

# Public Document Pack

**Date of meeting** Tuesday, 6th September, 2022  
**Time** 2.00 pm  
**Venue** Astley Room - Castle  
**Contact** Denise French 742211



**NEWCASTLE  
UNDER LYME**  
**BOROUGH COUNCIL**

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

## Cabinet

### AGENDA

#### PART 1 – OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**  
To receive declarations of interest from Members on items included in the agenda.
- 3 MINUTES OF PREVIOUS MEETING** (Pages 5 - 8)  
To consider the Minutes of the previous meeting held on 19 July 2022.
- 4 WALLEYS QUARRY - ODOUR ISSUES** (Pages 9 - 16)
- 5 MEDIUM TERM FINANCIAL STRATEGY 2023/24 TO 2027/28** (Pages 17 - 22)
- 6 THE COUNCIL PLAN 2022 - 2026** (Pages 23 - 42)  
This item includes a supplementary report.
- 7 ALTERNATIVE FUELS - RECYCLING AND WASTE AND STREETSCENE HGV'S** (Pages 43 - 48)
- 8 DISABLED FACILITIES GRANT SERVICE FROM 1 APRIL, 2023** (Pages 49 - 58)
- 9 COMPULSORY PURCHASE OF 12 CHEDDAR DRIVE, SILVERDALE, NEWCASTLE, STAFFORDSHIRE. ST5 6QR** (Pages 59 - 64)
- 10 FINANCIAL AND PERFORMANCE REVIEW REPORT - FIRST QUARTER (APRIL-JUNE) 2022-23** (Pages 65 - 92)
- 11 FORWARD PLAN** (Pages 93 - 96)
- 12 URGENT BUSINESS**  
To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.
- 13 DISCLOSURE OF EXEMPT INFORMATION**

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

**14 COMPULSORY PURCHASE OF 12 CHEDDAR DRIVE, SILVERDALE, NEWCASTLE, STAFFORDSHIRE. ST5 6QR - CONFIDENTIAL APPENDIX (Pages 97 - 102)**

**ATTENDANCE AT CABINET MEETINGS**

**Councillor attendance at Cabinet meetings:**

- (1) The Chair or spokesperson of the Council's scrutiny committees and the mover of any motion referred to Cabinet shall be entitled to attend any formal public meeting of Cabinet to speak.
- (2) Other persons including non-executive members of the Council may speak at such meetings with the permission of the Chair of the Cabinet.

**Public attendance at Cabinet meetings:**

- (1) If a member of the public wishes to ask a question(s) at a meeting of Cabinet, they should serve two clear days' notice in writing of any such question(s) to the appropriate committee officer.
- (2) The Council Leader as Chair of Cabinet is given the discretion to waive the above deadline and assess the permissibility if the question(s). The Chair's decision will be final.
- (3) The maximum limit is three public questions at any one Cabinet meeting.
- (4) A maximum limit of three minutes is provided for each person to ask an initial question or make an initial statement to the Cabinet.
- (5) Any questions deemed to be repetitious or vexatious will be disallowed at the discretion of the Chair.

**Members:** Councillors S Tagg (Chair), Sweeney (Vice-Chair), Heesom, Johnson, J Waring and Fear

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

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

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

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

## CABINET

Tuesday, 19th July, 2022  
Time of Commencement: 2.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

**Present:** Councillor Simon Tagg (Chair)

Councillors: Sweeney J Waring Fear

Apologies: Councillor(s) Heesom and Johnson

Officers:	Martin Hamilton	Chief Executive
	Simon McEneny	Executive Director - Growth and Development
	Janet Baddeley	Communications Manager
	Denise French	Democratic Services Team Leader
	Sarah Wilkes	Head of Finance / S151 Officer

### 32. DECLARATIONS OF INTEREST

There were no declarations of interest stated.

### 33. MINUTES OF PREVIOUS MEETINGS

**Resolved:** that the minutes of the meeting held on 7 June be approved as a correct record.

### 34. WALLEY'S QUARRY ODOUR ISSUES

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

Current complaint data to both the Council and the Environment Agency was presented. The latest data showed that only 4 complaints had been received by the Council for the week from 3 – 9 July, this was the lowest amount since the Council had been keeping records. The data from the four Air Quality Monitoring Stations was presented; this showed how often the concentrations of hydrogen sulphide exceeded the World Health Organisation's odour annoyance guideline levels. The latest data for the two weeks from 26 June showed that there had been no exceedances of the annoyance threshold.

It was noted that there was seasonality to odour complaints and that work was underway to cap two cells as part of the "contain, capture, destroy" strategy. It was important to continue monitoring to ascertain whether the improvement was a seasonal issue or the result of the capping works or a combination of both.

## **Cabinet - 19/07/22**

The average gas collection value for the last eleven weeks was highlighted and Cabinet noted this was approximately 3000 m<sup>3</sup> /hr; this amount of collected gas should lead to lower emissions of landfill gas and reduce the negative experience of odour in the community. The data from 16 deployments of the Jerome handheld monitor was presented; there were 6 measurements above the WHO air quality guideline level for the avoidance of annoyance.

The report updated on Cabinet's previous request to set up an additional body as part of the multi-agency Strategic Coordinating Group (SCG) to provide political oversight and constructive challenge to the SCG. This body had been set up and its first meeting would take place very soon.

It was noted that specialist legal advice had been sought and had concluded that there was no further legal action that the Council could take.

The Leader reported that the operators had submitted a planning application seeking permission to open the site an hour earlier for HGVs to wait on site rather than on the highway; this would be determined by Staffordshire County Council.

**Resolved:** that:

1. The contents of the update report be noted; and
2. Cabinet reaffirms its commitment to progress the legal process as set out in the report.

[Click here to watch the debate](#)

### **35. PROVISIONAL FINANCIAL OUTTURN 2021/22**

Cabinet considered a report on the provisional financial outturn for 2021/22. The draft statement had been made available for public inspection and the external audit of the accounts had commenced on 18 July. The audited accounts would be considered by the council's Audit and Standards Committee on 14 November and published by 30 November 2022.

The council had received Government support towards income losses due to the Covid pandemic. The draft accounts showed a favourable variance of c£4k on the Revenue Budget.

**Resolved:** That the General Fund outturn and key issues in respect of the Council's financial position as at 31 March 2022 be noted.

[Click here to watch the debate](#)

### **36. LOCAL PLAN ISSUES AND STRATEGIC OPTIONS - CONSULTATION FEEDBACK**

Cabinet considered a report outlining the feedback from the Local Plan Issues and Strategic Options consultation. The consultation had taken place between 1 November 2021 and 24 January 2022. This time period had been longer than the statutory minimum and there had been a number of face to face events held as well as virtual consultation meetings.

The key themes were summarised in the report and included reference to prioritising the use of brownfield opportunities, loss of Green Belt, impact on existing



communities and settlements and infrastructure capacity. The appendix to the report contained detailed information from the consultation.

The council would be undertaking part 2 of the consultation later in the year.

**Resolved:** that

:

1. The feedback on the Newcastle under Lyme Local Plan Issues & Strategic Options consultation be noted; and
2. The feedback received from the Economy and Place Scrutiny Committee be noted.

[Click here to watch the debate](#)

### 37. **UK SHARED PROSPERITY FUND**

Cabinet considered a report on the UK Shared Prosperity Fund (UKSPF). This was Government funding as part of the Levelling Up agenda; the allocation to Newcastle under Lyme Borough was £4,836,174. An Investment Plan would need to be submitted to Government to show how the funding would be spent.

**Resolved:** that:

1. The establishment of a UK Shared Prosperity Board (“the Board”) with the membership as set out in paragraph 2.6 of the report be ratified;
2. The Executive Director Commercial Development and Economic Growth in conjunction with the Leader of the Council and Portfolio Holder - One Council, People and Partnerships be authorised to:-
  - a) vary the terms of reference and membership of the Board from time to time as necessary to meet the needs and objectives of the Board
  - b) develop and submit an investment plan to the Department for Levelling Up, Housing and Communities (DLUHC)
  - c) accept any UKSPF allocated to the Council
  - d) on behalf of the Council, develop and commence the commissioning of projects to be funded by UKSPF and commence commissioning on Council led projects in preparation for the delivery of the Investment Plan.
3. A report will be taken to a future meeting of Cabinet to update on the delivery of UKSPF projects.

[Click here to watch the debate](#)

### 38. **COMMERCIAL STRATEGY**

Cabinet considered an update report on the council’s Commercial Strategy which had been approved on 16 October 2019. The Strategy outlined a framework for identifying and managing commercial and income generation opportunities. The council’s current commercial portfolio contributed £400,000 per annum to the revenue budget. The council’s consultants continued to advise on investment opportunities. A number of income generation opportunities currently being considered were listed in the report and included York Place in Newcastle under Lyme town centre and Chatterley Valley.

**Resolved:** that:

1. Progress on the Council’s Commercial Strategy be noted;
2. Delegated authority be granted to the Director of Commercial Development and Economic Growth, in consultation with the Leader and Deputy Leader and the

**Cabinet - 19/07/22**

Section 151 officer, to seek and secure suitable investments and subsequently report the matter to Cabinet.

3. The Director of Commercial Development and Economic Growth be authorised, in consultation with the Deputy Leader, to procure feasibility studies on industrial and commercial development opportunities.

[Click here to watch the debate](#)

**39. AWARD OF CONTRACT - PROVISION OF A CHILDREN AND YOUNG PERSONS DOMESTIC ABUSE SUPPORT SERVICE FOR THE PERIOD 2022 - 25**

Cabinet considered a report on the award of a contract for the provision of a domestic abuse support service to children and young people from 2022- 2025.

**Resolved:** That retrospective approval is given to the award of a contract for the provision of a Children and Young Persons Domestic Abuse Support Service on behalf of the Newcastle Partnership and the Council to Honeycomb Charitable Services Limited following the completion of a compliant procurement process.

[Click here to watch the debate](#)

**40. FORWARD PLAN**

Consideration was given to the Forward Plan listing upcoming key decisions to be made by Cabinet.

**Resolved:** that the Forward Plan be received.

**41. URGENT BUSINESS**

There was no Urgent Business.

**Councillor Simon Tagg  
Chair**

Meeting concluded at 2.43 pm

## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

6 September 2022

**Report Title:** Walleys Quarry – Odour Issues

**Submitted by:** Chief Executive

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

**Ward(s) affected:** All

#### **Purpose of the Report**

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

#### **RECOMMENDATIONS**

**Cabinet is recommended to:**

- 1. Note the contents of this update report**

#### **Reasons**

To ensure Cabinet is kept updated on the ongoing work regarding the problem odours associated with Walleys Quarry and keep under review opportunities to take further action.

## **1. Background**

- 1.1 For a number of years, parts of the borough have suffered from problematic foul odours from the Walleys Quarry Landfill Site in Silverdale operated by Walleys Quarry Ltd, part of the RED Industries group of companies. The Environment Agency is the lead regulator for such sites, testing and enforcing compliance with the permit under which the site operates. The Council also has a role in influencing the operation and performance of such sites, where an operator fails to comply with actions required under an abatement notice issued by the Council in relation to any statutory nuisance caused by the site.
- 1.2 In March 2021, Council held an extraordinary meeting to receive the report of the Economy, Environment and Place Scrutiny Committee review into the Walleys Quarry issues, and to debate a motion demanding the immediate suspension of operations and acceptance of waste at the Walleys Quarry Landfill site.
- 1.3 Cabinet has received monthly updates on the issues relating to the odours, and Council has also been regularly updated.

## **2. Statutory Nuisance**

- 2.1 Following extensive work, officers determined that the odours from the Walleys Quarry site amount to a Statutory Nuisance and, on 13<sup>th</sup> August 2021, served an Abatement Notice on Walleys Quarry Ltd.

- 2.2 The Abatement Notice afforded Walleys Quarry Ltd a period of 5 months to abate the nuisance, with this timeframe being informed by discussion on the nature and extent of potential works required at the site with colleagues from the Environment Agency and with our own landfill expert.
- 2.3 On 2 September 2021, Walleys Quarry Ltd lodged an appeal against the Abatement Notice with the Magistrates Court. This has the effect of “stopping the clock” on the 5 month timeframe to abate the nuisance. The timeframe for abating the nuisance will now be set by the Court, assuming that the appeal is not upheld.
- 2.4 On 3<sup>rd</sup> November, representatives for the Council and Walleys Quarry Ltd attended a case management hearing at Newcastle Magistrates Court. This hearing dealt with the administration of the appeal.
- 2.5 A key element of the legal process is the disclosure process, through which each party provides the other with documents upon which they intend to rely during the legal proceedings. Witness Statements and reports prepared by respective experts have now been exchanged.
- 2.7 A pre-trial review will take place on 20 September with the final hearing scheduled for 24 October - this is expected to take up to four weeks.

### 3. Complaint Data

- 3.1 Below is a schedule of complaints received by the Council and by the Environment Agency during 2022, on a weekly basis. Complaints rise and fall broadly in line with the H2S levels recorded at the four monitoring stations around the site, with higher levels of H2S generally causing more annoyance in the community:

	Complaints to NuLBC	Complaints to Environment Agency
<b>January 2022</b> 3/1/22- 9/1/22	73	352
10/1/22 -16/1/22	258	1045
17/1/22 -23/1/22	134	651
24/1/22 – 30/1/22	25	139
<b>February 2022</b> 31/1/2 – 6/2/22	16	64
7/2/22 – 13/2/22	31	120
14/2/22 – 20/2/22	49	166
21/2/22 – 27/2/22	40	264
<b>March 2022</b> 28/2/22 – 6/3/22	118	571
7/3/22 – 13/3/22	72	285
14/3/22 – 20/3/22	224	1126

21/3/22 – 27/3/22	412	1848
28/3/22 – 3/4/22	243	1072
<b>April 2022</b> 4/4/22 -10/4/22	132	895
11/4/22 – 17/4/22	156	752
18/4/22 – 24/4/22	65	310
25/4/22 – 1/5/22	49	213
<b>May 2022</b> 2/5/22 – 8/5/22	39	193
9/5/22 – 15/5/22	35	160
15/5/22 – 21/5/22	43	134
22/5/22 – 29/5/22	20	81
<b>June 2022</b> 30/5/22 – 5/6/22	27	169
6/6/22 – 12/6/22	42	234
13/6/22 – 19/6/22	25	263
20/6/22 – 26/6/22	28	208
26/6/22 – 2/7/22	9	54
<b>July 2022</b> 3/7/22 – 9/7/22	4	34
10/7/22 – 16/7/22	14	72
17/7/22 – 23/7/22	21	52
24/7/22 – 30/7/22	12	93
<b>August 2022</b> 31/7/22 – 6/8/22	22	124
7/8/22 – 13/8/22	32	133
14/8/22 – 20/8/22	11	79

#### 4. Air Quality Monitoring Stations

- 4.1 The Council, Staffordshire County Council, and the Environment Agency are jointly funding a campaign of air quality monitoring which has been extended to run through 2022 utilising four static air monitoring stations. Data from these stations is reviewed to provide information in relation to two standards relating to Hydrogen Sulphide (H<sub>2</sub>S) – the WHO Health threshold and the WHO annoyance threshold, with this analysis published by stakeholders.
- 4.2 Hydrogen sulphide concentrations were above the World Health Organization's odour annoyance guideline level (7 µg/m<sup>3</sup>, 30-minute average) for the following percentages of each week:

Location	MMF1 - Silverdale Cemetery (%)	MMF2 - Silverdale Road (%)	MMF6 - NuL Fire Station (%)	MMF9 - Galingale View (%)
19/4/21 – 25/4	18	8	4	21
26/4 – 2/5	4	10	13	35
3/5 – 9/5	6	21	6	48
10/5 – 16/5	15	20	1	10
17/5 – 23/5	1	9	10	53
24/5 – 30/5	7	15	16	47
31/5 – 6/6	30	1	6	18
7/6 – 13/6	1	10	10	19
14/6 – 20/6	11	7	9	13
21/6 – 27/6	2	1	4	12
28/6 – 4/7	1	8	8	10
5/7 – 11/7	5	18	3	17
12/7 – 18/7	0.4	2.4	2.1	23
19/7 – 26/7	3.6	0	3.6	16
27/7 – 1/8	1.8	1.5	11	26
2/8 – 8/8	1	4	5	10
9/8 – 15/8	0.3	7	3	6
16/8 – 22/8	1	1	4	6
23/8 – 29/8	0	0	1.5	17
30/8-5/9	0	0	0.3	2.1
6/9 -12/9	0	1	13	18
13/9 – 19/9	0	0.6	7.3	11.7
20/9- 26/9	3	2	6	11
27/9-3/10	0	0	0	0.3
4/10 – 10/10	0	0	0.3	5
11/10 – 17/10	0	0.5	1.5	9
18/10-24/10	0	0	0	1.5
25/10-31/10	0	0	0	0
1/11 – 7/11	2.9	0	3.3	13.5
8/11 – 14/11	0	0	1	10
15/11 – 21/11	0	0	0	1.2
22/11-28/11	0	0	0	11
29/11-5/12	0.6	0.9	0	9
6/12 – 12/12	0.6	0	0.9	2.4
13/12-19/12	0.9	0	3	18.5
20/12-26/12	0	0	0	3
27/12-2/1/22	0	0	0	2.4
3/1-9/1	1.2	0	2.1	16.2
10/1-16/1	14.9	11.9	21.4	53.3
17/1-23/1	6	7	10	41
24/1 – 30/1	0	0	0	5.1
31/1-6/2	0	0	0	0
7/2 – 13/2	0	0	0.9	2.4

14/2 – 20/2	0	3.6	0.3	2.4
21/2 – 27/2	0	4.8	0.6	8.0
28/2 – 6/3	2.4	0	0.3	15
7/3 – 13/3	0.3	3.3	4.2	6.0
14/3-20/3	3.3	8.1	10.8	21.2
21/3-27/3	6.8	10.1	21.1	43.2
28/3 – 3/4	1.9	9.3	18.8	25.2
4/4-10/4	1.8	2.5	6.1	26.0
11/4 – 17/4	11.9	6.6	9.6	19.7
18/4 - 24/4	7.1	1.8	2.7	10.4
25/4 -1/5	5.1	0	1.5	9.0
2/5 – 8/5	2.7	4.8	n/a	n/a
9/5 – 15/5	0.9	1.2	0	1.8
15/5 – 21/5	0.6	2.1	0	2.7
22/5 – 29/5	0.3	0	0	0.9
30/5 – 5/6	0.3	0	1.2	7.4
6/6 – 12/6	0.3	0.6	2.1	3.6
13/6 – 19/6	0	0.6	0.6	11
20/6 – 26/6	0	0.9	0.3	15.5
26/6 – 2/7	0	0	0	0
3/7 – 9/7	0	0	0	0
10/7 – 16/7	0	0	0	0.9
17/7 – 23/7	0	0	0.3	1.5
24/7 – 30/7	0	0	0.3	1.2
31/7 – 6/8	0	0	0	1.5
7/8 – 13/8	0	0	0	1.8
14/8 – 20/8	0	0	0	0.6

- 4.3 The data shows that whilst the frequency of incidences when the WHO annoyance threshold was rose during March – April 2022, the figures for May, June and July show a significantly more positive picture, with data for the latest eight weeks showing consistently low percentage exceedances of the annoyance threshold.
- 4.4 A critical issue now is to ascertain the extent to which the recent reductions reflect the impact of works undertaken on site to increase capping and improve gas management, or reflect the warmer weather, or some combination of the two. It is therefore necessary to maintain a clear focus on ongoing monitoring, surveillance and securing demonstrable and sustained improvement.

#### **Environment Agency Enforcement Action**

- 4.4 The Environment Agency has continued to provide weekly updates on their regulatory activity on the Walleys Quarry Landfill Citizens Space website. These updates reflect regular EA officer presence at the site to review progress with the Contain Capture Destroy strategy.
- 4.5 The permanent capping of Phase 1 of the site has now been completed, with this being an important aspect of the “contain” element of the strategy.

- 4.6 Additional wells to facilitate gas capture have been installed on the site and the average gas collection value for the last few months has been steady at 2900 - 3000 m<sup>3</sup> /hr. The additional capture of gas should lead to lower emissions of landfill gas to ambient air and reduce the negative experience of odour in the community.

## 5. Proposal

**Cabinet is recommended to:**

- **Note the contents of this update report**

## 6. Reasons for Proposed Solution

- 6.1 To ensure Cabinet is kept updated of the ongoing work to address the issues associated with the odours from Walleys Quarry and to keep under review opportunities to further action.

## 7. Options Considered

- 7.1 To provide regular updates to Council

## 8. Legal and Statutory Implications

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

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



- If the council succeeds in securing an abatement notice following any appeal process, it is then a criminal offence to breach the terms of the abatement notice. Because the site is regulated by the Environment Agency under an Environmental Permit, the council would need to obtain the consent of the Secretary of State before it is able to prosecute any offence of breaching an abatement notice.

## 9. Equality Impact Assessment

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

## 10. Financial and Resource Implications

- 10.1 There are none directly arising from this report.

## 11. Major Risks

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

## 12. Unsustainable Development Goals (UNSDG)



## 13. Key Decision Information

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

## 14. Earlier Cabinet/Committee Resolutions

- 14.1 This matter has been variously considered previously by Economy, Environment & Place Scrutiny Committee, Council and Cabinet on 21 April 2021, 9<sup>th</sup> June 2021, 7<sup>th</sup> July 2021, 21<sup>st</sup> July 2021, 8<sup>th</sup> September 2021, 13<sup>th</sup> October 2021, 3<sup>rd</sup> November 2021, 17<sup>th</sup> November, 1<sup>st</sup> December 2021, 12<sup>th</sup> January 2022, 2<sup>nd</sup> February 2022, 23<sup>rd</sup> February 2022, 23<sup>rd</sup> March 2022, 20<sup>th</sup> April 2022, 7<sup>th</sup> June 2022, and 19<sup>th</sup> July 2022

## 15. List of Appendices

- 15.1 None

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## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet  
06 September 2022

**Report Title:** Medium Term Financial Strategy 2023/24 to 2027/28

**Submitted by:** Head of Finance (Section 151 Officer)

**Portfolios:** Finance, Town Centres and Growth

**Ward(s) affected:** All

#### **Purpose of the Report**

To present an update regarding the financial pressures facing the Council for the period 2023/24 to 2027/28.

#### **Recommendation**

- 1. The funding pressures of £2.249m in 2022/23 and £4.770m over the 5 year period covered by the Medium Term Financial Strategy (MTFS) be noted.**
- 2. Agree the approach regarding the development of savings and income generation proposals in the medium term.**
- 3. Note the continued uncertainty regarding the medium term impact of local government funding, COVID-19 and the Cost of Living crisis.**

#### **Reasons**

To ensure that the Council meets its statutory duty to set a balanced budget in February 2023.

#### **1. Background**

- 1.1 Full Council agreed a Medium Term Financial Strategy (MTFS) for the period 2022/23 to 2026/27 in February 2022 as part of the budget setting process. This report updates the assumptions regarding financial pressures facing the Council from that time and sets out the strategy for development of the 2023/24 budget and MTFS for 2023/24 to 2027/28.**

#### **2. Issues**

- 2.1 The MTFS provides an overarching framework for the allocation of resources to the Council's key priorities as set out in the Council Plan. The Council Plan is currently being reviewed therefore any changes will be reflected with the MTFS.**
- 2.2 After a ten year period of austerity together with the recent cost of living pressures, the financial strategy will focus on the need for the Council to become self-sustaining through developing a strong and growing tax base, making best use of its resources, promoting an "everyone's responsibility" culture in which there is widespread ownership of the Council's financial position, a robust financial position and a fair funding settlement for Newcastle-under-Lyme.**

- 2.3 It is currently unclear when the Government will press ahead with plans for a business rates reset which would see the accumulated growth built up since 2013/14 being redistributed across the system. As a member of the Staffordshire Business Rates Pool the Council currently saves £0.755m per annum in levy payments which would be payable to the Treasury if the Council ceased to be part of a pooling arrangement. In addition to this, growth within the Borough has enabled a further £1.699m of business rates income to be retained by the Council (this has been recognised in previous savings) over and above the funding baseline set by Central Government. In the event that a business rates reset goes ahead strong lobbying will be required to ensure that appropriate transitional arrangements are in place to cushion the impact locally.
- 2.4 The Council has been successful in securing resources required to regenerate the Borough via Town Deals and Future High Street Fund funding. It is important that the Council continues to work closely with Staffordshire County Council and LEP to secure inward investment in the Borough to drive growth and employment opportunities for local people.
- 2.5 The COVID-19 pandemic has precipitated a worldwide recession which is the most severe in generations. This, together with demographic trends, may continue to have a significant impact on employment and demand for Council services over the next five years.
- 2.6 The current MTFS approved by Council as part of the budget setting process in February 2022 forecast a budget gap of £4.366m over the period 2022/23 to 2026/27 (including £1.277m for 2023/24). The MTFS is being rolled forward by a year and assumptions are constantly revisited. The current forecast around financial pressures facing the Council is for a gap in 2023/24 of £2.249m and over the 5 year period of the MTFS, £4.770m. Further details are shown in Appendix A.
- 2.7 The revised budget gap provides for a 4% pay award in relation to 2023/24. It also provides for a £1,925 per FTE pay award in relation to 2022/23 as per the latest employers offer, this was not budgeted for in full for 2022/23, the MTFS originally allowed for a 2.5% pay award, however due to the Cost of Living crisis, increasing inflation and interest rates, a pay offer of £1,925 per FTE has been put forward. This pay offer is an average increase of 6.25% compared to the 2.5% previously built into the MTFS.
- 2.8 Considerable pressure will continue to be placed on the Council's finances in the medium term as a result of a number of national issues. These include the proposed Local Government pay award offer and the additional pressure that rising inflation and interest rates are or will be placing on the Council in terms of fuel and utilities, contractor costs, supplies and services and borrowing costs. Since the award of a number of regeneration grants, inflation costs have considerably increased which in turn has resulted in increases in contract prices for projects.
- 2.9 Work on the detail of the 2023/24 budget including investment and savings proposals is underway and is being overseen by an Efficiency Board chaired by the Leader of the Council. Draft budget proposals will be presented to Finance, Assets and Performance Scrutiny Committee (FAPSC) in December.
- 2.10 Based on this work, key themes for further exploration are anticipated to include digital transformation, the One Council programme, commercial opportunities and asset management.
- 2.11 A full risk assessment is being carried out on the Council's reserves. A preliminary assessment suggests that a minimum General Fund reserve of £2.1m will be required to provide sufficient cover for potential risks.

2.12 The Council agreed a 10 year capital strategy in February 2022. The capital strategy sets out how the Council will invest capital resources to support service delivery and facilitate the achievement of key objectives. The strategy has been reviewed and updated including expected capital receipts from asset disposals.

2.13 The capital financing requirement is set to increase to £18.612m by 2031/32 and the revenue implications have been reflected in the revised MTFS. It is anticipated that the current revenue budget of £0.166m will need to be increased to £0.387m to provide for borrowing costs that may be incurred during 2023/24.

2.14 The table below sets out the key dates of the events to take place before the budget for 2023/24 is finally approved:

Event	Committee	Date
Draft MTFS	FAPSC	8 September 2022
MTFS update	Cabinet	8 November 2022
First draft savings proposals	Cabinet	7 December 2022
Budget consultation	Proposed to run during December	
Scrutiny of first draft savings proposals	FAPSC	8 December 2022
Approval of final MTFS & consideration of draft budget proposals	Cabinet	10 January 2023
Scrutiny of draft budget proposals	FAPSC	19 January 2023
Final budget proposals recommended for approval by Full Council	Cabinet	7 February 2023
Full Council to approve budget	Full Council	15 February 2023

### 3. **Proposal**

3.1 That Cabinet note the funding gap of £2.249m in 2023/24 and £4.770m over the life of the MTFS.

3.2 That Cabinet agree the approach regarding the development of savings and income generation proposals in the medium term.

3.3 That Cabinet note the continued uncertainty regarding the medium term impact of local government funding, COVID-19 and the Cost of Living crisis.

### 4. **Reasons for Proposed Solution**

4.1 The Council has a statutory duty to set a balanced budget by February 2023. Best practice is for financial planning to take place over a 5 year period in the form of a Medium Term Financial Strategy that sets out how the Council plans to allocate resources to meet its objectives.

### 5. **Options Considered**

5.1 None.

### 6. **Legal and Statutory Implications**

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

## 7. Equality Impact Assessment

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

## 8. Financial and Resource Implications

8.1 These are addressed in the body of the report.

## 9. Major Risks

9.1 Section 25 of the Local Government Acts 2003 places a duty on the Section 151 officer to report on the robustness of the budget. The main risks to the budget include spending in excess of budget; income falling short of the budget (including capital receipts from disposal of assets); and unforeseen elements such as changes to Government funding. In the context of the COVID-19 pandemic and uncertainty regarding Government funding reforms there are significant budget risks that will need to be managed. It will be essential the Council has sufficient reserves to call on if required.

## 10. UN Sustainable Development Goals (UNSDG)

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



## 11. Key Decision Information

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

## 12. Earlier Cabinet/Committee Resolutions

12.1 None

## 13. List of Appendices

13.1 Appendix A – MTFs 'Gaps'

## 14. Background Papers

14.1 None

## Appendix A – 2023/24 to 2027/28 MTFS ‘Gaps’

Detail	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Description
<b>Employees:</b>						
Increments	61	40	10	2	-	Employees due an increment
Pay awards	955	330	339	347	356	4% pay award assumed for 2023/24 followed by 2.5% for the remaining years plus £1,925 per FTE re. 2022/23
Superannuation increases	224	82	77	77	78	22% of increase in salaries
Superannuation lump sum increases	57	39	41	43	45	Net increase of lump sum and change in contribution rate from 17.1% to 22%
National Insurance	153	56	52	53	54	National insurance on increase in salaries (increments and pay awards)
<b>Premises:</b>						
Business Rates	30	16	16	16	16	Inflationary increase in business rates payable (per CPI)
Utilities	113	11	11	11	12	Inflationary increase in gas and electric (per CPI)
<b>Transport:</b>						
Fuel	193	12	12	13	13	Inflationary increase in fuel (per CPI)
<b>Financing:</b>						
Borrowing costs	387	410	20	20	335	Borrowing costs regarding the financing of capital expenditure
Flexible use of capital receipts	100	-	-	-	-	Removal of the flexible use of capital receipts to fund revenue
<b>New Pressures:</b>						
ICT software and maintenance	26	20	20	20	20	ICT costs re. systems maintenance and software licences
Internal Audit fees	8	-	-	-	-	6% increase in internal audit fees
<b>Income:</b>						
Fees and charges	-253	-197	-203	-209	-216	4% increase in fees and charges
New Homes Bonus	192	5	-	-	-	Drop out of New Homes Bonus legacy payments
Government grant	12	12	12	12	12	Reduction in Housing Benefit /Council Tax Admin grant
Business Rates baseline funding level	-149	-78	-79	-81	-81	Inflationary increase in baseline funding level (per CPI)
Tax base – Council Tax support	-30	-	-	-	-	Reduction in Council Tax support claimants
Income pressures	170	170	100	100	100	Green waste recycling credits and general income shortfalls
<b>TOTAL GAPS</b>	<b>2,249</b>	<b>928</b>	<b>428</b>	<b>424</b>	<b>742</b>	

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## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet  
6<sup>th</sup> September 2022

**Report Title:** Council Plan 2022-26

**Submitted by:** Chief Executive

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

**Ward(s) affected:** All

#### Purpose of the Report

To enable Cabinet to agree the Council Plan 2022-2026.

#### Recommendation

That Cabinet:

- approve the Council Plan 2022-26
- delegate to the Chief Executive, in consultation with the Leader of the Council, authority to make any necessary refinements to the draft plan prior to publishing on the Council's website
- forward the Council Plan 2022-26 to Full Council

#### Reasons

The Council Plan sets out the Council's medium terms priorities and objectives. The current plan covers the period 2018-22 and, following the May election it is timely to refresh the plan to reflect the political priorities of the Council's administration. This report facilitates the adoption of a Council Plan covering the period 2022-2026.

#### 1. Background

1.1 In September 2018 Cabinet adopted the Council Plan 2018-22, setting the priorities for the Council, and detailing a number of specific actions to be taken to deliver those priorities. The Council plan informs the Medium Term Financial Plan, Service Plans and the work programme of every Council officer. In addition, it provides the source document against which the Council has publicly reports its performance each quarter.

1.2 With the current plan expiring in 2022, and with the May 2022 elections providing a fresh mandate for the administration, it is timely to prepare and adopt a new Council Plan which reflects the administration's election pledges and policy objectives.

#### 2. Issues

- 2.1 The Council Plan 2022-26, attached at Appendix 1 to this report builds on the previous plan. It reviews progress against the 2018-22 Plan, refreshes the Council's priorities, and sets an ambitious programme of work for the next three and a half years.
- 2.2 Since 2018 the Council has delivered across the major policy objectives set in 2018. These are detailed in the quarterly reports submitted to Cabinet and to Finance and Performance Scrutiny Committee each quarter, and summarised in attached plan. These achievements range from the successful roll out of a new recycling service and the re-opening of Kidsgrove Sports Centre following a full refurbishment, to re-energising Newcastle's historic market and acting to secure a step change in the Council's contribution to Net Zero.
- 2.3 The priorities for 2022-26 reflect the progress made with the Once Council programme, the refreshed commitment to environmental sustainability, and the opportunities afforded by the Government's Levelling Up agenda. The proposed priorities are:
- One Council Delivering for Local People
  - A Successful and Sustainable Growing Borough
  - Healthy, Active, and Safe Communities
  - Town Centres for All
- 2.4 The Plan sets out the key delivery commitments which sit under each priority, together with the performance indicators which will be monitored through the quarterly performance reports.
- 2.5 Once adopted, work will be undertaken to embed hyperlinks in the document to enable speedy access to the underpinning action plans (eg the Future High Streets Programme, or the Sustainable Environment Strategy). Where necessary, such plans will be updated to ensure alignment to the time horizon of the Council Plan. In addition, a summary "Plan on a Page" will be prepared and published.
- 2.6 Given the strategic nature of the Plan, it is appropriate that Cabinet refer it to Council for discussion.

### 3. **Proposal**

That Cabinet:-

- approve the Council Plan 2022-26
- delegate to the Chief Executive, in consultation with the Leader of the Council, authority to make any necessary refinements to the draft plan prior to publishing on the Council's website
- forward the Council Plan 2022-26 to Full Council

### 4. **Reasons for Proposed Solution**

- 4.1 Adopting a Council Plan for the period up to 2026 will ensure that the Council's resources are targeted on the clear priorities set by the administration.

### 5. **Options Considered**

5.1 No other options have been considered as it is essential that the Council has a current Council Plan.

## 6. **Legal and Statutory Implications**

6.1 There are no legal issues directly arising from this report

## 7. **Equality Impact Assessment**

7.1 The Council Plan seeks to ensure that opportunities for social and economic benefit are available to all residents in the borough.

## 8. **Financial and Resource Implications**

8.1 There are no financial implications arising directly from this report. The Council Plan will inform the development of the Council's Medium Term Financial Plan.

## 9. **Major Risks**

9.2 The Council plan identifies the key priorities, and associated actions, to be delivered by the Council over the next three and a half years. Where appropriate, major projects will have their own risk registers through which major risks are identified and managed.

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



## 11. **Key Decision Information**

11.1 This is a key decision

## 12. **Earlier Cabinet/Committee Resolutions**

12.1 N/A

## 13. **List of Appendices**

13.1 Council Plan 2022-26

14. **Background Papers**

14.1 None.



# COUNCIL PLAN

2022 - 2026





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# OUR VISION

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Good local services, a prosperous borough, and safe and welcoming places for all



Leader of the Council  
Simon Tagg

*"This plan sets out an ambitious vision for the borough as a place where people have good jobs, live in vibrant communities, and receive quality services.*

*"We are creating a sustainable borough where green parks and open spaces are protected and providing new homes in the right places to meet people's needs.*

*"Government funding secured under the Town Deal and Future High Streets programmes gives the Council a once in a generation opportunity to boost the local economy and enable our communities to thrive.*

*"Delivery of this plan over the next four years will see that opportunity realised."*

## Foreword

Welcome to the Newcastle-under-Lyme Borough Council Plan 2022-2026. This plan sets out the Council's priorities for the next four years and serves to focus the work of everyone at the Council.

The Council Plan is shaped around our four key priorities:

- One Council Delivering for Local People
- A Successful and Sustainable Growing Borough
- Healthy, Active, and Safe Communities
- Town Centres for All

This plan sets out how we will work to make Newcastle-under-Lyme a better place for everyone who lives here or comes here to work, to study or for leisure. Our aims can only be achieved by taking advantage of every opportunity available and developing further opportunities through innovation and collaborative working.

The Council is committed to strong and sustainable economic growth for the borough, focusing on opportunities around Keele University, Newcastle town centre and Kidsgrove.

The Council has worked hard to secure more than £50m from government programmes aimed at boosting the economic fortunes of areas such as ours. This plan includes a transformational portfolio of major projects but also reflects our ambition to attract yet more funding and take this work even further.

The Council Plan builds on four years of achievement, despite the huge disruption caused by the Covid-19 lockdowns. It is very likely that the initial period of this plan's delivery will be strongly influenced by the impact of rising energy costs and their impact on the cost of living. Our key achievements, summarised in the plan, provide an excellent foundation from which to respond to this issue and to shape the next four years of delivery and improvement.



# OUR PRIORITIES

---

## Priorities for our Borough

The Council has developed four priorities to focus delivery:

### One Council Delivering for Local People

This underpins everything we do. We will be a Council that listens to its local residents and communities and is responsive to their needs. We will work with them to deliver first-class, efficient services while keeping Council Tax low.

### A Successful and Sustainable Growing Borough

We will build a strong and sustainable economy to ensure opportunities and support are available to everyone to improve their lives.

### Healthy, Active and Safe Communities

We will ensure everyone enjoys a safe environment and access to a wide-range of facilities and activities to support and improve their health and quality of life.

### Town Centres for all

We will transform Newcastle and Kidsgrove town centres to ensure their future as places everyone can live, work, shop, study and spend their leisure time.



# PRIORITY ONE:

## One Council Delivering for Local People

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The Council will closely manage all of its resources to ensure we deliver the services that local people need, and to prepare for future challenges. Our One Council Programme ensures efficient and effective service delivery and makes it much easier for the public to access services and information online, 24 hours a day. The programme makes use of multi-skilled teams to address challenges faced by our residents and communities.

### Over the past four years the Council has:

- Introduced a new recycling service as part of an ongoing drive to improve recycling rates in the borough.
- Secured the future of the historic Guildhall as a community resource and voluntary sector hub, encouraging people to keep using our town centre.
- Launched the One Council programme, saving £1m per year and giving residents better access to services.
- Moved the planning service fully online, improving efficiency for those making and reviewing planning applications.
- Delivered award-winning services, including winner of the APSE 'Most Improved Performer' for Cemetery and Cremation Services, and shortlisting by APSE for Street Cleaning Services.
- Brought partners and communities together to meet the challenges of Covid-19, creating a working foundation for more collaboration in the future.
- Created a Cost of Living reserve fund to help the Council meet the challenges of rising costs.



# To achieve our priority we are committed to:

- Delivering the One Council Programme to ensure our services are efficient and accessible. We will:
  - improve digital access;
  - simplify how we work;
  - improve performance management;
  - improve customer satisfaction.
- Delivering a Workforce Strategy, developing professional talent across the Council and providing opportunities for staff to grow their careers.
- Ensuring strong financial discipline across the Council, identifying and delivering opportunities generate income from commercial development.
- Working with our communities to ensure services reflect local need.
- Working with partners, including Staffordshire County Council, Staffordshire Leaders Board, Newcastle Business Improvement District (BID), Keele University, Aspire Housing and the Newcastle Partnership, to deliver the best for our communities.
- Delivering our services to a high standard every day.
- Continuing to keep Council Tax low for the borough's residents





# PRIORITY TWO:

## A Successful and Sustainable Growing Borough

---

The Council will grow the borough's economy and build on recent successes. We have the foundations for growth: good transport links, excellent education opportunities at Keele University and Newcastle-under-Lyme College, strong local communities and excellent partnerships. We have caught the attention of government and secured £50m to invest in the borough's development.

Our aim is for the borough to be a place where the economy is strong and sustainable, where local people have the skills and opportunities to take up the good jobs with good wages that are created, and where everyone benefits from economic growth. This also means that we need to ensure that there are good homes for everyone and that every citizen has a safe and secure place to live.

The next phase of the borough's development will move us closer to securing carbon net zero and will actively drive environmental sustainability.

### Over the last four years the Council has:

- Secured more than £50m in government funding to drive the transformation of the local economy – this forms the basis of growth plans for the next four years.
- Adopted a Sustainable Environment Strategy and committed to delivery of a detailed work programme.
- Served an abatement notice against the odour pollution from Walleys Quarry, with work ongoing to assert this notice.
- Transformed, along with Aspire Housing, support for residents who are at risk of homelessness or who are sleeping rough.
- Delivered long standing commitments to release sites for housing in Loggerheads, Knype Way, Sidmouth Avenue and Knutton.



# To achieve our priority we are committed to:

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- Delivering the Newcastle Local Plan to support the sustainable development of our towns and villages.
- Protecting our communities by improving how we use our enforcement powers.
- Delivering the Sustainable Environment Strategy: protecting parks and green spaces for future generations, ensuring that the Council's operations are carbon neutral by 2030.
- Securing a carbon neutral borough by 2050, as part of the county-wide Staffordshire Sustainability Board.
- Delivering the £16m Kidsgrove Town Deal, including:
  - Facilitating the Chatterley Valley Enterprise Zone development to deliver 1700 quality jobs for local people;
  - Enhancing Kidsgrove Railway Station and access to the local canal network;
  - Developing a Shared Service Hub with key partners.
- Delivering the £23m Newcastle Town Deal, including:
  - Development of key gateway sites including the 'Zanzibar' and Midway;
  - Connecting residents and businesses to skills training for the digital world;
  - Improving bus, cycling and walking infrastructure;
  - Delivering a circus-themed performing arts centre;
  - Building more than 400 homes in Knutton and Chesterton.
- Delivering the £4.8m Uk Shared Prosperity Fund programme, including:
  - Improving the town centre;
  - Supporting culture and heritage;
  - Skills development for local people;
  - Supporting the most vulnerable people.
- Continue to bid for government funding to support the borough's ambitions, including the further development of Keele Science and Innovation Park and the University Growth Corridor.
- Secure a successful resolution to the Walleys Quarry odour problem.





# PRIORITY THREE:

## Healthy, Active and Safe Communities

---

We want our communities to be healthy, happy and active and able to enjoy living in a safe environment.

The Council provides an outstanding suite of facilities so that residents and visitors alike can enjoy an active and fulfilling experience in the borough: six Green Flag parks, Jubilee2 and the successful Britain in Bloom programme - which involves residents, businesses, schools, community groups and a wide range of volunteers. Plus, we have Brampton Museum, the 'jewel in the crown', providing free access to our rich heritage, history and identity.

### Over the last 4 years we have:

- Delivered the refurbishment and reopening of Kidsgrove Sports Centre. The centre has been transferred to a local trust and is now once again serving the community.
- Delivered a new BMX Pump Track and new 3G football pitches in Kidsgrove for community use.
- Delivered improvements to Jubilee2, including renewal of all gym equipment and addressing legacy issues concerning build quality, ready to support more residents in achieving their fitness goals.
- Secured our 19th consecutive Gold Award in the RHS Heart of England Britain in Bloom competition.
- Supported our communities and our businesses through the Covid 19 Pandemic, rapidly getting the borough "back on track".
- Used the multi-agency Daily Vulnerability Hub to address the complex needs of the borough's most vulnerable citizens.
- Extended and refurbished Brampton Museum to provide enhanced gallery space and improve our offer to local schools.

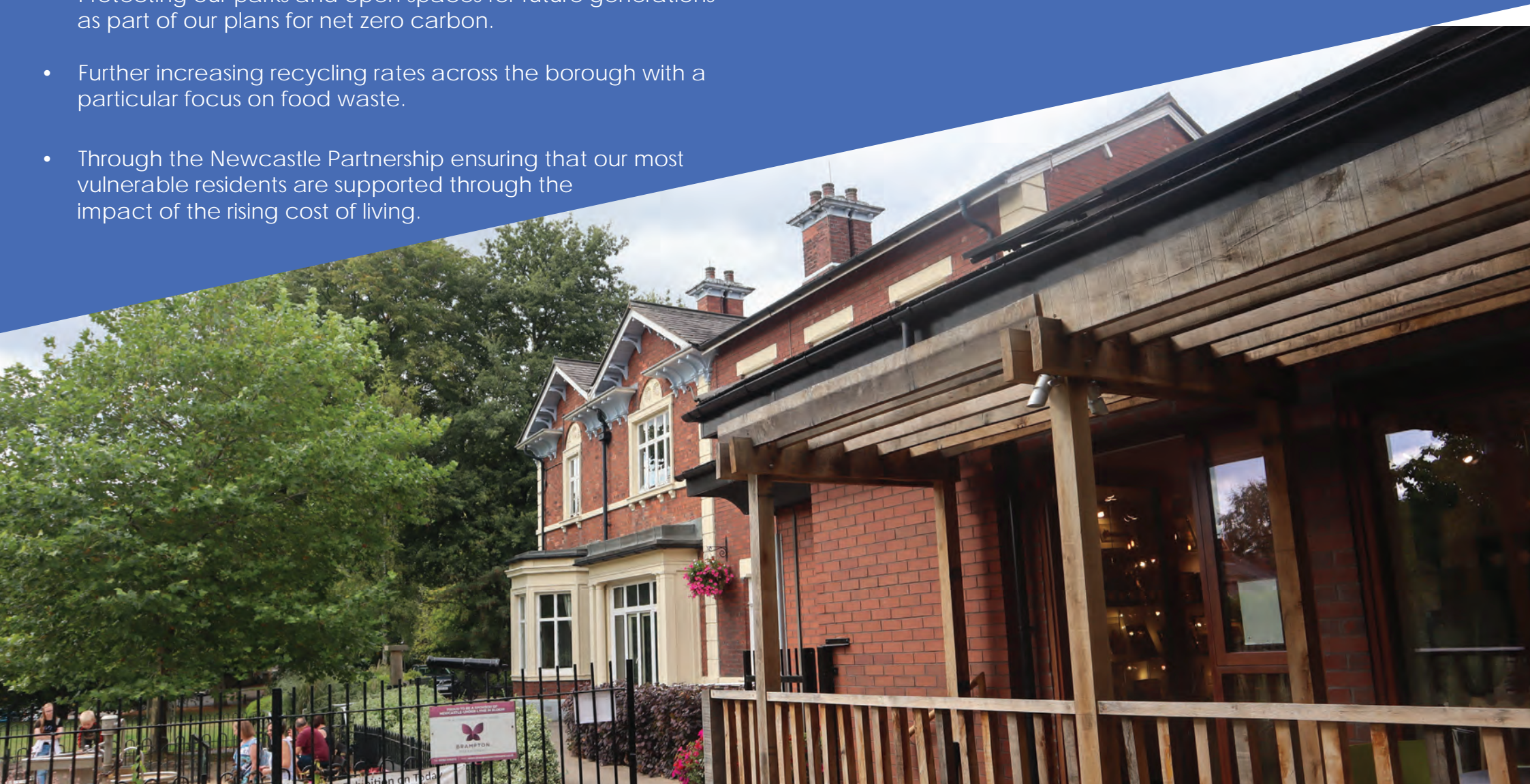




# To achieve our priority we are committed to:

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- Securing a step-change in street cleanliness and the quality of the public domain through the expansion of the street warden scheme and the creation of neighbourhood delivery teams.
- Protecting our parks and open spaces for future generations as part of our plans for net zero carbon.
- Further increasing recycling rates across the borough with a particular focus on food waste.
- Through the Newcastle Partnership ensuring that our most vulnerable residents are supported through the impact of the rising cost of living.
- Building on our work with Staffordshire Police and other partners to reduce anti-social behaviour and crime in our communities.
- Working with partners to support the development of community solutions to local problems through effective community bodies.
- Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.





# PRIORITY FOUR:

## Town Centres for All

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We are working to make the town centres in Newcastle and Kidsgrove vibrant and successful. We want to ensure that they have the diverse offer and vibrant environment necessary to attract visitors and businesses. Town centres across the country are under pressure from retail parks, online shopping and the impact of Covid-19 on footfall. The Council continues to focus on addressing these challenges.

Over the past four years the Council has:

- Secured a £16m Town Deal for Kidsgrove to enable key town centre developments.
- Secured £11m from the Future High Streets Fund for Newcastle to enable the redevelopment of the Ryecroft site and other town centre improvements.
- Cleared the Ryecroft site and purchased York Place to facilitate regeneration.
- Established a Town Centre Strategy for Newcastle and delivered:
  - A Town Centre Officer – to coordinate cross agency work to support traders.
  - A refocused historic market hosting diverse, award-winning events to increase visitor numbers.
  - A parking strategy that supports business growth.
  - Improved CCTV coverage for Newcastle, with the Newcastle Business Improvement District.
  - Targeted support for 'rough sitters' in the town centre with our marshalls and Staffordshire Police colleagues.
- Used Advanced Town Deal funding to develop Grosvenor Roundabout as a safe and attractive active transport route.



# To achieve our priority we are committed to:

- Continuing to work with key partners to deliver the redevelopment of opportunities across the borough.
- Increasing the number of people living, working and using Newcastle town centre, and to use and enhance its historic architecture as a backdrop for excellent and inviting public spaces.

- **Redevelopment of Ryecroft Site:**

- High quality offices
- Residential development
- Multi-story car park
- Hotel or commercial space
- Public open space

- **Redevelopment of York Place:**

- Restaurants and eateries
- Commercial space
- Plaza linking Ironmarket and Ryecroft

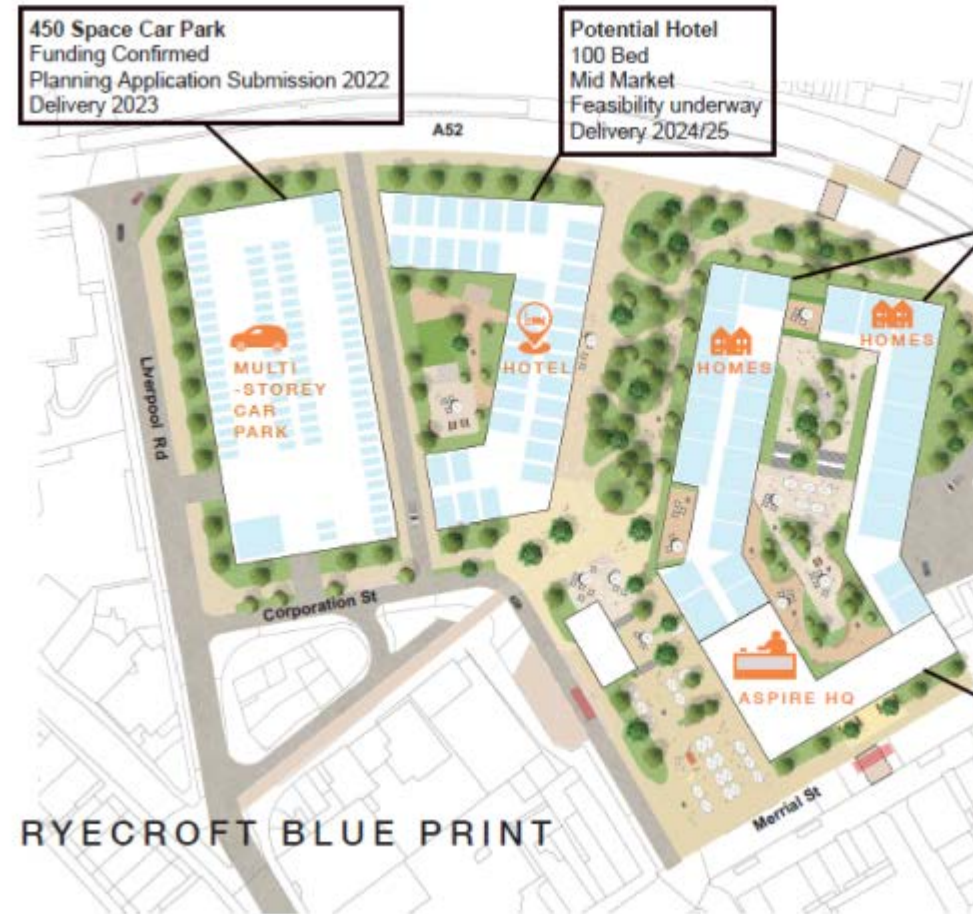
- Redeveloping Midway car park to provide aspirational town centre residential accommodation.

- Further enhance the historic market and public realm and boost our signature specialist market programme.

- Delivering the Town Deal programme for Kidsgrove, including:

- Enhancing Kidsgrove Railway Station and access to the local canal network.
- Developing a Shared Service Hub with key partners.

- Developing a Town Centre Strategy for Kidsgrove to encourage visitors and support local businesses.

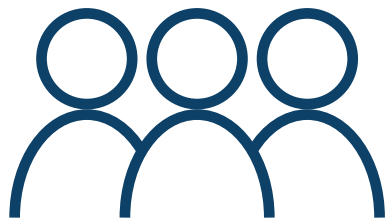




# Newcastle-under-Lyme Facts and Figures

## THE BOROUGH

HAS A POPULATION OF



**123,300**

(The source for all the above is 2011 Census)

**21.7%**

OF RESIDENTS ARE

**65 PLUS**

**(26,700)**

**15.2%**

OF RESIDENTS ARE AGED

**15 AND UNDER**

**(18,800)**

**28.5%**

OF RESIDENTS ARE YOUNG PEOPLE

**UNDER 24**

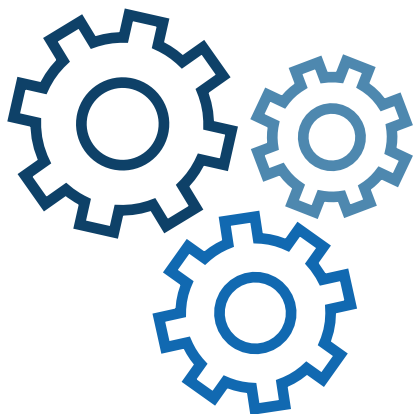
**(35,100)**

**42.3%**

OF RESIDENTS ARE AGED

**50 PLUS**

**(52,200)**



**79.7%**

OF RESIDENTS OF WORKING AGE ARE IN EMPLOYMENT

**(66,200)**

The source for all of the below, and to the left and right, is NOMIS August 2022

**63.1%** OF RESIDENTS ARE OF WORKING AGE

**AGED 16 - 64**

**( 5 1 , 6 0 0 )**



**6.1%**

OF WORKING AGE POPULATION ARE OUT OF WORK DUE TO

**ILL HEALTH**

**(APPROX. 5,000)**

**35.7%**

ADULTS HAVE

**NVQ4+**

**QUALIFICATIONS**



**LIFE EXPECTANCY AT BIRTH**

**FOR MALES IS 78.5 YEARS**

**AND FEMALES IS 82.3 YEARS**



# Corporate Performance Quarter 1 2022 - 23

Newcastle's Cabinet is committed to maintaining a strong corporate culture of performance management. It will publish performance against the following indicators each quarter. These will be available to the Finance and Performance Scrutiny Committee to discuss and challenge performance.

Performance reporting will be enhanced during 2022-23 to provide more trend data where this is available. For some indicators, where performance is largely beyond the Council's direct control, targets are not set. Instead, the 2021-22 out-turn data is used to provide a baseline against which future performance can be assessed. In the tables below such indicators are marked \*.

## Priority 1: One Council delivering for Local People

Ref	Indicator	Out turn 2021-22	Target 2022-23
1.1	Percentage of food premises that have a zero or one national food hygiene rating	0.9%	5%
1.2	Percentage of Category A and B food business inspections completed on time	40%	90%
1.3	Number of accidents/incidents reported (RIDDOR)	4	4*
1.4a	Percentage of household collections from the kerbside comprising dry recycling	24%	25%
1.4b	Percentage of household participation in food waste collection		30%
1.4c	Amount of residual waste per household per annum	440kg	440kg
1.4d	Number of missed kerbside collections (per 100,000 collections)	59	60
1.5	Levels of street and environment cleanliness (LEQ survey) free/predominantly free of :		
	Litter	95%	91%
	Detritus	93%	91%
	Graffiti	99%	97%
	Fly-posting	99%	99%
1.6	Percentage of requests resolved at first point of contact	97%	97%
1.7	Percentage of unmet demand (number of calls not answered as a percentage of total call handling volume)	16%	20%
1.8	Total number of digital online transactions per annum	55,278	63,000
1.9	Total number of unique users to the website per quarter	95,197	95,000

1.10	Time taken to process Housing Benefit new claims/change events	6.11	10 days
1.11	Percentage of Council Tax collected	97.4%	97.5%
1.12	Percentage of National Non-Domestic Rates collected	95.6%	96%
1.13	Average number of days per employee lost to sickness	8.86 days	8.8 days
1.14	Staff turnover	4.9%	10%
1.15	Staff vacancy rates	6.6%	6.6%*

## Priority 2: A Sustainable and Successful Growing Borough

Ref	Indicator	Out turn 2021-22	Target 2022-23
2.1	Percentage of investment portfolio vacant (Council-owned)	10%	12%
2.2	Speed of major development applications (P151a)	99%	66%
2.3	Quality of major development applications (P152a)	5.5%	10%
2.4	Speed of non-major development applications (P153)	99%	70%
2.5	Quality of non-major development applications (P154)	0.7%	10%
1.4c	Percentage of complainants informed within the required timescales of any action to be taken about alleged breaches of planning control.		75%

## Priority 3: Healthy, Active and Safe Communities

Ref	Indicator	Out turn 2021-22	Target 2022-23
3.1a	Anti-Social Behaviour (ASB) cases New cases received during the quarter	147 av/qtr	147*
3.1b	Current open cases at the end of the quarter	36 av/qtr	36*
3.1c	Cases closed in the quarter	120 av/qtr	120*
3.2	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	65 av/qtr	65*
3.3 New	Number of People Accessing the Museum's collections online and in Person	162,000	180,000
3.4	Jubilee 2 Membership	2392	2900

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3.5	Jubilee 2 Customer Satisfaction – Net Promotor Score		40%
3.6	Live application on the housing register	1245	<b>1245*</b>
3.7	Number of lets to registered providers from the housing waiting list	513	513*
3.8	Emergency homeless presentations	419	419*
3.9	No of customers in temporary accommodation at the end of the quarter	12	12*

## Priority 4: Town Centres for All

Ref	Indicator	Out turn 2021-22	Target 2022-23
4.1	Car parking usage:-Number of tickets purchased	337,078	340,000
4.2	<b>Footfall - av per quarter</b>	76k	<b>76k*</b>
4.3	Average stall occupancy rate for markets	56%	60%
4.4	Total rough sleepers verified in the quarter	69	69*
	- New rough sleepers	18	18*
	- Returning rough sleepers	32	32*
	Entrenched rough sleepers	19	19*

**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**REPORT TO CABINET**

**06 September 2022**

**Report Title:**           Alternative Fuels – Recycling, & Waste, and Streetscene HGV's.

**Submitted by:**       Executive Director of Sustainable Environment

**Portfolios:**           ENVIRONMENT & RECYCLING

**Ward(s) affected:**   All

<b><u>Purpose of Report</u></b>	<b><u>Key Decision</u></b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
For Cabinet to approve the trial use of Hydrotreated Vegetable Oil (HVO) in the Councils HGV fleet as part of its commitment to reduce its Carbon emissions to net zero by 2030.	
<b><u>Recommendations</u></b>	
To approve the use of Hydrotreated Vegetable Oil (HVO) a renewable diesel alternative for the Council's HGV fleet operating in the Recycling & Waste and Street Cleansing operations on a trial basis.	
<b><u>Reasons</u></b>	
The Council has a target of achievement of net zero carbon emissions by 2030. This proposal could reduce CO2 emissions from the Council's HGV fleet by up to 723 tonnes, which will have a significant positive impact and contribution in reducing the Council's the carbon emissions.	

**1.     Background**

- 1.1    At its meeting on 4<sup>th</sup> November 2020, Cabinet received and endorsed the Council's reviewed Medium Term Financial Strategy including a mid-term review of the Council Plan. Under Priority 3 – a Healthy, Active and Safe Borough, Cabinet reaffirmed its commitment to establish a Sustainable Environment Strategy for the Council and the Borough linked to Government targets.
- 1.2    In order to translate the Council's ambitions in respect of the environment, a Sustainable Environment Strategy was approved by Cabinet at its December 2020 meeting and is the vehicle for helping the Council achieve its aims of caring for and enhancing our natural environment and to adapt and mitigate the effects of climate change.
- 1.3    Energy and fuel are the biggest contributor to the Council's current carbon emissions, (scope 1 in our annual carbon reporting) and therefore needs to be our initial focus in looking at ways to reduce emissions, in order for the Council to meet its net zero carbon emissions by 2030.

## 2. Issues

- 2.1 While green technology in cars and small vans has developed significantly over the last ten years, based around electric and electric hybrid technology, there is currently little in the way of viable alternative options for heavy goods vehicles (HGV's) such as the Council's recycling and waste collection vehicles (RCV's), and large road sweepers.
- 2.2 There are now fully electric RCV's available, but only single body, 26tonne arrangement, although others such as the twin packs we use for recycling collections are in the pipeline. The cost of purchase however is significantly more expensive than a standard RCV powered by diesel, with prices starting around the £400k mark opposed to around £170 k for a traditional diesel engine vehicle. Additional special charging infrastructure is also required, which is more complex than the EV charging you would use for a care or small van.
- 2.3 Hydrogen fuel cell technology is another possibility, but this technology is in its infancy, with only one RCV currently operating in the UK. This technology has the potential to being a long-term solution, but is a number of years away from being a credible and affordable alternative. There is however, research ongoing and Keele University have a demonstration plant where they are able to produce hydrogen as a fuel. We are keen to work with them and the current only RCV vehicle manufacturer to help in the development of this technology. This will be the subject of a future report to Cabinet.
- 2.4 In the next couple of years, the Council will need to replace 10 of its RCV's, which are employed collecting domestic and garden waste. While we could consider electric RCV's the cost would be considerable as outlined above, therefore existing diesel driven vehicles will be the only choice for the majority of the vehicles we need to replace.
- 2.5 There is a need therefore to look at lower emission fuels which can work in a diesel engine as a suitable solution for the short to medium term while other technologies as mentioned above are more fully developed.

## 3. Proposal

- 3.1 Hydrotreated Vegetable Oil (HVO) is a credible alternative to diesel. HVO fuel is a 100% renewable diesel that will help the UK achieve its net zero carbon target. It is a member of the paraffinic family of fuels, being virtually chemically identical to regular diesel, allowing it to be used as a drop-in alternative to white diesel while reducing up to 90% of net CO2 emissions. HVO fuel is made from 100% renewable raw materials; it is sustainable and biodegradable. As well as reducing CO2 emissions, it is stated by manufacturers to also reduce NOx, PM and CO emissions also.
- 3.2 HVO can only be used reliably, in vehicles fitted with Euro 6 engines. All the Council's HGV's apart from one sweeper have Euro 6 engines. No adjustments or additions are required for Euro 6 engines, and they can revert to at any time to using regular white diesel, should there be a need, again without any modifications being required. The Council's smaller vehicle fleet, vans, pickups, tractors and so on are not all equipped with Euro 6 engines, and will have to continue to run on white diesel.
- 3.3 It is proposed to trial the use of HVO in the suitable parts of the Council fleet, and evaluate its performance in terms of cost and fuel efficiency.

## 4. Reasons for Proposed Solution

- 4.1 Use of HVO fuel as a replacement for diesel in the Council's fleet able to operate on it would give significant reductions in carbon emissions. Using UK government conversion factors

and using the last year's full figures on fuel usage, moving to HVO could result in a reduction in carbon of up to 723 tonnes assuming no interruption in supply.

- 4.2** Based on our last calculated year outcome (2020/21) of 2176 tonnes of carbon emitted for all of the Council's operations, the use of HVO could net up to a 33% reduction overall in emissions generated by the Council. For the purposes of this business case, it is proposed to use a benefit range of between 25% to 33% over a full year to allow for potential issues with supply. Therefore, should the Council commence use of HVO in September this year, the benefit range would be a reduction of between 12.5% and 17.5% of the Council's overall carbon emissions this year 2022/23, with a further 12.5% to 17.5% being saved in 2023/24. This represents a very significant reduction in the Council's carbon emissions and makes a major contribution to the Council's target to become a carbon neutral Council by 2030.

## **5. Options Considered**

- 5.1** The only options to moving over to HVO is to either remain on traditional white diesel, or look to move towards a fully electric fleet of HGV's.
- 5.2** Remaining on the use of white diesel will not allow the Council to move forward on its net zero target, and as stated in paragraph 2.2 a move to fully electric HGV's is not viable from a supply point or affordability at this time. However, procurement of electric RCV's will be considered as part of the next phase of vehicle replacements in the Recycling and Waste Service.

## **Legal and Statutory Implications**

- 6.1** The Climate Change Act 2008 has the following provisions:
- Carbon targets and carbon budgeting – The Act places the government under a legal duty to reduce greenhouse gas emissions by 80% below 1990 levels by 2050
  - The committee on Climate Change – The Act also establishes the Committee on Climate Change, an independent, expert body to advise government on the appropriate level for target, budgets, and on matters relating to mitigation and adaptation. The Committee will submit annual reports to parliament on progress towards the targets and government must respond to this report.
- 6.2** The Council's Duty to reduce carbon emissions, which are further, legislated for as part of the environment.
- 6.3** All Local Authorities have a 'biodiversity duty' under the Natural Environment & Rural Communities Act 2006.

## **7. Equality Impact Assessment**

- 7.1** No equality issues identified as part of the delivery of the service.

## **8. Financial and Resource Implications**

- 8.1** While the benefits in reducing emissions are evident, the cost of HVO is significantly dearer than diesel, currently around 40p a litre than diesel, and it is showing the same signs of price volatility in the market as is being experienced with regular petrol and diesel, even though HVO is not crude oil based.



- 8.2 The Council spent £425k on fuel for its fleet operations in 2021/22 and is expected to spend £700k to £750k this year, with price increases and changes to red diesel rules.
- 8.3 Looking at fuel usage for the vehicles which could run on HVO, there would be an additional cost of £60K to £80K a year. This would be in addition to the current volatility and increasing costs of diesel already predicted.
- 8.4 Assuming the Council started using HVO around September, the financial impact for 2022/23 would be between £30k to £40K.
- 8.5 There are no resource implications from this change other than monitoring the vehicles to see how emissions are being reduced.
- 8.6 It is proposed to fund the additional costs of the HVO fuel in 2022/23 from the Sustainable Environment element of the Borough Growth Fund and the Budget Support Fund. As part of the 2023/24 budget setting process, a Carbon Budget will be set up to fund ongoing costs together with new carbon reduction initiatives.

## 9. Major Risks & Mitigation

- 9.1 The main risk to the proposed switch is currently sufficiency of supply. It is likely that demand will rise significantly as fleet operators of suitable diesel engine fleets, both in the public and private sectors, consider a move to HVO in view of the very significant environmental and carbon reduction benefits.
- 9.2 Price volatility and supply are the major risks with moving over to HVO. Production of HVO is much smaller in scale than that of traditional fuels, and demand is rising as an effective way for organisations to reduce their carbon footprint. This may result in prices for HVO rising significantly more as supply and demand factors play through the market. Fortunately, as stated in paragraph 2.10 it is easy to swap vehicles back to operating on diesel, as no changes are required to the vehicle engine and associated emission control equipment.

## 10. Sustainability and Climate Change Implications

- 10.1 The introduction of the use of HVO supports in addressing:



- 10.2 The adoption of HVO fuel to the Council's HGV fleet would yield significant reduction CO2 emissions, removing 723 tonnes of carbon. This would equate to around a 33% reduction in the Council's overall carbon emissions, for a full year, representing a significant step change towards the target of net zero by 2030.
- 10.3 As stated in paragraph 5.2, if the Council commenced using HVO fuel around September, the reduction in CO2 emissions would be between 12 and 17% for this financial year.

## 11. Key Decision Information



- 11.1 To approve the use of Hydrotreated Vegetable Oil (HVO) as a renewable diesel alternative for the Council's HGV fleet operating in the Recycling & waste and Street Cleansing operations.

12. **Appendices**

- 12.1 None.

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## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet  
06 September 2022

**Report Title:** Disabled Facilities Grant Service from 1<sup>st</sup> April 2023

**Submitted by:** Director of Sustainable Environment and Operations

**Portfolios:** Community Safety and Wellbeing

**Ward(s) affected:** All

#### Purpose of the Report

To request Cabinet authority to proceed with preparations to deliver the Disabled Facility Grants service from 1<sup>st</sup> April 2023 when the contract for the current service ends.

#### Recommendation

That Cabinet:

- 1) Approve the project plan for activities leading up to the new service on 1<sup>st</sup> April 2023, noting that regular progress updates will be provided to the Executive Director for Sustainable Environment and Operations the Portfolio Holder for Community Safety and Well-being.
- 2) Authorise the Executive Director for Sustainable Environment and Operations in conjunction with the Portfolio Holder for Community Safety and Wellbeing to agree the appointment of a contractor to deliver the Occupational Therapy expertise to the service following a competitive tendering process led by Stafford Borough Council
- 3) Approve the use of the Dynamic Purchasing System, being developed in partnership with 4 other Staffordshire Local Authorities, for obtaining estimates from suitable contractors for adaptation works.

#### Reasons

A Staffordshire County Council contract to provide the Disabled Facilities Grant service via a commissioned service ends on 31<sup>st</sup> March 2023. The contract will not be extended nor will the service be recommissioned by Staffordshire County Council. There is thus a need to review our options and prepare to deliver the service from 1<sup>st</sup> April 2023.

#### 1. Background

- 1.1 Disabled Facility Grants (DFGs) are for home adaptations to promote safe independent living. They can range from a simple stair lift to a ground floor extension for bedroom & bathroom access and can be often life changing for the recipients. Funding comes from Central Government via the Better Care Fund managed by Staffordshire County Council. However the statutory responsibility for their delivery rests with the council.

- 1.2 During 2017 Newcastle-under-Lyme joined a Staffordshire County Council led procurement exercise for Staffordshire Independent Living Service (SILIS), a Home Improvement Agency that would deliver DFGs throughout the county.
- 1.3 Expected benefits of this were around having a hub of expertise, economies of scale with contractors and the supply chain and ending a perceived postcode lottery throughout the county on funding and timescales.
- 1.4 Staffordshire County Council also took the opportunity to make changes to their Occupational Therapy service removing DFG referrals from their contracted service to be picked up by the SILIS contract.
- 1.5 The SILIS contract was let by Staffordshire County Council to Millbrook Healthcare Limited and began on 01.04.18 with a contract end date of 31.03.23.
- 1.6 The Governance of the contract has been through the SILIS Steering Group made up of local authorities who are part of the contract and Staffordshire County Council. The SILIS Steering Group commissioned contract management support to help in this role.
- 1.7 In autumn 2021 the SILIS Steering Group commissioned a review of the contract and option appraisal for the service post 31.03.23. This concluded that the contract would not be extended or recommissioned by Staffordshire County Council with the service to return to being delivered by the local authorities.
- 1.8 The Local authorities who are part of SILIS Steering Group have sought to work together as much as possible relating to the key common tasks for returning the DFG service to local delivery.
- 1.9 This report relates to the progress in preparing to deliver the service from 31.03.23 and the key joint activities.

## 2. **Issues**

- 2.1 In order to return the service to being delivered by the Council there are a number of considerations and preparations. These have been pulled together into a project plan.

### **Project Plan**

- 2.2 The project plan identifies the key actions and intended outcomes to be prepared to deliver the service from 31.03.23. This covers the exit strategy from the current service, TUPE arrangements, Occupational Therapy Services, Contractor management, front door process, accommodation, ICT and Housing Assistance Policy which will cover the application processes and fees on grants.
- 2.3 The project plan, for approval, is attached at appendix 1. There are two key items in the project plan that are also the subject of the recommendations and discussed further below.

### **Occupational Therapy Services**

- 2.4 Prior to the current contract occupational therapy services were provided by Staffordshire County Council, the move to a commissioned service saw this become part of that service funded via the DFG grant. With the service returning to being provided locally occupational therapy support needs to be part of the service.

- 2.5 A report commissioned by the SILIS Steering Group identified options of directly appointing an occupational therapist or commissioning the service either individually or as a shared approach with groupings of authorities.
- 2.6 The proposed solution is to participate in a Stafford Borough Council led procurement exercise for occupational therapy services to each local authority. This has the advantages that the providing organisation ensures clinical governance and maintains a pool of experienced staff delivering to agreed standards, there is consistency throughout Staffordshire, so no 'postcode lottery' for fundable works and the local authorities are working together not competing against each other for services.

### **Contractor Management**

- 2.7 The need to manage and monitor an approved contractor list for obtaining estimates for adaptations was one of the benefits identified in joining the Staffordshire County Council commissioned service. A robust mechanism for this therefore needs to be part of the project plan. A report commissioned by the SILIS Steering Group identified an option of joining a Dynamic Purchasing System (DPS) which has many benefits over the Council developing our own approved contractor list.
- 2.8 Contractors wishing to carry out DFG adaptations will be invited to follow the vetting process to join the DPS. Estimates for work are then sought via the DPS with start and completion dates stated as part of the requirements to ensure works are carried out promptly once a grant is approved.
- 2.9 A Dynamic Purchasing System (DPS) is recommended as
- There is vetting process for contractor joining the system.
  - It is fair to all contractors irrespective of size, location and amount of DFG work undertaken.
  - It includes plan drawing, a skill difficult to maintain in house.
  - All works would be required to have an insurance backed warranty.
  - There is an audit and complaint process in relation to quality of works.
  - It ensures funding decisions using public money are compliant with Public Contracts Regulations 2015.
- 2.10 There is a 1% fee on the cost for the works for utilising the DPS this can included as a fee on the DFG. This ensures that Council Technical Officer Skills can be targeted at checking technical details of applications and site supervision which are fundamental to a smooth experience for the applicant once works are on site.
- 2.11 This is a shared project with other Staffordshire authorities with oversight being provided by consultants engaged to support the SILIS Steering Group in managing the current contract.

### **Housing Assistance Policy**

- 2.12 The Council currently has a published Housing Assistance Policy which covers the grants available, fees and the application process. This document will be reviewed and updated as the project develops and will be presented to Cabinet early in 2023 as final preparations are made. In March 2022 a new Good Practice guide was published by Government which will guide the development of the policy.

3. **Proposal**

That Cabinet:

- 3.1 Approve the project plan for activities leading up to the new service on 1<sup>st</sup> April 2023, noting that regular progress updates will be provided to the Executive Director for Sustainable Environment and Operations the Portfolio Holder for Community Safety and Well-being.
- 3.2 Authorise the Executive Director for Operations and Sustainable Environment in conjunction with the Portfolio Holder for Housing and Wellbeing be authorised to agree the appointment of a contractor to deliver the Occupational Therapy expertise to the service following a competitive tendering process led by Stafford Borough Council.
- 3.3 Approve the use of the Dynamic Purchasing System, being developed in partnership with four other Staffordshire Local Authorities, for obtaining estimates from suitable contractors for adaptation works.

4. **Reasons for Proposed Solution**

- 4.1 A Staffordshire County Council contract to provide the Disabled Facilities Grant service via a commissioned service ends on 31<sup>st</sup> March 2023. The contract will not be extended or the service recommissioned by Staffordshire County Council hence the need to review our options and propose returning the service to local authority delivery. The preferred solution also makes the most of opportunities to share the approach with other local authorities and to jointly commission services.

5. **Options Considered**

- 5.1 The Staffordshire Independent Living Service Steering Group commissioned an Option appraisal report to consider the options for service delivery post 1<sup>st</sup> April 2023. Options identified were;
- 5.2 Recommission the service as a group of six local authorities. Market testing identified a lack of suitable providers to deliver such a service.
- 5.3 One local authority to lead on developing a shared service for all six authorities. Some of the difficulties with the current contract related to scale which would not be overcome by this approach.
- 5.4 Local Authority groupings to deliver the service in house or through a Home Improvement Agency. It has not been possible to progress this model however the local authorities who were members of the SILIS Steering Group are working together in relation to the Occupational Therapy Service and the Dynamic Procurement System.
- 5.5 Do nothing, this is a statutory service backed by a government funded budget therefore do nothing is not an appropriate option.
- 5.6 Provide a basic service which offers no support to residents who apply for a grant. For many residents this would be an acceptable proposal but would not support vulnerable residents who have difficulties accessing services and articulating needs. Therefore it would adversely affect vulnerable residents.

## 6. Legal and Statutory Implications

- 6.1 The Council is required by the Housing Grants Construction and Regeneration Act 1996 to approve valid applications for DFG. Additional powers are provided in the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 to not only provide the mandatory assistance but also offer more flexible preventative alternatives linked to local health and social service priorities identified through the Better Care Fund.
- 6.2 Procurement for the Occupational Therapy service is a joint project being led by Stafford Borough Council.

## 7. Equality Impact Assessment

- 7.1 The proposal is intended to have a positive impact on residents who have a disability and are eligible for a DFG by speeding up the process and quality of work. Also by seeking to develop innovative policies and practices once the service has become established.
- 7.2 No negative equality impacts have been identified.

## 8. Financial and Resource Implications

- 8.1 The Council has a statutory duty to provide DFGs, irrespective of the funds available. The Government determines the Disabled Facilities Grant allocation to the Council which is contained within the Better Care Fund provided to Staffordshire County Council. Funds are passed to the Council through a pass porting agreement.
- 8.2 Previously contract procurement and currently SILIS Steering Group contract management is funded through top slicing the DFG budget.
- 8.3 The current contracted service is funded by a fee on the grant, it is proposed to continue this approach to allow the service to have no budgetary impact. The proposed fee will be put forward for approval with the Housing Assistance Policy in early 2023.

## 9. Major Risks

- 9.1 A risk register is attached at appendix 2. The key risk is that the service is not ready for commencement on 01.04.23. The purpose of having the project plan and risk register is to ensure the service development and launch is carefully planned and potential risks mitigated.
- 9.2 A further key risk is delivery of the service in the run up to 01.04.23 during the exit strategy phase of the current provider. A robust exit strategy is being developed and the service will continue to be closely monitored by the SILIS Steering Group.

## 10. UN Sustainable Development Goals (UNSDG)

- 10.1 The proposal contributes to the following UN Sustainable Goals.



11. **Key Decision Information**

11.1 This is a key decision as the annual DFG budget for 2022/3 is £1,715,114. In 2021/22 the budget supported the adaptation of 195 properties.

12. **Earlier Cabinet/Committee Resolutions**

12.1 The DFG service was previously considered in 2017 when it was agreed to join the county procurement process.

<https://modern.gov.newcastle-staffs.gov.uk/ieListDocuments.aspx?CId=118&MId=2934>

13. **List of Appendices**

13.1 Appendix 1 – Project Plan

13.2 Appendix 2 – Risk Assessment

14. **Background Papers**

14.1 Supporting Independent Living in Staffordshire (SILIS) Delivery Options for the DFG Service from April 2021 – June 2021 by Cherrywhite Consultancy Services Ltd & ARK Consultancy Ltd.

14.2 Procurement of building contractors on behalf of the new insourced/ shared dfg services - ARK Consultancy Ltd – June 2022.

14.3 OT assessments procurement options - Cherrywhite Consultancy Services - 7-05-2022



## Appendix 1 -- Project Plan



Item	Action	Proposed outcome	Start date	Completion date / progress
1	<b>Project Plan</b> approval	Cabinet approval to proceed with activities	01.08.22	
2	<b>Exit Strategy</b> implementation	A structured transfer of the service in a way that minimises applicant and contractor disruption	01.09.22	
3	<b>Risk Assessment</b>	Risks identified, mitigation identified and monitored.	01.08.22	
4	Participate in the <b>procurement of an Occupational Therapy</b> service provider led by Stafford Borough Council	Commissioned service providing robust occupational therapy assessments and adaptations recommendations	06.09.22	
5	Establish a <b>Dynamic Procurement System</b> that can be used to obtain estimates for grant eligible work from approved contractors	Robust process for obtaining estimates from quality checked contractors with completion	14.08.22	
6	Establish <b>TUPE</b> process for staff of current provider The contract is between Staffordshire County Council and Millbrook Healthcare, however Millbrook Healthcare provide services directly to the local authorities. TUPE will therefore apply and the activities are ongoing with the County Council to understand what TUPE arrangements will look like and the numbers and job descriptions of staff to be transferred to the authority. The background paper Delivery Options for the DFG Service post 01.04.23 identifies the reasons the contract is not continuing or being recommissioned and why TUPE applies.	Understanding of staff numbers to be transferred under TUPE allowing a further consideration on staffing numbers and requirements.	commenced	
7	<b>Staffing</b> Interdependent with item 6 to plan for any staffing gaps and recruitment requirements.	Appropriate staffing levels		
8	<b>Develop a landlord application route</b> Agree a social landlord application route initially working with Aspire, to allow them to support their tenants directly whilst maintaining an overview of best use of the housing stock.	Meeting good practice guidance and making social landlord approval for adaptations a more efficient process	commenced	
	Develop the Council <b>front door</b> process	Service is fully integrated with One Front Door process and utilises web interactions	06.09.22	



	<p>Confirm the <b>Application model</b></p> <p>It is proposed to have 4 main routes, Landlord application – landlord establish if able to support application and if so to obtain drawings and costings through own frameworks – able to charge a % fee for completion and supervision – funds released to landlord on completion.</p> <ol style="list-style-type: none"> <li>1. Direct application – applicant completes forms obtains estimates and submits full application once approved continue with self-management – funds released to the applicant once works satisfactorily complete. This ensures that residents who are able are empowered to manage their own grant process and works.</li> <li>2. Equipment application – ie stair lift, step lift, through floor lift, modular ramp – fast track process for equipment items only.</li> <li>3. Supported application – local authority case workers and surveyors</li> </ol>	Straightforward application model providing support where needed and independence where it is not.	01.01.23	
10	<p><b>Housing Assistance Policy</b></p> <p>Interdependent with items 5, 8 &amp; 9</p> <p>Develop a revised Housing Assistance Policy to reflect the new service and processes and good practices. Policy to be put forward for Cabinet approval early 2023.</p>	Working to an approved good practice policy	Feb 23	
11	<p><b>Develop fee</b> to be levied on grants as part of the grant payment</p>	Service is operated at cost to the Council	Feb 23	
12	<p>Ensure appropriate <b>office accommodation</b></p> <p>The service coming in house will increase the number of Castle House users. Due to the flexible use of the building and remote working is envisaged this can be accommodated within the existing Regulatory Service areas.</p>	Service has appropriate IT hardware and systems and office space		
12	<p><b>Induction</b> to council on day one for new staff</p>	Staff feel confident and able to deliver the service as soon as possible from transfer	01.04.23	
13	<p><b>Continuous improvement</b></p> <p>Transferring the service is a major project that will take time to bed in and become established. It will be subject to ongoing reviews to ensure processes are working and to identify improvements.</p>	That the service continues to develop and improve	From 01.04.23	

## Appendix 2 – Risk Assessment

Risk	Mitigation
Performance of current provider dips in the run up to 31.03.23	Ensure clear and precise communication with provider so staff understand the implications. Agree clear joint communications at all stages. Continue with regular contract monitoring throughout the period.
Service not ready for Go-Live in April 2023	Robust project plan, carefully managed to ensure service is ready.
Occupational Therapy procurement fails to identify a supplier	Authorities working together to ensure a consistent clear service requirement where local authorities are not competing against each other for suppliers
Staffordshire authorities fail to work together on joint projects	Good history of joint working through the SILIS steering group and access to support already commissioned by the group.
ICT not in place/loss of data	The Council currently has access to all data under data sharing protocols – all live cases will need to be input into the system in use in the service area
TUPE Implications – potential poor data relating to staff or staff without the required capabilities	Specialist advice regarding TUPE implications to be sought. TUPE staff to be provided with clear objectives and support and appropriate management if the standards are not met.
Recruitment and retention of staff	Ensure clear job descriptions and appropriate reward for roles. Robust records and systems to be in place. A lack of single person reliance wherever possible.
Contractor communication at time of transfer & ongoing	Clear communication with contractors. Use of easy systems for quoting for works and trusted/swift payment mechanisms.
Cost of delivery increases	Materials and labour costs are known to be increasing currently. Cost to deliver the HIA is likely to be higher than current service provision. Clear service requirements and management of the staff delivering to ensure both quality and quantity of work being delivered.
New service fails to deliver an improved outcome	Robust performance reporting and regular meetings to review service delivery and provide support to the service to deliver effectively.
Customer journey does not improve	Ensuring that the customer remains at the centre of every discussion and decision relating to service delivery.



## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

### EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet  
06 September 2022

**Report Title:** Compulsory Purchase of 12 Cheddar Drive, Newcastle, Staffordshire, ST5 6QR

**Submitted by:** Director of Sustainable Environment and Operations

**Portfolios:** Community Safety and Wellbeing

**Ward(s) affected:** Silverdale

#### Purpose of the Report

To request Cabinet authority to Compulsory Purchase an empty property at 12 Cheddar Drive, Newcastle, Staffordshire, ST5 6QR and to subsequently dispose of the property to ensure it is brought back into use as a home.

#### Recommendation

##### **That Cabinet**

1. Approve serving the necessary legal papers to acquire 12 Cheddar Drive, Newcastle, Staffordshire, ST5 6QR, through Compulsory Purchase under Part II and section 17 of the Housing Act 1985.
2. Approve the subsequent disposal of the property through the most appropriate means to bring it back into use as a home.

#### Reasons

Research into this empty property, which is in a state of disrepair, shows there is no known owner and no realistic alternative prospect of bringing it back into beneficial use.

A report was approved by cabinet in June 2021 which gave authorisation to work up proposals to Compulsorily Purchase the property.

#### 1. Background

- 1.1 The property has been empty for 4 years and 6 months, it is neglected and deteriorating in condition.
- 1.2 Extensive research has identified the history of the property and the reasons it is empty. However this has not identified any other options for returning the property to a beneficial use. There is no doubt its condition will continue to deteriorate and adversely affect the local community.
- 1.3 With the right disposal approach the property will contribute to housing options in the borough and can be brought back into use as a home.



## 2. **Issues**

- 2.1 A legal review of the case has identified it does constitute a strong case for compulsory purchase as no one has been identified with ownership responsibility and the property will remain empty without intervention.
- 2.2 A Valuation of the property was obtained on the 9<sup>th</sup> August 2021 and estimated as £72,000 (see appendix 1). A desktop review is being undertaken to understand any changes. However the exact value will only be determined through an open market sale.
- 2.3 Registered providers operating locally have been approached to identify whether they are interested in acquiring the property for social rent. Unfortunately no interest has been shown in this option as the property is classed as a non-traditional structure. Further details regarding the non-traditional structure are included in the valuation property under the heading construction.
- 2.4 Homes built of non-traditional structure are usually only available for cash purchase and are not available to purchase with a mortgage. It is therefore proposed to dispose of the property through an open market auction with a requirement to bring the property back into use in 12 months. This ensures a fair, open transparent process, ensuring market value is achieved but mitigating against the risk of a new owner continuing not to bring it back into use.

## 3. **Proposal**

That Cabinet:

- 3.1 Approve serving the necessary legal papers to acquire 12 Cheddar Drive, Newcastle, Staffordshire, ST5 6QR, through Compulsory Purchase under Part II and section 17 of the Housing Act 1985.
- 3.2 Approve the subsequent disposal of the property through the most appropriate means to bring it back into use as a home.

## 4. **Reasons for Proposed Solution**

- 4.1 Research into this empty property, which in a state of disrepair, shows there is no known owner and no realistic alternative prospect of bringing it back into beneficial use.
- 4.2 An article printed 4th July 2021 in the local newspaper following an initial Cabinet Report dated June 2021 which agreed a recommendation to progress with the CPO highlighted that local residents were in favour of this action.
- 4.3 The action will send a strong message to other empty home owners who are not taking responsibility that the Borough will use the full range of options available and will provide learning for further cases.

## 5. **Options Considered**

- 5.1 Option 1 – Do Nothing  
This approach will only lead to the property being left empty indefinitely, falling into increased disrepair, attracting anti-social behaviour and elevated levels of crime which will ultimately put more pressure on the services.
- 5.2 Option 2 - Enforcement Actions

There is a range of legislation which can be used to require owners to manage the condition of an empty property. This has been discounted as the owner cannot be identified to enforce against and it does not directly result in a change in ownership and beneficial reuse of the property.

- 5.3 Option 3 – Acquire the property and choose an alternative disposal means  
This has been discounted as if an individual does come forward who can evidence ownership they can claim compensation over and above the disposal amount if it can be shown that the Council did not achieve the best possible price for the property.

## 6. **Legal and Statutory Implications**

- 6.1 Browne Jacobson Solicitors have been appointed to support the Council in this proposal. They have undertaken a legal review and confirmed the necessary criteria have been met and there is a compelling case for this action.
- 6.2 Section 17 of the Housing Act 1985 enables the Council to acquire houses, together with any land occupied with the house, compulsorily for the purposes of providing housing accommodation.
- 6.3 Before a CPO can be implemented, the acquiring authority must be able to justify the use of powers to the Secretary of State, usually through a public inquiry process. The acquiring authority must be able to demonstrate that:-
- There is a compelling case in the public interest to deprive the landowner of their land;
  - There are no other impediments to implementing the proposal for which the CPO is required. This usually involved demonstrating that the council has sufficient resources to deliver what it intends to deliver, and there are no other consents (planning etc.) outstanding;
  - That CPO powers are needed to achieve what the Council is seeking to achieve. This involves being able to demonstrate that the Council was not able to acquire the land by agreements.
- 6.4 The process involves assembling a case such that these matters can be demonstrated, Making (drafting and publishing) an Order, inviting representations, and then undertaking a public examination process (usually through public inquiry) through which an inspector appointment by the Secretary of State will determine where or not to “confirm” the Order.
- 6.5 Once confirmed, the Council takes steps to implement the order thereby taking legal ownership of the property. Where previous ownership cannot be ascertained, the compensation payable is held in escrow in the event of an entitlement to claim against it arising at a later date.
- 6.6 As no owner, or any ownership claims can be identified there is no expectation of a public enquiry being necessary.

## 7. **Equality Impact Assessment**

- 7.1 There are no equality impact issues arising from the recommendation, although if increased affordable housing is ultimately achieved, that makes a positive contribution to meeting a particular housing need.

## 8. **Financial and Resource Implications**

- 8.1 There is a legal process to follow in order to acquire the property. Once this is confirmed arrangements can be made for disposal. Following disposal the funds, minus reasonable

costs incurred by the council in pursuing the Compulsory Purchase Order must be held in escrow in case anyone with an ownership claim comes forward to claim compensation. In this regard the Council does not need to allocate a budget to this proposal but must be aware that a compensation claim can be made at any time during the process.

8.2 A property valuation carried out on 9<sup>th</sup> August 2021 valued the property at £72,000. A desktop review is being undertaken to understand any changes. However the exact value will only be determined through an open market sale.

## 9. **Major Risks**

9.1 There is a risk that someone with a valid ownership claim comes forward throughout process, either before or after acquisition. The Council is only taking this action as no valid ownership claims can be identified, if someone does come forward before acquisition we would be willing to stop the action to allow them to take appropriate steps in a reasonable time. If this is after acquisition they can make a compensation claim. Provided the Council has gone through all the appropriate steps and shown due diligence in the disposal process this compensation should be covered by the disposal funds.

9.2 If there is a delay between acquisition and disposal there is a risk the values may change during that time which could affect any compensation claimed. This will be determined by prevailing market conditions, with risks increasing with any increase in time between acquisition and disposal. The risk can be reduced by implementing the process promptly.

9.3 There is a risk if the property is sold with a 'requirement to bring back into use, within 12 months' it could lower the price achieved. If someone with a valid ownership claim comes forward to seek compensation they could argue that a better price could have been achieved without a clause. The ultimate goal is to see the property brought back into use in as shorter time as possible so the risk is considered reasonable. It is also reasonable to consider that someone purchasing a property for development intends to commit to the project and complete within 12 months in order to gain a return on their investment.

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

10.1 The proposal seeks to prevent blight to a community and to work in partnership to contribute to affordable housing options in the borough. Through this the following UNSDGs are supported.



## 11. **Key Decision Information**

11.1 This is not a key decision as the capital and revenue amounts do not exceed the key decision limits and it affects one ward of the borough.

## 12. **Earlier Cabinet/Committee Resolutions**

12.1 Proposed Compulsory Purchase Order – 12 Cheddar Drive, Newcastle, Staffordshire, ST5 6QR (09/06/2021)

<https://moderngov.newcastle-staffs.gov.uk/ieListDocuments.aspx?CIId=118&MID=3427#AI21480>

13. **List of Appendices**

13.1 Appendix 1 Valuation Report – Confidential

14. **Background Papers**

14.1 None

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**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

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

**02 August 2022**

**Report Title:** Financial and Performance Review report – First quarter (Apr-June) 2022-23.

**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 2022-23.

**Recommendation**

**That Members note**

1. 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 and delivery in some cases, were impacted by Covid 19 and 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 2022/23 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 2022/22
- 1.2 This report includes, as a comparison, the period when a number of customer facing services were required to close, or where the customer base simply stopped using the service due to the Covid 19 situation. Despite these unprecedented circumstances, as the summary of the overall performance picture is presented in section 4 of this report reflects, performance has generally seen a lot of positive movement in recovery from Covid-19 pandemic.

**2021-22 Revenue and Capital Budget Position**

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

**Performance**

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

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

- 1.5 Additional performance information is provided, not only to ensure the monitoring of the corporate activities of the council, but also to inform Members, businesses and residents of performance in their local economy.
- 1.6 Any indicators failing to meet the set targets include a comment explaining why the indicator has not performed well, and what steps are being taken to ensure improvement in the future.
- 1.7 In Quarter 2 of 2021-22, a new symbol was introduced, a boxed tick used in Appendix B and detailed in the key at the end. This is used for indicators where a target is not set but performance is monitored quarterly.
- 1.8 The latest performance information for quarter one has been analysed and all indicators monitored for this period are listed in the table found in Appendix B.
- 1.9 For this report a total of 20 indicators were monitored, and the proportion of indicators which have met their target (where set) or are within tolerance levels during this period stands at 80%.

## 2. **Issues**

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

## 3. **Proposal**

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

## 4. **Reasons for Proposed Solution**

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

## 5. **Options Considered**

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

## 6. **Legal and Statutory Implications**

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

## 7. **Equality Impact Assessment**

7.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably due to protected characteristics. There are no differential equality issues arising directly from this report.

## 8. **Financial and Resource Implications**

8.1 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.

## 9. **Major Risks**

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

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

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



## 11. **Key Decision Information**

11.1 Included on the Forward Plan

## 12. **Earlier Cabinet/Committee Resolutions**

12.1 N/A

## 13. **List of Appendices**

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

## 14. **Background Papers**

14.1 Working papers held by officers responsible for calculating indicators.

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Classification: NULBC **PROTECT** Organisational  
**Financial Position Quarter One 2022/23**

**1. General Fund Revenue Budget**

- 1.1 The Council approved a General Fund Revenue Budget of £15.269m on 23 February 2022. 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 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 and 2021/22. No Government funding for 2022/23 in respect of financial pressures relating to the Coronavirus pandemic (including income compensation) is likely to be received.
- 1.3 The Council's revenue budget relies on service income from fees and charges income of around £725k per month across a wide range of services, with a significant proportion coming from Jubilee 2 and car parking. Taking account of the current restrictions it is forecast that income losses from fees and charges for the financial year will amount to £0.517m.
- 1.4 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.
- 1.5 Further consequences of the Coronavirus on the Council's financial position will depend significantly on any future lockdown or restrictions being imposed, the recovery of income from fees and charges and on any further Government financial support that may be received.
- 1.6 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 showed an adverse variance of £0.129m. It is forecast that a balanced 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 other charges (£0.313m at quarter one), it is forecast that these losses will amount to £0.517m by the close of the financial year.
  - b. Income shortfalls from commercial rents (£0.019m at quarter one), it is forecast that these losses will amount to £0.075m by the close of the financial year.
  - c. A proposed pay award of £1,925 per full time employee, which is in excess of the amount provided for in the budget (2.5%), including national insurance and pension the additional amount is estimated to total £0.591m for the financial year.



Classification: NULBC **PROTECT** Organisational

d. Increased fuel (£44k at quarter one), electricity (£16k at quarter one) and gas (£8k at quarter one) prices when compared to the amounts provided for in the budget, it is forecast that these variances will amount to £0.272m by the close of the financial year.

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

a. Utilisation of the Cost of Living Reserve that was established during the budget setting for 2022/23 in order to respond to any above inflationary increases in costs. It is anticipated that the £0.400m paid into this reserve will be fully used.

b. Use of £0.240m New Homes Bonus funding paid into the Budget Support Fund that was established during the budget setting for 2022/23 in order to boost the Council's financial resilience during 2022/23 as a result of the continued impact of the Coronavirus pandemic.

c. Application of £0.167m Administration grant paid to the Council and set aside during 2021/22 in relation to Coronavirus grants.

d. Expenditure continues to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, including staffing costs (£0.171m underspend at quarter one, forecast to amount to £0.684m for the financial year), 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 2022/23. For 2022/23 eligible businesses were awarded a 50% reduction in the business rates liability, up to a cash cap limit of £0.110m 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 2022/23 which, all things being equal, would 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 reduced income that will be incurred on the collection fund.

3.4 A surplus is currently being forecast in respect of the Council Tax collection fund as a result of residents becoming ineligible for Council Tax Support due to a return to work or an increase in working hours.

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

<b>Tax</b>	<b>Total Forecast (Surplus)/Deficit</b>	<b>Council's Share</b>
Council Tax	(£0.352m)	(£0.041m) (10.9%)
Business Rates	(£0.300m)	(£0.120m) (40%)
Business Rates Section 31 Grant	£0.406m	£0.162m 40%
<b>Total</b>	<b>(£0.246m)</b>	<b>£0.002m</b>

3.6 In addition, the Council is due a reimbursement of £0.972m relating to the difference between the declared and actual business rates collection fund outturns for 2021/22, this will be repaid to the Council, and into the Business Rates Reserve, in 2023/24.

#### 4. Capital Programme

4.1 A Capital Programme totalling £32.309m was approved for 2022/23. Of this total £30.309m relates to the total cost of new schemes for 2022/23 together with £1.000m for schemes funded by external sources (Disabled Facilities Grants) and £1.000m contingency. In addition £5.548m has been brought forward from the 2021/22 Capital Programme (including £4.017m from the Town Deals Fund and the Future High Streets Fund), resulting in a total Capital Programme of £37.841m for 2022/23.

4.2 At the close of quarter one the profiled capital budget amounts to £3.401m, actual spend for this period totals £3.433m. There are no significant variances in expected spend at this point.

4.3 A review of the capital programme is in the process of being undertaken as part of the Efficiency Board and budget setting process for 2023/24 in order to identify any projects that may need to be re-profiled from 2022-23 into future years. The results of this exercise will be reported to Cabinet in due course.

#### 5. Capital Programme Funding Position

5.1 The expected total capital receipts due to be received this year following the sale of assets amount to £0.500m, £0.100m of this will be set aside for the flexible use of capital receipts during 2022/23. A summary of the expected income is shown in the table below.

<b>Funding</b>	<b>Amount</b>
Proceeds from Right to Buy sales	£0.500m
Flexible use of capital receipts	(£0.100m)
<b>Total</b>	<b>£0.400m</b>

#### 6. Treasury Management

6.1 It is expected that borrowing will be required during 2022/23 to fund the capital programme however no borrowing arrangements have been required to date.

6.2 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.

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## Corporate Performance Quarter 1 2022-23

### Priority 1: Local Services that Work for Local People

#### Progress Summary

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

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

- **Increase Access to Information;**

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

Castle House reception is open to the public and enquiries are being managed through bookable appointments, self-service or telephone support.

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

- **Customer Services Activity**

An extremely busy quarter, with The Council Tax Energy Rebate, Elections and Council Tax, Rates and BIDS recovery action.

- **Deliver new Recycling and Waste Service**

The new recycling service has been fully operational for two years, 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. We started our new contract for re-processing in April this year with Veolia, and the Council has received excellent feedback from them on the high quality of material we are providing. Food waste tonnages have stabilised, and are around 10% higher than those of the previous service. During this quarter we have seen the quantity of residual waste fall further, corresponding with the increase in recycling and food waste, which is really encouraging. The value of materials and separately collected paper and card has increased in value again this quarter, meaning the Council is receiving income for all the recycling materials it collects.

- **Establish Workforce Strategy:**

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

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







- **Develop organisational culture**

Work to develop the organisational culture is ongoing, working with cross sections of the organisation and with Trade Union colleagues, in line with the principles of One Council. Work to embed the values across all stages of the employee life cycle is underway with a full review of policies and procedures and a number of communication campaigns. Two culture surveys were completed in August 2021 and February 2022 with minimal changes, work is ongoing to consider employee recognition. The new Values based appraisal has been launched in July 2022 with the new intranet.








- **Ensure staff wellbeing**




There is a continued focus on well-being, the mental health working group was extended to encompass physical health, diversity and inclusion and has been recently rebranded as “Thrive”. Accreditation with the West Midlands Combined Authority Well-Being group is also being explored. Ten places have been funded for training for mental health first aiders and these will be allocated to a spread of individuals from different services. The new intranet has been launched and the well-being resources are being built upon. A new scheme for AVC’s has been launched to support staff wanting to make additional pension contributions.



Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2021-22	Result Qtr. 4 2021-22	Result Qtr. 1 2022-23	Target Qtr. 1 2022-23	How have we performed?	Status
1.1	Environmental Health	Cllr. Trevor Johnson	Percentage of food premises that have a zero or one national food hygiene rating	Low	0.08%	0.2%	1%	5%	Figure is on target, well below 5%	
1.2 New	Environmental Health	Cllr. Trevor Johnson	Percentage of category A and B food business inspections completed on time	High	62%	100%	100%	-	All A & B category food business inspections completed on time within this quarter	
1.3 New	Environmental Health	Cllr. Stephen Sweeney	No. Accidents/Incidents reported (RIDDOR)	Low	0	2	1	-	An incident led to an over seven day absence. Processes and equipment is in the process of full review following the recent staff re-organisation.	
1.4a	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):- • Dry Recycling	High	23.01%	26.2%	21.09%	25%	Quarter 1 has seen collected tonnage of food waste, and dry recycling increase stabilise. Residual waste has returned to more normal levels following the impact of Covid.	
1.4b			• Food	High	5.21%	7.54%	6.24%	6%		
1.4c			• Amount of residual Waste per household	Low	109.19kgs	101.58kgs	102.31kgs	110kgs (per household) cumulative		
1.4d	Operations	Cllr. Trevor Johnson	Number of missed kerbside collections:- Total (per 100,000 collections)	Low	61.87	51.72	46.46	80 (per 100,000 collections)		In this quarter there were a total of 1,629,480 collections of residual, garden waste, recycling and food. Missed collections of Residual- 139, Garden Waste – 184, Recycling- 266, and food waste - 168.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2021-22	Result Qtr. 4 2021-22	Result Qtr. 1 2022-23	Target Qtr. 1 2022-23	How have we performed?	Status
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Page 74	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	N/A	95.66% 93.13% 98.67% 99.93%	N/A% N/A% N/A% N/A%	91% 91% 97% 99%	This indicator is only measured three times a year (3 tranche's), and not in quarter 1. This year we will be swapping from LEQ surveys to LAMB's as this will provide better management data for cleansing operations. First results will be published in September.	N/A
	1.6	Customer & ICT	Cllr. Simon Tagg	Percentage of requests resolved at first point of contact	High	99.64%	100%	99.99%	97%	Despite the pressures on Services to deliver, a good standard of resolution is maintained at first point of contact.	
	1.7	Customer & ICT	Cllr. Simon Tagg	% Unmet demand (number of calls not answered as a % of total call handling volume)	Low	16.46%	14.81%	12.59%	20%	The increased activity of Council Tax rebate and Elections has affected every domestic property in the Borough. Despite this increased traffic, The Customer Hub has delivered an exceptional Service with little abandonment.	
	1.8	Digital Delivery	Cllr. Simon Tagg	Total number of digital online transactions	High	10,859	15,817	19,512	-	The number of transactions (Jadu) is 19512 this quarter.	
	1.9	Communication	Cllr. Simon Tagg	Total number of unique users to the website	High	123,430	85,538	134,907	79,500	There was a total of 134,907 unique users in this quarter	
	1.10	Revenues & Benefits	Cllr. Stephen Sweeney	Time taken to process Housing Benefit new claims/change events	Low	6.56	3.41days	5.66 Days	10 days	Targeted focus on New claims and change of circumstances has enabled good performance	
	1.11	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of Council Tax collected	High	52.40%	97.4%	31.4%	32.3%	Just missed the target compared to Q1 last year but a proactive reminder run on 23/6/2022 may improve the level of collection	
	1.12	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of National non-domestic rates collected	High	58.00%	95.6%*	34.7%	30.3%	The rate for Business Rates collection is higher than last year following proactive recovery action	
	<b>Ref</b>	<b>Service Area</b>	<b>Portfolio Holder</b>	<b>Indicator</b>	<b>Good is</b>	<b>Result Qtr. 1 2021-22</b>	<b>Result Qtr. 4 2021-22</b>	<b>Result Qtr. 1 2022-23</b>	<b>Target Qtr. 1 2022-23</b>	<b>How have we performed?</b>	<b>Status</b>

1.13	Human Resources	Cllr. Simon Tagg	Average number of days per employee lost to sickness	Low	2.02 days Qtr. 1 (cumulative)	2.89 days per employee LTS – 2.11 days and short term – 0.78 days 10.47 days per employee (cumulative)	3days per employee LTS – 1.92 days and short term – 1.08 days	2.2 days (quarterly) 8.8days (cumulative) Annual	<p>We have changed the method of reporting days lost due to sickness to reflect FTE rather than head count in order to improve accuracy. Sickness absence for Q1 has actually decreased slightly in comparison to Q4 last year but remains higher than average. The figure of 3 days per employee is equivalent to 2.68 days in the way the figures were previously measured. The biggest change has been a reduction in LTS days per employee.</p> <p>Absence is significantly higher than Q1 last year, however we believe Covid related absences masked the true level of sickness when they were excluded.</p>	
1.14 New	Human Resources	Cllr. Simon Tagg	Staff turnover	Low	0.62%	4.91%	5.53%	10%	<p>Turnover remains low and significantly below the 10% target, a slight increase in turnover this quarter may have been driven by the national upward trend in resignations, however turnover is of little concern in most areas.</p>	
1.15 New	Human Resources	Cllr. Simon Tagg	Staff vacancy rates	Low	7.91%	7.48%	7.47%	-	<p>The vacancy rate has remained static this quarter and below Q1 21-22. increased in this quarter. The number of applications for advertised roles has improved and the roles where there tends to be a low number of applicants generally reflects the national picture of skills shortages in areas such as planning and environmental health as well as very niche roles.</p>	

\*The result is within tolerance

## Priority 2: Growing our People and Places

### Progress Summary

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

- **Deliver Borough Local Plan**

The consultation on the Issue and Strategic Options document was delivered through a series of planned in-person and online events between November 2021 and January 2022. A Cabinet report to provide feedback on the Issues and Options Consultation was taken through Cabinet in June 2022, which summarised matters raised during the Issues and Options Consultation as well as responses to in excess of 3600 comments submitted. The next round of consultation on the Call For Sites element of the Plan will be undertaken in Autumn 2022 prior to Christmas 2022.

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

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

- **Progress University Growth Corridor**

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

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

- **Newcastle Housing Advice**

The Newcastle Housing Advice (NHA) team provide the Councils Statutory Housing Advice and Homelessness duties for the borough. The team continue to receive an increase in customer presentations to the service and are seeing more with complex and challenging needs, due to the customer complexities and vulnerabilities there continues to be the defined crossover between the NHA caseload and the work of housing standards, vulnerability hub, customer service and Marac teams. The team work very closely with all partner agencies to help discharge any duties owed.

We have worked with Aspire to develop procedures to utilise and manage the new temporary accommodation projects and have been able to house some of the more complex customers accessing temporary accommodation to move into the new units of accommodation.

QR 1 has seen an increase in emergency presentations, out of hours calls and customers accessing temporary accommodation, this is a high volume service however demand tends to increase in the winter period due to additional cold weather provisions that may come into force

- **Rough Sleepers and temporary accommodation**

The outcome of the Rough Sleeper Initiative 2022-2025 has been announced and the Council have been successful in acquiring the proposed funds in the bid. Below is a breakdown of the roles/initiatives that the fund will be used for. The roles we are looking to have are:

Continuation from last RSI bid;

## **Progress Summary continued**

### **Rough Sleeper Navigator:**

This role will assist rough sleepers to access and engage in services; offering advice and support on all options; advocating and negotiating on behalf of customers; and working closely with other agencies externally & internally in order to provide options, prevent and relieve homelessness and rough sleeping. The role will come with a personalisation fund of £5K. We have appointed Lisa Harrison who currently works for mental health services, who will commence in the post on 8<sup>th</sup> August 2022.

### **Rough Sleeper Coordinator:**

Jointly commissioned with Stoke on Trent – this role will look at innovative solutions and interventions where barriers and blockages occur in the system. Through the use of problem solving with a range of partner agencies, voluntary sector, community groups businesses and residents. We currently have Saeeda Badri in this role and will be continuing this service for the next 3 years. The role will come with a personalisation fund of £2K

### **Homeless Healthcare worker:**

This role is jointly commissioned with Stoke on Trent via the CCG. The role will provide frontline healthcare to rough sleepers, a cohort who don't usually engage with preventative health or attend appointments. Developing relationships to encourage further health engagement including with mental health and addiction services. Rachael started on 1st April 2022 and we are hoping to continue the role for a further 3 years. We have commissioned 20 hours of the role on a flexible basis, so we use her when she is needed, rather than on set times/days. We are in the process of procuring the service for a further 3 years.

### **Flexible Innovative fund / Cold Weather fund:**

This fund will be for solutions for a target group who have previously failed to engage by offering bespoke and sustainable solutions. e.g. getting people into services quickly where delays may cause them to disengage - security for emergency providers so certain individuals can be accepted - enticing private landlords to work with us when they have previously refused by providing reassurances, buying essential equipment / furniture etc. Winter fund: part will include costs of Sever Weather Emergency Protocol (SWEP) staff provision, which we currently commission through Concrete and Walk Ministries at St George's, and the other to secure emergency rooms at B&B.

### **New Roles:**

#### **Tenancy Sustainment Officer:**

The role is to help rough sleepers attain and maintain accommodation. This will include; actions to prevent evictions from temporary and supported accommodation (one of the key reasons for repeat rough sleeping); actions to support moving on from temporary and supported accommodation; building individual relationships to identify what type of accommodation in what location is suitable; ensuring practical aspects of moving are completed; negotiating with landlords to prevent any landlord tenant concerns / rent arrears. The officer will work with individuals for as long as needed, there is no timescale on cases. The role will come with a personalisation fund of £5K. We have appointed Jessica Bowker who currently works for Brighter Futures, she will commence in the role 25<sup>th</sup> July 2022.



## Progress Summary continued

### **Part time (3days) Rough Sleeper Support Officer:**

Working with rough sleepers in temporary accommodation / newly into a tenancy looking for support to develop and maintain their new life. Including diversionary activities, education, sport, practical activities, volunteering, peer support programmes and developing work opportunities. The role would be suitable for someone with lived experience. The role would have a personalised budget to help smooth the way into activities or essentials to compliment activities i.e. work clothes, bus pass, memberships, interview expenses, uniform.

personalisation fund of £3K We have appointed Stephanie Moss who currently works for Brighter Futures, she will commence in the role 15<sup>th</sup> August 2022.

**Homeless Hub:** We have not secured any funding for this financial year and will be using this time to plan what this looks like moving forward.

I am currently looking at possible buildings we can utilise for this service and in talks with varying partners looking at other funding streams and how we can progress this model to include accommodation.

**Rough Sleeper Accommodation Programme with Aspire** •The RSAP project is up and running 3/6 properties are now ready to let. Two have been occupied by some of our entrenched rough sleepers and are being supported by mental health and the allocated RSAP worker. •Two other individuals are currently being assessed for the other properties. •We are currently looking at setting up a working group of Newcastle services that can support these individuals once they are housed and provide that wrap around support to ensure success once housed.

**Silver units:** We currently have 8 single units with low level support that NHA can discharge duty to and we can use as a stepping stone for the RSAP accommodation. We meet weekly with Aspire to discuss referrals for these properties and move on's. These are funded via Intensive Housing Management.

**Bronze units:** We have four family units with key safes that NHA can place families that present at any time of the day or night. We meet weekly with Aspire to discuss referrals for these and move on options.

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

NHA continue to manage the Joint housing Allocations policy and choice based lettings system. The Choice based system and Joint housing policy was implemented in April 2021 and work is ongoing to make improvements to the system. NHA continue to work very closely with Aspire and the other Housing partners, raising any issues and concerns. This quarter Aspire housing have reported extensive delays in the turnaround for the majority of their void properties which has a wider impact on moving on customers on the housing register, we have also seen an increase in MP and customer queries.

NHA continue to work very closely with the 2 staff transferred over to the customer services team to ensure any issues, improvements and concerns are dealt with quickly and efficiently. The Joint housing allocations policy is due for review in January 2023 so this will need to be a priority over the next few months.

### **Progress Summary continued**






- **One Public Estate**

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

In October 2021 the Council worked with Aspire Housing to bid to the One Public Estate Regeneration Programme for the Aspire estate regeneration scheme at Cross Street Chesterton. The bid was successful and funding was made available to support this.

- **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.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2021-22	Result Qtr. 4 2021-22	Result Qtr. 1 2022-23	Target Qtr. 1 2022-23	How have we performed?	Status
2.1	Property	Cllr Stephen Sweeney	Percentage of investment portfolio vacant (NBC owned)	Low	5.1%	10.2%	11.5%	12%	This indicator remains within target.	
2.2	Planning & Development	Cllr. Andrew Fear	Speed of major development applications (P151a)	High	94.7% (Jul 19 – Jun 21)	100% (Apr 20 – Mar 22)	100% (Jul 20 – Jun 22)	60%	These indicators remain well within target and are improving or being maintained at an acceptable level.	
2.3			Quality of major development applications (P152a)	Low	5.1% (Jan 18 – Dec 19)	5.5% (Oct 18 – Sept 20)	5.5% (Apr 19 – Dec 20)	10%		
2.4			Speed of non-major development applications (P153)	High	98.4% (Jul 19 – Jun 21)	98.7% (Apr 20 – Mar 22)	98.3% (Jul 20 – Jun 22)	70%		
2.5			Quality of non-major development applications (P154)	Low	0.9% (Jan 18 – Dec 19)	0.5% (Oct 18 – Sept 20)	0.5% (Jan 19 - 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 or reduce delivery since March 2020. A summary of progress with planned activities for Priority 3 from the Council Plan 2018-2022 are as follows:-

- **Jubilee2 moving forward**

Jubilee2 continues to monitor its impact on the borough's residents. One way of doing this is monitoring the social value of the service through Data Hub. The social value for the Jubilee2 was £592,720 for the past twelve months.

- **Secure J2 commercialisation**

In the first quarter of this year the drowning detection system along with the gym refurbishment projects were successfully completed. It is envisaged that both these projects will support with the reduction of operational costs and increased revenue by attracting a new audience into the wellness hub (created as part of the gym refurbishment). Officers continue to work with TA6 to work on a sustainable marketing campaign to address risks to the business namely, new operators entering into the market place, the cost of living crisis, with a view to attract and retain customers. The focus for the first two quarters of this year has been the development of new health pathways into the service through the NHS (health and wellbeing referrals), along with a root and branches review of the aquatics programme at Jubilee2 supported by Swim England, to drive increased revenue as well as meeting the needs of residents.

- **Kidsgrove Sports Centre**

The contract works have now been completed and the Sports Centre has been handed over to the Community Group for their opening in late July 2022. The lease has been signed and all operational manuals for the successful operation of the facility have been provided to the group.

- **Museum Redevelopment Project**

All capital elements of the redevelopment project are now complete and all public areas are now open. The new café is proving extremely popular with visitors and now delivers food and cakes within the café area, on the newly installed decking and in the activity spaces for pre booked groups. This will be expanded to include 'afternoon tea events' in our Victorian Drawing Room.

Activities and events have included talks, art workshops, reminiscence sessions, events for people living with dementia, dance, craft fairs, film showings, volunteer recruitment and working with external partners on funding bids for small projects. The Celebrate Castle event on Brampton Park in May attracted over 1600 people. The schools programme is being redesigned and schools are attending sessions in the new activity spaces.

- **Streetscene Fleet procurement**

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

- **Deliver Capital Programme projects**

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

- **Open Space Strategy**

The Heart of England in Bloom campaign and all local Newcastle in Bloom competitions and activities will take place live in 2022, with Newcastle being judged on 13<sup>th</sup> July and results announced in September. The Newcastle in Bloom Local Awards event will place at the New Vic theatre on 1<sup>st</sup> October to announce the winners of the local competition. Sponsorship from local businesses is continuing at near-normal levels and is aiming to achieve around £60,000 in 2022/23. A total of 7 of the Borough's strategic parks and cemeteries have entered the Green Flag awards this year, and the results will be announced in the autumn. The Open Space Strategy has been updated as part of ongoing work on the Local Plan and work has commenced on preparing a Nature Recovery Action Plan in partnership with Staffordshire Wildlife Trust.

### Progress Summary continued

- **Bereavement Services**

The Bereavement Services team are seeking to identify new opportunities to support an enhanced service/memorial offer to residents, giving them greater choice/flexibility at their greatest time of need.

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

- **Taxi Licensing Policy**

- In the first quarter of 2022-23 there have been no substantial amendments to the policy. Statutory guidance was published in July 2020, this resulted in amendments to the taxi policy being approved by Licensing and Public Protection committee for implementation from April 2021. The policy and amends were implemented.

- **Environmental Health & Licensing**

- The pavement licensing regime has been implemented by the service, this is a temporary licence which allows premises to apply for a licence for tables & chairs and other furniture on the pavement outside of their premises, and such arrangements have been extended for a further year. As part of the Levelling Up Bill it is proposed that the pavement licence regime is made permanent. It will remain on a temporary basis until 30<sup>th</sup> September 2023 when the Bill will likely have been enacted. In addition, the service is supporting the County Council in the Covid outbreak controls for high risk premises and is continuing with advising business, responding to complaints non-compliance with Covid controls. At the end of Q4 many of the Covid restrictions have been lifted, however there is an ongoing responsibility for business and the service to manage Covid.

- **Town Centre ASB enforcement**

Partnership activity around the town centre continues to be a priority with a range of enforcement activities being explored. We continue to utilise the CCTV system in order to collate evidence to support partnership enforcement. In addition to this the Town Centre Security Marshalls continue to patrol key ASB locations around the town centre and respond to incidents of ASB that are reported via the store net radio system. They also continue to provide valuable information for the purposes of enforcement.

Activity is co-ordinated by working closely with partners such as the Police and others within the Newcastle Strategic Partnership to identify individuals in need of support and utilising the Council's civil enforcement powers such as Community Protection Warnings (CPNWs), Community Protection Notices and Injunctions, continued enforcement of PSPOs for the Town Centre and Queen Elizabeth Park, as appropriate. We also continue to monitor progress around individuals in the town centre via the weekly enforcement meeting.

- **Commission new CCTV Service**

We are now in the final stages of this project with the last few remaining CCTV units for the subways awaiting final connection




- **Vulnerability Hub and MARAC**


The Council continues to actively co-ordinate and contribute to the Vulnerability / Harm Reduction Hub and MARAC multi-agency forums, which are designed to collaboratively de-escalate risk to our most vulnerable households, to prevent death and serious harm and to encourage appropriate support and assistance from the most relevant partners. There has been a noticeable increase in referrals to the Hub over the last 12 -18 months and it is clear that more complex and challenging cases are being presented for assistance which is taking longer to respond to. Discussions with County Commissioners and local service providers have been ongoing to encourage best use of available and collaborative resources and an understanding of the issues / challenges raised at the forum requiring a multi-agency response. MARAC continues to see an increase in referrals and complex cases. A Domestic homicide review is about to commence in the Borough. We have just successfully re-commissioned Glow to deliver the Children and young people's domestic abuse service and have brought the Safe Recovery Worker in house until 31.03.23 while the future of this service is assessed.



- **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 (NO<sub>2</sub>) levels. The outline business case has been presented to Economy, Environment and Place Scrutiny Committee and approved at Cabinet. Work upon preparation of the Full Business Case is being progressed. Work on the retrofitting of busses has been completed.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2021-22	Result Qtr. 4 2021-22	Result Qtr. 1 2022-23	Target Qtr. 1 2022-23	How have we performed?	Status
3.1a	Community Safety	Cllr. Gill Heesom	Anti-Social Behaviour (ASB) cases:- -New cases received during the quarter	Low	123	235	312	-	There are currently 17 cases discussed at the ASB Early Intervention Case Conference. 14 cases discussed at Weekly enforcement meetings specifically for Newcastle Town Centre. There has been a significant rise in demand for ASB cases in the Borough over the last quarter.	
3.1b			-Current open cases at the end of the quarter	Low	45	30	22	-		
3.1c			-Cases closed in the quarter	High	112	242	320	-		
3.2	Community Safety	Cllr. Gill Heesom	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	High	64	57	47	-	A total number of 47 referrals made to Vulnerability Hub meetings that have taken place over the last quarter.	
3.3 New	Culture & Arts	Cllr. Jill Waring	Number of People Accessing the Museum's collections online and in Person	High	30,565	161,995	18,689 in person visits 59,997 social media engagements Total 78,686	33,000 Qtr 4 target 126,000(cumulative)	Figures include both in person visits and online engagements through our social media platforms. In person visits are reaching our QTR 2019-20 pre-covid levels with only selected areas of the museum open to the public during April and May.	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2021-22	Result Qtr. 4 2021-22	Result Qtr. 1 2022-23	Target Qtr. 1 2022-23	How have we performed?	Status
3.4 New	Leisure	Cllr. Jill Waring	Membership growth	High	1961 members	2,392 members	2487 members	Target Qtr 1 2,392 Qtr 2 2,500 Qtr 3 2,700 Qtr 4 2,900	Memberships are roughly in line with projections following a month's closure to allow for the refurbishment of the gym. Working with Alliance leisure the service will continue to develop a strong marketing campaign to attract and retain customers in light of new gyms opening in the borough. Membership Attrition is slightly higher than expected and this may be attributed to the cost of living crisis families are facing.	

## Priority 4: A Town Centre for All

### Progress Summary

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

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

- **Prepare a Town Centre Strategy**

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

- **Market**

The focus for increasing footfall and visitor satisfaction remains and the Market team continues to host specialist visiting markets creating diversity to supplement our weaker regular markets offer. The specialist visiting markets have created diversity to supplement our regular markets offer. They've continued to be very popular with high take up of stalls and excellent visitor numbers. Castle Artisan Market (CAM) used additional pop-up stalls and pitches to accommodate traders on our waiting list (45 stalls and up to 70 traders in total). Due to the popularity this market continues to grow with an additional road closure now in place outside WH Smith to December 2022.

CAM continues to be held on the third Sunday of each month and celebrated its first birthday in October 2021. Due to this market's popularity, a few town centre businesses and our regular general market traders now take stalls at these markets each month. There are 13 dates booked-in for 2022.

Greyhound Gap Takeover Market is a dog-themed event where owners and pets visit in considerable numbers and all 45 stalls are used. This event is organised by Castle Artisan Market (CAM) team in conjunction with the Market team and ensures a successful day with good social media promotions. It is due to be held again on Sunday 7 August 2022. As the frequency of this market increases, it has now appeared in the last two performance indicators for 2022.

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

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

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

- **Business Support**

Delivery of the 'Staffordshire Means Back to Business' package of support, which as funded from Additional Restriction Grant monies was completed at the end of March.. To date. 56 Newcastle apprenticeship places have been created, 37 businesses have taken advantage of the 'Nil Cost Training to Businesses' and 12 businesses have taken advantage of the 'to Thrive' grants to assist businesses to recover and grow. In addition, funding was also used to provide 27 free memberships to the Federation of Small Businesses, all of which have been taken up by a wide variety of Borough businesses.

Work has continued in signposting businesses to appropriate support, including updating the information available on the new website. Over 130 queries have been dealt with so far this financial year and requests continue to come in. Seven e-newsletters have been sent out to over 120 businesses who have requested these regular updates of support on offer from the council and partners. Planning will soon be underway for Business Boost 2022. Welcome Back fund has also supported local businesses in Kidsgrove to come together to run a Totally Locally scheme to encourage footfall back into the high street, post pandemic.

## **Progress Summary continued**

- **Parking Policy**




The Council adopted a new Car Parking Strategy in 2019/20, which has led to a number of service improvements over the past 3 years. These have included new car parking machines which accept card payments and an improved service for pay for parking has been implemented with PayByPhone. As part of the Car Parking Strategy Review, a new initiative was established to support town centre users in the important Christmas retail period the Midway car park, where customers parked for free between 9am and 1pm, then for the existing offer of £1 after 1pm continues. Installation of electric vehicle charging points is underway with Goose Street, Newcastle and Heathcote Street, Kidsgrove being operational. Works are in progress with the electric service provider for the upgrade of apparatus on The Parade, Silverdale and King street, Newcastle. Consultation has also commenced at Lyme Valley for a Traffic Regulation Order to improve car parking access for leisure users of the Lyme Valley.

- **Establish Town Centre Communications Group**

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

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

Kidsgrove Town Deal Board (KTDB) submitted the Kidsgrove town Investment Plan to MHCLG at the end of October 2020 and in March 2021 confirmation of a £16.9 million award was received. The Kidsgrove Sports Centre business case was fast tracked and Town Deal money was used alongside Council investment to refurbish the centre. The Chatterley Valley project has now started on site. Approval of the Canal business case was received in June 2022. Kidsgrove Railway Station business case is with DLUHC for approval. A Shared Service Hub business case was submitted for approval at the end of June 2022.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr. 1 2021-22	Result Qtr. 4 2021-22	Result Qtr. 1 2022-23	Target Qtr. 1 2022-23	How have we performed?	Status
Page 88 4.1	Regeneration & Economic Development	Cllr. Stephen Sweeney	Car parking usage:- Number of tickets purchased	High	30,077	71,834	95,817	-	The number of tickets purchased have increased by 218.57% in Qtr. 1 compared to the same period in 2021.	
4.2	Regeneration & Economic Development	Cllr. Simon Tagg	Footfall	High	209,441	553,527	638,008	-	There is an increase in the figures in this quarter compared to Qtr 4 2021-22. There is also a significant increase against Qtr 1 2021 showing an increase of 204.62% which was due impact of Covid-19.	
4.3	Regeneration & Economic Development	Cllr. Stephen Sweeney	Average stall occupancy rate for markets	High	Monday GM 22% Tuesday AFG 91* Wednesday GM 16% Thursday AFG 79% Friday GM 44% Saturday GM 45% Friday Farmers Mkt – 100% Castle Artisan Market 100%	<b>Stall Occupancy</b> Overall average 53%  Monday General Market 23% Tuesday AFG Antiques Market 71% Wednesday General Market 13% Thursday AFG Bric-a-Brac Market 40% Friday General Market 35% Saturday General Market 34% Castle Artisan Market 100%* Vegan Festival 100%** Greyhound Gap Market 100%***	<b>Stall Occupancy</b> Overall average 60%  Monday General Market 21% Tuesday AFG Antiques Market 76% Wednesday General Market 13% Thursday AFG Bric-a-Brac Market 58% Friday General Market 32% Saturday General Market 36% Castle Artisan Market 100%* Vegan Festival 100%** Greyhound Gap Market 100%***	-	<i>*Monthly market still expanding (Hiring additional stalls to accommodate traders on our waiting list).</i>  <i>**Three times-a-year market with over 100% occupancy on trader provided gazebos.</i>  <i>***Occasional pop-up market</i>  The increase in stall occupancy for some of the markets can be attributed to seasonal variations.  <b>Quarter 1 2022/23</b> <b>Stall Arrears</b> = £141.00 <b>Value of income</b> = £17318.00	

\*The result is within tolerance



**N/A**

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



Performance is not on target but direction of travel is positive



Performance is not on target where targets have been set



Performance is on or above target



Positive performance noted (no target set)



Performance noted for monitoring(no target set)

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## **Cabinet Forward Plan**

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

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

We have to take some Cabinet decisions in private because they deal with confidential or “exempt” information. That is information described in one or more of the following categories set out in Schedule 12A of the Local Government Act 1972.

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals an authority proposes;
  - a. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - b. to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime

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

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

Page 91 More information on Cabinet procedures, executive functions, Key Decisions, urgent decisions and access to information is available in our [Constitution](#).

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if applicable)	Key Decision Yes/No
Walley's Quarry Odour Issues	To consider an update on Walley's Quarry	Environment and Recycling	Cabinet – 6 September 2022	Health, Wellbeing and Environment	All Wards	N/A	N
Quarter 1 Budget & Performance report	To receive the Q1 Finance & Performance Report	Finance, Town Centres & Growth	Cabinet – 6 September 2022	Finance, Assets & Performance	All Wards	N/A	Y
The Council Plan	To consider approval of the Council Plan	One Council, People and Partnerships	Cabinet – 6 September 2022	Finance, Assets & Performance	All Wards	N/A	N
HVO Alternative Fuels	To consider a report on alternate fuels	Environment and Recycling	Cabinet – 6 September 2022	Health, Wellbeing and Environment	All Wards	N/A	N
Proposed Compulsory Purchase of 12 Cheddar Drive, Newcastle under Lyme	To consider a report on the proposed purchased of a property at 12 Cheddar Drive	Community Safety and Wellbeing	Cabinet – 6 September 2022	Finance, Assets & Performance	Silverdale	N/A	N
Disabled Facilities Grant Service	To consider a report on the Disabled Facilities Grant Service from April 2023	Community Safety and Wellbeing	Cabinet – 6 September 2022	Health, Wellbeing and Environment	All Wards	N/A	Y
Borough Local	To consider a report on the	Strategic	Special	Economy & Place	All Wards	N/A	Y

Plan – next stage	next stage of the Borough Local Plan	Planning	Cabinet – 4 October				
Shared Prosperity Fund - grant	To consider a report on the acceptance of a grant under the Shared Prosperity Fund	Finance, Town Centres and Growth	Cabinet – 18 October	Finance, Assets and Performance	All Wards	N/A	Y
Town Deal for Kidsgrove	To consider a report on the next steps in the delivery of the Town Deal project for Kidsgrove	One Council, People and Partnerships	Cabinet – 18 October	Economy & Place	All Kidsgrove Wards	N/A	Y
Town Deal for Newcastle under Lyme	To consider a report on the next steps in the delivery of the Town Deal project for Newcastle under Lyme	One Council, People and Partnerships	Cabinet – 18 October	Economy & Place	All Newcastle Wards	N/A	Y
Walleys Quarry Odour Issues	To consider an update report on Walleys Quarry	Strategic Planning, One Council, People and Partnerships	Cabinet – 18 October	Health, Wellbeing and Environment	All Wards	N/A	Y
Kidsgrove Sports Centre	To consider an update report on the Kidsgrove Sports Centre project	One Council, People and Partnerships	Cabinet – 18 October	Health, Wellbeing and Environment	All Kidsgrove Wards	N/A	Y
MTFS 2023/24	To consider a report on the MTFS 2023/24	Finance, Town Centres and Growth	Cabinet - - 8 November	Finance, Assets and Performance	All Wards	N/A	Y
Quarter 2 Budget & Performance report	To receive the Q2 Finance & Performance Report	Finance, Town Centres and Growth	Cabinet - - 8 November	Finance, Assets and Performance	All Wards	N/A	Y
York Place contract	To consider a report on the award of the contract for York Place	Finance, Town Centres and Growth	Cabinet - - 8 November	Economy and Place	All Wards	N/A	Y
Multi Storey Car Park, Newcastle under Lyme	To consider a report on the award of the contract for the car park in Newcastle under	Finance, Town Centres and Growth	Cabinet – 8 November	Economy and Place	All Wards	N/A	Y

Contract	Lyme						
Future High Streets Fund	To consider an update on projects funded by the Future High Streets project	Finance, Town Centres and Growth	Cabinet - - 8 November	Economy and Place	All Wards	N/A	Y



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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