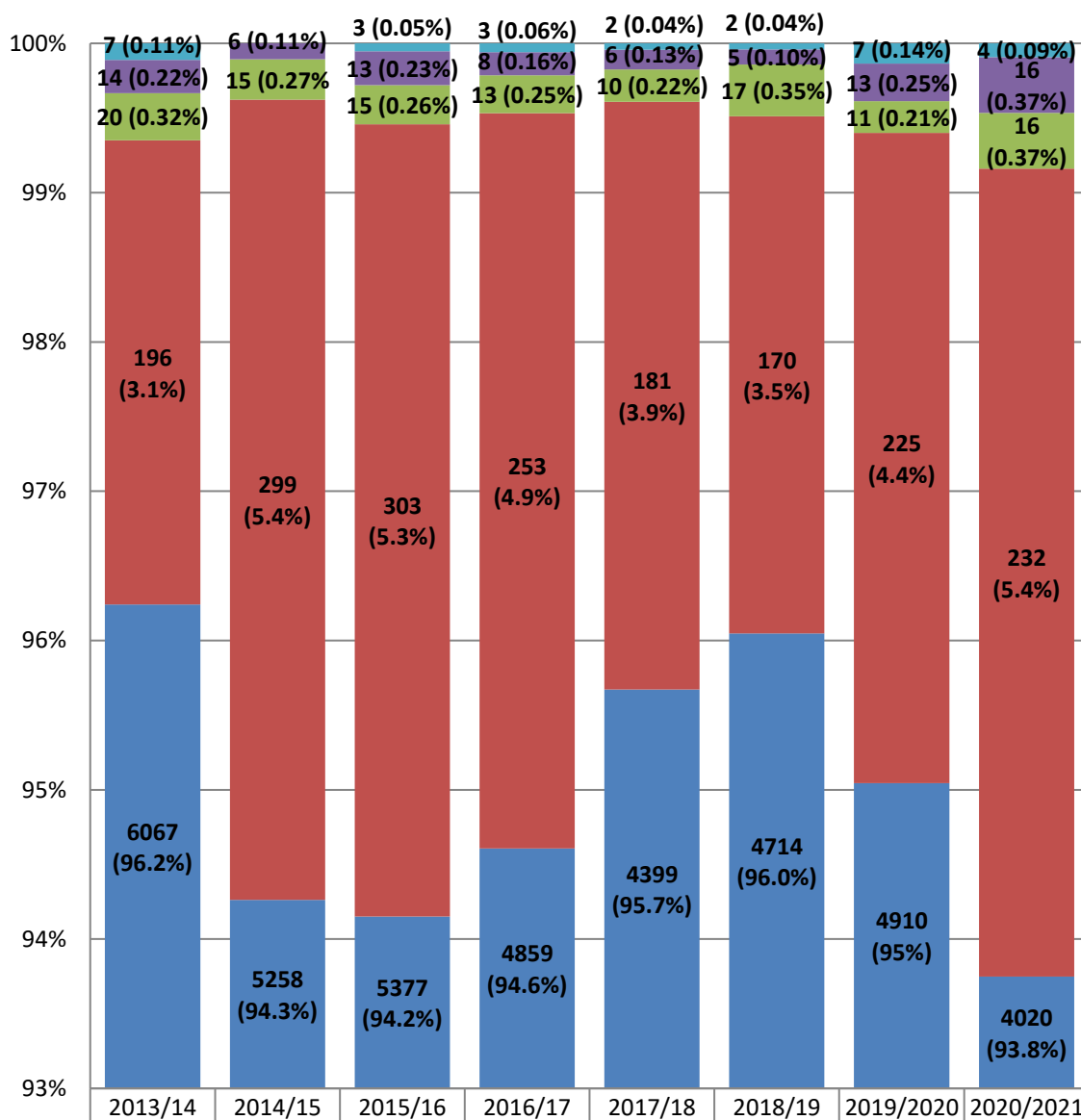
- 1.4.1 Clause 17.11 of the Council's 'Contract Procedure Rules' indicate that "Contracts shall contain details of relevant performance criteria, targets, standards and information on how the contract will be monitored, reviewed and managed by the Council."
- 1.4.2 Contract monitoring is currently undertaken by the relevant Head of Service and/or Business Manager for the applicable service/contract and examples of good practice include the work undertaken on the Canon – MFD Contract; PSL – Hybrid Mail Contract; Offsite Archive Storage Contract – Oasis Group; further examples include the monitoring undertaken by the Recycling & Waste Service on their high value, high risk contracts. The Newcastle Partnerships team also as part of their commissioning processes have formal monitoring in place linked (where applicable) to suppliers receiving ongoing quarterly contract payments.
- 1.4.3 Objectives to be included in the 2022-25 Procurement Strategy will look to embedding this work further, producing formal guidance into contract monitoring.
- 1.4.4 During 2020 officers have also re-instated the use of credit checking (provided by Experian) with annual checks being undertaken on high value, high risk strategic contracts. The service has also been used for pre-contract checking of contractors prior to some contracts being awarded. The intention is to continue the use of this service to support the ongoing contract review process and as an aid towards the mitigation of some contract/project risks.

1.5 SPEND ANALYSIS:

- 1.5.1 The Business Improvement Manager is able to undertake some spend analysis from data contained within the Council's Civica financial system, this is currently aimed at providing the following support:
- requests from services, as part of any supplier and/or service delivery review;
 - corporate analysis as part of best value reviews and/or category spend evaluation;
 - reporting as part of possible wider procurement collaboration.
- 1.5.2 [Annex 1](#) – The graph provides a breakdown of the number of orders placed by each of the 5 procurement threshold values.
The profile of the Borough Councils spend can be seen to be high transitional low value as indicated in the order summary graph appended below. This shows that in the financial year 2020/21 99.2% of the Borough Council spend was between values of £1 and £30,000 (accounting for 4,252 transactions).
- 1.5.3 [Annexes 2 & 3](#) – highlight that local spend remains comparatively low and has reduced in 2020/21 believed to be impacted by the Covid-19 pandemic, with a number of local suppliers furloughing staff, reducing services, with some even closing for a period of time.
Increasing the level of local spend will remain a priority post Covid and as an objective as part of the 2022-25 Procurement Strategy.

Annex 1 - Order Summary by spend threshold (& number of orders):

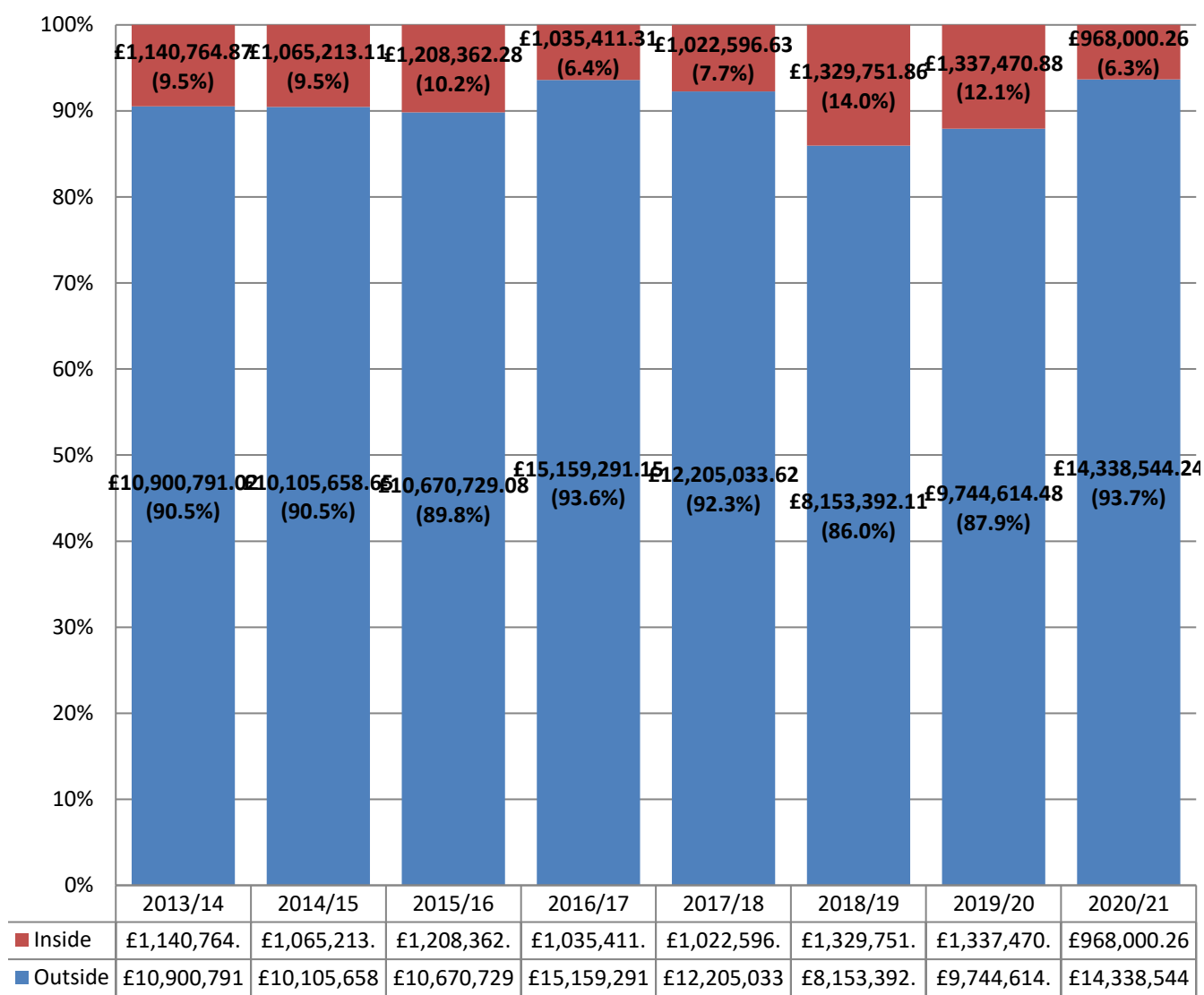
Order Summary 2013 - 2021



	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021
Over OJEU Limit	7	0	3	3	2	2	7	4
£50,000 to OJEU Limit	14	6	13	8	6	5	13	16
£30,000 to £50,000	20	15	15	13	10	17	11	16
£5,000 to £30,000	196	299	303	253	181	170	225	232
£0 to £5,000	6067	5258	5377	4859	4399	4714	4910	4020

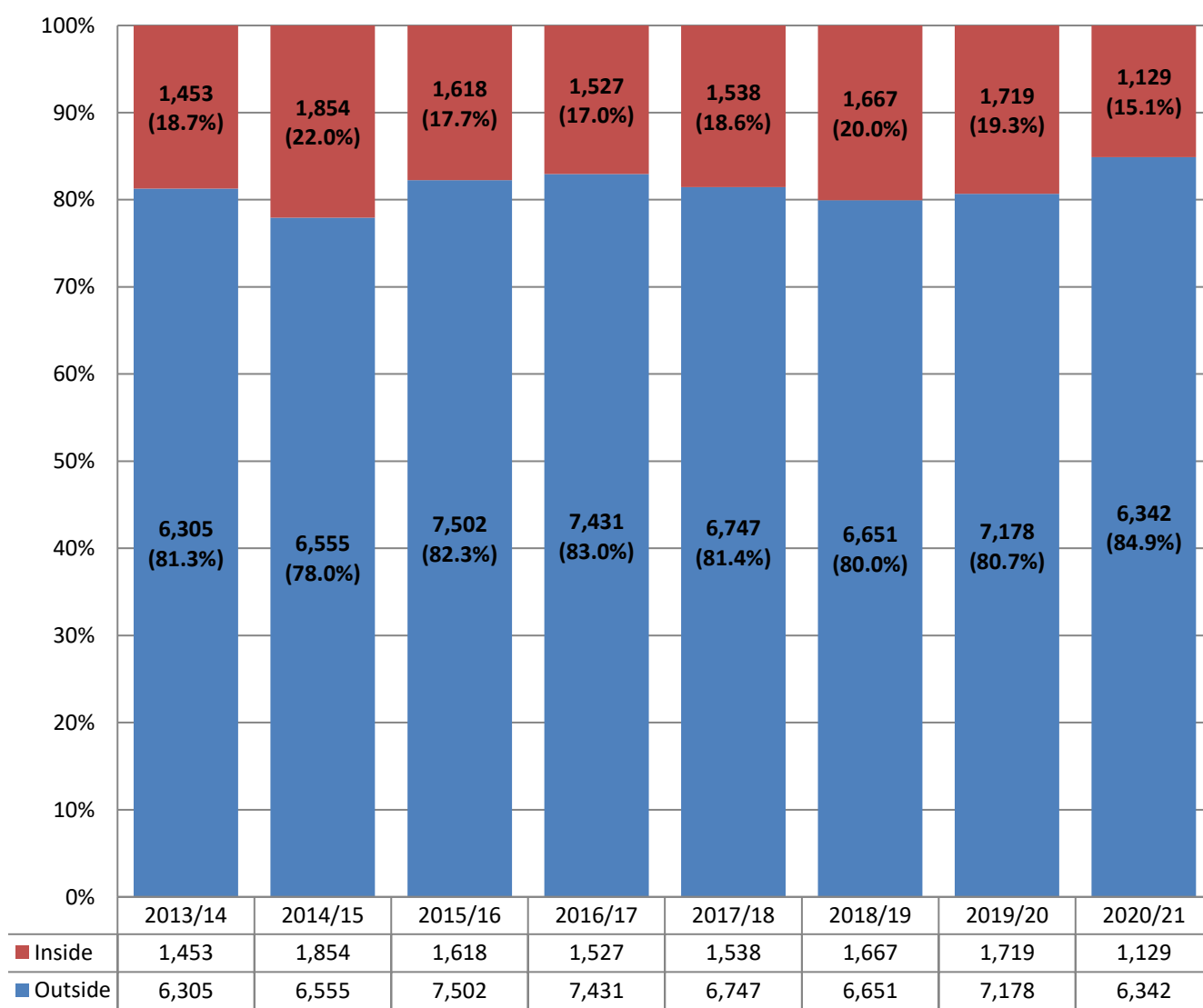
Annex 2 - Local Spend Analysis (by value):

Supplier Spend Summary 2013 - 2021



Annex 3 - Local Spend Analysis (by transactions):

Supplier Transaction Summary 2013 - 2021



1.6. LOCAL PROCUREMENT COLLABORATION:

1.6.1 Previous attempts (2010 and 2018) have been made with a combined range of public sector bodies (local authorities, emergency services, colleges, Royal Stoke University Hospital, universities, and social housing organisations) to develop a local Staffordshire approach to procurement. Had such attempts been successful this would have potentially delivered significant benefits from a number of perspectives examples of which include:

- The aggregated budgets/spend supporting greater leverage, stronger negotiation benefits and potential economies of scale from volume related categories;
- The development and standardisation of common spend categorisation and procurement approaches;
- The development and standardisation and management of the supply base;

- A common goal in utilising a local supply base, micro businesses, small to medium enterprises, voluntary and community sector organisations as part of a collaborative delivery model;
- An ongoing need to identify and deliver savings and service improvements for each collaborating partner;
- An opportunity to address the resourcing and short fall of professional expertise within some of the collaborating organisations;
- The development of a common goal/need to develop and improve social models and social value return;
- A joined up approach in supporting 'carbon reduction' and support in addressing the 'Climate Change' agenda.

1.6.2 The above said collaboration does take place with neighbouring authorities but mainly on an ad-hoc basis and it is widely accepted that this could be better co-ordinated, examples of collaboration include (*please note that this is not intended to be an exhaustive list*):

- Collaboration between four authorities (Staffordshire CC, Lichfield DC, South Staffs DC and Newcastle-under-Lyme BC) to ensure the compliant delivery of a 'secure e-payments portal';
- Purchase of Air Quality - Consultancy Support – (Newcastle-under-Lyme BC, Stoke-on-Trent CC and Staffordshire CC (Highways));
- Purchase of Green Belt Site Assessment - Consultancy Support (Newcastle-under-Lyme BC & Stoke-on-Trent CC);
- Purchase of Permit Stickers – Garden Waste (Lichfield DC, South Staffs DC East Staffs BC and Newcastle-under-Lyme BC);
- Purchase of Tyres and Tubes – (Newcastle-under-Lyme BC & Stoke-on-Trent CC);
- Purchase of vehicle oils and lubricants – (Newcastle-under-Lyme BC & Stoke-on-Trent CC);
- Contract for the processing Dry Mixed Recyclate (DMR) - (Newcastle-under-Lyme BC Lichfield DC and the & Staffordshire Waste Partnership);

1.6.3 Contract and Frameworks² established by neighbouring authorities which are open to the Borough Council to use:

- Framework for Professional Services to support Construction and Facilities Management – Stoke-on-Trent CC;
- Framework for Planned Works – Stoke-on-Trent CC;
- Framework for Water Testing – Staffordshire CC;

1.7. **NATIONAL PROCUREMENT FRAMEWORKS & ALTERNATE SOLUTIONS:**

1.7.1 Officers continue to use a number of national procurement frameworks developed by a range of organisations and purchasing consortia, examples of providers include:

- Crown Commercial Services (CCS);
- Eastern Shires Purchasing Organisation (ESPO);

² A procurement framework (or public sector framework), more commonly known as a Framework Agreement, is an arrangement where the buyer selects suppliers and sets terms and prices for a period in advance (often as much as 4 years in the future), and then calls on the suppliers to deliver the specification when required.

- KCS Professional Services working with the Central Buying Consortium (CBC);
- Local Government Resourcing Partnership (LGRP & YPO);
- Places for People;
- SCAPE;
- Sport England;
- The Procurement Partnership Limited (TPPL);
- UK Leisure - Denbighshire County Council (Alliance Leisure);
- Yorkshire Purchasing Organisation (YPO);

1.7.2 The benefits in using procurement frameworks include:

- Fast, efficient, easy to use Public Contract Regulations 2015 (PCR2015) compliant procurement frameworks, removing the need to undertake costly and time-consuming full procurement processes;
- Significant reduction in procurement timescale from six-nine months to as little as four weeks;
- Reduced procurement costs;
- Robust agreements resulting from thorough professional due diligence;
- Pre-agreed terms and conditions – fund simply a ‘call off’ from the framework to meet the Council’s requirements;
- Detailed and easy to use guides, support and templates;
- Frameworks delivering economies of scale from large volume buying;
- Reduced transaction costs;
- The development of long-term relationships;
- Performance measurement systems – designed to encourage continuous improvement and to verify that public money is being used wisely;
- Better social value and greater community wealth building.

1.7.3 Officers continue to explore new frameworks making these available to client officers throughout the Council;

1.7.4 Officers have also considered and used in a very limited manner third party support from:

- Maistro - The Maistro platform handles simple one-off sourcing projects as well as more complex tendering requirements, giving stakeholders and procurement team’s total visibility and control over the process at every stage. Maistro were utilised to source the design, build and erection of a number of advertising hoardings across the borough;
- Bloom – provide ‘professional services’ procurement delivering the NEPRO solution (part of the North Eastern Procurement Organisation (NEPO) consortia). Bloom were utilised to source the climate change consultants as part of the recent work undertaken as part of a ‘Renewable Energy Feasibility Study’.

1.8. **FUTURE PROCUREMENT:**

1.8.1 Effective procurement will continue to help the Council deliver its broader objectives and support its priorities. It supports in the delivery and commitment to sustainability, fairness and

the development of our local economy. Corporate procurement supports officers throughout the organisation to deliver compliant purchasing decisions.

1.8.2 In recognising the need to support the local economy corporate procurement aims to assist in identifying ways to improve local spend, this currently being only 6.3% by value of the Council's annual spend for 2020-21 a sharp fall from 2018-19 and 2019-20 and a possible casualty of the COVID-19 crisis.

1.8.3 The drafting and development of a new Procurement Strategy & Action Plan for 2022-25 has commenced with a number of priorities being identified by the Business Improvement Manager which include:

- A need to research alternate approaches (and the possible introduction of supportive software) to make available a more proactive solution to contract management and timely reporting where client officers' receive automated timely updates/warning of up and coming contract end dates, effectively supporting the timely renewal of relevant contracts. Any software solution should also aim to offer an opportunity to report and update in line with the requirements of the Local Authority Transparency Code 2015;
- A more proactive approach to the drafting of procurement documents linked to the range of projects included in the Council's Capital Programme (enabling the timely release of procurement opportunities once agreement is reached to seek market quotations/tenders) this task is aimed at supporting the work of the Facilities Management team;
- To support both compliance and officer understanding of the requirements within the formal procurement and contracting processes, the introduction of a simplified procurement gateway process ensuring early officer engagement and longer term compliance with legislation and the council governance procedures;
- Localised (by service and/or 1-2-1) procurement training/familiarisation;
- The identification of key procurement categories and a review of the benefits of the possible introduction of 'category management' (where resources permits) assessing if this is able to be delivered as part of the council's current devolved procurement delivery approach;
- Improvements to the ongoing monitoring and review of the council's high value / high risk contracts and contractors;
- Further embedding of contract monitoring of high value, high risk critical corporate contractors and contracts;
- A review and update of the Borough Council's sustainable procurement policy;
- Annual updates to 'Contract Procedure Rules';
- Annual review and updates to the Council's 'Modern Slavery Statement';
- Ongoing reviews, development and publication of officer guidance documents;
- A third party assessment of procurement processes, encompassing a review of the Council's contract/finance/procurement rules (the Council's suite of standard contracts and management guides that officers have produced). The plan being to obtain independent advice on a compliant, but streamlined set of rules/processes/guidance, with a suite of up to date template contracts for the majority of arrangements the Council enters into;
- Delivery and embedding of changes to national procurement policy post BREXIT and Governments 'Green Paper' - Transforming Public Procurement;
- Support opportunities for Staffordshire wide collaboration in procurement aiming to:

- deliver standardisation;
- service delivery improvements;
- possible benefits that can be achieved/gained from aggregating LA spend;
- the achievement of economies of scale;
- Staffordshire wide savings;
- contribute to Staffordshire wide carbon reduction.

1.8.4 The Business Improvement Manager holds the accreditation MCIPS (Member of the Chartered Institute Purchasing & Supply), and as such will aim to maintain a level of knowledge that supports compliant procurement processes throughout the Council.

1.8.5 The Business Improvement Manager will continue to report bi-monthly to statutory officers identifying any procurement compliance concerns and offering possible corrective action solutions. This work may also involve the interpretation of any changes in legislation that may require updates to the Councils contracting and/or procurement delivery processes.

2. **Issues**

- 2.1 With a number of new officers joining the Council, there is a need to identify those who will be directly involved in future procurement processes, offering them guidance and support as part of this work, either via group or 1-2-1 training/familiarisation with Council governance protocols and procedures. The Business Improvement Manager remains supportive as and when these officers are required to undertake a formal procurement process.
- 2.2 The successful funding linked to Town Deal and Future High Street Funding will generate a number of procurement exercises and officer requests for guidance and support, especially when working with partner organisations. The Business Improvement Manager will look to ensure compliance and the timely delivery of such projects alongside the relevant project managers (who may be unaware of the Council's internal governance procedures) and lead officers.
- 2.3 As indicated in section 1.2.7 the expected changes that will become law following Governments Green Paper on reforms to public procurement law after Brexit will need to be embedded throughout the Council and appropriate procurement procedures (contract procedure rules) updated and communicated to all officers responsible for the day to day procurement of goods and services for their relevant services.
- 2.4 Looking to introduce formal checking prior to commencement of procurement processes the Gateway process mentioned in this report (para 1.8.3) is aimed at presenting client officers with a range of considerations and checks prior to the commencement of procurement processes (at an established level of spend). There will be a need to obtain senior management buy-in and subsequently embed the process to further support compliance.
- 2.5 To reduce/eliminate the potential of rogue spend your officer will continue to remind responsible client officers (Heads of Service and Business Managers) of the need for compliance with Council Contract Procedure Rules. The introduction of formal checking and possible Gateway process will also aid the elimination of rogue spend, your officer acknowledging the need for a proportional approach to procurement when considering the Council spend profile e.g. low value high transactional (2020/21 99.2% of the Borough Council spend was between values of £1 and £30,000).

3. **Proposal**

- 3.1 This officer report highlights a number of proposals which look to deliver both a 'business as usual' approach and the development of a number of key pieces of work which will be incorporated in the action plan which is aimed at supporting the delivery of the Council's Procurement Strategy 2022-25.

4. **Reasons for Proposed Solution**

- 4.1 The solutions proposed throughout the report offer and will deliver:
- 4.1.1. The review and updating of existing governance procedures in line with statutory requirements;
 - 4.1.2. The drafting of a new procurement strategy and action plan for 2022-25;
 - 4.1.3. A third party review of procurement processes, encompassing a review of the Council's contract/finance/procurement rules, with an aim to provide a suite of up to date template contracts for the majority of arrangements the council enters into;
 - 4.1.4. Structured processes that aim to support greater compliance when delivering procurement outcomes;

5. **Options Considered**

- 5.1 As this is an information report to the 'Finance Assets and Performance Scrutiny Committee' no options have been established.

6. **Legal and Statutory Implications**

- 6.1 There remains the continued need for compliance in line with:
- 6.1.1. Public Contract Regulations 2015 (PCR2015);
 - 6.1.2. The Public Procurement (Amendment etc.) (EU Exit) Regulations 2019
 - 6.1.3. Local Authority Transparency Code 2015

7. **Equality Impact Assessment**

- 7.1 Equality impacts are considered and addressed by officers in the drafting and updating of appropriate procedures and by client officers as part of the individual procurement process.

8. **Financial and Resource Implications**

- 8.1 There is an ongoing budget in place for corporate procurement support and each of the Council's services where applicable will have revenue and capital budgets established and approved for the procurement of goods, services and works.

9. **Major Risks**

- 9.1 Without the appropriate resources, governance policies, procedures and support major risks may arise with non-compliance to statutory requirements resulting in heightened risks of procurement challenges and remedies claims, alongside reputational damage for the Council.

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

- 10.1 The proposed approach adopted and delivered as part of the majority of the Borough Council procurements supports UNSG and Climate Change objectives in a number of ways.

Principally, through prior consideration and the development of relevant specifications for the procurement of goods, services and works, taking into consideration sustainable development and climate change impacts. The following UNSGs are supported.



11. Key Decision Information

- 11.1 There are no key decision linked to the production and publication of this report, the report is intended to respond to members of 'Finance Assets and Performance Scrutiny' committee request seeking an information report that the Council's Procurement Strategy integrates with all of the other work done to ensure that the Council was following good management practice.

12. Earlier Cabinet/Committee Resolutions

- 12.1 The report is intended to respond to 'Finance Assets and Performance Scrutiny' committee request seeking an information report that the Council's Procurement Strategy integrates with all of the other work done to ensure that the Council was following good management practice.

13. List of Appendices

- 13.1 There are no appendices linked to this report.

14. Background Papers

- 14.1 The 2018-21 Procurement Strategy and action plan can be made available on request, albeit work has commenced on draft a new strategy and action plan that will commence from 2022-25.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Finance Assets and Performance Scrutiny Committee 16 September 2021

Report Title: Commercial Strategy Update

Submitted by: Head of Finance (S151 Officer)

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

Purpose of the Report

To update the Finance Assets and Performance Scrutiny Committee in respect of the Commercial Strategy.

Recommendation

That

1. The update be noted by the Committee.

Reasons

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

Background

- 1.1 On 16 October 2019 Cabinet approved the Commercial Strategy for the Council, which outlined a framework for identifying and managing commercial and income generation opportunities.
- 1.2 At the Finance Assets and Performance Scrutiny Committee meeting held on 25 March 2021, it was agreed that 6 monthly updates would be provided in respect of the work being carried out under the commercial strategy, this report is the first 6 monthly review.

Issues

- 2.1 The Council faces challenging financial times. Our Medium Term Financial Strategy is currently being updated and anticipates a cumulative budget shortfall of circa £2m over the next 5 years.
- 2.2 The need to identify further efficiencies, exploit our asset base and generate income is considerable. Coupled with increasing demand for services, higher public expectations, challenging national political circumstances and economic uncertainty, the Council must use all the means at its disposal to ensure that its medium term finances and ability to provide a full range of services to the local community are sustainable. That means that the Council must become more commercial: generating service efficiencies and new income streams; maximising existing revenue streams; having effective procurement and contract

management processes; making prudent investment in income generating assets; and developing our strategic asset base in order to boost local growth.

- 2.3 Commercial activity is not new to the Council. The Council already has a substantial commercial property portfolio which contributes £400,000 annually to the Council's revenue budget and commercial services are operated in areas including leisure, theatre events, car parking and garden waste. The commercial strategy provides an overarching framework for these activities, ensuring a co-ordinated approach across the Council and access to the expertise needed to drive forward our commercial ambitions within a context of robust risk management.
- 2.4 An important element of the Council's commercial approach is finding the right balance between delivering social value and our commercial practices, ensuring that income generated through commercial activity is reinvested in local priorities, services and improvements for the long term benefit of residents of the borough.
- 2.5 The strategy approved at Cabinet on 16 October 2019 proposes a number of guiding principles which describe how we will achieve our commercial ambitions including acting with intelligence, integrity and agility and working collaboratively across organisational boundaries. The strategy is explicit that the Council will seek to extract maximum value from its land and property assets, challenge where services can be commissioned and stop activities that add no value or benefit to customers.
- 2.6 Delivering our vision for a more sustainable and business-oriented Council that maximises commercial opportunities will require a fundamental shift in how we do business and individual and organisational development around commercial thinking.
- 2.7 Due to the Covid-19 pandemic, the Council has been unable to fully progress with the Commercial Strategy due to the national lockdown restrictions and as a result have removed the anticipated income generation streams from the MTFS for the time being.
- 2.8 Since the approval of the Commercial Strategy, the Council has appointed a commercial investment adviser to undertake a review of the Council's commercial property portfolio. The recommendations of this reviews were various and included:-
- Hold fewer and better assets which would generate better incomes streams
 - Ring fencing of capital receipts for investment into assets
 - Reducing management costs
 - Invest in larger and better assets
 - Increase diversification of asset / investment base so risk is spread across various sectors and geographies
 - Establish a capital planned maintenance strategy
 - Investigate sustainable energy solutions for assets

Proposal

- 3.1 For officers to work up investment proposals for further consideration by Cabinet and FAPS in order to generate income to support the MTFS.

Reasons for Proposed Solution

- 4.1 Generating efficiencies and additional income by adopting a more commercial approach is key in the Council's plans for addressing the forecast funding gap and maintaining financial

sustainability in the medium to long term. The strategy provides a framework for managing and coordinating commercial activities.

Options Considered

- 5.1 The Council continues to progress a number of strategies and approaches to ensure that it can maintain a financially sustainable future and deliver the key priorities set out in the Council plan. The commercial strategy is part of this suite of options which also includes service redesign, the One Council programme, contract negotiation and service recommissioning.
- 5.2 Following the last Finance Assets and Performance Scrutiny Committee, officers have reviewed the following commercial investment options:-
- Industrial purchase and leaseback opportunities – purchase of a large industrial unit in order to leaseback to businesses.
 - Purchase of a high yielding multi-let retail parade – purchase of multi-let retail parade within the Borough for which income would be generated via the rent paid by the occupying businesses of the parade.
 - Provision of new industrial units on sites including Chatterley valley, Park House West and the former Zanzibar site.
- 5.3 The industrial purchase and leaseback opportunities together with the purchase of a high yielding multi-let retail options have been considered not viable for the Council to invest in. This is due to rewards not being sufficient to meet the investment risk and market uncertainty in respect of the retail option. Information regarding the above investment options has been discussed with the Council's Treasury Management Advisors, external Commercial Real Estate Advisors and Council Officers.
- 5.4 In addition to the above investment options, Officers are currently considering the provision of new industrial units on the following sites; Chatterley Valley, Park House West and the former Zanzibar site.
- 5.5 As part of the Future High Street Fund and Town Deal Projects, new commercial property sites will also be created within the town centre and the Midway carpark.

Legal and Statutory Implications

- 6.1 There is complex legislation and case law that governs local government's ability to undertake commercial activities and generate income. This includes trading in services to make a surplus and the recovery of part (contribution) or the whole of the cost of a service through charging.
- 6.2 The Council will need to make sure that its commercial activities are legally and state aid compliant, including having regard to the Public Sector Duty within the Equality Act 2010, statutory guidance on local authority investments and The Prudential Code for Capital Finance in Local Authorities.
- 6.3 All commercial projects and investment opportunities will be examined to ensure that they are within the Council's powers and legal implications will be identified on a case by case basis.

Equality Impact Assessment

- 7.1 Delivering our vision for a more sustainable and business-oriented Council that maximises commercial opportunities will require a fundamental shift in how we do business and individual and organisational development around commercial thinking.
- 7.2 As a first step towards embedding a more entrepreneurial culture we will invest in developing the skills of our members and our workforce. However, moving forward it will also influence the skills that we require in the people that we recruit in future into key roles and in the partnerships that we develop.

Financial and Resource Implications

- 8.1 The aim of the commercial strategy is to facilitate sensible investments, based on local need and subject to robust risk management, which enable the Council to improve outcomes for our residents in accordance with the priorities set out in the council plan. This includes making a contribution towards the budget savings required to bridge the forecast funding gap over the next 5 years through income generation, as opposed to reducing spending on services.
- 8.2 When the Commercial Strategy was approved in October 2019 the funding structure consisted of investments being funded via the establishment of a Revolving Investment Fund made up of capital receipts, revenue contributions and prudential borrowing. Due to the Covid-19 pandemic the creation of this fund has been paused due to the inability of being able to progress with potential investment projects.
- 8.3 The approved 10 year capital programme in February 2021 includes £100,000 per annum for project feasibility studies.
- 8.4 Officers including the Chief Executive, S151 Officer and Executive Director of Commercial Development and Economic Growth review and appraise commercial investment schemes prior to their consideration at Cabinet and FAPS.

Major Risks

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

UN Sustainable Development Goals and Climate Change Implications

- 10.1 The Economic Regeneration Strategy Action Plan supports UNSG and Climate Change objectives in a number of ways. Principally, through partnership working, promoting sustainable development, the re-use of land, enterprise, infrastructure and skills, the following UNSGs are supported.



Key Decision Information

11.1 There is no key decision as this report is an update following approval of the Commercial Strategy in October 2019.

Earlier Cabinet/Committee Resolutions

12.1 Cabinet approval of Commercial Strategy on 16 October 2019.

List of Appendices

None

Background Papers

None

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S

REPORT TO CABINET

Choose an item.

08 September 2021

Report Title: Review of Covid Impact

Submitted by: Chief Executive

Portfolios: All

Ward(s) affected: All

Purpose of the Report

To inform the Cabinet of the overall impact of the Covid 19 pandemic on the Council, its services, and the borough, and of the priority actions being taken across the Council to ensure the Borough is well placed to recover from the Pandemic.

Recommendation

Cabinet is recommended to:

- 1. Note the impact of the Covid19 Pandemic on the community of Newcastle under Lyme, and on Council services**
- 2. Invite Finance & Performance Scrutiny Committee to review the impact of the pandemic on Council services**

Reasons

To allow Cabinet to publicly consider the actions being undertaken in relation to the coronavirus pandemic and the associated restrictions.

1. Background

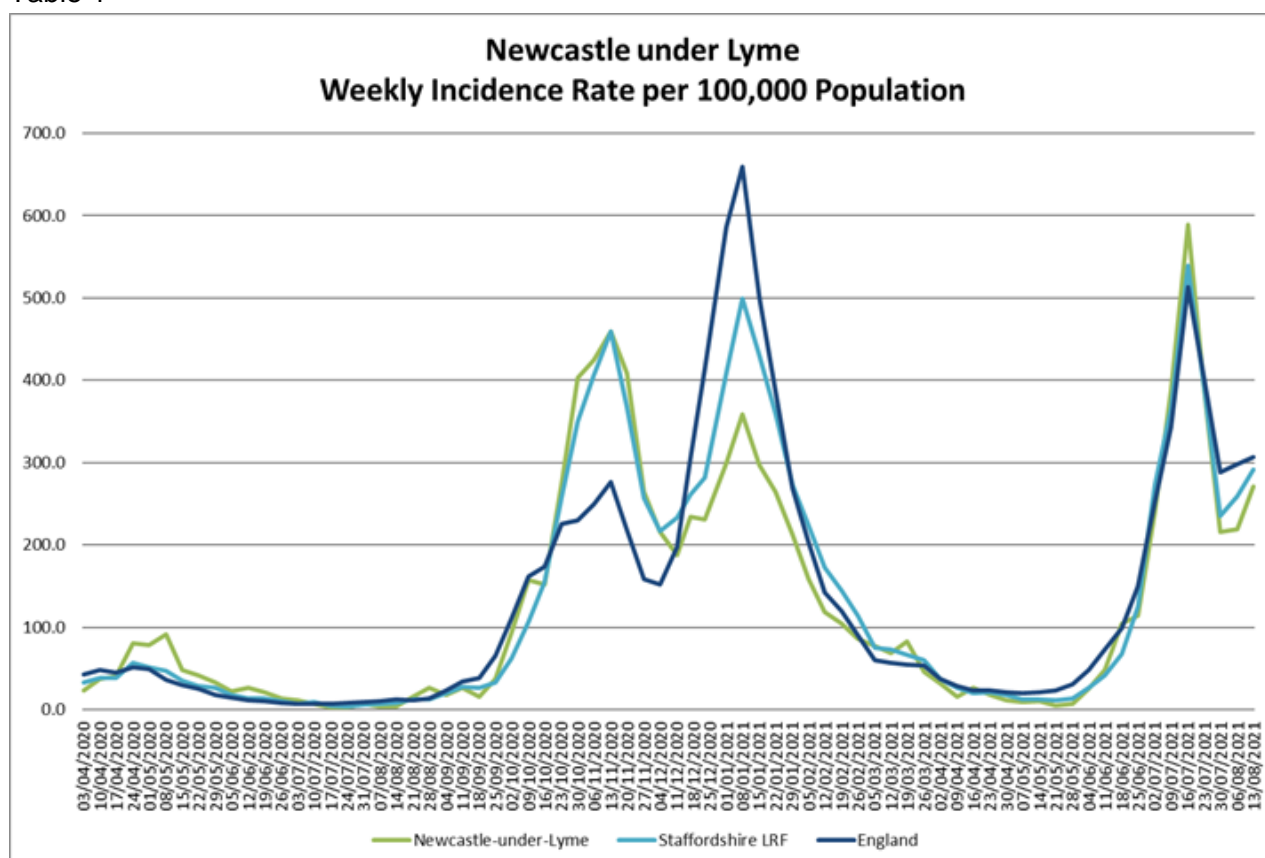
- 1.1 The coronavirus pandemic is the greatest single risk to the health and economic wellbeing of the country since the Second World War. In February 2020 the Council established an Incident Management Team to plan the Council's response, ensuring that support to local residents and businesses was provided, that Council services were maintained, and the welfare of officers and members protected. The approach adopted was based on existing business contingency arrangements, with the Council's internal arrangements interfacing with a range of groups which have been set up countywide to co-ordinate the response to the pandemic, including the multi-agency Strategic Coordinating Group.
- 1.2 Cabinet has regular reports detailing the Council's response to the Coronavirus pandemic and delivery of the recovery plan. This report provides an overview of the composite picture over 2020-21 to date detailing the impact of the pandemic, the current position of the Borough in relation to the pandemic, and the impact on Council services.

- 1.3 Throughout the pandemic and lockdowns the Council has been heavily engaged in work to control the outbreak and to mitigate its impact. In terms of strategic leadership and oversight, this has involved:
- 1.4 The Leader of the Council sits on the County-wide Local Outbreak Board which has regular oversight infection rates and action being taken to respond.
- 1.5 The Leader of the Council Chairs a Local Incident Management Team, drawing together expertise from the Borough Council, County Council, health sector, and other agencies actively involved in responding to the pandemic;
- 1.6 A multi-agency board, under the chairmanship of the Deputy Leader, Cllr Sweeney, has been established to ensure that all possible steps are being taken across the key anchor institutions to reduce infection rates in the Town Centre, particularly in the 18 to 25 year old age group.
- 1.7 Since April 2020 Cabinet has received reports providing updates on the impact of the pandemic, and the Council's work to mitigate this. Reports have also been submitted to meetings of the Council's Scrutiny Committees.

2. Course of the Pandemic

- 2.1 Table 1 below shows graphically the course of the pandemic in the Borough, measured in "Cases per 100,000 population", which has been the measure used nationally to provide a standardised approach to reporting infection rates.

Table 1



2.2 The graph shows that the trajectory of infections in the borough has generally followed both the Staffordshire and all England trajectory. Three spikes in infections, have apparent – one in November 2020 at c.450/100,000, a second spike in January 2021 at c.350/100,000, and more recently in July 2021 when infections reached almost 600/100,000. The impact of these infection spikes on the community will differ, with the most recent, and highest spike, following the roll out of the vaccination programme, and therefore impacting on a younger cohort of the population and resulting in lower levels of hospitalisation and serious illness than the earliest spike.

Impact of the Pandemic on the Borough

Economic Impact

- 3 In terms of the economic impact, many businesses across the borough were either required to close or saw their trade significantly disrupted. The government furlough scheme, which supported the wage costs incurred by businesses enabled many businesses to retain their employees. Data on numbers of employees furloughed is difficult to distil to a local authority level, but from ONS data it is estimated that c15,800 individuals were furloughed, although this will include individuals furloughed more than once. The top three business sectors supported by furlough being:
 - Accommodation and food services
 - Wholesale and retail/repair of motor vehicles
 - Manufacturing
- 4 The Council administered a number of government grant schemes to support local businesses, paying out almost £40,000,000 across the grant schemes. This required setting up systems from scratch to receive and process applications and despite some initial teething problems an effective mechanism was established to deliver grant aid swiftly to eligible businesses.
- 5 Alongside towns and cities across the country, the local economy of the borough suffered from significant disruption. Unemployment (Claimant Count) in the borough rose slightly from 2.4% in March 2020 to a high of 4.7% in February 2021, declining steadily to 3.9% in July 2021. The July 2021 rate is the same as for Staffordshire as a whole but still significantly lower than for Great Britain (5.5%).
- 6 In terms of numbers rather than per cent rates, the 3.9% amounts to 3,160 claimants. The picture does vary across wards, with four wards having rates above the national average:

○ Town	6.4 per cent
○ Holditch and Chesterton	6.1 per cent
○ Cross Heath	6.0 per cent
○ Knutton	6.0 per cent

Community Impact

- 7 Within the Borough a total of 7,332 Clinically Extremely Vulnerable were required to shield under the government programme. These were residents whose particular pre-existing conditions put them at greatest risk of serious impact should they catch Covid19. As part of the response to this and to ensure that residents continued to have access to support, the Council set up both a help line operating from Castle House and a support service provided by the Realise Foundation. Support was provided for over 1100 individual residents with services provided:

- Shopping arranged for 488 individuals
 - Prescriptions delivered for 270 individuals
 - Support provided to 168 individuals who were feeling isolated/lonely
- 8 The Realise Foundation continue to contact 191 people on a bi weekly basis, although demand for support is reducing.
 - 9 Over the course of the pandemic, just over 400 borough residents sadly died within 28 days of a positive Covid test.
 - 10 Self-Isolation Support Payments of £177,000 have been made to residents of the Borough.
 - 11 During 2020/21 collection rates for Council Tax were 97.1%. The financial impact of Council Tax accounts proposed for write off is shared between the Council (11.3%), Staffordshire County Council (71.8%), Staffordshire Police and Crime Commissioner (12.5%) and the Staffordshire Fire and Rescue Service (4.4%) in line with each preceptor's element of Council Tax charged. The Council Tax accounts proposed for write off total £42,167. Of this the Council's share amounts to £4,765 This amount forms part of the estimated deficit declared to preceptors on the Council Tax Collection fund which will be payable by the Council under Collection Fund accounting principles during 2021/22.

Impact on Council Services

- 12 The impact of the pandemic on Council services varied significantly from service to service. For office based staff, the requirement to work from home was implemented at the first government lock down in March 2020, whilst non-office based staff continued as previously, but with additional safeguards in place around social distancing and face-coverings. Disruption to service, where it has occurred, has been either due to the need to comply with government guidance, losing staff to shielding or self-isolation, or the reprioritisation of work away from core business to covid specific activities.

Service Impacts

- 13 The information below sets out on a service by service basis the critical impacts of the pandemic:
- 14 **Leisure** - Jubilee 2 was required to close completely when the first lockdown began in March 2020 and subject to phased re-opening as restrictions were lifted. Jubilee 2 resumed its normal operating model in July 2021, when the final government restrictions were released. During the closure of Jubilee 2 staff were redeployed to other duties, including servicing a help line for concerned residents and delivering food and medicine to residents who were shielding. In addition, colleagues used this time to focus on developing new aspects of the business. Key impacts, positive and negative include:
 - Lost £1,413,000 in income, with £1,003,000 provided by central government to offset this loss;
 - Despite offering the opportunity to "freeze" memberships, 1,249 Jubilee 2 customers cancelled their memberships, resulting in a need to regrow membership subscriptions post lockdown. By August 2021 memberships had recovered to 69% of the pre-covid level;

- On-line classes were developed both as live and recorded sessions to maintain a service for customers.
- A in-house school swimming service has been developed, to teach the young people of the borough an essential life skill as well as supporting the over a commercial operation of Jubilee2.
- Working with the Newcastle Business Improvement District a Love Local Scheme was developed. This providing J2 members with discounts from local retailers, adding value to the J2 offer as well as supporting the town centre economy.
- Secured funding to be part of Sport England's National Leisure Recovery Fund and use of the Moving Communities project to measure impact. This offers to develop a greater understanding of Jubilee2's impact on the Borough's residents using qualitative and quantitative data.
- Successfully applied to the Commonwealth Games Organising Committee to bring the Queens Commonwealth Baton to the Borough in July 2022.
- Secured funding from Staffordshire's Commissioners Office to for the SPACE scheme. This enabled 500 young people of the Borough to access the gym, climbing wall, and swimming pools at Jubilee2 during the six weeks schools holidays.
- J2 has been selected to be part of a long Covid referral pilot project along with four other organisations across the County. This is being funded through the CSP and the MPFT, and will start sometime in September 2021.

15 **Brampton Museum** - was required to close completely when the first lockdown began. Works to extend the museum have progressed, resulting in the facility remaining closed to the public, with staff resource being focused on preparing for these works during the lockdown period;

16 **Environmental Health Services** – undoubtedly the most impacted of all non-closed services during the pandemic, this service was significantly refocused on addressing the business and public health challenges directly arising from the pandemic. The service was required to visit businesses which had experienced a covid outbreak, undertake investigations and provide advice, direction and, if necessary take enforcement action. In addition, the team were involved in supporting the Track and Trace effort, following up contacts who had not responded to telephone contacts, and dealing with the complaints from the public about neighbours and businesses not complying with government guidelines. Much of this work was and is still being undertaken by officers from the Food and safety team however, support had also been diverted from all other teams to support the work of the pandemic as necessary. This has impacted all team's ways of working. The following provides details of the work undertaken in relation to the pandemic:

Covid-19	2020-21
Outbreaks investigated*	305
Complaints*	272
Marshal Visits*	791 plus estimated 1400 advisory/support visits
Advice*	150
Closure Breach*	85
Covid Notifications*	160
Enforcement	1

Critically, this has resulted in a significant backlog in the core work of this service, which is also the service which has been at the forefront of dealing with the Walleys Quarry issues.

- 17 **Town Centre** – The initial lockdown saw the majority of town centre shops and hospitality venues close, including the Council’s historic market. In order to support those businesses which remained open, and to support the incremental re-opening of the town centre post lockdown, the Council allowed free car parking in its town centre carparks.
- 18 **Waste Management** – Despite loss of staff to shielding and self-isolation the waste management service fared well during the pandemic, with a much lower level of service disruption than experienced by many other Councils. Implementation of well-established business continuity plans allowed staff (in particular HGV drivers) to be redeployed from other service areas to maintain this function. Key impacts included:
- Recycling, residual, and garden waste collections were maintained throughout the pandemic, with only food waste collections suspended for 4 months. In the most recent period when self-isolation increased as restrictions have been eased, all services have continued to be maintained.
 - The tonnage of waste collected was significantly increased in the first lockdown, as many families undertook spring cleaning activities and Household Waste Recycling Centres were closed. Residual Waste increased by 30%, before returning to normal levels once HMRCs re-opened, and recycling increased by around 20%, with this level continuing, aided by the new recycling service.
 - The new recycling service was rolled out in the summer of 2020, with every household receiving new containers, information, etc ahead of the service going live by the end of July 2020. This service has seen an increase in the level and quality of recyclable material being collected.
- 19 **StreetScene** – Two issues combined to impact on the look and feel of the borough usually maintained by this service – the loss of drivers and other staff to Waste Management to ensure that the waste service was maintained, and the loss of the Community Payback Teams who normally provide valuable additional resource to address issues such as clearing “grot spots” around the borough, and undertaking other labour intensive projects which fall outside of the day to day work of the team. Whilst this was partially offset by lower footfall in the town centre, nonetheless some deterioration of standards in critical areas has been apparent, resulting in a fresh Cabinet focus on street cleanliness;
- 20 **Bereavement Services** - Whilst over 400 Covid related deaths have been recorded in the Borough, the Council carried out 1717 cremations in 2020, the same number as in 2019, although with a greater concentration in March 2020 to June 2020 than in previous years. The service increased capacity from 10 cremations a day to 15 a day from 30 April 2020 to 26 June 2020 in order to deal with the demand. The number of coffined burials (191) was higher in 2020 than in 2019 but only slightly higher than in 2018.
- 21 **Housing and Homelessness** - The Housing Advice Service saw a significant increase in demand in the early stages of the pandemic, with telephone calls for April – June 2020 being roughly double the level now being received, likewise with requests for out of hours assistance. During the pandemic a scheme was launched by the government to get “Everyone In”, and ensure that all those sleeping rough, or at risk of being made homeless, had safe accommodation.
- 22 **Temporary Accommodation** - over the COVID period remained at a manageable level despite the increased demand due to rough sleepers and homelessness and the emergency legislation to

house all of this cohort. The Council procured additional temporary accommodation in hotels, bed and breakfast accommodation who could open their facilities, temporary accommodation units through local charities and hostels in Newcastle and adjacent areas. Temporary accommodation numbers remain fairly static with approximately 17 households in TA at any one time. The annual expenditure over the last 3 years on temporary accommodation is considered to be significant and has increased substantially over the last 12 months since the pandemic began and the instruction from Government was made to bring 'Everyone In'. In the period 2020/21, over £315,000 was spent on various temporary accommodation options, compared to approximately £135,000 in the previous year.

- 23 **Economic Development** – The Economic Development Team have been driving three separate, but related, programmes of work – preparing for the re-opening of the High Street, Progressing priority projects funded under the Advanced Town Deal programme, and progressing the main Town Deal and Future High Streets Fund programmes which will be central to longer term recovery:
- 24 In preparing for the re-opening of the “high street” economy, the team have focused on ways to grow footfall in the town. European Funding in the form of ‘Welcome Back Funding’ has provided safety signage, hand sanitiser stations, the refresh of town centre street furniture and is enabling cleaning and improvement to the appearance of the town centre;
- 25 Welcome Back Funding also provided for Covid-19 Business Marshals to visit businesses and advise on Covid Secure measures. This has enabled colleagues in Environmental Health to focus on more challenging issues of non-compliance and track and trace for local outbreaks;
- 26 Action to promote footfall have included delivery of a programme of markets, enabling town centre events such as the Homecoming and AstleyFest to be provided in a Covid Secure way and targeted initiatives around parking charges to incentivise visits. Data provided by the BID indicated that footfall has increased in response to the specialist markets and events that have been held. It is also showing that average footfall in the town centre is starting to return to pre-Covid levels.
- 27 The Additional Restrictions Grant has contributed to the innovative £5 million Staffordshire Means Back to Business support scheme, which includes an investment to fund wages for apprentices, a training top-up fund for businesses to upskill their employees, a grants scheme to enable small businesses to thrive, a loan scheme for people who want to set up their own business and have completed the online Start-Up training course and more funding to support entrepreneurs currently in further education students to set up their own business. As at the end of May 2021 this had supported 10 Apprenticeship opportunities, 31 Training Top-ups, 1 business start-up loan, 88 Ignite students, 69 businesses on the start-up scheme and 2 small business ‘to thrive’ loans.
- 28 In partnership with the Growth Hub The Council is also supporting up to 27 micro businesses with the opportunity of no-cost membership of the Federation of Small Businesses for a year to support their recovery from the impact of Covid-19
- 29 Advance Town Deal Funding has been used to improve the town centre experience, including major improvements to the Sunken Roundabout, addressing flooding issue at Bridge Street and Nelson Place subways, CCTV and lighting improvement at key subways into the town centre. It

has also been used to expand Town Centre WiFi coverage, something which will be formally launched by the BID later this year;

- 30 Advance Town Deal Funding has been used to develop the WorkShop, at Lancaster Building. Converting a derelict retail unit to provide skills development, training and retraining to enable residence to access or move toward employment. Facilities at the Guildhall are being improved to provide more flexible space and two small office areas that can be used to deliver more intensive one to one support for local residents. The former Zanzibar nightclub site, which has stood derelict for over a decade has been cleared to enable its development for both residential and business units.
- 31 In Kidsgrove, Advance Town Deal Funding has been focused on health and wellbeing projects, with a new Pump Track being built and opened, 3G Pitch brought back into use at the Kings School and commencement of the Kidsgrove Sports Centre refurbishment. Clough Hall Park has also seen improvements to its facilities, including drainage improvements to address flooding issues, refurbishment of the large pavilion to provide improved changing and kitchen facilities and demolition of the un-used small pavilion. A Masterplan for the park has been developed to assist in attracting funding for future improvements to the park.
- 32 **Planning Service** - throughout the pandemic, the Planning team have worked from home and continued to deliver the service with minimal disruption. Key performance indicators remain on target;

Support for Businesses & Economic Recovery

- 33 The Council continues to administer the Local Restrictions Support Grant (LRSG) to support businesses forced to close or severely affected by local or national restrictions. Across a number of grant programmes the Council has now paid out over £32m.

Major Programmes

- 34 Earlier reports to Cabinet highlighted the role which the Future High Street Fund and the two Town Deals would have on the longer term recovery of the local economy. Progress continues with those programmes:
- 35 The Council bid under the Future High Streets Fund has been successful, with an agreement for just over £11m being announced in December 2020 and signed in July 2021. These funds will facilitate the regeneration of Newcastle Town Centre, with a specific focus on the Ryecroft site. The first of the schemes to be commenced is the demolition of the former Civic Building on the Ryecroft site in the Town Centre, which will be complete in June 2022.
- 36 Advance Town Deal Funds of £1.75m secured for initiatives in Newcastle & Kidsgrove has enabled work to begin on a range of projects including the refurbishment of a unit in Lancaster Buildings for use as a employment and skills advice hub, expansion of town centre WiFi, Improvements to the “bear pit” subway including CCTV and artworks, redevelopment of the Zanzibar site, and reconfiguring the Guildhall reception to increase usable space and improving market infrastructure. In Kidsgrove, works include the strip out of Kidsgrove Sports Centre as part of the

refurbishment and development of a 3G pitch at The Kings School, and park improvements in Newchapel Recreation Ground, and Clough Hall Park.

- 37 Town Investment Plan for Kidsgrove submitted to Government in October 2020 has been successful, with £16.9m allocated to the town to deliver a range of physical and social regeneration projects. To date the Town Deal Board have had confirmation of the Kidsgrove Sports Centre refurbishment financial contribution from MHCLG and the funding contribution to the Chatterley Valley industrial site entrance works has been submitted to MHCLG for approval. Work continues to work up the business cases for the remaining schemes for funding release.
- 38 Town Investment Plan for Newcastle was submitted in January 2021 and has been successful, with £23.6m allocated to the town to also deliver a range of physical, social and cultural regeneration projects. Schemes will now be worked up into business cases for submission to MHCLG over the next twelve months for funding release.

Democracy

- 39 With the initial lockdown the Council's formal decision making processes moved from physical meetings to online meetings on the Zoom platform. Whilst a steep learning curve for both officers and members, online meetings proved to be a successful means of working around the Covid restrictions.
- 40 The Council was one of the first Councils to build back face to face meetings, with a hybrid of face to face and Zoom meetings being used for the September 2020 Annual Council, and then steadily rolled out until it was once again possible to revert to normal practice.

3 Financial Recovery

- 3.1 The Council has secured over £5m from central government for the financial year 2020/21 to cover income losses and activities required to mitigate the impact of Covid.
- 3.2 As the COVID pandemic has had a significant impact on the Council's financial position through a mixture of lost income and additional costs. For 2020/21 Government COVID funding of £2.328m has been secured (including £346k of new burdens funding to offset the costs of administering Coronavirus business support grant, hardship relief, and self-isolation grant schemes), this has significantly reduced the pressures of additional spending and pressures on the futureproof of the Council finances.
- 3.3 Further Government funding to assist with the Council's response to the Coronavirus has also been secured during 2020/21 in relation to rough sleepers (£0.196m), outbreak control (£0.179m), enforcement (£0.061m) and the reopening of the high street (£0.115m).
- 3.4 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 J2 and car parking. Income losses from fees and charges for the financial year 2020/21 amounted to £3.075m, net of furlough scheme assistance of £0.197m
- 3.5 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 2020/21, which again has significantly insulated the Council from income related financial risks. The Government's income compensation scheme will offset these income losses to the sum of £1.994m.

- 3.6 Additional expenditure pressures have inevitably been incurred as a result of the COVID-19 pandemic. These amount to £1.865m for 2020/21 (excluding the provision of services/activity for which specific funding has been received).
- 3.7 As 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 £0.842m has been secured (including £167k of new burdens funding to offset the costs of administering Coronavirus business support grants) in relation to 2021/22, which has reduced the immediate pressure on additional spending on the Council finances.
- 3.8 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).
- 3.9 As previously advised, 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 J2 and car parking. Taking account of the current restrictions it is forecast that income losses from fees and charges for the current financial year will amount to £1.001m (£0.442 for quarter 1).
- 3.10 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.
- 3.11 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.

Lessons Learnt

- 3.12 The Council's performance during the pandemic has offered the opportunity to identify and reflect on the various lessons which have emerged from such a period of atypical operations. Many of these lessons have now been drawn together into the One Council Programme which will adopt and develop the best practice which was observed. Key issues identified include:
 - Silo Working – in responding to the pandemic there was an immediate recognition that any “service silos” which existed had no place in the new operating environment where sharing information, intelligence and resources across services was imperative. Examples of this included staff retraining to work on helplines, bereavement services and refuse collection in order to maintain these core services.
 - Agile Working – The Council moved swiftly to enable officers to work remotely, with minimal impact on service delivery. Whilst the provision of appropriate IT equipment was essential for this, as important has been the development of appropriate means of team support and supervision, with a clear focus on outcomes achieved rather than time “present” in the workplace. The importance of this approach to management was highlighted by some of the early challenges experienced in rolling out the initial business grants;
 - Going Online – the enforced closure of council buildings required an increased move to online service delivery rather than face to face delivery. As more and more residents have access to smart phones and computers, this will increasingly become the norm for all but a relatively small number of residents who need specific support. This shift is central to the One Council agenda.

- Working with partners - delivering to the most vulnerable, and delivering on infection control has meant that colleagues across the Council have been working closely with partners such as the Realise Foundation, Support Staffordshire, and the County Council at an unprecedented scale. This has provided a valuable baseline for further work in a post pandemic world. The close work with the County Council in particular will be critical to extending further the concept of “enhanced two tier” working.

4. **Proposal**

- 4.1 Note the impact of the Covid19 Pandemic on the community of Newcastle under Lyme, and on Council services;
- 4.2 Invite Finance & Performance Scrutiny Committee to review the impact of the pandemic on Council services;

5. **Reasons for Proposed Solution**

- 5.1 This report serves to brief Cabinet on the work being undertaken to address the Coronavirus pandemic, and the financial impact that the pandemic is having on the Council, and the recovery arrangements being put in place.

6. **Options Considered**

- 6.1 N/A

7. **Legal and Statutory Implications**

- 7.1 Addressing the impact of Coronavirus locally has involved adjustment to some service provision. When making such changes there are a number of legal and statutory implications to take into account. These are all appropriately factored into decision taking by the Incident Management Team.

8. **Equality Impact Assessment**

- 8.1 None directly arising from this report.

9. **Financial and Resource Implications**

- 9.1 The Council's General Fund balance as at 1st April 2020 was £1.548m. Careful monitoring of the financial position will be required over coming weeks and months leading to prompt corrective action where necessary to ensure that reserves are not exhausted and the Council remains in a stable position in the current financial year and beyond.

10 **Major Risks**

- 10.1 The Coronavirus pandemic, in the round, represents a significant risk to the Council. This report sets out how that risk is being addressed.

11 **Sustainability and Climate Change Implications**

- 11.1 N/A

12 **Key Decision Information**

- 12.1 This is not a key decision.

13 **Earlier Cabinet/Committee Resolutions**

- . 13.1 Regular reports have been provided to Cabinet and to the Council's Scrutiny Committees on the impact of the Covid19 Pandemic.

14 **List of Appendices**

- . 14.1 None

15 **Background Papers**

- . 15.1 None

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

09 June 2021

Report Title: Financial and Performance Review report – Fourth quarter (Jan-Mar) 2020-21.

Submitted by: Executive Management Team

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

Ward(s) affected: All

Purpose of the Report

To provide Cabinet with the Financial and Performance Review report for the fourth quarter of 2020-21.

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 from 20 March 2020 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 fourth quarter 2020/21 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 2020/21.
- 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. 2020-21 Revenue and Capital Budget Position

- 2.1 The Council approved a General Fund Revenue Budget of £15,690,000 on 19 February 2020. 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 updated for 2020-21 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 four 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 18 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 78%. It should be noted that several indicators were not monitored this quarter due to the closure of some services for example, the Brampton Museum and leisure facilities.
- 4.4 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 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 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 more 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 Four 2020/21

1. General Fund Revenue Budget

- 1.1 The Council approved a General Fund Revenue Budget of £15.690m on 19 February 2020. The actual 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 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 pandemic continues to have a significant impact on the Council's financial position through a mix of lost income and additional costs. For 2020/21 Government funding of £2.328m has been secured (including £346k of new burdens funding to offset the costs of administering Coronavirus business support grant, hardship relief, and self-isolation grant schemes), which significantly reduced the pressure on additional spending and on the Council finances.
- 1.4 Further Government funding to assist with the Council's response to the Coronavirus has also been secured in relation to rough sleepers (£0.196m), outbreak control (£0.179m), enforcement (£0.061m) and the reopening of the high street (£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 J2 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 £3.075m, net of furlough scheme assistance of £0.197m.
- 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 in the current financial year will to a significant degree insulate the Council from income related financial risks. It is forecast that the Government's income compensation scheme will offset these income losses to the sum of £1.994m, the first instalment of this was received in November.
- 1.7 Additional expenditure pressures have inevitably been incurred as a result of the COVID-19 pandemic. It is forecast that by the close of the financial year these will amount to £1.865m (excluding the provision of services/activity for which specific funding has been received).
- 1.8 Expenditure has been reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this has helped to reduce the adverse variance on a service by service basis. It has been forecast, and it is absolutely imperative, 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 the continued impact of the lockdown and on the scale and timing of further Government financial support. The Council is actively lobbying our local Members of Parliament and through national networks as part of the wider public sector family, to make the case for further Government support. Particular emphasis in our lobbying has been the impact on Business rate and Council tax collection.

2. Revenue Budget Position

2.1 As at the end of the fourth quarter, the general fund budget shows 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 £3.075m by the close of the financial year.
- b. Additional expenditure pressures as a result of the COVID-19 pandemic are expected to be £1.865m (excluding £551k regarding the provision of services/activity for which specific funding has been received).

These include Waste and Recycling (estimated £798k disposal costs and hire of vehicles to allow social distancing) and a top up of the general fund reserve to its minimum level regarding the 2019/20 deficit of £0.207m.

- c. Housing Benefits payments made by the Council which are not fully subsidised by the Department of Works and Pensions, mainly around the provision, often emergency, of accommodation for vulnerable and homeless people, it is estimated that the shortfall from this and the under recovery of overpayments will amount to £0.450m for 2020/21.

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

- a. Government Funding to offset pressures that the Council has/will continue to face as a result of the COVID-19 pandemic, £3.076m has been received or is due for the financial year (£551k relates to the specific provision of services/activity and £196k relates to Furlough).
- b. It is anticipated that the Council will be reimbursed £1.994m in relation to the Income Losses scheme for eligible sales, fees and charges income shortfalls for the year.
- c. Expenditure has been reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this has helped to reduce the adverse variance on a service by service basis. It has been forecast, and it is absolutely imperative, 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 forecast shortfalls in tax receipts relating to COVID-19, the government has announced that repayments to meet collection fund deficits accrued in 2020- 21 will instead be phased over a three-year period (2021-22 to 2023-24) to ease immediate pressures on budgets. The phased amount will be the collection fund deficit for 2020-21 as estimated on the 15 January 2021 for council tax and in the 2021-22 NNDR1 for business rates.
- 3.3 It was announced as part of the Local Government Finance Settlement that there would be an equitable sharing of irrecoverable local taxation collection losses between local authorities and the Treasury. The government intends to use a scheme similar to the income compensation and cover 75% of local government's collection fund deficits, with a small number of exclusions.
- 3.4 The current forecast shortfalls in tax receipts, and the forecast repayments under this scheme are shown below:

Tax	Total Deficit Forecast	Council's Share	Repayable 2021/22	Repayable 2022/23	Repayable 2023/24
Council Tax	£1.119m	£0.134m (11.8%)	£0.048m	£0.043m	£0.043m
Business Rates	£18.500m	£7.400m (40%)	£5.375m	£1.013m	£1.012m
Business Rates Section 31 Measures (above budgeted)	(£13.343m)	(£5.337m) 40%	(£5.337m)	-	-
Total	£6.276m	£2.197m	£0.086m	£1.056m	£1.055m
75% Income Compensation	N/A	(£1.394m)	(£0.086m)	(£1.056m)	(£0.252m)
Levy Saving (Pooling)	N/A	(£0.537m)	-	-	(£0.537m)
Remaining Repayment	N/A	£0.266m	-	-	£0.266m

4. Capital Programme

- 4.1 A Capital Programme totalling £12.454m was approved for 2020/21. Of this total £10.454m 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 £3.025m was brought forward from the 2019/20 Capital Programme, resulting in a total Capital Programme of £15.479m for 2020/21.
- 4.2 Due to the COVID-19 pandemic and the financial impact this has placed on the Council, a review of the 2020/21 Capital Programme has been completed with the assistance of Budget Holders and members of the Capital, Assets and Commercial Investment Review Group. The rationale behind this review was to establish which of the capital projects approved in the programme were essential or health and safety related, were unable to be commenced due to the pandemic, could be deferred to the following year due to resources and services available during the crisis or were no longer required.
- 4.3 The revised 2020/21 Capital Programme now totals £7.303m which includes £1.000m for schemes funded by external sources (Disabled Facilities Grants) and £0.250m contingency to reflect the remainder of the year. A summary of these changes can be found in appendix A.

5. Capital Programme Position

- 5.1 The expected total capital receipts due to be received this year following the sale of assets amount to £3.780m. A summary of the expected income is shown in the table below.

Funding	Amount (£'000)
Proceeds from disposal of assets	2,830
Proceeds from Right to Buy sales	500
Proceeds from sale of old Waste Recycling Fleet	450
Total	3,780

- 5.2 The expenditure position at the end of the fourth quarter is expected to be as follows:-

	Amount (£'000)
Budget	7,303
Actual Expenditure	5,690
Committed orders and carry forwards for existing projects	1,399
Capital Contingency Reserve to be rolled forward	0,227
Variance	(0,013)

It should be noted that this is the position at period 12 and further work is being completed to inform the final outturn position for the year together with the impact of Covid-19.

6. 2020/21 Outturn Position

- 6.1 Work is currently being completed on the final outturn position in respect of both the revenue and capital budgets. This year end work has been impacted by the Covid-19 crisis, therefore full details on the outturn will be provided at the next meeting.

7. Treasury Management

- 7.1 External borrowing was not required during 2020/21 to fund the revised capital programme.

Appendix A

2020/21 Revised Capital Programme (Revised Programme shown in detail in second table)

CAPITAL PROGRAMME	Approved 2020/21 Programme	Revised 2020/21 Programme
	£	£
Service Area - Council Modernisation	380,000	254,653
Total	380,000	254,653
Service Area - Housing Improvements	1,070,000	1,071,000
Service Area - Managing Property & Assets	131,531	97,000
Total	1,201,531	1,168,000
Service Area - Environmental Health	10,000	10,000
Service Area – Street Scene and Bereavement Services	295,600	197,000
Service Area - Recycling and Fleet	3,766,000	3,503,703
Service Area - Leisure	3,682,000	1,135,000
Service Area - Museum	95,000	97,536
Service Area - Managing Property & Assets	55,547	20,000
Service Area - Engineering	165,873	232,873
Total	8,070,020	5,196,112
Service Area - Managing Property & Assets	1,702,553	333,866
Total	1,702,553	333,866
CONTINGENCY/FEASABILITY STUDIES	1,100,000	350,000
TOTAL	12,454,103	7,302,631

CAPITAL PROJECTS	Proposed Programme 2020/21 £
PRIORITY - Local Services that work for Local People	
<i>Service Area - Council Modernisation</i>	
Mobile Technology Roll Out	30,000
Desktop Technology Refresh	8,000
Microsoft LAR Uplifts	50,000
Digital Delivery Integration Costs	30,000
Replacement of Civica APP	30,000
Replacement of Civica Financials	30,000
Implementation of SharePoint	20,000
Mobile Telephony Refresh	10,000
Pilate Gauge Replacement	6,653
Packet Shaper refresh	20,000
E-payments replacement	20,000
<i>Total (Service Area)</i>	<i>254,653</i>
Total Priority	254,653
PRIORITY - Growing our People and Places	
<i>Service Area - Housing Improvements</i>	
Disabled Facilities Grants	1,000,000
Empty Homes Grants	6,000
Carbon Management	65,000
<i>Total (Service Area)</i>	<i>1,071,000</i>
<i>Service Area - Managing Property & Assets</i>	
Stock Condition Survey Works	97,000
<i>Total (Service Area)</i>	<i>97,000</i>
Total Priority	1,168,000
PRIORITY - A Healthy, Active and Safe Borough	
<i>Service Area – Environmental Health</i>	
CCTV/Body worn cameras	10,000
<i>Total (Service Area)</i>	<i>10,000</i>
<i>Service Area - Streetscene & Bereavement Services</i>	
Footpath Repairs	20,000
Play Area Refurbishment	30,000
Railings/Structures Repairs	15,000
Britain in Bloom	15,000
Traveller Encroachment	5,000
Memorial Survey	5,000
Crematorium Monthly Gardens	5,000
Pool Dam Marshes LNR	87,000
Grounds Maintenance Invest to Save Programme	15,000
<i>Total (Service Area)</i>	<i>197,000</i>
<i>Service Area - Recycling & Fleet</i>	

Replacement Bins/Containers	50,000
Wheelie Bins – New Recycling Service	870,000
Paper Recycling Internal Bin Caddie	43,703
Twin Body RCV for New Recycling Service x 7	1,650,000
New Food Waste Collection Service Vehicles x 7	490,000
Corporate Fleet Replacement	300,000
Transfer Station Alterations (New Recycling Service)	100,000
Total (Service Area)	3,503,703
Service Area - Leisure	
Pilates Studio Refurbishment	75,000
Carbon Management	40,000
Jubilee 2 Pool Filters	20,000
Kidsgrove Sports Centre	1,000,000
Total (Service Area)	1,135,000
Service Area - Museum	
HLF Match Funding	75,000
CCTV Replacement/Upgrade	20,000
Museum Project	2,536
Total (Service Area)	97,536
Service Area - Managing Property & Assets	
Stock Condition Survey Works	20,000
Total (Service Area)	20,000
Service Area - Engineering	
Ryehills over Marian Platt walkway	45,000
Kidsgrove Loophline Bridge Over Walkway in Park	37,865
Road Bridge over former Railway, Audley	30,000
Car Park at Butchers Arms	20,000
St James Closed Churchyard, Newchapel	12,008
St James, Church Street, Audley	88,000
Total (Service Area)	232,873
Total Priority	5,196,112
PRIORITY - A Town Centre For All	
Service Area - Managing Property & Assets	
Stock Condition Survey Works	274,866
Midway Car Park, Newcastle	10,000
Markets	40,000
Bus Shelters	9,000
Total (Service Area)	333,866
Total Priority	333,866
CONTINGENCY	
	250,000
FEASIBILITY STUDIES	
	100,000
TOTAL	7,302,631

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Corporate Performance Quarter 4 2020-21

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 at this difficult time. During Qtr. 4 Customer Services at Castle House was closed to the public, but all customer enquiries were handled efficiently with all the digital processes in place.

- **Customer Services Activity**

Quarter 4 is normally a very busy period in Customer Services due to the volumes of documents that are legally required to be issued with regards to Council Tax, Business Rates and Housing Benefits. However, this quarter we have increased traffic with regards to the Census, Elections, Landfill complaints, Covid Business Grants (including the restart grants) and the Taxi Driver grants. With the return of Newcastle Housing Advice, back to the Borough Council, from 1/4/2021, we have created a digital process for the 1500 registrations but further customer support has been required.

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

The new recycling service has been fully operational for nearly nine months, to households across the borough, and continues to prove very popular with residents. Participation and tonnage of material collected has continued to rise, with January and March seeing the highest tonnage collected since 2010. This means the tonnage of recycling material collected is 23.18% higher than that collected with the previous service. The quality of the material collected remains excellent, with very little contamination, and the Council receiving excellent feedback from the re-processing contractors used to recycle the various material streams. During this quarter we have seen the value of the separately collected paper and card increase significantly in value, reflecting again the excellent quality of the material collected from residents.

- **Establish Workforce Strategy:**

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

Work has continued across services in the development of this area of work. As work develops towards detailed design of the One Council transformation, the People Team will continue the focus on alignment of vision and people processes in partnership with the Trades Unions.

- **Develop organisational culture**




HR have commenced a programme of cultural development, working with cross sections of the organisation and with Trade Union colleagues, in line with the principles of One Council.





- **Ensure staff wellbeing**







Due to the changed working conditions for many staff this year, 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 are available. In partnership with the Trade Unions, the Mental Health working group has continued to develop initiatives to support its agenda.

Progress Summary continued
▪ To review and continue to develop key People policies

We continue to develop our People Policies in discussion with the Trade Unions and have agreed policies on Dying to Work and Attendance Management.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2019-20	Result Qtr. 3 2020-21	Result Qtr. 4 2020-21	Target Qtr. 4 2020-21	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	088% (10 out of 1138 published premises)	-	-	5%	Delivery of this planned programme was prevented during the Covid lockdown. It has recommenced on a limited programme due to prioritising Covid activities, in excess of 60 Food inspections have now been completed. In excess of 1,356 Covid-19 queries and complaints received, and the team continue to communicate with food premises and other licensed premises in order to advise and record future appointments.	-
1.2 New	Environmental Health	Cllr. Trevor Johnson	Percentage of category A and B food business inspections completed on time	High	97%	-	-	-		-
1.3 New	Environmental Health	Cllr. Stephen Sweeney	No. Accidents/Incidents reported (RIDDOR)	Low	1	0	1	-	There has only been one incident reported this quarter.	-
1.4a	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):- • Dry Recycling	High	20.24%	23.19%	28.06%	20%	Quarter 4 has seen collected tonnage of recycling increase further and residual waste return to more normal levels following the impact of Covid which significantly affected performance in the first two quarters. However levels are around 11% higher than in the previous year, a trend which is in line with many other LA collection services. Separate food waste collections were re-introduced part way through quarter 2, and tonnages are rising steadily towards pre Covid levels.	
1.4b			• Food	High	5.86%	3.38%	4.28%	5%		
1.4c			• Amount of residual Waste per household	Low	103.64 kg's	108.45	112.21kg's	107.5kgs (per household) cumulative		

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2019-20	Result Qtr. 3 2020-21	Result Qtr. 4 2020-21	Target Qtr. 4 2020-21	How have we performed?	Status
1.4d	Operations	Cllr. Trevor Johnson	Number of missed kerbside collections:- Total (per 100,000 collections)	Low	76.54	90.41	103.54	80 (per 100,000 collections)	In this quarter there were a total of 1,573,376 collections of residual, garden waste, recycling and food. Missed collections of Residual- 419, Garden Waste – 86, Recycling- 587, and food waste - 537. The rates have risen slightly this quarter, particularly in January when we had bad weather and snow. Figures for March are very low, and hopefully this performance will continue downwards. That said the percentage of successful collections for this quarter is 99.897%	
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	93.77% 93.56% 99.78% 100%	95.44% 95.83% 99.05% 100%	97.53% 95.76% 99.47% 100%	91% 91% 97% 99%	The surveys were postponed earlier in the year due to Covid situation The first and second tranche results are detailed here.	
1.6	Customer & ICT	Cllr. Simon Tagg	Percentage of requests resolved at first point of contact	High	99%	99.66%	99.66%	97%	With improved digital processes, customers continue to receive an excellent service, with most contacts dealt with 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	12.15%	18.03%	18.06%	10%	This quarter has seen increased activity due to the Census, Annual Council Tax bills and benefit notification, Business Rates, Elections and the new Housing Advice Service with over 43,000 calls answered. Added to this we are the first point of contact for all Covid type enquiries and support the Business Grants and Test & Trace programme of work. Compared to Qtr 4 2019-20, the number of calls to Customer Services this quarter has increased by 21.2%,	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2019-20	Result Qtr. 3 2020-21	Result Qtr. 4 2020-21	Target Qtr. 4 2020-21	How have we performed?	Status
1.7	Customer & ICT	Cllr. Simon Tagg	% Unmet demand (number of calls not answered as a % of total call handling volume)	-	-	-	-	-	Continued:- and it should be noted that the number of calls answered also increased by 21.8% - nearly 8,000 more.	-
1.8	Digital Delivery	Cllr. Simon Tagg	Total number of digital on-line transactions (Jadu).	High	20,581	20,096	23,516	-	The number of transactions have increased significantly this quarter.	-
1.9	Communication	Cllr. Simon Tagg	Total number of unique users to the website	High	107,005	136,869	107,288	79,500	There was a total of 107,288 unique users in this quarter, which is similar to 107,005 in Qtr 4, 2019-20.	
1.10	Revenues & Benefits	Cllr. Stephen Sweeney	Time taken to process Housing/Council Tax Benefit new claims and change events	Low	2.56 days	4.6 days	9.45 days	10 days	This result continues to be on target.	
1.11	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of Council Tax collected	High	97.3%*	76.6%	96.8%	76.08%	The rate for Council Tax collection and Business rates is well above target	
1.12	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of National non-domestic rates collected	High	99.47%	75.2%*	89.2%	78.66%		
1.13	Human Resources	Cllr. Simon Tagg	Average number of days per employee lost to sickness	Low	8.62 days	2.25 days* Qtr. 3 6.51 days (cumulative)	1.48 days Qtr. 4 7.99 days (cumulative)	2.2 days Qtr. 3 6.6 days (cumulative)	The result for Qtr. 4 sickness figure is 1.48 days, well within tolerance of the target of 2.2 days. The cumulative result of 7.99 days for the 12 months is well within target. The short term and long term sickness results for the quarter are 0.26 and 1.22 days respectively. 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	4.19%	1.27%	1.47%	10%	The annual turnover rate is 5.04%.	

1.15 New	Human Resources	Cllr. Simon Tagg	Staff vacancy rates	Low	5.08%	6.94%	7.14%	-		-
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*The result is within tolerance

Priority 2: Growing our People and Places

Progress Summary

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

- **Deliver Joint Local Plan**

Following a review of continued working on the Joint Local Plan with Stoke at the end of 2020 and into the beginning of 2021, the Council decided to cease work on that document and commence a Local Plan for the Borough. No further work is proposed for the old plan.

- **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) is out to consultation.

- **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. Establish a Town Centre Communications Group and Develop a Kidsgrove Town Centre Investment Plan. Additionally, in response to Covid-19 the Council addressed the issue of re-opening town centres post-Lockdown through the ‘Back on Track’ recovery plan. The Council also received notification of the Restarting High Street Safely Fund and has agreed a grant action plan with MHCLG.

- **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**

Midland Heart delivers the Newcastle Housing advice (NHA) service on behalf of the Council, which is the Borough's provision for homelessness, housing advice and housing register services. The Council has made the decision to bring the service back in-house by 1st April 2021, and over the year the Council worked with the current contractor to transfer the service effectively, including the TUPE of 9 staff. Quarterly performance monitoring for the NHA service is available on request and Officers propose to incorporate future reporting on activity of the statutory functions delivered by the NHA service into future reporting. An internal working group was created to manage the transition back to the Council and will be continued to ensure that continuous improvement can be made, with the support of ICT, HR and Customer Services. The NHA service is being managed within the Partnerships Team and has a strategic fit with the Council's work around vulnerability. The Council is ensuring that the service can be supported by Customer Services and it will be actively participating in the One Council agenda to identify service efficiencies. 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).

Progress Summary continued

- **Rough Sleepers and temporary accommodation**

The Navigator role continues to be successful supporting rough sleepers and navigating them into appropriate support pathways and accommodation. The Council have been notified by MHCLG to expect continued funding for this role and as such the role has been advertised as a 12 months opportunity and recruitment is currently underway. Using the MHCLG funding, the Council are also working with the City Council to recruit a shared Rough Sleepers Co-ordinator and Healthcare Worker. Following approval of the Council's Temporary Accommodation Policy, Officers are working with MHCLG and partners on the development of a range of options for the coming year. Two units of unsupported emergency temporary accommodation have been created with Aspire Housing and a further two units are being pursued. The exclusive arrangement for intensive temporary accommodation for single complex needs over the initial COVID period, in response to the Everyone in instruction have now come to an end and Officers are exploring alternative options with partners, subject to available budgets, available external funding and satisfying procurement and financial regulation principles. The SWEP protocol has now come to an end for the year and will be hibernated until October.

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

The Council has adopted a new Joint Housing Allocations Policy in-conjunction 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 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 allows customers to make one application for social housing, a greatly improved approach compared to our current systems requiring 2 applications.

- **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 are currently being reviewed by the project team. Once complete, a further report will provide the results and detail the financial implications arising from the proposals. Elements of the Knutton masterplan are included in the draft Town Deal Town Investment Plan which will be submitted in January 2021.

- **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; Keele Golf Course 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 will be reported to the Cabinet meeting in July. Keele masterplan was approved in principle last year and is subject to consideration as part of the development of the Borough Local Plan. Bev I think this is covered in University Growth Corridor above 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 in December 2019 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. In Qtr. 4 2019/20 alternative options were considered in respect of developing the site, in quarter 1 2020/21 the decision was taken to market the site and in quarter 2 2020/21 the site was marketed, and negotiations are ongoing to dispose of the site.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2019-20	Result Qtr. 3 2020-21	Result Qtr. 4 2020-21	Target Qtr. 4 2020-21	How have we performed?	Status
2.1	Property	Cllr Stephen Sweeney	Percentage of investment portfolio vacant (NBC owned)	Low	8.3%	5.1%	5.1%	12%	This indicator remains well within target.	
2.2	Planning & Development	Cllr. Paul Northcott	Speed of major development applications (P151a)	High	80% (Apr 2018- Mar 2020)	90.9% (Jan 19 - Dec 20)	92.6% (Apr 19 – Mar 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	1.6% (Jan 2017 – Dec 2018)	5.1% (Oct 17 - Sept 19)	5.4% (Jan 18 – Dec 20)	10%		
2.4			Speed of non-major development applications (P153)	High	87.5% (Apr 2018 – Mar 2020)	93.0% (Jan 19 - Dec 20)	95.6% (Apr 19 – Mar 21)	70%		
2.5			Quality of non-major development applications (P154)	Low	0.9% (Jan 2017 – Dec 2018)	1.0% (Oct 17 - Sept 19)	0.9% (Jan 18 – Dec 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 during this period.

A summary of progress with planned activities for Priority 3 from the Council Plan 2018-2022 are as follows:-

- **Secure J2 remedial works**

The main pool has now been repaired and this has resulted in a positive uptake of public swimming sessions and swim lessons. Significant works to the roof at Jubilee2 have been completed by Morgan Sindall and the impact of these will be monitored over the next few months, to ensure the integrity of the repairs.

- **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. Officers will prepare a report on this as the information becomes available on a quarterly basis with effect from the 2nd quarter of 2021." More information can be found at : <https://youtu.be/E3oixmYVDNA>

- **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.

- **Kidsgrove Sports Centre**

Work has continued with WDC and the community group to secure a financially viable scope of works for a budget £6m which now suits both the needs of the community groups' business model and the budgetary constraints of the Council. Additional funding opportunities have been secured in the form of Town Deal Advance Monies for advance strip out works at the centre and further Town Deal contributions are being investigated also. Advance works / internal strip out works by WDC commenced in December as planned after completion of the property transfer from Staffordshire County Council in November. Hopefully, the main works will commence in April 2021 subject to budget / costs being satisfactory, with completion scheduled in early 2022.

- **Secure funds for Museum Extension**

The contractor started on site on March 1st. The work should take 21 weeks. Once it is complete the redesign of the museum ground floor display, installation of new stores and public spaces will begin. The museum will reopen to the public in late 21/early 22 (COVID allowing). The museum have a presence in J2 from May 19.

- **Open Space Strategy**

Due to the pandemic, the Heart of England in Bloom campaign and all local Newcastle in Bloom competitions and activities were suspended for 2020. However, sponsorship from local businesses continued at near-normal levels and the intention is to roll most of the planned activities forward to 2021, depending on Covid 19 restrictions. Digital judging will take place in 2021, and the council intends to participate in the campaign in the amended format, as well as running the Newcastle in Bloom competitions digitally. A total of 6 of the Borough's strategic parks and cemeteries achieved Green Flag status this year, and 7 have been entered for 2021.

Progress Summary continued

- **Streetscene Fleet procurement**

Procurement of fleet and equipment for Streetscene is progressing, with tenders invited for 1 large road sweeper and another procured.

- **Feasibility study for Crematorium extension**

The feasibility study for the crematorium extension was linked into the masterplanning commission for the Chatterley Close area which has been completed. A report was considered by Cabinet and public consultation took place on the proposals in early 2021. The results will be considered by the Finance, Assets and Scrutiny Committee at their June meeting.

- **Affordable Funeral Scheme**

Cabinet have approved a Resident Funeral scheme and a suite of tender documents has been issued to local suppliers. An option for Direct Cremation has been included in the tender package and it is intended to launch the scheme in summer 2021, subject to suitable tenders being received in June.

- **Deliver Capital Programme projects**

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

- **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.

- **Environmental Health & Licensing**

A new responsibility for the authority this quarter is for the team to ensure the Covid 19 restrictions were applied and in place as directed by Government. Also the new 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. 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 it will continue into 2021/22.

- **Town Centre ASB enforcement**

A range of Partnership activity continued to be co-ordinated this quarter, including; the CCTV implementation and monitoring; 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. As part of the Covid-19 'Everyone In' response, the Council provided additional accommodation and support to Rough Sleepers to encourage engagement where possible, which is being co-ordinated by the new Navigator post.

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 planned using town deal funding for additional coverage in the subways.

- **Vulnerability Hub and MARAC**

The Partnerships team regularly actively co-ordinate and contribute to the Vulnerability 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.

- **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. Subject to approval by partners and the Joint Air Quality Unit at Government, work upon preparation of the Full Business Case will be 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 2019-20	Result Qtr. 3 2020-21	Result Qtr. 4 2020-21	Target Qtr. 4 2020-21	How have we performed?	Status
3.1a	Community Safety	Cllr. Gill Heesom	Anti-Social Behaviour (ASB) cases:- -New cases received during the quarter	Low	71	106	82	-	There are currently 33 cases discussed at the ASB, Youth Violence and Gangs Case conference.	-
3.1b			-Current open cases at the end of the quarter	Low	6	37	33	-		-
3.1c			-Cases closed in the quarter	High	71	90	87	-		-
3.2	Community Safety	Cllr. Gill Heesom	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	High	27	50	47	-	A total number of 47 referrals were made from Daily Hub meetings that have taken place over the last quarter.	-
3.3	Culture & Arts	Cllr. Jill Waring	Number of people visiting the museum	High	8599* Qtr 4 (57300 cumulative)	-	-	(59,000 cumulative)	Third lockdown started on January 5 and building work started at the museum on March 1 so no visits were recorded for this quarter.	-
3.4	Leisure	Cllr. Jill Waring	Number of people accessing leisure and recreational facilities	High	118,667 Qtr 4 (545,516 cumulative)	-	-	(600,000 cumulative)	Similarly, the activities at the J2 leisure facility were affected too. Despite the Covid 19 pandemic, the impact on the membership at Jubilee2 is in line with the local and national average.	-
3.5	Leisure	Cllr. Jill Waring	Net growth in J2 Membership (Quarterly)	High	-5.17% (2899 members)	-	-	(3,250 members) 6.31% Annual		-

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 in principle offer letter for £11 million, further information is to be submitted to MHCLG in this quarter, following which a funding agreement will be reached. This will enable redevelopment of the Ryecroft area of the town centre. For Town Deal, the Town Deal Board, which was established with partners has worked with the appointed consultants AECOM to develop a Town Investment Plan which was submitted at the end of January 2021. The draft 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

- Plans are focussed on increasing the number of specialist visiting markets such as the successful Continental Market, and late 2020 a Castle Artisan Market and a Record Fair were held on a Sunday with high take up of stalls and excellent visitor numbers, both have remained popular monthly markets. The "Love Local" evening market was held in December and explored the feasibility of running later markets in the Town Centre. Discussions remain with Stafford's "Walking Street" organiser to bring a monthly evening market to our town. During Quarter 4 market activity was reduced due to a second Lockdown. Work commenced on installing lighting to lower market stalls which will create a fully lit market and power output to enable entertainment where unused stalls have been removed.

- **Business Support**

The Council has joined a partnership with Staffordshire County Council to support the £5 million 'Staffordshire Means back to Business' package of support for small businesses and apprentices and additionally to support up to 27 local micro businesses with a year's membership of the Federation of Small Business. Work continues in signposting business queries to the Growth Hub and maintenance of Business support pages on website. The Business pages on the website continue to be updated in the light of Covid-19 to signpost businesses to sources of information and support.. The Covid-19 Business Support pages on the website are revised as necessary for updates on business support grants. Additionally links on the business page were refreshed for businesses looking for information on the end of the Brexit Transition Period. A specific business information Twitter account has also been set up. The Business Boost competition did not go ahead in 2020 but will be re-launched in 2021 with a revised format, focusing on businesses who have survived and thrived during the pandemic.

- **Parking Policy**

The Council adopted a new Car Parking Strategy in 2019/20. Twelve new ticket machines were due to be installed at the end of March however the manufacturer had unfortunately placed production on hold due to Covid. This quarter, the installations were completed and in operation by the end of October 2020, with the facility to pay by card – either chip or contactless, as well as by cash. The contract to pay for parking by phone happened as planned too in October. This service is now with one of the leading providers in the country, PaybyPhone.

Progress Summary continued

- **Establish Town Centre Communications Group**

The Town Centre Communication Group continues following the Head of Communication leaving his post. Zoom meetings are scheduled each quarter with the most recent being in March. The group consists of Borough Council (both Town Centre Officer and Communications Manager), Business Improvement District, Hitmix Radio, Newcastle College (NSCG), New Vic Theatre, and BaBaBaboon. Two additions to the group are Elaine Needham, Head of Communications at Aspire and Heather Dowler, General Manager at Appetite.

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

Partners formed a Kidsgrove Town Deal Board (KTDB) which was supported by the appointed consultants, AECOM, to develop the Kidsgrove Town Investment Plan. The Investment Plan will review and build on existing plans where appropriate; create the conditions for further investment; and realise lasting and sustainable benefits for the area's residents and businesses. The Kidsgrove town Investment Plan was submitted to MHCLG at the end of October 2020 and in March 2021 confirmation of a £16.9 million award was received. The Council is currently working with stakeholders to submit necessary paperwork back to MHCLG to proceed to the next steps of delivery on the Town investment Plan. . The Government has also offered all Town Deal additional 'accelerated funding' to deliver quick win projects, which has been used to deliver a suite of early interventions to enhance the projects included in the Investment Plan

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 4 2019-20	Result Qtr. 3 2020-21	Result Qtr. 4 2020-21	Target Qtr. 4 2020-21	How have we performed?	Status
4.1	Regeneration & Economic Development	Cllr. Stephen Sweeney	Car parking usage:-Number of tickets purchased	High	100,209	59,019	30,077	-	Lockdown in Qtr. 4 impacted on ticket sales for this period.	-
4.2	Regeneration & Economic Development	Cllr. Simon Tagg	Footfall	High	675,820	502,880	209,441	-	Footfall for this quarter is nearly 31% of the figure for the same quarter last year due to the lockdown in Qtr 4 of this year.	-
4.3	Regeneration & Economic Development	Cllr. Stephen Sweeney	Average stall occupancy rate for markets	High	-	Monday GM 17% Tuesday AFG 94% Wednesday GM 18% Thursday AFG 76% Friday GM 44% Farmers Mkt 73% Saturday GM 42% Castle Artisan Market 100%	Monday GM 4% Tuesday AFG nil* Wednesday GM 4% Thursday AFG nil * Friday GM 13% Saturday GM 15% *Antique Market closed for duration of Q4 due to Lockdown restrictions	-	Due to Government restrictions on the sale of non-essential goods, some of the markets were reduced such as the Tuesday and Thursday Antique Markets, When considering the overall average for all trading days it must be remembered that some markets are monthly and others four times a week.	-

*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

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

08 September 2021

Report Title: Financial and Performance Review report – First quarter (Apr-Jun) 2021-22.

Submitted by: Executive Management Team

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

Ward(s) affected: All

Purpose of the Report

To provide Cabinet with the Financial and Performance Review report for the first 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 first 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 four 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 19 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 89%.
- 4.4 There are 2 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 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 One 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 £0.842m has been secured (including £167k of new burdens funding to offset the costs of administering Coronavirus business support grants) 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 J2 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 £1.001m (£0.442 for quarter 1).
- 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 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 first quarter, the general fund budget shows 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 £1.001m by the close of the financial year.
 - b. Income shortfalls from commercial property rents, it is forecast that these losses will amount to £0.105m 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 £0.126m 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 £0.842m has been secured (including £167k of new burdens funding to offset the costs of administering Coronavirus business support grants) 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 business will see a 100% reduction in the business rates liability, for the remainder of 2021/22 they will be 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, as such a small surplus is currently being forecast.
- 3.5 The current forecast of tax receipts and Section 31 grant are shown below:

Tax	Total Forecast (Surplus)/Deficit	Council's Share
Council Tax	£0.161m	£0.018m (10.9%)
Business Rates	£8.036m	£3.214m (40%)
Business Rates Section 31 Grant	(£7.875m)	(£3.150m) 40%
Total	£0.000m	£0.046m

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 (as shown at Annex A).
- 4.2 At period 3 the profiled capital budget amounts to £1.566m, actual spend for this period totals £1.560m. There are no significant variances in expected spend at this point.

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

Revenue

- 6.1 The Council received a one off Lower Tier Services grant of £0.159m from the Government for 2021/22, the grant is un-ringfenced and has been paid into the Budget Support Fund.
- 6.2 At the Cabinet meeting on 21 July 2021, it was approved that following a review of the Financial Risk Assessment, £1m from the General Fund Reserve be set aside to meet the costs associated with taking formal Statutory Nuisance action at Walleys Quarry landfill site. It is recommended that the Lower Tier Services grant be utilised in the first instance within this financial year, with any additional costs to be covered as part of the £1m approved reserve. The reserve allocation will not exceed £1m and will only be applied as required. Further details of the allocation of reserves will be reported as part of the budget setting process for 2022/23.

Capital

- 6.3 Capital Assets and Commercial Investment Review Group authority was given to vire £0.030m from the purchase of poolside fitness equipment at Jubilee 2 to the replacement of gym equipment project. The existing poolside fitness equipment is considered to be fit for purpose and there is an increased need to improve the gym offer in order to attract new memberships.
- 6.4 The purchase of laptops to replace existing Wyse terminal devices at a cost of £0.092m has been vired from the server refresh project. The purchase of laptops has eliminated the requirement for the purchase of a Wyse terminal related server and will reduce maintenance costs in future periods.
- 6.5 Additional funding of £0.034m has been required for upgrades to Civica Financials and Legal casework, and Uniform software. This funding has been vired from the Capital E-Payments project.

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.

CAPITAL PROGRAMME	2020/21 Brought Forward	2021/22	TOTAL
	£	£	£
PRIORITY - Local Services that work for Local People			
Service Area – ICT and Digital	143,450	649,000	792,450
Total	143,450	649,000	792,450
PRIORITY - Growing our People and Places			
Service Area - Housing Improvements	283,806	1,080,000	1,363,806
Service Area - Managing Property & Assets	20,000	466,174	486,174
Total	303,806	1,546,174	1,849,980
PRIORITY - A Healthy, Active and Safe Borough			
Service Area - Environmental Health	10,000	0	10,000
Service Area - Streetscene and Bereavement Services	149,365	610,450	759,815
Service Area - Recycling and Fleet	19,000	971,500	990,500
Service Area - Leisure	607,821	5,671,000	6,278,821
Service Area - Museum	61,207	240,000	301,207
Service Area - Managing Property & Assets	20,400	275,957	296,357
Service Area - Engineering	111,160	383,000	494,160
Total	978,953	8,151,907	9,130,860
PRIORITY - A Town Centre for All			
Service Area - Managing Property & Assets	829,348	1,476,353	2,305,701
Total	829,348	1,476,353	2,305,701
CONTINGENCY			
	0	1,000,000	1,000,000
FEASABILITY STUDIES			
	0	100,000	100,000
TOTAL	2,255,557	12,923,434	15,178,991

FUNDING			
Capital Receipts	0	4,200,000	4,200,000
External Contributions	343,343	2,166,000	2,509,343
Borrowing/Leasing	1,912,214	6,557,434	8,469,648
TOTAL	2,255,557	12,923,434	15,178,991

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Corporate Performance Quarter 1 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 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.

- **Customer Services Activity**

Quarter 1 has been a busy time with Elections, Council Tax recovery, restart grants and landfill complaints and with the return of Newcastle Housing Advice to the Borough Council, from 1/4/2021, we have an increase of customer contacts of approximately 400 per month.

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

The new recycling service has been fully operational for nearly 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 receiving excellent feedback from the re-processing contractors used to recycle the various material streams. During this quarter we have seen the value of the separately collected paper and card maintaining a high value, and plastics increasing significantly 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**




As work develops towards detailed design of the One Council transformation, the People Team will continue the focus on alignment of vision and people processes in partnership with the Trades Unions. As we move into the consultation period for change, fewer roles will be advertised externally and vacancies are ring-fenced for those undergoing change in their areas of work.





- **Develop organisational culture**

HR have commenced a programme of cultural development, 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 work is now set to engage the staff with this and begin work against our target culture and ways of working. A staff survey is due for launch at the end of July.






- **Ensure staff wellbeing**

Due to the changed working conditions for many staff this year, 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 are available. In partnership with the Trade Unions, the Mental Health working group has continued to develop initiatives to support its agenda.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2020-21	Result Qtr. 4 2020-21	Result Qtr. 1 2021-22	Target Qtr. 1 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	088% (10 out of 1138 published premises)	-	0.08%	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	97%	-	62%	-		-
1.3 New	Environmental Health	Cllr. Stephen Sweeney	No. Accidents/Incidents reported (RIDDOR)	Low	1	1	0	-	There have been no incidents reported this quarter.	-
1.4a	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):- • Dry Recycling	High	18.26%	28.06%	23.01%	25%	Quarter 1 has seen collected tonnage of recycling stabilise, and residual waste return to more normal levels following the impact of Covid which significantly affected performance last year. Separate food waste collections are increasing, and following a borough wide communications campaign starting in May, tonnages, especially in June have significantly increased. This is helping further reductions in residual waste.	
1.4b			• Food	High	0.10%	4.28%	5.21%	6%		
1.4c			• Amount of residual Waste per household	Low	131.19kgs	112.21kgs	109.19kgs	110kgs (per household) cumulative		

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2020-21	Result Qtr. 4 2020-21	Result Qtr. 1 2021-22	Target Qtr. 1 2021-22	How have we performed?	Status
1.4d	Operations	Cllr. Trevor Johnson	Number of missed kerbside collections:- Total (per 100,000 collections)	Low	119.51	103.54	61.87	80 (per 100,000 collections)	In this quarter there were a total of 1,629,144 collections of residual, garden waste, recycling and food. Missed collections of Residual- 189, Garden Waste – 74, Recycling- 312, and food waste - 148. The rates have reduced significantly this quarter following changes to the operational structure of the service.	
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% 91% 97% 99%	The first tranche surveys are programmed in Quarter 2 and will be reported when complete.	-
1.6	Customer & ICT	Cllr. Simon Tagg	Percentage of requests resolved at first point of contact	High	99.28%	99.66%	97%	97%	A new method of recording, allows us to feed the information to Services in the areas we fail to deliver at first point of contact. The outcome of this aims to improve these areas 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	10.29%	18.06%	10.31%*	10%	A much improved target from the last quarter and just missed the target by a fraction. Increased council tax recovery action, elections, housing enquiries, restart grants and test & trace grants has kept the team very busy.	
1.8	Digital Delivery	Cllr. Simon Tagg	Total number of digital on-line transactions (Jadu).	High	18,640	23,516	20,533	-	The number of transactions is 20,533 this quarter.	-
1.9	Communication	Cllr. Simon Tagg	Total number of unique users to the website	High	124,917	107,288	123,430	79,500	There was a total of 123,430 unique users in this quarter, which is similar to 124,917 in Qtr 1 2020-21.	

Page 84

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2020-21	Result Qtr. 4 2020-21	Result Qtr. 1 2021-22	Target Qtr. 1 2021-22	How have we performed?	Status
1.10	Revenues & Benefits	Cllr. Stephen Sweeney	Time taken to process Housing/Council Tax Benefit new claims and change events	Low	3.73 days	9.45 days	9.08 days	10 days	This result continues to be on target.	
1.11	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of Council Tax collected	High	26.5%*	96.8%	32.3%	24.12	The rate for Council Tax collection and Business rates is well above target for the quarter.	
1.12	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of National non-domestic rates collected	High	20.6%	89.2%	30.3%	26.22		
1.13	Human Resources	Cllr. Simon Tagg	Average number of days per employee lost to sickness	Low	2.32 days	1.48 days Qtr. 4 7.99 days (cumulative)	2.02 working days lost LTS - 1.55 working days Ordinary - 0.47 working days lost	2.2 days Annual 8.8 days (cumulative)	The result for Qtr. 1 sickness figure is 2.02 days, and is within target. The short term and long term sickness results for the quarter are 0.47 and 1.55 days respectively. 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	0.95%	1.47%	0.62%	10%	The turnover rate is very low this quarter.	
1.15 New	Human Resources	Cllr. Simon Tagg	Staff vacancy rates	Low	0.19%	7.14%	7.91%	-		-

*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 Joint Local Plan**

Following a review of continued working on the Joint Local Plan with Stoke at the end of 2020 and into the beginning of 2021, the Council decided to cease work on that document and commence a Local Plan for the Borough. No further work is proposed for the old plan.

- **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.

Delivery of the Economic Development Strategy and action plan

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

- **Progress University Growth Corridor**

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

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

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

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

Progress Summary continued

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

- **Rough Sleepers and temporary accommodation**

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

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

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

- **One Public Estate**

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

Progress Summary continued

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






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

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

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

- **Planning Consent – Sidmouth Avenue**

Planning approval was granted in December 2019 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. In Qtr. 4 2019/20 alternative options were considered in respect of developing the site, in quarter 1 2020/21 the decision was taken to market the site and in quarter 2 2020/21 the site was marketed, and negotiations are ongoing to dispose of the site.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2020-21	Result Qtr. 4 2020-21	Result Qtr. 1 2021-22	Target Qtr. 1 2021-22	How have we performed?	Status
2.1	Property	Cllr Stephen Sweeney	Percentage of investment portfolio vacant (NBC owned)	Low	7%	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	84.6% (Jul 18 – Jun 20)	92.6% (Apr 19 – Mar 21)	94.7% (Jul 19 – Jun 20)	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% (Apr 17 – Mar 19)	5.4% (Jan 18 – Dec 20)	5.1% (April 18 Mar 20)	10%		
2.4			Speed of non-major development applications (P153)	High	88.7% (Jul 18 – Jun 20)	95.6% (Apr 19 – Mar 21)	98.4% (Jul 19 – Jun 20)	70%		
2.5			Quality of non-major development applications (P154)	Low	1% (Apr 17 – Mar 19)	0.9% (Jan 18 – Dec 20)	1% (April 18 – Mar 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):

Officers will provide more information when available on a quarterly basis with effect from the 2nd quarter of 2021. More information can be found at : <https://youtu.be/E3oixmYVDNA>

- **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. 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. Also a strategic review of the membership offer will be implemented in September 2021.

- **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 ongoing with a completion date of September 2021. Work to re-interpret the ground floor galleries and ensure the public spaces are welcoming and safe for visitors will run alongside from August. 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, Staffordshire Past Track and Art UK. Outreach activities are planned for September 2021.

- **Open Space Strategy**

Due to the pandemic, the Heart of England in Bloom campaign and all local Newcastle in Bloom competitions and activities will take place digitally in 2021. However, sponsorship from local businesses is continuing at near-normal levels and most of the planned community projects and activities are in progress, following Covid 19 guidelines and restrictions. A total of 7 of the Borough's strategic parks and cemeteries have entered the Green Flag awards this year.

Progress Summary continued

- **Streetscene Fleet procurement**

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

- **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 should be completed in Quarter 2.

- **Affordable Funeral Scheme**

A contract has been awarded for a Resident Funeral scheme including an option for Direct Cremation. It is intended to launch the scheme in summer 2021.

- **Deliver Capital Programme projects**

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

- **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 this quarter is for the team to ensure the Covid 19 restrictions were applied and in place as directed by Government. Also the new 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 have begun to be prepared for installation 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 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. Subject to approval by partners and the Joint Air Quality Unit at Government, work upon preparation of the Full Business Case will be 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. 1 2020-21	Result Qtr. 4 2020-21	Result Qtr. 1 2021-22	Target Qtr. 1 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	107	82	123	-	There are currently 45 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	11	33	45	-		-
3.1c			-Cases closed in the quarter	High	102	87	112	-		-
3.2										
3.2	Community Safety	Cllr. Gill Heesom	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	High	56	47	64	-	A total number of 64 referrals were made from Daily 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	-	-	30,565	Qtr 1 30,000 (126,000 cumulative)	The museum is temporarily closed due to the current redevelopment work and a new indicator is currently measured. Figures will include digital community engagement on Brampton Museum's Facebook 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/	
Page 91 4 New	Leisure	Cllr. Jill Waring	Membership growth	High	-	1650 members	1961* 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.	

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, which was established with partners has worked with the appointed consultants AECOM to develop a Town Investment Plan which received an offer of £23.6 million in June 2021. 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 host 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 includes 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. Twelve new ticket machines were due to be installed at the end of March however the manufacturer had unfortunately placed production on hold due to Covid. This quarter, the installations were completed and in operation by the end of October 2020, with the facility to pay by card – either chip or contactless, as well as by cash. The contract to pay for parking by phone happened as planned too in October. This service is now with one of the leading providers in the country, PaybyPhone.

Progress Summary continued

- **Establish Town Centre Communications Group**

The Town Centre Communications Group, “Talking Up The Town”, will hold their bi-monthly meeting on 13 July where upcoming events and successes will be shared. The group has been expanded with Heather Dowler of Appetite and Elaine Needham of Aspire Housing joining the existing group of representatives from NSCG, N-u-L BID, Babababoon, Hitmix Radio, New Vic Theatre and Newcastle-under-Lyme Borough Council.

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

Partners formed a Kidsgrove Town Deal Board (KTDB) which was supported by the appointed consultants, AECOM, to develop the Kidsgrove Town Investment Plan. The Investment Plan will review and build on existing plans where appropriate; create the conditions for further investment; and realise lasting and sustainable benefits for the area’s residents and businesses. The Kidsgrove town Investment Plan was submitted to MHCLG at the end of October 2020 and in March 2021 confirmation of a £16.9 million award was received, lower than the original ask in the investment plan. The KTDB discussed and approved a revision of the projects that would be taken forward and all required paperwork has been submitted to MHCLG. This comprised the acceptance of the grant offer and the project confirmation forms, indicative financial profile and draft monitoring and evaluation scheme on 17 May. The Government has also offered all Town Deal additional ‘accelerated funding’ to deliver quick win projects, which has been used to deliver a suite of early interventions to enhance the projects included in the Investment. Included in the projects were, 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 Rec. Using some capacity funding provided by Towns Fund, two additional project managers have been taken on to drive forward the two town deals and Future High Street funding and are working with stakeholder sub-groups to develop the remaining business cases. The Chatterley Valley business case has been prepared by Cushman & Wakefield and is currently out for consultation with the sub-group.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2020-21	Result Qtr. 4 2020-21	Result Qtr. 1 2021-22	Target Qtr. 1 2021-22	How have we performed?	Status
Page 34	Regeneration & Economic Development	Cllr. Stephen Sweeney	Car parking usage:-Number of tickets purchased	High	-	30,077	71,834	-	Ticket sales have increased 138.8% in Qtr 1 from the previous quarter.	-
4.2	Regeneration & Economic Development	Cllr. Simon Tagg	Footfall	High	-	209,441	553,527	-	Footfall for this quarter has increased by 164%.	-
4.3	Regeneration & Economic Development	Cllr. Stephen Sweeney	Average stall occupancy rate for markets	High	-	Monday GM 4% Tuesday AFG nil* Wednesday GM 4% Thursday AFG nil * Friday GM 13% Saturday GM 15% *Antique Market closed for duration of Q4 due to Lockdown restrictions	Stall Occupancy Overall average) 64% Monday GM 22% Tuesday AFG 91% Wednesday GM 16% Thursday AFG 79% Friday GM 44% Farmers Mkt 100% Fourth Friday/month. Saturday GM 45% Record Fair Market 81% - Monthly. Castle Artisan Market 100% - Monthly.	-	The specialist visiting markets in addition to our regular offer, have proved very popular with high take up of stalls and excellent visitor numbers. For the Castle Artisan Market, there were 8 additional stalls to accommodate traders on our waiting list, with 61 traders in total.	-

*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

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

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.

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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.

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	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

Classification: NULBC **UNCLASSIFIED**

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 2022/23		
	MTFS 2022/23		
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
	Q3 Finance and Performance Review	Review Performance Indicators	Assurance that indicators accurately reflect progress with Council Plan

Classification: NULBC **UNCLASSIFIED**

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
	Asset Management Strategy	Update on progress	
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

August 2021

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