

Public Document Pack

Date of meeting Tuesday, 6th December, 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 MEETINGS** (Pages 5 - 8)
To consider the Minutes of the previous meeting held on 8 November 2023.
- 4 WALLEYS QUARRY ODOUR ISSUES** (Pages 9 - 30)
This item includes supplementary reports.
- 5 DRAFT SAVINGS PROPOSALS 2023/24** (Pages 31 - 58)
- 6 NEWCASTLE UNDER LYME 850 CELEBRATIONS IN 2023 LAUNCH AND DETAILS** (Pages 59 - 70)
This item includes a supplementary report.
- 7 URBAN TREE PLANTING PROGRAMME** (Pages 71 - 76)
- 8 PROCUREMENT OF ICT SERVER SUPPORT** (Pages 77 - 82)
- 9 PROCUREMENT OF AN INFORMATION GOVERNANCE CASE MANAGEMENT SYSTEM** (Pages 83 - 90)
- 10 STAFFORDSHIRE LEADERS BOARD - TERMS OF REFERENCE** (Pages 91 - 100)
- 11 FORWARD PLAN** (Pages 101 - 104)
- 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.

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

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

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, 8th November, 2022
Time of Commencement: 2.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present: Councillor Simon Tagg (Chair)

Councillors: Sweeney Johnson Fear
Heesom J Waring

Officers: David Adams Executive Director - Sustainable Environment
Martin Hamilton Chief Executive
Janet Baddeley Communications Manager
Daniel Dickinson Head of Legal & Governance /Monitoring Officer
Denise French Democratic Services Team Leader
Sarah Wilkes Head of Finance / S151 Officer

15. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

16. **MINUTES OF PREVIOUS MEETINGS**

Resolved: That the minutes of the meeting held on 18 October 2022 be approved as a correct record.

17. **WALLEYS QUARRY ODOUR ISSUES**

The Chief Executive updated on Walleys Quarry.

The report outlined the complaints data to both the council and the Environment Agency. In October there had been an increased number of complaints to the council. The complaint data usually mirrored the data from the four Air Quality Monitoring Stations used to monitor the percentage of exceedances above the World Health Organisation's nuisance levels. The data from the monitoring stations did not show any corresponding rise in exceedance levels with the latest data showing levels below 1.0% except for Galingale View which showed 1.5%. The data from the Monitoring Stations would continue to be monitored.

The capping across the site was now mostly complete with around 80% of the surface being either permanently or temporarily capped.

The council continued to deploy the Jerome air monitoring equipment in households. The data was included in the report. It showed some exceedances of the annoyance

Cabinet - 08/11/22

threshold but not the levels for health. The council had purchased 2 cabinets so that a Jerome monitor could be used at the same property both inside and outside to monitor levels.

The Environment Agency was providing weekly updates on regulatory activity at the site.

The Sub Group of the Strategic Co-ordination Group had met on 4 November and had included the Police Fire and Crime Commissioner, Council Leaders, representatives of the Police and Fire Authority and the Environment Agency.

Members asked whether the increase in complaints to the council had arisen due to one specific event or whether it was a series of events. This would be confirmed outside the meeting.

Resolved: that the report be noted.

18. FUTURE HIGH STREET AND TOWN DEAL PROJECTS - QUANTITY SURVEYOR (QS) SERVICES

Cabinet considered a report on work undertaken to identify quantity surveying services for a number of upcoming capital works/development projects including the demolition of an existing shopping arcade and construction of a new mixed use development in the town centre; demolition of the Midway car park and construction of a new mixed use development; new industrial units at both Parkhouse Industrial Estate and Chatterley Valley and the development of a new Centre for Circus.

Resolved: that delegated authority be granted to the Executive Director – Growth and Development to award a contract for Quantity Surveyor services on successful completion of a further competition under the PAGABO Professional Services framework informing the Portfolio Holder for Finance, Town Centres and Growth of the outcome.

19. CHRISTMAS CAR PARKING 2022

Cabinet considered a report on proposals for Christmas car parking across Borough owned car parks. The proposals were that the scheme would commence on 18 November 2022 and end on 6 January 2023. This would ensure the car parking arrangements would cover the Castle Artisan Markets and Festive events being run in conjunction with the Newcastle Business Improvement District.

Resolved: that:

1. The recommendation that Christmas Car Parking charges will be free on the Midway as noted within the report be approved.
2. Car Parking will be free on Sundays on Borough owned Car Parks.
3. The continuation of the £1 from 1pm on all Borough owned Car Parks be noted.
4. Free parking at the Midway be approved for late night shopping.
5. Delegated authority be granted to the Executive Director – Development & Growth, in consultation with the Portfolio Holder for Finance, Town Centres and Growth to implement these charges.

20. ADDITIONAL SPACE FOR CREMATED REMAINS BURIAL AT BRADWELL AND NEW CEMETERY AND CREMATORIUM REGULATIONS

Cabinet considered a report on progress with allocating additional space for the burial of cremated remains for families wishing to remain in Bradwell. The proposals would include an area of tree planting to enable carbon capture and employment of external consultants to design the burial area. The report also considered the new Cemetery and Crematorium Regulations which had been updated.

Resolved: that;

1. The Cemetery and Cremations Regulations be approved and the Executive Director - Commercial Development & Economic Growth be authorised in consultation with the Portfolio Holder for Environment and Recycling to make minor amendments as necessary.
2. The principal to extend the burial area of Bradwell crematorium into the open space off Chatterley Drive be approved, retaining public access to an area to be planted with trees contributing to the Council's carbon capture.
3. The principal of external consultants developing a new scheme layout be approved and that the Executive Director - Commercial Development & Economic Growth be authorised in consultation with the Portfolio Holder for Environment and Recycling to agree the plans to submit a planning application.

21. **FINANCIAL AND PERFORMANCE REVIEW REPORT - SECOND QUARTER (JULY - SEPTEMBER) 2022-23**

Cabinet considered the financial position for Quarter Two and the regular performance review report for the same quarter – July – September 2022/23.

At the end of the second quarter the general fund budget showed an adverse variance of £0.105m but a balanced position was forecast at the close of the financial year.

The performance report showed performance against the previous indicators but the Quarter Three performance report would use the new indicators based on the adopted Council Plan 2022 – 26.

Resolved: that the contents of the attached report and Appendices A and B be noted and Cabinet will continue to monitor and challenge the Council's performance alongside its financial performance for the same period.

22. **FORWARD PLAN**

Cabinet considered the Forward Plan listing upcoming key decision to be made by Cabinet.

Resolved: that the Forward Plan be received.

23. **URGENT BUSINESS**

There was no Urgent Business.

**Councillor Simon Tagg
Chair**

Cabinet - 08/11/22

Meeting concluded at 2.39 pm

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

6th December 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 including progress in relation to agreement reached following mediation with the operator.

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 landfill.

1. Background

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

2. Statutory Nuisance

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

- 2.2 The Abatement Notice afforded WQL 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 and odour experts.
- 2.3 On 2 September 2021, WQL 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.
- 2.4 At the Cabinet meeting on 18 October 2022, Members received a report detailing the outcome of a mediation process that had been undertaken. The mediation process was guided by the former Supreme Court Judge and environmental law specialist the Right Honourable Lord Carnwath of Notting Hill. As a result of that process, the council and WQL were able to agree terms for a settlement which enabled WQL to withdraw their appeal against the notice
- 2.5 On 6 October 2022, His Honour District Judge Grego approved the settlement that the parties had reached, and issued a court order upholding the Abatement Notice and dismissing WQL’s appeal.

2.6 Progress with key elements of the settlement agreement

As part of the Agreement, Council officers, including the Chief Executive are meeting with senior representatives of Walleys Quarry Limited (WQL) to ensure that all aspects of the agreement are implemented.

Meetings are taking place on a regular basis with the outcome to date including:

- a. WQL have published a comprehensive set of its operational plans on its website in a publicly accessible format. [Reference: <https://walleysquarry.co.uk/site-permits-and-policies#MGMTPlans>]
- b. An advance notice was provided by WQL of potential onsite gas engineering activities that had the potential to create short lived odour emissions. [Reference: <https://walleysquarry.co.uk/wp-content/uploads/2022/11/Walleys-Quarry-weekly-update-11.11.22.pdf>]
- c. A set of standard key performance indicators are being developed in a score card format to monitor the performance of the operator. This is detailed further in section 6.
- d. Arrangements for the next Liaison Committee are in progress including providing a recording of the meeting that will be publicly viewable.

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 over the last 3 months. 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. Historical complaints data is attached to this report as Appendix 1.

	Complaints to NuLBC	Complaints to Environment Agency
September 2022 5/9/22 – 11/9/22	9	64
12/9/22 – 18/9/22	13	83
19/9/22 – 25/9/22	14	79
26/9/22 – 2/10/22	13	58
October 2022 3/10/22 – 9/10/22	42	102
10/10/22 – 16/10/22	52	165
17/10/22 – 23/10/22	73	186
24/10/22 – 30/10/22	30	82
November 2022 31/10/22 – 6/11/22	26	116
7/11/22 – 13/11/22	52	86
14/11/22 – 20/11/22	59	113
21/11/22- 27/11/22	29	70

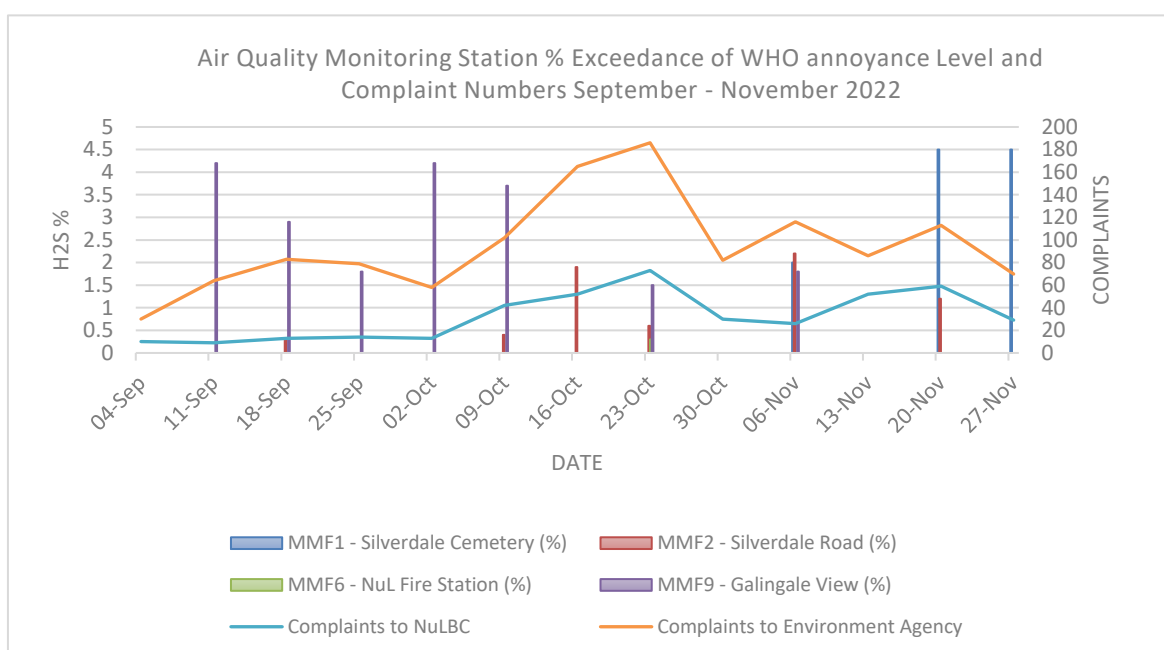
4. Air Quality Monitoring Stations

- 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 (H₂S) – the WHO Health threshold and the WHO annoyance threshold, with this analysis published by stakeholders.
- 4.2 Over the last 3 months, Hydrogen sulphide concentrations were above the World Health Organisation’s odour annoyance guideline level (7 µg/m³, 30-minute average) for the following percentages of each week. Historical data is attached to this report in Appendix 2.

Location	MMF1 - Silverdale Cemetery (%)	MMF2 - Silverdale Road (%)	MMF6 - NuL Fire Station (%)	MMF9 - Galingale View (%)
29/8 – 4/9	0	0	0	0
September 2022 5/9 – 11/9	0	0	0	4.2
12/9 – 18/9	0	0.3	0	2.9
19/9 – 25/9	0	0	0	1.8
26/9 – 2/10	0	0	0	4.2
October 2022 3/10 - 9/10	0	0.4	0	3.7
10/10 – 16/10	0	1.9	0	0
17/10 – 23/10	0	0.6	0.3	1.5
24/10 – 30/10	0	0	0	0

November 2022				
31/10 – 6/11	0	2.2	0	1.8
7/11 – 13/11	0	0	0	0
14/11 – 20/11	4.5	1.2	0	0
21/11 - 27/11	4.5	0	0	0

The complaint and air quality data is combined and shown in the graph below. The data continues to show that the percentage of time above the World Health Organisation odour annoyance guideline level fluctuate across the four locations. The data for the last 3 months (September to November) shows low percentage exceedances. It can be seen that complaints in October were higher than the H2S & exceedance of the annoyance level, the opposite trend is shown in the other months.



4.3 Jerome Portable device air monitoring

Your officers have continued to deploy portable Jerome air monitoring equipment in various locations surrounding the landfill site in response to complaints from residents as well as proactively when potentially problematic climatic conditions are forecast.

The recent data shows that there have been a few relatively short duration instances where the equipment has recorded H2S levels above the 5ppb threshold.

5. Environment Agency Regulatory and Enforcement Action

5.1 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. Extracts from the last 4 weekly updates are provided below:

5.2 News in brief – 3 November 2022 - Regulatory activity.

We continue to actively regulate and assess Walleys Quarry Ltd's compliance with its environmental permit by reviewing data and conducting inspections. During the most recent announced inspection on 26 October 2022, officers observed ongoing work to cover the geomembrane cap with soils. Data we have received indicates increased gas flow of improved quality to the gas utilisation plant (GUP).

The extraction rate recorded on 28 October 2022 was 3180 m³/hr. These improvements are largely as a result of completion of upgrades to gas collection infrastructure. The H₂S levels at the GUP also continue to gradually reduce. A level of 1000 ppm was recorded on 21 October and 24 October 2022. There is an overall trend of reducing H₂S levels for the majority of gas wells across the site, and from the horizontal gas wells in the operational areas. The levels are now approaching those recorded in 2019.

5.3 News in brief – 10 November 2022- Regulatory activity.

We continue to actively regulate and assess Walleys Quarry Ltd's compliance with its environmental permit by reviewing data and conducting inspections. On Thursday 3 November we carried out an unannounced inspection in which we assessed general compliance. Last week we also conducted a review of replacement groundwater monitoring infrastructure at the site. Data we have received indicates gas flow to the gas utilisation plant (GUP) is continuing to remain relatively steady.

The extraction rate recorded on 4 November 2022 was 3000 m³/hr, a slight decrease from the week before. The recorded level of hydrogen sulphide at the GUP was 1200 ppm on 3 November 2022. This is a slight increase from the previous week, but is within the normal operational fluctuations we expect. This level is still significantly below those recorded in 2021 (in July 2021 the recorded level was approximately 6500 ppm) and much closer to those recorded in 2019

5.4 News in brief – 17 November 2022 - Regulatory activity.

We continue to actively regulate and assess Walleys Quarry Ltd's compliance with its environmental permit by reviewing data and conducting inspections. Officers were also on site on the 16 November to assess works taking place to install seven additional pin wells for gas extraction and the ongoing covering of the geomembrane cap. Data we have received indicates gas flow to the gas utilisation plant (GUP) is continuing to remain relatively steady.

The extraction rate recorded on 10 November 2022 was 2975 m³/hr and the recorded level of hydrogen sulphide at the GUP was 1230 ppm on 10 November 2022. These results are within the normal operational fluctuations we expect.

5.5 News in brief – 24 November 2022 - Regulatory activity.

We continue to actively regulate and assess Walleys Quarry Ltd's compliance with its environmental permit by reviewing data and conducting inspections. Officers carried out an inspection on 23 November 2022, when they also observed ongoing installation of 7 gas wells. They also carried out an off-site odour assessment.

Data we have received indicates gas flow to the gas utilisation plant (GUP) is continuing to remain relatively steady. The extraction rate recorded on 17 November 2022 was 3100 m³/hr and the recorded level of hydrogen sulphide at the GUP was 1230 ppm. These results are within the normal operational fluctuations we expect.

5.6 News in brief – 1st December 2022 - Regulatory activity.

We continue to actively regulate and assess WQL's compliance with its environmental permit by reviewing data and conducting inspections.

The 7 additional gas wells have been connected to the gas collection network and the extraction of landfill gas from them has begun. Data we have received indicates that gas flow to the gas utilisation plant (GUP) continues to remain relatively steady.

The extraction rate recorded on 25 November 2022 increased slightly to 3,177 m³/hr and the recorded level of hydrogen sulphide [H₂S] at the gas utilisation plant was 1,200 ppm. These results are within the normal operational fluctuations we expect.

6. Key Performance data

- 6.1 Through the settlement agreement both Walleys Quarry Ltd and the council have developed key performance indicators in relation to relevant data from each organisation. These key performance indicators are shown in Appendix 3.
- 6.2 The data from the council covers the period of October and November 2022, and provides complaint numbers, air quality data, H₂S and officer assessments. Some of the data for November is unavailable and will be updated in subsequent reports.
- 6.3 The data from Walleys Quarry Limited covers the period of November 2022 and provides data on Waste acceptance, odour management, landfill operations, landfill gas management, leachate management and information relating to the EA regulator as the primary regulator of the site. The data is supported by explanatory notes, which are also contained within appendix 3.

7. Proposal

Cabinet is recommended to:

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

8. Reasons for Proposed Solution

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

9. Options Considered

- 9.1 To provide regular updates to Council

10. Legal and Statutory Implications

- 10.1 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).
- 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.

11. Equality Impact Assessment

- 11.1 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 minimising this impact as soon as possible.

12. Financial and Resource Implications

- 12.1 There are none directly arising from this report.

13. Major Risks

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

14. Unsustainable Development Goals (UNSDG)



15. Key Decision Information

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

16. Earlier Cabinet/Committee Resolutions

- 16.1 This matter has been variously considered previously by Economy, Environment & Place Scrutiny Committee, Council and Cabinet on 21 April 2021, 9th June 2021, 7th July 2021, 21st July 2021, 8th September 2021, 13th October 2021, 3rd November 2021, 17th November, 1st December 2021, 12th January 2022, 2nd February 2022, 23rd February 2022, 23rd March 2022, 20th April 2022, 7th June 2022, 19th July 2022, 6th September 2022, 18th October 2022 and 8th November 2022.

17. **List of Appendices**

- 17.1 Appendix 1. Historical Complaint data
- 17.2 Appendix 2. Historical Monitoring Station data
- 17.3 Appendix 3. NUL and WQL Key Performance Data

Appendix 1. Historical Complaint Data

	Complaints to NuLBC	Complaints to Environment Agency
January 2022 3/1/22- 9/1/22	73	352
10/1/22 -16/1/22	258	1045
17/1/22 -23/1/22	134	651
24/1/22 – 30/1/22	25	139
February 2022 31/1/2 – 6/2/22	16	64
7/2/22 – 13/2/22	31	120
14/2/22 – 20/2/22	49	166
21/2/22 – 27/2/22	40	264
March 2022 28/2/22 – 6/3/22	118	571
7/3/22 – 13/3/22	72	285
14/3/22 – 20/3/22	224	1126
21/3/22 – 27/3/22	412	1848
28/3/22 – 3/4/22	243	1072
April 2022 4/4/22 -10/4/22	132	895
11/4/22 – 17/4/22	156	752
18/4/22 – 24/4/22	65	310
25/4/22 – 1/5/22	49	213
May 2022 2/5/22 – 8/5/22	39	193
9/5/22 – 15/5/22	35	160
15/5/22 – 21/5/22	43	134
22/5/22 – 29/5/22	20	81
June 2022 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
July 2022 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
August 2022 31/7/22 – 6/8/22	22	124
7/8/22 – 13/8/22	32	133
14/8/22 – 21/8/22	11	79
22/8/22 – 28/8/22	12	89
29/8/22 – 4/9/22	10	30
September 2022 5/9/22 – 11/9/22	9	64
12/9/22 – 18/9/22	13	83
19/9/22 – 25/9/22	14	79
26/9/22 – 2/10/22	13	58
October 2022 3/10/22 – 9/10/22	42	102
10/10/22 – 16/10/22	52	165
17/10/22 – 23/10/22	73	186
24/10/22 – 30/10/22	30	82

Appendix 2. Historical Monitoring Station Data

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	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 – 21/8	0	0	0	0.6
22/8 – 28/8	0	0.3	0	0
29/8 – 4/9	0	0	0	0
5/9 – 11/9	0	0	0	4.2
12/9 – 18/9	0	0.3	0	2.9
19/9 – 25/9	0	0	0	1.8
26/9 – 2/10	0	0	0	4.2
3/10 - 9/10	0	0.4	0	3.7
10/10 – 16/10	0	1.9	0	0
17/10 – 23/10	0	0.6	0.3	1.5
24/10 – 30/10	0	0	0	0

Appendix 3 – Key Performance Indicators

Date of Report : 1 November 2022						
NULBC		Information	Measurement	October 2022		Summary and Actions
KPI 1	COMPLAINTS	Complaints reported to NULBC	Number	207		
KPI 2		Complaints reported (daytime 07:00-23:00)	Number	183		
KPI 3		Complaints reported (night-time 23:00-07:00)	Number2	24		
KPI 4		Highest number of complaints during the period	Date (number of complaints)	18/10/22 (22)		
		Information	Measurement			
KPI 5	AIR QUALITY	Percentage exceedance Odour Annoyance Guideline (Hydrogen Sulphide 30 minute average)	%	MMF 1 (Silverdale Cemetery)	0.0%	
				MMF 2 (Silverdale Road)	0.6%	
				MMF 6 (Fire Station)	0.1%	
				MMF 9 (Galingale View)	1.0%	
KPI 6		Monthly Average H ₂ S* *data not final as ratification process not complete	ug/m3 over the month	MMF 1 (Silverdale Cemetery)	0.5	
				MMF 2 (Silverdale Road)	0.9	
				MMF 6 (Fire Station)	0.6	
				MMF 9 (Galingale View)	0.7	
KPI 7	H ₂ S PEAK LEVEL		ug/m3	MMF 1 (Silverdale Cemetery)	1.75	18/10/22 10:15

		Level measured over a 5 minute period Date & Time		MMF 2 (Silverdale Road)	44.5	14/10/22 08:35
				MMF 6 (Fire Station)	9.58	23/10/22 21:45
				MMF 9 (Galingale View)	25.12	03/10/22 01:00
		Information	Measurement			
KPI 8	MOBILE AIR QUALITY MONITORING MOBILE	H2S Peak Level - measured using a mobile monitor	ppb	5.94		09/10/22 15:30 Gallowstree Lane
			ppb	8.52		21/10/22 17:00 Malham Road
			ppb	11.92		11/10/22 20:00 Halfway Place
KPI 9	OFFICER ASSESSMENTS	Odour Rating - Officer odour assessment (5 minute)	Max Odour Rating			No assessments recorded as monitoring time <5 minutes

Date of Report: 1 December 2022

NULBC		Information	Measurement	November 2022	Summary and Actions
KPI 1	COMPLAINTS	Complaints reported to NULBC	Number	146	<p>Number of unique properties: 56 properties</p> <p>Rating 0 = 2 complaints Rating 1 = 1 complaints Rating 2 = 7 complaints Rating 3 = 15 complaints Rating 4 = 29 complaints (19.8%) Rating 5 = 38 complaints (26.0%) Rating 6 = 54 complaints (36.9%)</p> <p>% of complaints reporting odour entering the property = 103 complaints (70.5%) % of complaints reporting health effects = 129 complaints (88.3%)</p>
KPI 2		Complaints reported (daytime 07:00-23:00)	Number	136	
KPI 3		Complaints reported (night-time 23:00-07:00)	Number	10	

KPI 4		Highest number of complaints during the period	Date (number of complaints)	19/11/22 (15 complaints)	WQL notification of installing 7 pin wells starting 14/11/22 Monday 14/11 – Friday 18/11 (38 complaints) Saturday 19/11 – Sunday 20/11 (22 complaints)
		Information	Measurement		
KPI 5	AIR QUALITY	Percentage exceedance Odour Annoyance Guideline (Hydrogen Sulphide 30 minute average)	%	MMF 1 (Silverdale Cemetery)	Unavailable at writing of report
				MMF 2 (Silverdale Road)	Unavailable at writing of report
				MMF 6 (Fire Station)	Unavailable at writing of report
				MMF 9 (Galingale View)	Unavailable at writing of report
KPI 6		Monthly Average H ₂ S* *data not final as ratification process not complete	ug/m3 over the month	MMF 1 (Silverdale Cemetery)	Unavailable at writing of report
				MMF 2 (Silverdale Road)	Unavailable at writing of report
				MMF 6 (Fire Station)	Unavailable at writing of report
				MMF 9 (Galingale View)	Unavailable at writing of report
KPI 7	H ₂ S PEAK LEVEL	Level measured over a	ug/m3	MMF 1 (Silverdale Cemetery)	Unavailable at writing of report

		5minute period Date & Time		MMF 2 (Silverdale Road)		Unavailable at writing of report
				MMF 6 (Fire Station)		Unavailable at writing of report
				MMF 9 (Galingale View)		Unavailable at writing of report
		Information	Measurement			
KPI 8	MOBILE AIR QUALITY MONITORING	H2S Peak Level - measured using a mobile monitor	ppb			
KPI 9	OFFICER ASSESSMENT	Odour Rating - Officer odour assessment (5 minute)	Max Odour Rating			KPI not reported as the monitoring time <5 minutes for each assessment'

This page is intentionally left blank

Date of Report: 31-10-2022

Landfill Operations			
Information	Measurement	Summary and Actions (Additional Document Reference as applicable)	
KPI 1 WASTE ACCEPTANCE	Non-conformance raised with waste operator	CCS score(s) including summary and actions	0 Non-conformance raised with operator 0 CCS scores received
Landfill Operations			
Information	Measurement	Summary and Actions (Additional Document Reference as applicable)	
KPI 2 ODOUR MANAGEMENT	Non-conformance raised with waste operator	CCS score(s) including summary and actions	0 Non-conformance raised with operator 0 CCS scores received
Landfill Operations			
Information	Measurement	Summary and Actions (Additional Document Reference as applicable)	
KPI 3 ACTIVE TIPPING AREA	Operational Surface area total	M ²	101,048m ²
KPI 4 ACTIVE TIPPING AREA	Active tipping area	m ² , % of overall operational surface including summary and actions	19,515m ²
Landfill Operations			
Information	Measurement	Summary and Actions (Additional Document Reference as applicable)	
KPI 5 CAPPING OF OPERATION AREA	Temporary capping	m ² , % of overall operational surface including summary and actions	Temporary Capping 41,501m ² (38%) Permanent Capping 40,032m ² (42%)
	Permanent capping		
Landfill Operations			
Information	Measurement	Summary and Actions (Additional Document Reference as applicable)	
KPI 6 LANDFILL GAS MANAGEMENT	Surface & Gas infrastructure emission surveys	Number of remaining matters open in the month	1 FID survey undertaken in November 0 matters remaining open
KPI 7 LANDFILL GAS MANAGEMENT	Concentration of Hydrogen Sulphide in 'raw' bulk gas	ppm	1200 ppm – recorded from CLP H2S GUP input data
KPI 8 LANDFILL GAS MANAGEMENT	Landfill Gas capture rate (monitored at the GUP)	m ³ /hr	3,177m ³ /hr
KPI 9 LANDFILL GAS MANAGEMENT	Appendix A LGMP Gas Management Plan (live document)	Progress including summary and actions	See explanatory notes
Landfill Operations			
Information	Measurement	Summary and Actions (Additional Document Reference as applicable)	

WALLEYS QUARRY KPI REPORT

KPI 10	LEACHATE MANAGEMENT ACTION PLAN	Actions (13 actions)	Progress including summary and actions	See explanatory notes
Landfill Operations		Information	Measurement	Summary and Actions (Additional Document Reference as applicable)
KPI 11	PRIMARY REGULATOR	Compliance Assessments Visits	Number undertaken for which CAR form issued to operator	CAR reports received: 0438953 – dated 10/10/2022 0439869 - dated 26/10/2022
KPI 12	PRIMARY REGULATOR	Compliance Assessments Visits	Number Undertaken where a CCS score is raised with operator, including summary and actions	0 regulatory compliance assessments undertaken which resulted in a compliance assessment score
KPI 13	PRIMARY REGULATOR	Compliance Assessments Visits	Number Undertaken where no CCS score is raised with operator, including summary and actions	2 regulatory compliance assessments undertaken which resulted in 0 compliance assessment scores

Date of Explanatory Notes:

KPI 1 Waste Acceptance

No non-conformances have been received from the regulator within the month. Acceptance procedures under review by the Environment Agency, through the undertaking of an audit in cooperation with WQL, including upstream audits of waste processing sites supplying residues to the landfill business sector.

Waste acceptance carried out in accordance with (Environment Agency) agreed preacceptance and acceptance protocols. No loads rejected within the period.

Pre-acceptance/acceptance procedures under review by WQL to adopt the updated Environment Agency guidance relating to domestic seating disposal.

KPI 2 Odour Management

No non-conformances have been received from the regulator within the month. Two extensive Environment Agency site visits undertaken, focusing on a wide scope of permit conditions including engineering, containment, operational activities, landfill gas management, odour and pest management.

KPI 3 and 4 Active Tipping Area

The overall current landfill area remains consistent at 101,048m². The active area is confined to Cell 4 and a small section of cell 2. The current active area remains contained and measures some 19,515m². This is in line with the approved capping and phasing plan, as agreed with the Environment Agency. The active operational area is progressively covered during the day to minimise the time that fresh waste remains uncovered. This is in line with best practice and our operating techniques. We retain healthy stockpiles of cover material to facilitate this progressive covering.

KPI 5 Temporary Capping

Currently, 41,501m² of the surface area of the facility is temporarily capped, either by the use of a high specification, low permeability engineering clay or an installed geomembrane. This is in line with the capping and phasing plan for the facility, as agreed with the Environment Agency.

KPI 5 Permanent Capping

Relating to permanent capping, 40,032m² of the surface area of the facility is capped, by the installation of a low permeability geomembrane. This is in line with the capping and phasing plan for the facility, as agreed with the Environment Agency with all perm capping works being conducted under the process of Construction Quality Assurance (CQA).

WQL were pleased to be able to complete the extensive program of capping works within 2022 to achieve this level for capping for the facility, both with regards temporary and permanent capping at the facility.

KPI 6 - 8 Landfill gas management

WQL continues to undertake the extensive regime of surface emission surveys, as agreed with the Environment Agency. A FID survey was undertaken in November 2022, in line with the program agreed with the Environment Agency.

The concentration of H₂S at the facility remains reduced and in November it averaged 1200ppm at the Gas Utilisation Plant (GUP), as measured by CLP Envirogas Ltd.

The volume of gas captured at the facility remains high, at 3,177m³/hr. WQL continue to review this position and drive the gas management contractor, CLP Envirogas Ltd to ensure that gas collection is continually reviewed to assess relevant developments that can be made.

KPI 9 Landfill Gas Management - Landfill Gas Management Plan

The LFGMP continues to be developed by WQL and adopted by CLP Envirogas Ltd. From Appendix A of this document, three actions remain open and in progress, namely:

Site Specific Balancing Plan – this is being developed by WQL, in conjunction with the Environment Agency and CLP Envirogas Ltd.

Regular monitoring, requested by the Environment Agency of CLP Envirogas Ltd continues.

Installation of horizontal wells in active operational areas continues as the site develops, in line with the approved LFGMP.

An additional 8 pin wells were installed into the western flank, adjacent to the site entrance gate. This sits outside of the LFGMP and was proposed and driven through by WQL, for CLP Envirogas Ltd to install and commission.

KPI 10 Leachate Management Plan

Implementation of the LMP continues to be discussed with the Environment Agency. Average Leachate heads decreased across H1 2022, with active monitoring continuing. Discussions with the Environment Agency continue regarding installation of additional replacement leachate wells to ensure these are completed with the minimum weather-condition risk, environmental risk and risk to the engineering of the facility.

KPI 11- 13

Two Environment Agency visits were undertaken at the facility in November. No non-conformances have been received from the regulator within the month, relating to these extensive audits of the site.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S
REPORT TO**

Cabinet
06 December 2022

Report Title: Revenue and Capital Budget 2023/24 – First Draft Savings Plans

Submitted by: Head of Finance (Section 151 Officer)

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

Purpose of the Report

To present the refreshed Medium Term Financial Strategy including the first draft proposals being considered to balance the 2023/24 revenue budget and the proposed capital programme for 2023/24 to 2025/26.

Recommendation

1. The first draft proposals as set out in Appendix A and Appendix B to the report be noted.
2. The amendment to the Medium Term Financial Strategy (MTFS) funding gap as a result of revisions to capital financing and inflationary assumptions be noted (Appendix C).
3. The refreshed Medium Term Financial Strategy (MTFS) (Appendix D) be referred to the Finance, Assets and Performance Scrutiny Committee for their views.
4. The first draft proposals be referred to the Finance, Assets and Performance Scrutiny Committee for their views (Appendix A and Appendix B).
5. The Mid-Year Capital Estimates for 2022/23 be approved.

Reasons

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

1. **Background**

1.1 The funding pressures facing the Council for the period for 2023/24 to 2027/28 were presented to Cabinet on 6 September 2022. The report indicated that there would be a budget 'gap' of £2.249m in respect of 2023/24 (£4.770m over the 5 year period of the MTFS) and that this will need to be closed in order to produce a balanced budget.

2. **Issues**

2.1 The MTFS provides an overarching framework for the allocation of resources to the Council's key priorities as set out in the Council Plan. The Council Plan for 2022-2026 was approved by Cabinet on 6 September 2022 and noted by Full Council on 28 September 2022.

- 2.2 After a ten year period of austerity the financial strategy will continue to focus on the need for the Council to become self-sustaining through developing a strong and growing tax base, making best use of its resources, promoting an “everyone’s responsibility” culture in which there is widespread ownership of the Council’s financial position, a robust financial position and a fair funding settlement for Newcastle-under-Lyme.
- 2.3 The MTFS funding gap is constantly reviewed and assumptions made are challenged and amended as circumstances dictate. Following a review of the costs of financing the capital programme (including the interest rates applicable and the timing of capital expenditure) the estimated cost of capital financing in 2023/24 has reduced by £0.082m when compared to the amount previously reported to Cabinet. A revision to estimates regarding inflation on fuel has reduced the amount previously reported to Cabinet by £0.021m (to reflect costs being incurred in September 2022). New pressures have been added for inflationary increases relating to the Payroll contract (£0.008m) and pressures recognised in repairs and renewals expenditure (£0.050m).
- 2.4 The revised budget ‘gap’ therefore amounts to £2.134m for 2023/24 and £5.808m over the 5 year period of the MTFS (Appendix C).

Proposed Savings and Funding Strategies

- 2.5 A number of savings and funding strategies have been identified as being both feasible and sustainable, via a vigorous Financial Efficiency Board process including challenge sessions for each of the Portfolios involving Cabinet Members, the Executive Management Team, Heads of Service and the Finance Manager. The proposed savings identified to date for the period of the MTFS, and the remaining funding gaps have enabled a balanced financial position to be proposed for 2023/24. Further details for 2023/24 are shown in Appendix A.

Detail	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
<i>Income</i>	270	-	-	-	-
<i>One Council</i>	376	-	-	-	-
<i>Staffing Related</i>	18	-	-	-	-
<i>Good Housekeeping</i>	215	-	-	-	-
<i>Tax Base</i>	337	219	222	224	227
<i>Council Tax Increase</i>	159	161	163	165	167
<i>Government Grants</i>	759	-	-	-	-
TOTAL SAVINGS	2,134	380	385	389	394
UPDATED MTFS GAPS	2,134	1,541	423	455	1,255
REMAINING GAP	-	1,161	38	66	861

Capital

- 2.6 The Capital Programme for 2023/24 to 2025/26 (Appendix B) is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2022-26. These schemes total £45.464m including major investment into the Borough via external funding in terms of the Future High Streets Fund and the Town Deals Fund for both Newcastle and Kidsgrove.
- 2.7 The capital programme will require to be part funded by borrowings. The total net amount of borrowing over 3 years of the proposed Capital Programme for 2023/24 to 2025/26 will amount to £13.479m, significant borrowing will be required during 2023/24 (£13.863m), which may be partially repaid during 2024/25 and 2025/26. The associated borrowing costs have been factored into the MTFS.

2.8 A mid-year review of the capital programme for 2022/23 has been undertaken as part of the Efficiency Board and budget setting process for in order to identify any projects that may need to be re-profiled from 2022/23 into future years. The revised capital programme for 2022/23 totalling £32.977m can be seen at Appendix B.

2.9 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
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 £2.134m in 2023/24 and £5.808m 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.

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 uncertainty regarding Government funding reforms there are significant budget risks that will need to be managed. It will be essential the Council has sufficient reserves to call on if required.

9.2 It should be noted that a number of assumptions and proposals are provisional or draft, and as such the opinion of robustness will be confirmed in the Revenue and Capital Budgets and Council Tax 2023/24 reports to Cabinet on 7 February 2023 and to Council on 15 February 2023.

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 – 2023/24 MTFS Funding Strategy
- 13.2 Appendix B – 2023/24 to 2025/26 Capital Programme
- 13.3 Appendix C – MTFS 'Gaps'
- 13.4 Appendix D – MTFS 2023/24 to 2027/28

14. **Background Papers**

14.1 None

Appendix A – 2023/24 MTFS Funding Strategy

Ref	Service Area	Description	£000's	Detail
Income				
I1	Bereavement Services	Income review	75	Full review of charges made including comparisons and levelling up with charges made by other local authorities
I2	Leisure and Cultural	Museum commercialisation	25	Increased commerciality of the Museum service through charging and promotion
I3	Leisure and Cultural	School swimming	30	Expansion of school swimming lessons scheme
I4	Leisure and Cultural	Student memberships	19	Introduction of a student specific membership
I5	Recycling and Fleet	Garden waste	36	Removal of discount given for additional garden waste bins and increase in fee
I6	Recycling and Fleet	Waste transfer notice	15	Introduction of a charge to recover administration fee
I7	Recycling and Fleet	Sale of recyclable materials	50	Reflection of increased prices paid by contractors for recyclable materials
I8	Recycling and Fleet	Advertising	20	Advertising on the Council's vehicle fleet
			270	
One Council				
O1	Corporate	One Council	376	Efficiencies to be generated from the introduction of a new Council operating model, continuous review and development of services and continued prioritisation of digital delivery
			376	
Staffing Related Efficiencies				
S1	Leisure and Cultural	Life-saving detection system	18	Introduction of a life-saving detection system leading to a reduced number of life guards being required
			18	
Good Housekeeping/More Efficient Processes				
G1	ICT	Centralisation	25	Centralisation and rationalisation of ICT and telephony budgets
G2	Leisure and Cultural	Subsidy reduction	100	Reduction in subsidy to Leisure service to reflect performance
G3	Recycling and Fleet	Green waste recycling credits	70	Contractor costs paid by Staffordshire County Council following removal of recycling credits
G4	Corporate	Good housekeeping	20	Review of temporary staff and other fees for services budgets
			215	
Alternative Sources of Finance/Other				
A1	Corporate	Tax base – Council Tax	91	Increase in tax base based on market housing supply requirement (431 properties per year)
A2	Corporate	Tax base – Business Rates	246	Assumed increase in tax base of 4%
A3	Corporate	New Homes Bonus	485	Assumed one year allocation of New Homes Bonus based on submitted data (CTB1 form)
A4	Corporate	Services Grant	104	Ongoing source of funding (less contribution to National Insurance reimbursement)
A5	Corporate	Lower Tier Services Grant	170	Ongoing source of funding
A6	Corporate	Council Tax increase	159	Assumed increase of 1.99% per Band D property
			1,255	
Grand Total			2,134	

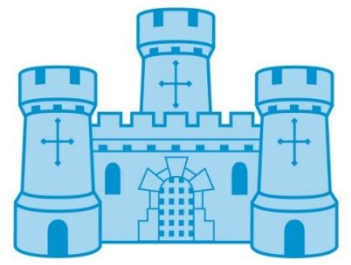


CAPITAL PROGRAMME	2022/23 MID YEAR	2023/24	2024/25	2025/26	TOTAL (2023/24 to 2025/26)
	£	£	£	£	£
PRIORITY – One Council Delivering for Local People					
Service Area - Council Modernisation	309,303	1,991,500	269,000	481,500	2,742,000
Total	309,303	1,991,500	269,000	481,500	2,742,000
PRIORITY – A Successful and Sustainable Growing Borough					
Service Area - Housing Improvements	1,720,000	1,670,000	1,670,000	1,720,000	5,060,000
Service Area - Managing Property & Assets	930,725	883,342	1,442,918	1,266,411	3,591,671
Total	2,650,725	2,552,342	3,112,918	2,986,411	8,651,671
PRIORITY – Healthy, Active and Safe Communities					
Service Area - Environmental Health	60,000	60,000	-	12,000	72,000
Service Area - Streetscene and Bereavement Services	940,000	790,000	240,000	280,000	1,310,000
Service Area - Recycling and Fleet	900,927	5,601,000	303,000	1,230,000	7,134,000
Service Area – Leisure and Cultural	800,341	368,000	16,000	150,000	534,000
Service Area - Engineering	155,000	110,000	1,415,000	120,000	1,645,000
Total	2,856,268	6,929,000	1,974,000	1,792,000	10,695,000
PRIORITY – Town Centres for All					
Service Area - Managing Property & Assets	-	4,700,000	-	-	4,700,000
Future High Streets Fund	5,388,399	1,691,166	-	-	1,691,166
Town Deals – Newcastle	14,356,811	4,706,000	2,251,000	807,000	7,764,000
Town Deals - Kidsgrove	6,415,000	4,190,000	2,794,000	1,236,000	8,220,000
Total	26,160,210	15,287,166	5,045,000	2,043,000	22,375,166
CONTINGENCY (will be carried forward to 2023/24)	1,000,000	1,000,000	-	-	1,000,000
TOTAL	32,976,506	27,760,008	10,400,918	7,320,911	45,463,837
FUNDING					
Capital Receipts	3,684,500	1,400,000	4,000,000	4,000,000	9,400,000
External Contributions	27,877,210	12,497,166	6,545,000	3,543,000	22,585,166
Borrowing	1,414,796	13,862,842	(144,082)	(240,089)	13,478,671
TOTAL	32,976,506	27,760,008	10,400,918	7,302,911	45,463,837

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

Detail	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Description
Employees:						
Increments	61	40	10	2	-	Employees due an increment
Pay awards	508	330	339	347	356	4% pay award assumed for 2023/24 and 2.5% for all years thereafter
2022/23 Pay award	447	-	-	-	-	Pay award proposed for 2022/23 over and above MTFS assumption of 2.5%
Superannuation increases	224	82	77	77	78	22% of increase in increments and pay awards
Superannuation lump sum increases	57	39	41	43	45	Contribution towards pension deficit
National Insurance	153	56	52	53	54	13.8% of increase in increments and pay awards
Premises:						
Business Rates	30	16	16	16	16	Inflationary increase in business rates payable (per CPI)
Utilities	113	11	11	11	11	Inflationary increase in gas and electric (per CPI) and realignment of budget re. 2022/23 increases
Transport:						
Fuel	172	12	12	12	12	Inflationary increase in fuel (per CPI) and realignment of budget re. 2022/23 increases
Financing:						
Borrowing/leasing costs	305	508	15	52	849	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
New Pressures:						
ICT software and maintenance	26	20	20	20	20	ICT costs re. systems maintenance and software licences
Internal Audit fees	8	-	-	-	-	Inflationary increase in contracted costs
Payroll fees	8	-	-	-	-	Inflationary increase in contracted costs
Repairs and renewals	50	-	-	-	-	Increased contract prices
External audit fees	-	100	-	-	-	Likely increase in external audit fees
Income:						
Fees and charges	(253)	(197)	(203)	(209)	(216)	4% increase in fees and charges in 2023/24 and 3% each year thereafter
New Homes Bonus	192	490	-	-	-	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)	(82)	Inflationary increase in baseline funding level (per CPI)
Tax base – Council Tax support	(30)	-	-	-	-	Reduction in Council Tax support claimants
Income pressures	100	100	100	100	100	General income shortfalls
TOTAL GAPS	2,134	1,541	423	455	1,255	

This page is intentionally left blank



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Medium Term Financial Strategy 2023/24 – 2027/28



Contents

Corporate Plan	Page 3
Finance Strategy	Page 3
Economic Context	Page 5
Borough Profile	Page 6
Refresh of Financial Assumptions	Page 9
Response to Covid-19	Page 12
Approach	Page 12
Reserves	Page 16
Capital Strategy	Page 16
Treasury Strategy	Page 17
Budget Timetable	Page 18
Appendix A – MTFS Summary	Page 19

Medium Term Financial Strategy 2023/24 to 2027/28

1. Corporate Plan

- 1.1 The Council Plan for 2022-2026 sets out the Council's priorities for the next four years and serves to focus the work of everyone at the Council.
- 1.2 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
- 1.3 The Council 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.
- 1.4 The Council is committed to strong and sustainable economic growth for the borough, focusing on opportunities around Keele University, Newcastle Town Centre and Kidsgrove.
- 1.5 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.
- 1.6 The Council Plan builds on four years of achievement, despite the huge disruption caused by the Covid-19 lockdown. It is very likely that the initial period of this plan's delivery and the delivery of the Medium Term Financial Strategy will be strongly influenced by the impact of rising energy costs and their impact on the cost of living.

2. Financial Strategy

- 2.1. A sound financial strategy is key to the delivery of the Corporate Plan and financial resilience.
- 2.2. There are five key strands to the strategy:
 - A financially self-sustaining Council
 - Value for Money
 - Everyone's responsibility culture
 - Underpinned by robust financial position
 - Ensuring a fair financial settlement for Newcastle-under-Lyme

Financially Sustainable Council

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

- 2.4 Newcastle-under-Lyme has a growing population, but in recent decades it has seen low levels of house building which have not kept up with housing demand. The resulting affordability gap for residents puts pressure on our homelessness service but also has dampened council tax income.
- 2.5 Newcastle-under-Lyme's industrial and retail sectors have remained healthy in recent times and the business rates base has grown significantly (current rateable value of £90.862m) since the borough joined the Staffordshire business rates pool in 2013/14 (rateable value of £83.842m).
- 2.6 Alongside the growth in the tax base the rates need to keep base with the Council's inflationary and demand pressures, whilst also reflecting the financial pressures facing our residents. Accordingly the MTFS assumes annual increases of 1.99%.

Value for Money

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

Culture

- 2.8 The Council's finances need to be everyone's responsibility. It is not the sole responsibility of the Council's Section 151 Officer, ownership is required across the entire Council, the Cabinet, Chief Executive, Executive Directors and their management teams, senior management and front line workers. This has increasingly been the case through ten years of austerity and now more than ever with the financial impacts of the Covid-19 and Cost of Living crisis's and the continued uncertainty around Local Government funding.

Robust Financial Position

- 2.9 There needs to be clear, transparent and integrated service and budget planning to ensure the Council's finite resources are directed to where they are most needed. It is essential that the finances are understood by members, senior officers, managers and the community. The finances need to be sustainable. A single year budget is not enough, the finances need to be planned over the medium term and good practice is for this term to be five years.
- 2.10 The budgets need to be robust with realistic savings plans to avoid in year volatility. The five year plan needs to recognise all future pressures and income flows. Local Government is a dynamic environment with many demand led services and the growth in demand for services needs to be accurately modelled. The same applies on the income side with a clear understanding required of changes to the Council Tax and Business Rates tax bases and the level of Government support.
- 2.11 There is inevitably a gap between the two or the need to invest in priority areas which will need to be met by changing the way in which the Council operates. This will be through delivery of efficiencies, reducing services or generating more income. All of these measures need to be realistic with appropriate processes in place to ensure their delivery.
- 2.12 Finally, the Council needs to hold an appropriate level of reserves to ensure that it can continue to deliver its objectives in times of financial uncertainty. These reserves will cover the smoothing of spend areas that are known to move from year to year, for specific and general risks and a general provision for unknown risks.

- 2.13 Much work has been done over the past four years to put the Council's finances on a robust sustainable footing. Undeliverable savings and historical overspends have been built back into the base budget, there is a more focussed view of the medium term and there is a far more realistic assessment of future demographic pressures and investment needs. In addition, a Ten Year Capital Strategy has ensured that decision making considers this wider, long term context. This Strategy will set out how this approach can be taken further forward.
- 2.14 The Council has been operating in a period of great uncertainty with the impact of the worldwide Covid-19 Pandemic and the Cost of Living crisis. Detailed scenario planning will therefore be required to identify the different actions that may be necessary to ensure the Council's continued financial sustainability depending on the financial impact and any potential ongoing consequences.

A Fair Financial Settlement for Newcastle-under-Lyme

- 2.15 The Government introduced its Business Rates Retention model for funding local government in 2013/14. It however relied on the historical needs data and damping arrangements from the previous model. At the time government committed to address both of these issues and also set out plans to reset the business rates growth on a regular basis.
- 2.16 Government has been developing Fair Funding proposals to remedy the position, this is now overdue and local authorities have been disadvantaged by both the lack of an update of the underlying data and the damping arrangements. Implementation has been held up due to the Covid-19 pandemic and it is currently unclear when the Government will press ahead with plans for a business rates reset which would see the accumulated growth built up since 2013/14 being redistributed across the system.
- 2.17 As a member of the Staffordshire Business Rates Pool the Council currently saves £0.755m 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.
- 2.18 Depending on the funding system in place for the medium term, there will be a requirement for relevant up to date information to ensure its effectiveness. The 2021 Census will be key.
- 2.19 Finally the Council has been successful in ensuring that significant resources required to regenerate the borough have been secured via Town Deals and Future High Street Fund (a number of projects are well underway) and continue to work closely with the County Council and LEP to secure inward investment in the borough to drive growth and employment opportunities for local people.

3. Economic Context

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

The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates, uncertain government policy, and a deteriorating economic outlook, will be major influences on the Authority outlook for 2023/24.

The Bank of England (BoE) increased Bank Rate by 0.75% to 3.0% in November 2022, the largest single rate hike since 1989 and the eighth successive rise since December 2021. The decision was voted for by a 7-2 majority of the Monetary Policy Committee (MPC), with one of the two dissenters voting for a 0.50% rise and the other for just a 0.25% rise.

The November quarterly Monetary Policy Report (MPR) forecast a prolonged but shallow recession in the UK with CPI inflation remaining elevated at over 10% in the near-term. While the projected peak of inflation is lower than in the August report, due in part to the government's support package for household energy costs, inflation is expected remain higher for longer over the forecast horizon and the economic outlook remains weak, with unemployment projected to start rising.

The UK economy grew by 0.2% between April and June 2022, but the BoE forecasts Gross Domestic Product (GDP) will decline 0.75% in the second half of the calendar year due to the squeeze on household income from higher energy costs and goods prices. Growth is then expected to continue to fall throughout 2023 and the first half of 2024.

CPI inflation is expected to peak at around 11% in the last calendar quarter of 2022 and then fall sharply to 1.4%, below the 2% target, in two years' time and to 0% in three years' time if Bank Rate follows the path implied by financial markets with a peak of 5.25%. However the BoE has stated it considers this path to be too high, suggesting that the peak in interest rates will be lower, reducing the risk of inflation falling too far below target.

The labour market remains tight for now, with the most recent statistics showing the unemployment rate fell to 3.5%, driven mostly by a shrinking labour force. Earnings were up strongly in nominal terms by 6% for total pay and 5.4% for regular pay but factoring in inflation means real total pay was -2.4% and regular pay -2.9%. Looking forward, the MPR shows the labour market weakening in response to the deteriorating outlook for growth, leading to the unemployment rate rising to around 6.5% in 2025.

4. Borough Profile

- 4.1 Newcastle-under-Lyme has a population of 123,300 (2021 census), a decrease of 600 (rounded up), or 0.5%, since the 2011 census. This is a very different situation than the national (6.6% increase), regional (6.2% increase) and county (3.3% increase) pictures which all saw increases over this period.
- 4.2 In the ten years from 2011-2021, the percentage of the borough's population aged 70+ increased from 12.8% to 16.1%, keeping this rate higher than across the West Midlands region (13.8%) and England (13.5%).
- 4.3 The general population has decreased by 0.5% over the past decade, but with the number of residents over 65 increasing by 18.6%, lower than the Staffordshire increase of 23.7% and the England increase of 20.1% over the same period but higher than the West Midlands increase of 18.1%. The over 65 population is projected to increase by a further 14.6% over the next decade, with the under 65 population projected to increase by only 1.5%.
- 4.4 The median age for the borough is 41.8 years, higher than for the West Midlands (39.6) and England (40.2) but lower than Staffordshire (44.8). The borough's median has barely changed since 2010 when it was 41.7.

- 4.5 From 2011 to 2021 there has been an estimated 1.6% increase in the number of households in the borough, from 52,600 to 53,400. It is estimated that this will increase to 59,200 by 2029, and to 62,100 by 2039.
- 4.6 Based on the MYE (Mid-Year Estimate) for 2020, the Office for National Statistics project the population for the borough to increase to 135,700 by 2029. But the projected increase is not uniform across all age groups. The population aged 0-29 is projected to remain fairly stable, but the population aged 65+ is projected to rise from 26,800 to 30,700, an increase of 3,900 or 14.6%.
- 4.7 Measured through the average rank for IMD 2019, Newcastle-under-Lyme is the 150th most deprived local authority in England, out of 317 overall. Newcastle's ranking compared with other local authorities in England has improved slightly from 156th in 2015. In terms of Health Deprivation and Disability the borough is the 80th most deprived local authority but 197th most deprived in terms of Barriers to Housing and Services.
- 4.8 Parts of the borough including Cross Heath and Knutton are in the 10% most deprived areas in England. Further parts of Holditch and Chesterton, Kidsgrove and Ravenscliffe, Crackley and Red Street, Town and Westlands are also in the 20% most deprived. However, parts of Loggerheads, Westbury Park and Northwood, Madeley and Betley and Westlands are in the top 10% least deprived parts of England, with parts of Clayton, Crackley and Red Street, Thistleberry, Westlands, Bradwell, Madeley and Betley, Newchapel and Mow Cop in the top 20% least deprived.
- 4.9 Across the borough in 2021, the annual median gross weekly pay was £565. This was lower than for the West Midlands (£582) and Great Britain (£613). Salaries for both males and females were relatively low as the following table shows:

(Gross weekly pay for full-time workers)

	Newcastle-under-Lyme	West Midlands	Great Britain
Females	£482	£525	£558
Males	£601	£627	£656
Overall	£565	£582	£613

- 4.10 Across the borough there are significant differences in income. In three areas, net annual household income was less than £26,000, but in four it was more than £36,000
- 4.11 In the year up to March 2021, an estimated 74.5% of residents aged 16-64 were classed as 'in employment', broadly similar to the West Midlands region (73.7%) and for Great Britain (74.8%).

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

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

April 2020- March 2021	74.5% (61,600)	73.7%	75.2%
------------------------	-------------------	-------	-------

- 4.12 As of 2020, two-thirds (68%) of residents' jobs were full-time, with one-third (32%) part-time. This is very similar to the rate for the West Midlands and Great Britain.
- 4.13 According to official crime summary data, the number of recorded crimes for headline offences in Newcastle-under-Lyme between April 2021 and March 2022 was 7,310 – a decrease of around 16.3% on the previous 12 month period.
- 4.14 The crime rate for this period was 56 per 1,000 residents, lower than the Staffordshire rate of 62 per 1,000 people but higher than all of the Staffordshire boroughs apart from Cannock Chase and Tamworth.
- 4.15 In Newcastle-under-Lyme the three most common types of recorded crime were:
- Violence against the person (3,480)
 - Theft offences (1,759)
 - Stalking and harassment (1,477)
- 4.16 The latest available local estimates from the ONS (Life Expectancy at Birth 2018 to 2020) suggest that life expectancy at birth for males born in this period in Newcastle-under-Lyme is 79.4 years, which is slightly below the Staffordshire (79.3 years) and the same as the England average (79.4 years). Female life expectancy is 82.3 years, while the Staffordshire and England averages are 83.1 years and 83.1 years respectively.
- 4.17 There are, however, wide variations across the borough with the inequality driven by deprivation. For Newchapel and Mow Cop, the life expectancy at birth for males is 82.4 years, but in the Town ward it is 6.5 years lower at 75.9 years.
- 4.18 For females in Loggerheads life expectancy at birth is 87.1 years, but in the Town ward it is 11 years lower at 76.1 years.
- 4.19 Across the borough, the age-standardised mortality rate of 1,136 was higher than the Staffordshire rate of 1,067, the West Midlands rate of 1,122 and England's 1,043.
- 4.20 There are circa 55,800 homes in the borough (2019). At the 2011 Census (this data is not yet available from the 2021 Census) housing tenure was as follows:
- Owned outright 35%
 - Owned with mortgage/loan 34%
 - Shared ownership 0.4%
 - Social rented 19%
 - Private rented from landlord 9%
 - Private rented from other 1%
 - Living rent free 1%
- 4.21 Overcrowding is mostly assessed by the 'bedroom standard' which assesses the number of bedrooms needed according to the size and composition of households. In the 2011 census (2021 census data regarding overcrowding is not yet available), Newcastle-under-Lyme had an overcrowding rate of 4.2% – very similar to Staffordshire's 4.0%.
- 4.22 Across 2021, the local housing affordability ratio i.e. median house price compared to median gross income was 5.59, significantly lower than all of the other Staffordshire

districts. Across the West Midlands the ratio is 6.55, and across England it is 7.4. The borough's rate is lower than in 2009 when the ratio was 5.07.

- 4.23 84.2% of residents of working age have qualifications at level NVQ1 or above, similar to the 84.8% across the West Midlands but lower than the average of 87.9% in Great Britain. As of December 2021, an estimated 36.0% of adults aged 16-64 were qualified to NVQ level 4 or above – lower than both the West Midlands rate of 38.9% and the Great Britain rate of 43.6%.
- 4.24 The unemployment claimant count for the borough of 2.7% as at August 2022 was identical to Staffordshire's rate and lower than Great Britain's 3.6%. As with most of the country, there was a rise from March 2020 when the rate was 2.4%. There is some variance across the borough – in five wards the rate is at least as high as the national average, in four wards it is lower than half that rate.

5. Refresh of Financial Assumptions

- 5.1 Council agreed a five year Medium Term Financial Strategy in February 2022 covering the period 2022/23 to 2026/27. For 2022/23 there was Net Expenditure of £16.302m on services and a Council Tax Requirement of £7.919m. There is a Council Tax Base of 37,668 and a Band D Council Tax of £210.24. There was a balanced budget for 2022/23 but a forecast gap of £3.053m across the period 2023/24 to 2026/27.
- 5.2 The MTFs gaps have been rolled forward a year to cover 2027/28, this was reported to Cabinet on 6 September 2022 and the assumptions updated. There has since been further review of the gaps and this refinement will continue throughout the budget setting process.
- 5.3 The recovery from Covid-19 and the ongoing Cost of Living Crisis are expected to continue to have an impact on the Councils' finances, however, the degree of that impact is difficult to predict. The MTFs has been revised to reflect current information and includes an estimate of pressures that have both a short and medium term impact on the tax base for Council Tax and Business Rates.
- 5.4 Overall, rolling forward a year the Council is forecast to have a funding gap of £5.808m over the next five years. £2.134m of this is in 2023/24 and whilst the overall strategy is to have a balanced five year plan the focus of attention will be on this first year.

	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	2027/28 (£000's)	Total (£000's)
Income	(128)	327	(170)	(178)	(186)	(335)
Expenditure	2,262	1,214	593	633	1,441	6,143
Gap	2,134	1,541	423	455	1,255	5,808

- 5.5 The year one gap has decreased from £2.249m (as reported to Cabinet on 6 September 2022) to £2.134m following a review of the costs of financing the capital programme (£0.082m reduction in costs) and a revision to estimates regarding inflation on fuel (£0.021m reduction in costs).

Income

- 5.6 A provision for income losses of £0.100m has been built in for each year of the MTFs. An assumed annual increase in fees and charges has also been included of 4% for 2023/24 and 3% for each year thereafter.

Detail	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	2027/28 (£000's)	Total (£000's)
Government Grant	204	502	12	12	12	742
Business Rates	(149)	(78)	(79)	(81)	(82)	(469)
Fees and Charges	(253)	(197)	(203)	(209)	(216)	(1,078)
Council Tax Support	(30)	-	-	-	-	(30)
Income Pressures	100	100	100	100	100	500
Total	(128)	327	(170)	(178)	(186)	(335)

Government Grant

- 5.7 Local Government has been through an unprecedented period of austerity. The assumption is for legacy New Homes Bonus grant funding to reduce to nil, with continued one year settlements until further notice, and for Housing Benefit and Council Tax Benefit administration grants to continue to decline over time.

Business Rates

- 5.8 There have been significant impacts to Business Rates as a result of the Covid-19 crisis. Firstly, there have been a wide range of interventions from Government with extensive discounts and also provision of grant to small businesses. These discounts have been matched with Section 31 grant and have therefore not impacted the Council's bottom line.
- 5.9 The MTFs currently assumes an inflationary increase of 4% in 2023/24 and 2% per annum thereafter in terms of collectable Business Rates, this is in addition to an inflationary increase in the base level funding set for the Business Rates Retention scheme by Central Government.

Council Tax

- 5.10 The Council has a market housing supply requirement of 2,153 properties over the 5 year period of the MTFs (excluding affordable housing). The MTFs assumes that the requirement will be met at an average of 431 properties per annum, thus increasing the tax base accordingly. The MTFs assumes a Council Tax increase of 1.99% per Band D property for all years.
- 5.11 The Council operates a Council Tax Support scheme, introduced following the localisation of support by Government at the start of austerity. Increased levels of Council Tax Support were awarded during 2020/21 in the midst of the Covid-19 pandemic. The MTFs forecast assumes that this pressure on the tax base will be relieved over a 3 year period and that by 2023/24 the levels of support will have returned to pre-pandemic levels, however this will continually be reviewed in light of the Cost of Living Crisis.

Savings/Income Generation

- 5.12 Work is continuing to identify additional savings proposals in order to address the increased forecast gaps in 2023/24 and beyond. To date savings of £2.134m have been identified for 2023/24 enabled a balanced position to be proposed. £1.548m has been identified for the remainder of the MTFs (total shortfall of £2.126m).

Detail	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	2027/28 (£000's)	Total (£000's)
Income	270	-	-	-	-	270
One Council	376	-	-	-	-	376
Staffing Related	18	-	-	-	-	18
Good Housekeeping	215	-	-	-	-	215
Tax Base	337	219	222	224	227	1,229
Council Tax Increase	159	161	163	165	167	815
Government Grants	759	-	-	-	-	759
Total	2,134	380	385	389	394	3,682

Expenditure

- 5.13 Employee pressures relate to assumed pay awards of 4% for 2023/24 and 2.5% for all years thereafter, 2023/24 also provides for the 2022/23 pay award (£1,925 per full time employee regardless of grade) that was over and above the 2.5% assumed, this amounts to a further pressure of £0.447m excluding the associated increases to National Insurance and pension contributions.
- 5.14 National Insurance contributions related to assumed pay awards and the 2022/23 pay award amount to an additional £0.153m for 2023/24, whilst associated pension contributions result in a pressure of £0.281m.
- 5.15 A number of new pressures facing the Council in 2023/24 amounting to £0.092m have also been provided for, these include ICT maintenance and software licences (£0.026m) and other inflationary costs and pressures regarding service provision (£0.066m).

	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	2027/28 (£000's)	Total (£000's)
Employees	1,450	546	519	521	533	3,569
Premises	143	27	27	28	28	253
Transport	172	12	12	12	12	220
Financing	405	509	15	52	848	1,829
Pressures	92	120	20	20	20	272
Total	2,262	1,214	593	633	1,441	6,143

Inflation

- 5.16 Provision for price increases is made in line with the Bank of England target 2% for CPI (Consumer Price Index), with the exception of 2023/24 whereby budgets have been analysed following the Cost of Living Crisis and pressures accordingly accounted for.

Investment

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

Capital financing

- 5.18 The proposed Capital Programme for 2023/24 to 2025/26 is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2022-26. These schemes total £45.464m including major investment into the Borough via external funding in terms of the Future High Streets Fund and the Town Deals Fund for both Newcastle and Kidsgrove.

- 5.19 The capital programme will require to be part funded by borrowings. The total amount of borrowing over 3 years of the proposed Capital Programme for 2023/24 to 2025/26 will amount to £13.479m. The associated borrowing costs have been factored into the MTFS.

Other financing adjustments

- 5.20 The Council budgeted to finance £0.100m of one-off costs from flexible use of capital receipts in 2022/23. The current assumption is for this to reduce to nil in 2023/24 eliminating the reliance on capital receipts to finance revenue expenditure.

6. In Year Response to Financial Pressures Arising from Covid-19 and Cost of Living Crisis

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

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

7. Approach

- 7.1 The following section sets out the central approach to developing the Medium Term Financial Strategy for 2023/24 to 2027/28.

Foundation analysis

- 7.2 Over the summer and early autumn the groundwork for the MTFS has been undertaken which is primarily the review of the Borough Profile and assessment of the impact of Covid-19 and the Cost of Living Crisis, a full benefit opportunity assessment

and benchmarking to give a clear context in which to identify areas for investment and redirection of resources, opportunities for efficiency and income generation and service reconfiguration. Service level benchmarking has primarily been based on DLUHC Revenue Outturn data focussed on the Council's CIPFA statistical "nearest neighbours" and Staffordshire geographical near neighbours. Spend has also been mapped to strategic priorities and outcomes.

One Council

- 7.3 The One Council Programme was launched in February 2021 following Full Council approval of the budget in order to meet the changing needs of our residents by increasing our ability to provide flexible, efficient and customer driven services. The programme is designed to respond to the key lessons from the Covid-19 pandemic, how this impacted on how customers accessed Council services, and how services flexed in order to remain resilient. The programme focusses on reviewing customer need alongside modernising internal processes whilst developing our internal cultural transformation and ensuring we address financial demands.
- 7.4 The One Council programme facilitates a fundamental change in Newcastle-under-Lyme Borough Council's operating model and how we address our challenges. Significantly, it sets out to enable the Council to make better use of the resources available to it, ensuring both efficient and effective service delivery.
- 7.5 Given the broad remit of the programme, overall aims have been considered by integrated work streams aligned to core principles of delivery and achievement and the initial work has been supported by the delivery partner Ignite Consulting who have enabled the team to develop skills in management change and service redesign. Whilst a significant aspect of the programme is to facilitate a move to customer self service via an enhanced website, traditional face to face and telephone access will remain available to those who need it.
- 7.6 One Council is a "spend to save" programme with an agreed investment of £1.2m. Recurrent benefits will be achieved moving forward. The savings are set to be staggered over the life of the 3 year programme (£0.196m has been achieved in 2021/22, £0.601m will be achieved in 2022/23 with a further £0.376m in 2023/24).
- 7.7 In order to build the programme and consider the areas for change and focus, the broad concepts of purpose were considered alongside a benchmarking exercise which placed the customer and delivery of services at centre stage. This analysis supported the development of certain big ideas which have formulated the overall Future Operating Model design and have given a structure to the design of service change through the development of the "Big operating Model Building Blocks" of:
- Leadership and Management
 - Information Advice and Guidance and Website
 - One Front Door
 - Internal Support
 - Mobile Multifunction Team
 - Strategy and Performance Team

Leadership and Management

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

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

Information, Advice and Guidance / website

- 7.9 A core aim of the overall programme is to enable residents and local business to self-serve wherever possible, thereby freeing up expertise and staff time to support delivery of complex tasks and innovative services in a more efficient model.
- 7.10 The Digital work stream engaged with services to consider changes needed to enable this transition for users of our website and contracted with Jadu to develop the new website which was launched on 27 October 2021.
- 7.11 The site is cleaner and more modern than our previous site and has been developed with a focus on functionality and ease of use to support the customer. The website developments integrate directly with the new One Front Door (or Customer Hub) and drive traffic away from resource heavy phone lines enabling a deeper and broader remit and function to develop within our customer facing team.
- 7.12 Another aim of One Council is to make our site more commercial. Using the new tools and techniques in Jadu we will be able to sell our services more effectively to increase revenue. Examples include J2, Bereavement Services and Garden Waste.

One Front Door

- 7.13 The One Front Door, now known as the Customer Hub, is the customer facing function designed to offer end to end service, advice and transactional support to customers of the Council. Overtime this will sit across all outward facing services and by contacting the team, our customers will be able to undertake a range of tasks from planning related queries, to questions around waste collection. A strong feature of this service is providing the team with training and development across a range of services, as well as giving them access to in service technology to allow them to have up to date information and ability to transact specific elements of queries easily and efficiently.
- 7.14 Work initially focussed on the previous teams for Customer Services and Revenues and Benefits and the two areas have now been consolidated. Pulling the teams together, with focussed work on processes alongside the website development has enabled the team to be resourced more efficiently and for knowledge to be spread amongst a larger number of employees.
- 7.15 As we continue to embed the learning and knowledge in the team, the service is looking across the rest of the organisation and considering how this concept and model can grow to incorporate further processes and support our customers across a wider range of matters.

Internal Support

- 7.16 Work is continuing on developing efficiencies within our internal services. This will again provide services with streamlined support and guidance whilst releasing those with technical expertise to focus on value added delivery.
- 7.17 Much like the One Front Door, there are anticipate efficiencies of scale to be identified here as well as process and technology developments which will enable a reduction in Whole Time Equivalent (WTE) assigned to the teams which is planned to be delivered through MARS as well as natural turnover.

Mobile Multi-Function Team

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

Strategy and Performance Team

- 7.19 The Strategy and Performance Team supports services in their strategic aims as well as becoming a critical friend and challenging function in terms of performance and delivery. This function will enable the Council to better use data and performance indicators to drive outcomes against the Council Plan and other strategic aims.
- 7.20 In addition this service will look outward to strengthen relationships with our partners, consider policy and strategy development and ensure effort and activity drive us closer to our overall aims and vision.

Commercial

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

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

- 7.22 Progress in implementing the commercial strategy in the current year has been limited due to restrictions placed on borrowing for commercial purposes. However, going forward this remains a key supporting strand of the MTFS whereby regeneration priorities can also be met and will need to be properly resourced.

Property

- 7.23 The Council last updated its Asset Management Strategy in 2018. A further review now needs to be undertaken in order to identify assets which may be suitable for disposal, generating funding for the Capital Programme.

8. Reserves

8.1 Forecast balances for the Council's reserves as at 31 March 2023 are as follows:

Reserve/Fund	Balance 31.3.22 (£'000's)	Forecast Balance 31.3.23 (£'000's)
General Fund	2,160	2,160
Walleys Quarry Reserve	823	500
Income Reserve	100	100
Equipment Replacement	33	-
Budget Support Fund	789	-
Budget Support Fund (Local Plan)	301	-
Budget Support Fund (Homelessness)	329	-
Borough Growth Fund	50	-
Conservation & Heritage Fund	35	-
Mayor's Charity Fund	7	-
Museum Purchases Fund	61	-
Business Rates Reserve	6,046	993
Elections Reserve	150	-
Clayton Community Centre Fund	14	-
Totals	10,898	3,753

8.2 A full reserves risk assessment will be completed as part of the 2023/24 budget preparation. However, based on a preliminary assessment it is considered that the current balance of the general fund reserve will be more than sufficient to provide sufficient cover for foreseeable risks.

8.3 It should be noted that the balance of the Business Rates reserve is inflated for 2021/22 and 2022/23 due to s31 grants received to cover the cost of business rate reliefs in the current financial year. The true underlying position is closer to £1.0m which represents cumulative collection fund surpluses in previous years. This sum will be held to mitigate against future collection fund losses and as a contingency for the Fair Funding Review.

9. Capital Strategy

9.1 The Council agreed its Capital Strategy and Ten Year Capital Programme 2022/23 to 2030/31 in February 2022, this will be refreshed as part of the 2023/24 budget setting process (proposed expenditure for 2023/24 to 2025/26 will be considered as part of the report to Cabinet on 6 December 2022). The Capital Strategy explains how the Council invests its capital funds and the various sources of funding and how this facilitates the delivery of its objectives.

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

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

- Reviews new capital project and commercial investment requests on behalf of Cabinet.

9.3 As part of the Efficiency Board process every capital scheme and in-year capital commitment has been reviewed.

9.4 The draft 10 year Capital Programme for the period 2023/24 to 2032/33 provides for total investment of £80.753m. This programme will be funded by capital receipts, significant external contributions (Town Deals and Future High Streets Funding) and borrowing. The revenue impact of borrowings has been included within the MTFS.

10. Treasury Management Strategy

10.1 The Council agreed its Treasury Management Strategy for 2022/23 in February 2022, the strategy for 2023/24 will be updated alongside the proposed budget and capital programme as part of the 2023/24 budget setting process.

10.2 As referred to in the above section, the Council will be required to borrow to fund the draft Ten Year Capital Programme. The PWLB and Council to Council borrowing are the primary borrowing options that the Council is currently reviewing to fund borrowing in relation to the capital programme.

10.3 The Capital Financing Requirement is set to increase by a further £28.768m by 2032/33 based on the draft 10 year Capital Programme.

Funding Stream	Capital Receipts	External Contributions	Borrowing	Total
2023/24	1,400	12,497	13,863	27,760
2024/25	4,000	6,545	(144)	10,401
2025/26	4,000	3,543	(240)	7,303
2026/27	4,000	1,500	3,229	8,729
2027/28	4,000	1,500	(1,295)	4,205
2028/29	500	1,500	1,325	3,325
2029/30	500	1,500	7,156	9,156
2030/31	500	1,500	3,596	5,596
2031/32	500	1,500	639	2,639
2032/33	500	1,500	639	2,639
Total	19,900	33,085	28,768	81,753

11. Budget Preparation Timetable

11.1 Work on the development of budget proposals for 2023/24 is at an advanced stage. Draft savings proposals will be considered by Cabinet and Finance, Assets and Performance Scrutiny Committee in December and the final revenue budget and Council Tax proposals, along with the Capital Strategy, Capital Programme and Treasury Management Strategy will be presented for approval at Council in February 2023.

11.2 An Efficiency Board chaired by the Leader of the Council plays a key role in shaping the MTFS and providing input and challenge to savings and investment proposals.

11.3 The decision making timetable is as follows:

Event	Committee	Date
Budget consultation	Proposed to run during December	
Scrutiny of 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

Appendix A – Summary of Refreshed MTFS Assumptions

	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)	2026/27 (£000's)	2027/28 (£000's)	Total (£000's)
Employees	1,450	546	519	521	533	3,569
Premises	143	27	27	28	28	253
Transport	172	12	12	12	12	220
Financing	405	509	15	52	848	1,829
Pressures	92	120	20	20	20	272
Income	(128)	327	(170)	(178)	(186)	(335)
Total	2,134	1,541	423	455	1,255	5,808
Savings						
Income	270	-	-	-	-	270
One Council	376	-	-	-	-	376
Staffing Related	18	-	-	-	-	18
Good Housekeeping	215	-	-	-	-	215
Tax Base	337	219	222	224	227	1,229
Council Tax Increase	159	161	163	165	167	815
Government Grants	759	-	-	-	-	759
Total	2,134	380	385	389	394	3,682
Gap	-	1,161	38	66	861	2,126

This page is intentionally left blank

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S
REPORT TO**

**Cabinet
06 December 2022**

Report Title: Newcastle-under-Lyme 850 Year Celebrations

Submitted by: Executive Director Development and Growth

Portfolios: All

Ward(s) affected: All

Purpose of the Report

This report updates Cabinet in relation to the work being undertaken by the Council to plan for the Newcastle under Lyme Borough 850 Year anniversary celebrations in 2023. It recommends the programme of activity, the launch of the 850 Website and the legacy programme planned as a consequence of the year-long celebration, with a view to the Year being a Civic, Community and Legacy creation event.

Recommendation

That Cabinet:

- 1. Agrees the Programme of Activities planned so far for the 850th Year of Celebrations**
- 2. Notes the financial contributions received to date to fund the programme and endorses the further work to raise contributions for the Celebrations.**
- 3. Agrees to launch an 850th Year Website for residents, organisations and businesses to easily access information about the Year of Celebrations and opportunities to be involved.**
- 4. Agree to the legacy programme envisaged for the 850 Year Celebrations**
- 5. Agree to introduce a heritage blue plaque nomination scheme**
- 6. Agrees that the Heritage Champion, the Portfolio Holder for Leisure, Culture and Heritage along with the Executive Director Development and Growth finalise the programme once Scrutiny have reviewed the plans for the year / events and are then delegated to enter into such agreements and licences to deliver the programme of activity and to be able to add or remove events / activities as may be required.**

Reasons

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

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

The council wants to use the anniversary to create a lasting legacy for the borough and its people.

1. **Background**

- 1.1. In 1173 Newcastle was first recorded as a town and borough and around this time was granted its first charter protecting the rights of its people. The charter itself is lost but its existence is confirmed by later charters. In 1973 the Borough held 800th anniversary celebrations, attended by the Queen and it is hoped that this Year of Celebration will continue the legacy of that anniversary.
- 1.2. At Cabinet June 2022 it was agreed that a Programme of Activity for the 850th Year Celebrations would be produced and that this would be put forward to a future Cabinet for approval. To this end an 850 Working Group has been established to develop such a programme. This carried on from the cross party heritage working group that had considered a variety of activity suggestions, consulted with external partners and stakeholders for suggestions over a year and half and established the narrative for the programme and scope of the activities.

2. **Update and Proposals**

2.1 Programme of activities

2.1.1 Celebrate Newcastle people from the Past and Present. An exciting and engaging year-long programme of activity has been developed by the museum and other partners, with monthly activity themes to celebrate famous and influential past and present residents of the Borough. The activities will include film showings, talks, online content, spotlight gallery displays and a range of family-friendly activities. The programme is due to commence in January 2023 and run for twelve months (see current event list in Appendix 1). In summary the 'themes' for each month are:-

- January – Launch, overarching theme 'Fascinating Folk'
- February – Newcastle People in the World
- March – Business and Industry
- April – Literature
- May – Military
- June – Big Celebration
- July – Sports
- August – Heroes of the Borough
- September – Rights and Protests
- October – Arts
- November – Science and Engineering
- December – Living Legends

2.1.2 The Museum programme will include exhibitions, various talks / presentations and film shows and other activities in line with each monthly theme. An 850 themed schools experience is being developed and one of the highlight events of the year will be the medieval extravaganza in Brampton Park.

2.1.3 We have also contacted event organisers for some of the annual Borough events, including the Jazz & Blues Festival, annual firework displays, Tri Services event and The Homecoming about branding them under the 850 banner.

2.1.4 The key 850 Year Celebration event will be on the weekend of the 3rd June 2023 when Celebrate Newcastle will be held at the Brampton Park in association with Appetite and the Borough Council. In addition to this it is hoped that a medieval battle re-enactment (Blore Heath) will be held at the Brampton Park in September 2023.

2.1.5 Create an 850 logo. A new Logo recreating the Borough Crest has been produced and agreed by the Heritage Champion and the Portfolio Holder for Leisure, Culture and Heritage. This new Logo will front and centre all marketing, brand awareness campaigns, advertising and all events will be expected to feature the branding, including those put on by partners

2.1.6 School / Educational Programme. All schools in the Borough will be contacted to invite them to participate in the Celebrations. The museum will build on its existing schools programme to develop an exciting offer themed around the 850th anniversary.

2.2 Sponsorship Programme. This programme was launched in the summer of 2022 and letters were sent to individuals, businesses, charity organisations, Parish and Town Councils and MPs to offer opportunities to be involved in the year of celebrations, through volunteering time, support in kind or through financial contributions. We established four entry points for financial contributions:-

Bronze (up to £500)

Logo included on website and sponsor board

Social media thank you

2 complimentary tickets to an 850th anniversary event at Brampton Museum

A tree planted in the name of your business

Exclusive use of the 850 branding during 2023 and accompanying marketing pack

Silver (up to £1,000)

All of the above plus

10 complimentary tickets to an 850 event at Brampton Museum

A free advert in the celebratory literature

Gold (up to £5,000)

All of the above

A complimentary table at the Mayor's 850 ball for your company

20 complimentary tickets to an 850th anniversary event at Brampton Museum

Listed as an official partner rather than sponsor with your logo on the anniversary letterhead

The business' logo and contribution acknowledged on a permanent display board in the borough

Diamond (over £5,000)

All of the above

Business name on one of the keynote events being held during the summer of 2023

Several organisations have already offered sponsorship and more will be sought during the year, including for the legacy activities.

2.3 850 Year Celebration Website. In addition to the above, a dedicated Website will be launched that sits on the Council Website, where the programme of activities, updates, resources and signposts for getting involved will be available. The web pages will be updated regularly as new events, new sponsors, etc are added.

<https://www.newcastle-staffs.gov.uk/newcastle-lyme-850th-anniversary>

2.3 **850 Year Celebration Legacy.** With any such celebration there is a desire to create a legacy for the programme. The current legacy proposals are:-

- A new Lyme Forest of 850 new trees planted on the Former Keele Golf Course.
- A new printed book of the History of the Borough and a Celebration of the Year of Celebrations.
- An 850 Celebration Subway Mural at Queens Gardens
- Aspiration Keele - aspiring local students to study at Keele University
- The establishment of a Local Heroes Award ceremony each year to continue to focus on the rising stars of the Borough.
- An annual local history lecture.
- Blue plaque scheme (see below).
- A new statue of the late Queen Elizabeth II for the Borough.

2.4 **Introduction of a Heritage Blue Plaque Nomination Scheme.** This will replace the now defunct Civic Society nomination process and will introduce a new Borough wide Blue Plaque scheme for important residents, past and present, to acknowledge their contribution to society through cultural, political, personal, business and sporting achievements, etc. The nomination process will be advertised through the Council Website, with the Council covering half of the cost of the Blue Plaque and the nominating party covering the other half. The Cabinet Member for Leisure, Culture and Heritage will agree all nominations.

3. **Reasons for Proposed Solution**

Outcomes Linked to Sustainable Community Strategy and Corporate Priorities:

- Growing our People and Places,
- Healthy, Active and Safe Borough,
- A Town Centre for All

4. **Options Considered**

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

5. **Legal and Statutory Implications**

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

6. **Equality Impact Assessment**

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

7. **Financial and Resource Implications**

7.1 A total of £25,000 has been earmarked by the Council to contribute to the marking the 850 anniversary via the Borough Growth Fund (£10,000 from 2022/23 and £15,000 from 2023/24).

7.2 Sponsorship for, and financial contributions to, events marking the 850 anniversary are being actively pursued, to date sponsorship and contributions committed to from external sources amount to £35,000.

7.3 The Museum has submitted an application to the NuL Shared Prosperity Fund (SPF) allocation to cover the costs of the majority of the events taking place at the museum. At this point the council has yet to hear if our SPF submission has been successful.

7.4 Partner organisations have submitted or are submitting applications to other funding bodies for the delivery of their events. We are aware that Foxfield Railway has already received a grant of £10k to commemorate the 100th anniversary of the Knotty in Brampton Park.

7.3 The officer group are finalising a fully costed programme for the 850 celebrations. Funding bids can now be submitted to secure external funding. Future reports to Cabinet will set out all financial details.

8. **Major Risks**

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

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



10. **Key Decision Information**

10.1 This is not a Key Decision

11. **Earlier Cabinet/Committee Resolutions**

n/a

12. **List of Appendices**

12.1 850 Celebration Brochure with current event list.

13. **Background Papers**

N/a

This page is intentionally left blank

2023

Celebrating the 850th year of the Borough of Newcastle-under-Lyme



2023 will be a year-long celebration of the borough of Newcastle-under-Lyme; its history, its culture, its people – past and present.

In 1173 Newcastle-under-Lyme was given Royal Charter of Incorporation status by King Henry II, making it a borough. This gave the area a new prominence and allowed it to hold markets in the town centre. Next year will be the 850th anniversary of the charter status.

The '850' celebrations will provide a free-to-attend programme of enjoyable, inclusive and long-lasting shared experiences for the residents of the Borough of Newcastle-under-Lyme as well as those who work in and visit the Borough.

The Year is also an important and vital opportunity to create a lasting legacy for the Borough with new events, sponsorships and projects that will live long after the 850 celebrations have concluded.

To celebrate the 850th anniversary of the Borough receiving its Royal Charter, the Borough, through a series of events and activities aimed at creating a Civic, Community and Legacy Programme for the residents, businesses and visitors through the year, we aim to showcase all that is great about the Borough and celebrate with pride and passion.

The Royal Charter gave special rights and freedoms to Borough residents that went on to help shape the Borough as we know it. Perhaps most notably this included the right to hold an outdoor market, a long-held tradition that is still an important aspect of the town's vitality and success.

The Borough is, of course, steeped in history. Did you know that Newcastle-under-Lyme is named after a new castle, which was built around 1145 by the Normans, close to the Lyme Forest.

Newcastle's location, in the heart of the country, meant that it was an important coaching town and the centre of major ironworking, felt hat-making and clay pipe production industries.

It was also the birthplace of many notable individuals, including Philip Astley, widely acknowledged as the 'father of the modern circus'; author, nurse and feminist Vera Brittain, who wrote the celebrated "A Testament of Youth" in response to her experiences during the First World War, and Sir Joseph Cook who worked in local coalmines before emigrating to Australia where, in 1913, he became Prime Minister.

We are very proud of our Borough's long heritage and we are keen to celebrate it as part of the 850th anniversary next year.

To do this we are aiming to deliver a year-long programme of events and we would like to invite you to be part of the programme of activity.

Any support, by way of donation, sponsorship, in kind support or simply helping raising awareness, would be very welcome to help us celebrate our 850th anniversary.

We would be really grateful if you could consider making a contribution. It's a 'once-in-a-lifetime' opportunity to bring our communities together in celebration of our history and it's also a chance to give the local economy a real boost and create a lasting legacy for the Borough.

Council Leader
Cllr Simon Tagg

Deputy Mayor & Heritage Champion
Cllr Simon White



Celebrate Newcastle People from the Past and Present

This year-long programme of activity with monthly museum activity themes to celebrate famous and influential past and present residents of the Borough.

The activities will include film showings, talks, online content and spotlight gallery displays.

- January – Launch, overarching theme
- February – Newcastle People in the World
- March – Business and Industry
- April – Literature
- May – Military
- Big Celebration & Performing Arts
- July – Sports
- August – Heroes of the Borough
- September – Rights and Protests
- October – Art
- November – Science and Engineering
- December – Local Heroes

Legacy Programme

Plans are in progress to achieve legacy programme:

- 850 Lyme Tree planting sponsorship programme
- A new book of the History of the Borough and the Celebrations of the Year
- An 850 Celebration Subway Mural at Queens Gardens
- Aspiration Keele - aspiring local students to study at Keele University
- Annual Local History Lecture
- The establishment of a Local Heroes Award Ceremony each year to continue to focus on the rising stars of the Borough.
- A statue of the late Queen Elizabeth II.

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

The council wants to use the anniversary to create a lasting legacy for the borough and its people.”

Celebration Window Display Competition – organised by the town centre BID.

Virtual Display of Former Mayors – photographs and virtual imagery.

‘Newcastles of the World’ - possibility of video submissions from each Newcastle to be facilitated at Brampton Museum.

Town centre displays - Lamp-post flags displaying the logo will be on display around the town centre ring road.

Bunting in Queen’s Gardens and around the Guildhall area.

Themed event Markets in the town centre.

Merchandising

Schools will be presented with special edition mugs for participating Year Groups at schools engaged across the Borough.

There will be a new Book of Newcastle which will be available at the Museum.

A Schools Information Pack will be available online with a programme of themed activities that schools can get involved in.





Businesses are welcome to join us.

There are various opportunities to be involved in the year of celebrations, through volunteering time, support in kind or through financial contributions.

There are four entry points for financial contributions:-

Bronze (up to £500)

- Logo included on website and sponsor board
- Social media thank you
- 2 complimentary tickets to an 850th anniversary event at Brampton Museum
- A tree planted in the name of your business
- Exclusive use of the 850 branding during 2023 and accompanying marketing pack

Silver (up to £1,000)

- All of the above plus
- 10 complimentary tickets to an 850 event at Brampton Museum
- A free advert in the celebratory literature

Gold (up to £5,000)

- All of the above
- A complimentary table at the Mayor's 850 ball for your company
- 20 complimentary tickets to an 850th anniversary event at Brampton Museum
- Listed as an official partner rather than sponsor with your logo on the anniversary
- Letterhead
- The business' logo and contribution acknowledged on a permanent display board in the borough

Diamond (over £5,000)

- All of the above
- Business name on one of the keynote events being held during the summer of 2023

Business Packs have been distributed to make sure that all businesses understand the level of their role and what they can do to help.

Month	Date	Activity	Cv/Cm/Lg	Type	Venue
Dec 22		Pre-start activities			
		Launch Web Site	Com	Digital	N/A
		850 Calendar for 2023/24	Com	Paper	Museum
		Business Packs	Com	Digital	N/A
Jan 23		Theme - Fascinating Folk			
	19 Jan	Programme launch	Civic	Event	Museum
		Launch of the schools programme - museum events and school led activities	Com		Museum
		Launch of the Heritage Blue Plaque scheme	Legacy		N/A
	26 Jan	Museum Launch event, Fascinating Folk of Newcastle	Com	Talk	Museum
	TBC	Film Show at Museum	Com	Film show	Museum
Feb 23		Theme - Newcastle people in the world			
	16 Feb	Film Show at Museum - Joseph Cooke	Com	Talk	Museum
	TBC	Talk at Museum - Issac Cottrill	Com	Film show	Museum
Mar 23		Theme - Business and Industry			
	03 Mar	Film Show at Museum - Women of the Potteries	Com	Film show	Museum
	30 Mar	Talk at Museum - James Brindley	Com	Talk	Museum
		Tree Planting for Lyme Forest	Legacy		
	31 Mar	Mayor Ball and 850 Newcastle Heroes Awards	Com/Civic		Keele

Month	Date	Activity	Cv/Cm/Lg	Type	Venue
Apr-23		Theme - writing/literature			
	20 Apr	Film Show at Museum	Com	Film show	Museum
	27 Apr	Talk at Museum - Vera Brittain	Com	Talk	Museum
	TBC	Charters/850 Exhibition opens at the museum	Com/Legacy	Exhibition	Museum
	TBC	Britain in Bloom Planting	Com	Gardens	Outdoors
May 23		Theme - Military			
	04 May	Dance Event with NuL College	Com	Dance	NSCG
	06 May	Lyme Light Festival	Com	Festival	Town
	18 May	Film Show at Museum from Ray Johnson	Com	Film show	Museum
	25 May	Talk at Museum from Ian Atherton	Com	Talk	Museum
Jun 23		Theme - Big Celebration			
	01 Jun	Flags and Bunting in Queens Gardens	Com	Display	
	03-04 Jun	Celebrate Castle, 1173 Medieval re-enactment weekend (potential VIP visit)	Com	Festival	Museum
	17 Jun	Astley Homecoming	Com	Festival	Town
	18 Jun	850 market	Com	Market	Market
	12-23 Jun	Schools sessions at the museum	Com		Museum
	22 Jun	Film Show at Museum - Philip Astley	Com	Film show	Museum
	24 Jun	Tri Services Armed forces day	Com	Event	Town
		Distribution of Ceremonial Mugs to Primary Schools taking part in schools' events	Com		Museum

Month	Date	Activity	Cv/Cm/Lg	Type	Venue
Page 68	28 Jun	Special 850 Full Council	Civic	Event	Castle House
	29 Jun	Talk at Museum - A Van Buren	Com	Talk	Museum
	TBC	Cemetery history walk	Com	Walk	Cemeteries
	TBC	850 Years Shop Window Display Competition	Com	Display	Town
Jul 23		Theme - Sports			
	01 Jul	1920's Jazz Day - Jake Legg Jugg Band	Com	Event	Museum
	08 Jul	Betley Show	Com	Festival	Betley
	20 Jul	Film Show at Museum	Com	Film show	Museum
	27 Jul	Talk at Museum (speaker to be confirmed)	Com	Talk	Museum
Aug 23		Theme - Heroes			
	08 Aug	Film Show at Museum - heroes / mining	Com	Film show	Museum
	TBC	Talk at Museum- Azariah Clarke, rescue teams	Com	Talk	Museum
	26 Aug	Jazz Festival	Com	Festival	Town
Sep 23		Theme - Rights and Protests			
	8 Sep	The Malkin Lecture	Legacy		
	16 Sep	Blore Heath Reenactment	Com	Event	TBC
	21 Sep	Film Show at Museum - Fanny Deakin	Com	Film show	Museum
	28 Sep	Talk at Museum	Com	Talk	Museum
	TBC	Special 850 service at St Giles	Com / Civic	Service	Town
Oct 23		Theme - Art			
	19 Oct	Film Show at Museum - Clarice Cliff	Com	Film show	Museum

Month	Date	Activity	Cv/Cm/Lg	Type	Venue
	26 Oct	Talk at Museum - Clarice Cliff	Com	Talk	Museum
	TBC	Film show The Colour Room	Com	Film show	Museum
	28 Oct	Mayors Ball - Keele	Civic	Event	Keele
Nov 23		Theme - Science and Engineering			
	05 Nov	Mayors Charity Fireworks	Com	Event	Town
	11 Nov	Remembrance Sunday	Civic	Service	Town
	11 Nov	Film Show at Museum - Reginald Mitchell	Com	Film show	Museum
	30 Nov	Talk at Museum - Reginald Mitchell	Com	Talk	Museum
	TBC	Betley Bonfire	Com	Event	Betley
	TBC	Christmas Lights Switch On - Newcastle	Com	Event	Town
	TBC	Christmas Lights Switch On - Kidsgrove	Com	Event	Kidsgrove
Dec 23		Theme - Living Legends (nominated by community)			
	15 Dec	Film Show at Museum - NuL through the Ages	Com	Film show	Museum
	TBC	Talk at Museum	Com	Talk	Museum
		Newcastle History and 850 Celebrations Booklet	Legacy	Paper	
		Queens Gardens Subway improvements to celebrate Queen Victoria and Queen Elizabeth	Legacy		
		Queen Elizabeth Statue for Queens Gardens	Legacy		



NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S
REPORT TO**

**Cabinet
06 December 2022**

Report Title: Urban Tree Planting Strategy Update 2022

Submitted by: Executive Director – Sustainable Environment & Operational Services

Portfolios: Environment and Recycling

Ward(s) affected: Westlands, Clayton, Town, May Bank, Wolstanton, Talke & Butt Lane, Kidsgrove, Ravenscliffe & Newchapel, Mow Cop, Silverdale, Westbury Park & Northwood, Bradwell, Holditch & Chesterton

Purpose of the Report

To update Cabinet on progress with the Urban Tree Planting Strategy, to seek approval for Phase 4 of the proposed planting schemes, and to set up a community donations scheme for this and other projects.

Recommendation

That:-

- 1. Phase 4 of the tree planting under the Urban Tree Planting Strategy is approved for implementation, subject to consultation responses, and the Executive Director – Sustainable Environment and Operational Services is authorised to seek and accept quotations for the work.**
- 2. The proposed Lyme Forest, consisting of 850 lime trees and other associated tree planting at the former Keele Golf Course site, to celebrate the forthcoming 850th anniversary of the Borough's Royal Charter, is approved as part of Phase 4, subject to consultation responses.**
- 3. That Cabinet approves the setting up of a community donations scheme to contribute to the delivery of the Urban Tree Planting Strategy and the Lyme Forest as well as other related projects.**

Reasons

To contribute to the Councils Sustainable Environment Strategy, with particular focus on carbon sequestration and off-setting as part of its journey to net carbon zero.

To contribute to the removal and sequestration of carbon from the atmosphere.

To contribute to the good management of the Borough Council's tree stock and appropriate decision making on tree planting proposals.

To contribute to the Councils Nature Recovery plans.

To enable donations to be received that contribute towards the delivery of the Urban Tree Planting Strategy and other projects.

1. **Background**

- 1.1 The Council adopted its Sustainable Environment Strategy in December 2020 which commits, under the “Offset” theme, to a tree planting programme to facilitate carbon capture and greening in the priority outcomes for the Natural Environment theme.
- 1.2 On 7th July 2021 the Cabinet approved the Urban Tree Planting Strategy which set out its approach for the management and improvement of the urban forest of Newcastle-under-Lyme.
- 1.3 In November 2021 the Council was the first in Staffordshire to adopt a Natures Recovery motion in Full Council, in recognition that nature is in long term decline and action is needed to halt and reverse this urgently.
- 1.4 Over the last 2 years, the Council has delivered the first 3 phases of the Urban Tree Planting Strategy, planting 265 trees over 8 sites, and plans are now in place to deliver phase 4 over the winter of 2022/23.
- 1.5 A number of other linked initiatives have also been delivered including the Plant a Tree for the Jubilee scheme in conjunction with 17 local primary schools which saw 1176 trees planted, and the Treetotalizer which now stands at over 9400 trees which have been planted by the community as part of the Britain in Bloom Plant a Bloomin’ Tree project.

2. **Issues**

- 2.1 A list of sites for Phase 4 tree planting has been identified. The list includes 4 smaller sites at Clough Hall Park, Kennet Close, Moreton Parade and St Edmunds Avenue which are suitable for community planting and therefore consultation has been undertaken and planting is scheduled to be completed by Christmas 2022. This Phase 4a, will herald the initiation of the remaining 9 sites for which consultation will be launched in December 2022 with a view to planting being carried out in February/March 2023 as Phase 4b.
- 2.2 As 2023 will be the 850th anniversary of the Borough’s Royal Charter, it is proposed to plant a commemorative Lyme Forest of 850 lime trees and associated other tree planting, in recognition of the origin of the name of Newcastle-under-Lyme, at the former Keele Golf Course site. This project will be implemented as part of Phase 4b, but will have special recognition and in view of this, consultation on this particular site was launched on 18th November 2022, concluding on 5th December 2022. Planting will take place in February/March 2023 along with site signs and publicity to mark this legacy project.
- 2.3 The latest Phase continues to follow the principle of the importance of “the right tree in the right place”, involving the community in managing existing trees and new planting schemes, and the long-term nature of urban forest management, reflecting the lifespan of trees and the timescales (20 – 30 years) involved for newly planted trees to grow to the age where they begin to absorb large amounts of carbon dioxide. Ultimately, they will assist in the Council’s aim of becoming carbon neutral through carbon sequestration and offsetting when the trees begin to mature.
- 2.4 The Urban Tree Planting Strategy is focusing on carrying out tree planting in the urban wards in the Borough, as this is where carbon capture or sequestration will be most needed to mitigate the carbon footprint generated in built-up areas.
- 2.5 The approved Urban Tree Planting Strategy Action Plan proposed 4 initial phases of site selection for suitable areas of open space that have less than 2 ha of open area and the first

3 phases have been successfully delivered, with the 4th Phase now being prepared for delivery:

Site	Ward	Area (ha)
Phase 1 & 2		
Sandy Lane	May Bank	0.91
Newchapel Recreation Ground	Newchapel and Mow Cop	1.96
Phase 3		
Repton Drive	Westlands	0.11
Winchester Drive	Westlands	0.13
Westbury Road	Westbury Park and Northwood	0.48
Wilson Street	Town	0.44
Hanbridge Avenue	Bradwell	0.48
Harriet Higgins/Poolfields LNR	Thistleberry	0.73
Phase 4 – for planting Autumn/Winter 2022/23		
Leys Drive/Whitmore Road	Westlands	1.29
Former pitch and putt Lyme Valley Parkway	Clayton	1.04
Rear of Homebase/Lyme Valley Parkway	Town	0.17
Moreton Parade	May Bank	0.05
St Edmunds Avenue	Wolstanton	0.25
Coalpit Hill	Talke and Butt Lane	1.74
Mount Road/Weir Grove	Kidsgrove and Ravenscliffe/Newchapel and Mow Cop	3.64
Silverdale crossroads	Silverdale	0.67
Kennet Close / Severn Drive	Westbury Park & Northwood	0.14
Clough Hall Park	Talke and Butt Lane	0.05
Arnold Grove	Bradwell	2.24
Keele Golf Course	Silverdale	3.20
Sheldon Grove	Holditch & Chesterton	2.40

2.6 A dedicated web page has been set up on the Councils website with information about the benefits of tree planting, details of the proposed Phase 4 sites and an invitation to residents to let the Council know their views on tree planting and any other suggestions for further nature recovery improvements. Consultation on the Phase 4a sites concluded on 21st November 2022 and there was a consensus of support for the proposals, so planting is planned for December 2022. Consultation on the Lyme Forest project was launched on 18th November 2022 and will conclude on 5th December 2022. Consultation on the remaining Phase 4b sites will commence on 6th December 2022 and conclude on 21st December 2022. Subject to consultation feedback, planting of the Lime Forest and the Phase 4b sites will be completed in February/March 2023.

2.7 Ward Members of the phase 4a sites have been issued with a pack including a consultation letter that can be delivered to residents and a plan of the particular site involved, with the

intention that Ward Members can undertake appropriate distribution in their area. This approach will be replicated for the Lime Forest project and the Phase 4b sites.

- 2.8 In order to provide an opportunity for the community to sponsor a tree or make a contribution to a particular site or project, in particular the Lime Forest, it is proposed to set up a donation scheme via the council's website. Residents and businesses will be able to contribute to different donation areas; one for the Urban Tree Planting Strategy for which any donations collected will be used on the rolling programme of tree planting and one specifically for the Lime Forest. Suggested donation amounts will be included on the webpages as a guide, and the funds received will be stored in specific account areas. This will ensure that any funds raised are appropriately managed and can be rolled forward to match suitable planting seasons.
- 2.9 The intention is also to establish the principle of securing donations for other future council projects, subject to ensuring that such projects meet requirements for this funding mechanism.

3. **Proposal**

- 3.1. Phase 4 of the tree planting under the Urban Tree Planting Strategy is approved for implementation, subject to consultation responses, and the Executive Director – Sustainable Environment and Operational Services is authorised to seek and accept quotations for the work.
- 3.2 The proposed Lyme Forest, consisting of 850 lime trees and other associated tree planting at the former Keele Golf Course site, to celebrate the forthcoming 850th anniversary of the Borough's Royal Charter, is approved as part of Phase 4, subject to consultation responses.
- 3.3 That Cabinet approves the setting up of a community donations scheme to contribute to the delivery of the Urban Tree Planting Strategy and the Lime Forest as well as other related projects.

4. **Reasons for Proposed Solution**

- 4.1 To contribute to the Council's Sustainable Environment Strategy, with particular focus on its journey to net carbon zero in terms of removing and sequestering carbon emissions from the atmosphere.
- 4.2 To contribute to the good management of the Borough Council's tree stock and appropriate decision making on tree planting proposal
- 4.3 To enable residents to contribute towards this and future tree planting and other projects.

5. **Options Considered**

- 5.1 The options considered are whether or not to approve Phase 4 of the tree planting under the Urban Tree Planting Strategy.
- 5.2 It is recommended that the proposed phase 4 of the tree planting is approved and implemented, subject to consultation responses, in line with the Council's Sustainable Environment Strategy.

5.3 It is also recommended that work begins on developing future phases of tree planting, including consultation with appropriate stakeholders.

6. **Legal and Statutory Implications**

6.1 The Council, as a landowner, has a statutory duty to ensure that its tree stock is managed safely. It also has a “biodiversity duty” under the Natural Environment and Rural Communities Act 2006, to which the provision and management of trees and woodlands contributes.

6.2 Donations from the community can only be used for non-statutory purposes; the proposed tree planting is not something that the Council is required to do and therefore the proposed donation scheme can be set up and used to support this purpose.

7. **Equality Impact Assessment**

7.1 There are no direct equality impacts associated with this report.

8. **Financial and Resource Implications**

8.1 There are financial and resource implications arising from the proposed delivery of the Urban Tree Planting Strategy as follows.

8.2 There is a significant requirement for staff time to engage and consult with affected communities and other stakeholders, design schemes, seek tenders, appoint and manage contractors and arrange and manage planting.

8.3 This work, in relation to Phase 4 of the tree planting and the Lime Forest has been reprioritised over other projects and work streams to enable successful delivery within the required timescales.

8.4 Cost estimates in the sum of £85,000 have been prepared for Phase 4 of the tree planting, including the Lyme Forest. A sum of £85,000 has been included in the Council’s UK Shared Prosperity Fund (UKSPF) bid which if successful, will cover the estimated total cost of the Phase 4 scheme. The outcome of the UKSPF bid is expected in late 2022/early 2023.

8.5 As a contingency, provision of £35,000 has been included in the Borough Growth Fund 2022/23 for tree planting. This funding will be used to start Phase 4a of this project, whilst the UKSPF bid results are awaited. There is also a further £50,000 in the capital programme 2022/23 for tree-related/carbon reduction work, which can be reallocated towards the tree planting should the UKSPF bid not be successful.

8.6 On receipt of quotations and tenders, consultation will be undertaken with the Portfolio Holder prior to awarding contracts for the planting proposals so that funding amounts can be agreed and budgets managed appropriately.

8.7 There is currently provision of £25,000 in the 2023/24 capital programme for Phase 5 of the Urban Tree Planting Strategy, and provision will need to be made for any future phases in 2024/25 and onwards. The UKSPF bid also includes sums for tree planting in 2023/24 and 2024/25 and if successful, this funding will be drawn down in the first instance.

8.8 Opportunities to secure external funding for planting schemes are also being explored to supplement the Council’s resources for future phases, and any successful bids will be reported. This includes the option of the donation scheme to enable residents and businesses to contribute towards the planting projects. Any amounts received via this route will be recorded and used to offset the above costs.

9. **Major Risks**

- 9.1 The major risks associated with this report relate to the Council's duty to safely maintain its current tree stock, and its ambition to be carbon neutral across its operations and assets by 2030 through a combination of reducing carbon production and offsetting of any residual carbon emissions. Tree planting, particularly in the urban areas of the Borough, would ultimately assist in such offsetting.
- 9.2 There is also a risk of a lack of community support for proposed new tree planting, depending on location and scale. This risk will be managed through community engagement and consultation on planting proposals for any sites identified for this purpose.

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

- 10.1 The Urban Forest Strategy and Urban Tree Planting Strategy will support the realisation of the aims of UN SDG 3, 13 AND 15.

<https://sdgs.un.org/goals>

https://30312f94-9adb-4918-80dd-708c590bada3.usrfiles.com/ugd/30312f_79b08331d11e44bc888e1ee08c05474e.pdf



11. **Key Decision Information**

- 11.1 Approval of the strategy is considered to be a key decision as it impacts on all wards in the Borough and may require cumulative expenditure of over £100,000 should the action plan be progressed. It has been included in the Forward Plan.

12. **Earlier Cabinet/Committee Resolutions**

- 12.1 February 2022

13. **List of Appendices**

- 13.1 None

14. **Background Papers**

1. Urban Tree Planting Strategy
2. Sustainable Environment Strategy

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet
06 December 2022

Report Title: Procurement of ICT Server Support

Submitted by: Chief Executive

Portfolios: One Council, People and Partnerships

Ward(s) affected: All

Purpose of the Report

To advise Cabinet on the options available for the ongoing support of the Councils' ICT server infrastructure, and the reasons for recommending the procurement of these services from a commercial provider.

Recommendation

That Cabinet:-

- 1. Notes the need to transition the way in which it hosts its major computer systems; and,**
- 2. Delegates authority to the Chief Executive, in consultation with the Portfolio Holder for One Council, People and Partnerships, to award a contract to a supplier of ICT Server Support Services following a competitive tender process against the NHS Digital Workplace Solutions framework.**

Reasons

Following the recent resignation of the Council's Infrastructure Lead, the council currently has no staff in its server support team. This creates an urgent problem to resolve, but also an opportunity to look at alternative delivery methods.

1. Background

- 1.1.** Newcastle-under-Lyme Borough Council currently hosts most of its major computer systems within two data centres. The primary one is located at Kidsgrove Town Hall and the secondary is based in the depot.
- 1.2.** The server infrastructure in these data centres is supported by the Infrastructure team, which comprises an Infrastructure Lead and a Senior Infrastructure Officer.
- 1.3.** There has been 100% attrition in this team. The previous Infrastructure Lead left the Council in August, and was replaced by the Senior Infrastructure Officer, and a recruitment process was initiated to fill the resulting vacancy. To date we have been unable to recruit to this post. Now the new Infrastructure Lead has resigned and is due to leave the council in December. This leaves a significant gap in the council's ICT capability.

- 1.4. The council is currently in the process of recruiting a permanent Head of IT and Digital Services, with an expectation that the successful candidate will commence duties in February or March 2023.
- 1.5. To mitigate the risks around these vacancies, an arrangement has been in place with a third party supplier to provide additional capability and capacity. This arrangement is being extended to safeguard the council whilst a more permanent arrangement is made to cover the server support requirements over the next 3-5 years.
- 1.6. The council has started to move some of its systems off premise into the cloud, and the council is planning to move all systems into the cloud within the next datacentre refresh window (normally 5 years).

2. Issues

- 2.1 Retention of technical staff - Newcastle-under-Lyme is well placed for commuting to Manchester and Birmingham, so we have to compete hard to attract high quality and skilled engineers. Our current salary packages tend to be between 50% and 75% of the going market rates according to the ITJobswatch website which tracks vacancies across the country.
- 2.2 Move to cloud – The Council has started to move some of its core systems to the cloud, but migrating the systems and their data is complex, and cloud offerings themselves bring cost pressures which must be properly controlled. Transition to cloud services must move at a pace that ensures best value for the Council, and there is a medium term need for skilled engineers to maintain the on-premise infrastructure as it is gradually wound down, but also to support the migration activities. However a move to cloud is largely inevitable as more systems providers adopt cloud delivery as their primary delivery model, and once completed there will be no further need for specialist server engineering support.
- 2.3 Knowledge retention – both of the individuals who have resigned had around 15 years of experience at the Council, and were intimately familiar with the infrastructure and it's set up. Although NuLBC uses generic and widely available server technologies, they are configured and tuned to best support the specific applications that we have running on them. The incumbent third party supplier has supported us through a number of projects over the years and has a degree of knowledge about our set up.
- 2.4 Budget and establishment – the Council continues to face pressures in it's general fund operating budget and there is no expectation that this situation will get any easier. This means there is no likelihood of being able to expand the infrastructure team to a size where it is resilient to attrition. The current size of two FTE is the bare minimum that we can safely operate critical infrastructure, but when either of these FTE leave, we are forced to buy in additional capacity to safeguard the Council's access to core systems and data.

3. Proposal

3.1 The recommended option is to outsource the infrastructure service with immediate effect, using an appropriate procurement route through the NHS Digital Workplace Solutions Framework.

3.2 The current staff costs for running this service are:

Role	Grade	Hours	Salary (inc on costs) £
Infrastructure Lead	11	37	49,618
Senior Infrastructure Officer	9	37	43,296
Total			92,914

3.3 Whilst it is expected that a service can be procured within the existing staff establishment costs it is recommended that at this early stage a contingency of 30% is factored into the costs, giving a total expected envelope of £120,788. This contingency amount will be managed within existing budgets and does not represent an increase in overall expenditure, but covers the council in the eventuality that additional resource is required to deliver projects, or deal with unplanned incidents in the data centres without having to renegotiate the contract.

3.4 To meet the timescales for the migration of services into the cloud, the contract will be taken for a maximum of 5 years but we will be seeking an opportunity to break at 3 years.

4. Reasons for Proposed Solution

4.1 The current strategy position sets a finite time window for exiting our data centres and moving all services to the cloud. Having a flexible resourcing model around the cost centres helps to minimise the stranded costs associated with this type of migration. Realistically our current team of 2 FTE is the minimum size we can operate to run a data centre of any size safely. Moving to an outsource model allows us to resource with “arms and legs”.

4.2 The risk of attrition is not going away and the pay gap between local government and the private sector is not getting any narrower, therefore it is highly likely that maintaining a permanent staff structure is not going to be easy, particularly when an “end date” is perceived to be in sight.

4.3 The fact we are having to start from a clean sheet without any TUPE or pension fund obligations means the outsourcing of this particular function is much easier and quicker than it normally would be.

4.4 The virtualisation of the server estate over the last few years, means most of the tasks required can be executed remotely, meaning that there are fewer travel and accommodation costs now than there would have been in previous outsourcing arrangements.

5. Options Considered

- 5.1 **Do nothing (not recommended)** – There is no do nothing option. Specialist Infrastructure support is required to keep the council’s core systems operational and its data safe.
- 5.2 **Recruit a new team (not recommended)** – this involves going to market and recruiting two experienced server engineers to complete the current establishment
- 5.2.1 Advantages:
- Predictable costs as there are established and evaluated posts
 - NuLBC has complete control over day to day activities.
 - Easy to adapt and change responsibilities as infrastructure evolves
- 5.2.2 Disadvantages:
- Difficult to recruit suitably experienced people at council salary levels.
 - Time taken to onboard new staff means an ongoing reliance on third party support which will negate cost savings.
 - Posts likely to become redundant once systems move to cloud within next 5 years
- 5.3 **Accelerate the journey to cloud (not recommended)** – avoid the need to recruit a new team by moving all systems out of the data centre and onto an “Information as a Service (IaaS)” cloud platform immediately.
- 5.3.1 Advantages:
- Removes the need for a local team, and the space currently used for data centres can be reduced to accommodate network equipment
 - Avoid capital costs associated with data centre refresh
- 5.3.2 Disadvantages:
- Extremely high risk of serious business disruption – there is unlikely to be time to robustly check that all data is migrating properly, and that all integrations continue to work.
 - High risk of cost escalation– the current feedback from the market is that simply moving legacy systems and all of their accumulated data to an IaaS results in excessively high subscription charges, as well as significant migration costs, which then have to be repeated as more appropriate strategic systems are adopted.
- 5.4 **Shared Service (not recommended)** – share the service with another council, using our current staff budget to augment their team
- 5.4.1 Advantages
- We achieve economies of scale with a larger team, meaning lower combined demands across contributing partners on public funds.
 - We are working with a partner which faces the same issues and pressures as we do.
 - Contract can be established through an Inter Authority Agreement.
- 5.4.2 Disadvantages
- These arrangements only work where there is a strong political will and effective governance in all organisations to make them work. If one partner is seen to be gaining an advantage over the other they easily fall apart.

- There are no obvious candidates in neighbouring authorities with many of them already working in shared service arrangements.

5.5 **Procure a support partner (recommended)** – use the current staff budget to fund a managed service provided by a commercial provider

5.5.1 Advantages:

- Transfer the risk of attrition and associated knowledge loss to a third party whose salary packages may be more aligned to the market.
- A contract can be written to flex as requirements change – we can buy more resource to cover longer support hours, or reduce the requirement as more services move to cloud. We are not limited to full time employees.
- Initial soft market analysis with our incumbent partner suggests that a service can be provided within the current staff budget envelope – although this requires further due diligence through a formal procurement exercise.

5.5.2 Disadvantages

- Any work delivered outside of the contracted scope of services (e.g. project related work) will carry additional costs.
- Outsourcing any service requires active “clienting”, otherwise relationships can sour. This should be equivalent to line management overheads, but is a different skill set that needs to be developed
- Reliant on the supplier’s solvency and ability to pay their staff.

6. **Legal and Statutory Implications**

6.1 The main legal and statutory implications arise in the context of the rules and regulations that apply in procuring the services sought. The proposed approach in the report, drawing down on the NHS Digital Workplace Solutions Framework appears to legal and procurement colleagues to be an acceptable approach

7. **Equality Impact Assessment**

7.1 There are no staff redundancies or redeployments planned under the proposal, and therefore no risk of discrimination against any employees through infringement of individual protected characteristics.

7.2 A fair and legally compliant procurement process will be followed.

8. **Financial and Resource Implications**

8.1 It is expected that the proposed service provision via a support partner will be financed within the existing staff budget of £92,914 held within the general fund revenue account. It is anticipated that the service provision will come under this budgeted amount and this will be confirmed once the procurement process has commenced.

8.2 A 30% contingency of circa £30k will be factored into the project cost to cover delivery or deal with unplanned incidents in the data centres without having to renegotiate the contract. Project delivery costs will be funded via the capital programme.

9. **Major Risks**

9.1 Outlined in the body of this report (see section 5.5.2)

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

10.1 Procuring services from commercial organisations has direct and indirect benefits to the economy, and contributes to a vibrant technology sector.



11. **Key Decision Information**

11.1 As the total contract value exceeds £100,000, this is a key decision

12. **Earlier Cabinet/Committee Resolutions**

12.1 None

13. **List of Appendices**

13.1 None

14. **Background Papers**

14.1 None

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Cabinet
06 December 2022

Report Title: Procurement of an Information Governance Case Management System

Submitted by: Chief Executive

Portfolios: One Council, People & Partnerships

Ward(s) affected: N/A

Purpose of the Report

To seek authority to direct award a 5-year contract to Civica for an Information Governance Case Management System under the Crown Commercial Services RM6194 Framework in the sum of £108,000.

Recommendation

That Cabinet authorise the direct award of a 5-year contract to Civica for an Information Governance Case Management System under the Crown Commercial Services RM6194 Framework (BOS Lot 1) in the sum of £108,000.

Reasons

In line with the One Council transformation programme, the proposed solution delivers a number of time, process and cost efficiencies, modernises the customer interface and provides a suite of improved governance controls and performance management indicators.

1. Background

- 1.1 The Council is currently undergoing a process or transformational change, through its "One Council" programme. The programme seeks to reorganise the way in which work, drive a different culture and make full use of available technologies. The programme aims to deliver a new operating model that aims to deliver services differently, to improve the way we interact with customers and provide the most efficient and effective services possible.
- 1.2 As part of the implementation of that programme within the Legal and Governance Services, careful consideration has been given to the opportunities that exist to improve the way we deal with information governance obligations. This follows activity mapping work which has been undertaken across the Service by the One Council Team's Business Architect.
- 1.3 As a result of this work, an opportunity to significantly improve this area of operations, generating savings, improving governance controls and improving the customer experience, has been identified through the procurement of a dedicated information governance case management system. In addition, implementing the case management system will address internal audit recommendations to:-
 - a) Adopt a more strategic approach to the management of DPA, FOI and information rights to ensure that relevant information assets are available to all stakeholders involved in the processing, management and monitoring of information rights requests.

- b) Further develops performance monitoring to assess and report on the overall level of organisational compliance with GDPR.

2. Issues

- 2.1 The council is under a number of legal obligations in respect of the way in which it stores and processes (uses) personal information. There are two main areas to consider, information requests, and governance requirements.

Information Requests

- 2.2 Members will be aware that the council must respond, within strict timescales, to requests that it receives to disclose or share information that it holds. Requests can be made for information generally under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 as well as more specific requests from individuals wanting to know what information is held about them (Data Subject Access Requests) or from partner organisations concerned with safeguarding and the detection or prevention of crime.
- 2.3 The council does not currently have in place any form of integrated case management system for dealing with information requests. It currently uses generic Microsoft Office programmes that require a significant amount of manual intervention to operate, and to extract vital management and performance data from.
- 2.4 Currently, a typical information request will be received by email, via Microsoft Outlook. A manual intervention is then required to read the request, ascertain whether it contains enough detail to process, whether it is a valid information request or service query and whether it is asking for information that has already been provided elsewhere. After considering these issues, an officer in the Information Governance team will either enter into correspondence with the requestor to seek clarification, direct them to a relevant contact in an appropriate service or to existing information, often after having made internal enquiries to enable a response.
- 2.5 If it is a legitimate and complete information request, the officer will instead direct it to relevant officers or members, asking for the information to be collated and returned to the Information Governance team. At this point, the officers/members concerned need to diarise response times, and chase where necessary, to ensure that statutory deadlines are met. The Information Governance officer would need to enter the request into a spreadsheet in order to be able to track progress and capture performance management data.
- 2.6 By comparison, a case management system would operate through an integrated web form that would reduce the number of incomplete requests. The web form can recognise subject matter and direct requestors to existing information or alternative contacts that may obviate the need to complete a request. If the requestor proceeds with a request, the case management system would automatically divert it to the appropriate officer to begin assembling the materials. It would create a case in the case management system to begin to capture performance management information and automatically diarise key dates, prompting relevant officers as deadlines approach and escalating as needs be.
- 2.7 Currently, the next stage in the process would be for the collating officers/members to send the relevant materials to the Information Governance Officer. That would typically occur through a series of emails with attachments. The Information Governance Officer would then need to consider whether any statutory exemptions apply preventing disclosure and whether anyone else needs to be informed of or consulted over the intention to release the information. This relies on the knowledge and expertise of the officer concerned and another process of sharing information for consultation by email, and manually diarising and chasing

responses. Again, manual entries would have to be made in a spreadsheet if performance management data is to be generated about this aspect of the process.

- 2.8 By comparison, a case management system would create a “portal” within the system where collated materials could be uploaded, reducing email traffic and increasing data security. Third parties could be informed or consulted by sharing a secure link to the portal, through the case management system. Again, the system would automatically create diary entries and generate prompts to chase overdue responses and escalate matters if needs be. The system would also contain work-flows and guides which would prompt the Information Governance Officer to consider and apply exemptions. This enables a safer handling of more requests at a more junior level, freeing up time for expert resource to be dedicated to specialist tasks.
- 2.9 Case management systems can automatically generate response letters using pre-loaded templates, selecting standard text based on exemptions applied and populating address fields from the data the requestor originally supplied. It can assist with redacting third party personal information, and disclosure can happen (if appropriate) through sharing a link to the portal where the information would then reside. Management data would automatically be captured in respect of this part of the transaction. By contract, currently all of these steps would have to be undertaken manually.
- 2.10 If there is then an internal review process, invoked by a requestor who is dissatisfied with the response, the case management system can handle this in a similar fashion, as opposed to current systems that relies entirely on manual intervention. Similarly, if the next step is invoked and interactions with the Information Commissioner become necessary, the case management system can quickly provide the relevant information, management data and audit trails to assemble submissions to the Information Commissioner. Currently all of these processes would have to be handled and logged entirely manually.
- 2.11 In terms of a costs-benefits analysis, the first point to note is that the absence of range of reliable management data from the current systems the Council uses makes it difficult to analyse an accurate starting point for such an assessment. However, that said, there are three very clear areas in which efficiency savings will be realised in connection with information requests.
- 2.12 The first is in reducing the level of manual intervention required to deal with the significant number of “round robin” requests the council receives under the Freedom of Information Act 2000. “Round robin” requests are requests emailed on mass to public sector bodies to gather information for research, lobbying or marketing purposes. An analysis shows this request typically makes up around 85% or more of the requests for information this authority receives under the Freedom of Information Act 2000.
- 2.13 Utilising a web-form based request system, which can result in less “round robin” requests being received, and which automatically direct requestors to existing information, is anticipated to save in the region of £40,000 of officer time over the life of the proposed contract when considering just this type of request.
- 2.14 Secondly, whilst case management system automations would save a significant amount of time for the Information Governance team, it would also save time for everyone in the Council who is asked to provide information in connection with a request. It is difficult to quantify this saving, but utilising automations so that officer time can be directed to where it adds most value is a key tenet of the One Council programme.
- 2.15 Finally, the workflow prompts and technical guidance within the system provide opportunities to more appropriately resource volume tasks at junior levels and requires less

intervention from senior, more specialist officers. This aligns completely with the ethos of the One Council programme, enabling a smaller cohort of officers to effectively deal with a wider range of functions. This will be integral to realising savings through reconfiguring officer resource, fully in accordance with council policies and practices that is anticipated to offset the cost of the system within 30 months of its operation, without factoring in any other savings.

Governance Requirements

- 2.16 In addition to dealing with information requests in an efficient manner, the Council must comply with a range of other requirements in how it gathers, stores and uses information. It must, for instance, maintain an “information asset register” containing details of all of the personal “information assets” that it is responsible for. An information asset is a system in which personal information is stored or processed.
- 2.17 In respect of all of the information that it holds, the council must ensure that it is clear on the purposes for which it is held, that the minimal practicable amount of information needed is held, and that it is processed only for proper purposes. It must also ensure that it only retains information for as long as is reasonably necessary with reference to the purposes for which it is held.
- 2.18 There are also requirements in respect of certain types of information that the Council is obliged to publish in its publication scheme.
- 2.19 There are additional requirements about logging, assessing and reporting breaches of information security and ensuring that appropriate corrective action is taken.
- 2.20 There are a significant number of administrative processes that must be undertaken, on a daily basis, to ensure that the council meets these various legal requirements. Much like how we currently deal with information requests, these systems and administrative processes rely heavily on generic Microsoft Office products and manual interventions.
- 2.21 A dedicated case management system would ensure a strategic, co-ordinated approach to implementing and monitoring governance controls. It would bring a number of process and information security benefits and efficiencies similar to those described above in respect of the way that information requests would be dealt with, and would generate powerful performance management information to assess and ensure organisational compliance, in line with audit recommendations.
- 2.22 In terms of a costs-benefit analysis of this functionality, whilst it can be seen that the system will “pay for itself” through information request improvements, the significant benefit here lies in significantly reducing the potential for adverse findings and fines in relation to information security breaches or the improper processing or retention of data. Fines for significant data breaches levied against local authorities have ranged, in recent years, from £80,000 to £150,000.

3. **Proposal**

- 3.1 That Cabinet authorise the direct award of a 5-year contract to Civica for a GDPR Case Management System under the Crown Commercial Services RM6194 Framework in the sum of £108,000.

4. **Reasons for Proposed Solution**

- 4.1 The way in which the Council currently manages information requests and information governance demands is suboptimal. Officers do an excellent job of using generic Microsoft Office products to handle what is an important, high-volume and time pressured area of work for the council, which the council is obliged in law to undertake. However, reliance on generic Microsoft Office products makes the task significantly more resource intensive than it needs to be, relying on a significant amount of manual intervention across the council.
- 4.2 The level of manual intervention currently required creates a significant burden on the Information Governance team, and those officers (and members) who are, for instance, asked to collate and supply information to satisfy information requests. Manual interventions invariably give rise to a greater potential for errors to be made or deadlines to be overlooked. These processes are automatically managed through workflows in a bespoke case management system.
- 4.3 The system sits foursquare within the council's digitisation journey as part of the One Council initiative. It will empower and enable staff, modernising the council's approach by automating administrative functions. That enables higher performance to get things done by allowing officers to better spend their time on more value-added, specialist tasks. The system would also address a number of areas for improvement identified in a recent information governance audit.

5. **Options Considered**

- 5.1 Very serious consideration has been given to a "do nothing" option, whereby the team would continue to use generic Microsoft Office programmes with a high-level of manual intervention to continue delivering the service. This option was discounted as it does not accord with the Council's One Council and digitisation objectives and, ultimately, is likely to result in much higher costs for the council in terms of time lost to manual interventions and the opportunity costs of not benefiting from the many information governance improvements the system would enable.
- 5.2 A second option was to attempt to configure the legal iCasework system, currently being implemented in legal services, to operate to provide a similar level of functionality. This option was discounted because it would be using the legal iCasework system for a purpose not intended, so a significant number of the benefits in terms of automation, casework prompts/guidance and reporting would not be realised. This would not necessarily bring any significant improvements over the current Microsoft Office suite.
- 5.3 A third option was to procure an alternative case management system. After careful consideration, this option was also discounted. The system proposed is an Amazon Web Services based system which operates as an additional module to the iCasework legal case management system currently being implemented in legal services. Whilst the systems serve two distinct purposes, there are significant benefits to having systems that share commonality in terms of user-interface, back-office configuration and a common supplier. This enables officers to work more easily and intuitively across both systems with minimal additional training. In addition, lengthy negotiations have secured a very competitive price based on that commonality, and the existing customer relationship built up through the existing use of Civica financial and legal systems.

6. **Legal and Statutory Implications**

- 6.1 In terms of procurement law, a direct award is permissible through the framework referred to above. In terms of the Council's internal procurement rules, for the reasons set out a direct

award is considered appropriate under Paragraph 4.1 d of the Contract Procedural Rules as a propriety product is required to be compatible with an existing installation.

7. **Equality Impact Assessment**

7.1 The proposal has a net neutral impact on those with protected characteristics, but by virtue of the anticipated performance and efficiency improvements, it is considered that the services on offer to those with protected characteristics will improve as they will for those with no such identifiable characteristics.

8. **Financial and Resource Implications**

8.1 The contract is for a minimum initial term of 5 years and involves the following costs:-

- implementation and configuration costs of £33,000
- annual software licence fees (for an unlimited amount of users) £15,000 p.a.

8.2 Funding of the new Civica GDPR Case Management System will be via the capital programme in respect of the implementation of the system and the first year licence fee. Once the system has been installed it will then be funded through revenue as part of the Medium Term Financial Strategy. It is expected that the system will generate staff efficiencies in the future.

9. **Major Risks**

9.1 There are always risks associated with the implementation of any new ICT system, but it is considered that these can be appropriately managed through a proper implementation and testing programme, with the benefit of implementations previously undertaken with other Civica products.

9.2 It is considered that the far greater risk lies in a missed opportunity to improve information governance, and to make better use of staffing resource by automating administrative processes to free up staff time to devote to more specialist activities.

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

10.1 By modernising a key system and function, using innovative technology to drive efficiencies into digitised processes, it is considered that the proposal makes a contribution to the following UNSDGS



11. **Key Decision Information**

11.1 Factoring in implementation costs, the revenue expenditure for the 5-year minimum term exceeds £100,000 making this a key decision.

12. **Earlier Cabinet/Committee Resolutions**

12.1 N/A

13. **List of Appendices**

13.1 N/A

14. **Background Papers**

14.1 N/A

This page is intentionally left blank

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

6 December 2022

Report Title: Staffordshire Leaders Board - Terms of Reference

Submitted by: Chief Executive

Portfolios: One Council, People & Partnerships

Ward(s) affected: All

Purpose of the Report

To enable Cabinet to agree the amended Staffordshire Leaders Board Terms of Reference.

RECOMMENDATIONS

Cabinet is recommended to agree the amended Terms of Reference set out in Appendix 1 to the report.

Reasons

To enable the Council to work ever more closely with the County Council and other Staffordshire Borough and District Councils, positioning the Council to better exploit opportunities from the Government's Levelling Up agenda.

1. Background

- 1.1 At a meeting of the Leaders and Chief Executives of the County, District and Borough Councils in Staffordshire on the 2nd December 2021 the Leaders discussed the strength of the relationship between the nine local authorities and the joint working that was already taking place. The meeting also considered the opportunities that existed to take this work forward by further joint working, and how this might be further enhanced with the support of a devolution deal ("County Deal") from Government providing additional powers and funding.
- 1.2 At its meeting in February 2022, Cabinet:
 - Agreed to the establishment of, and Newcastle under Lyme Borough Council's participation in, the Staffordshire Leaders Board
 - Appointed the Leader as the Council's representative on the Leaders Board.
 - Appointed the Deputy Leader as the substitute for the Leader on the Leaders Board.
- 1.3 Subsequent to this decision, the Staffordshire Leaders Board amended its terms of reference in relation to the frequency of its meetings, with frequency moving from "at least quarterly" to "no less than every four months". This means that following the new approach, a formal meeting of the Leaders Board will now fall every four months.
- 1.4 The change has no material impact on the Council's involvement in the board, but is the revised terms of reference are presented to Cabinet for completeness.

1.5 The revised Terms of Reference proposed for the Staffordshire Leaders Board are attached as Appendix 1.

2. **Proposal**

2.1 Cabinet is recommended to agree the amended Terms of Reference set out in Appendix 1 to the report.

3. **Reasons for Proposed Solution**

3.1 To ensure that Cabinet is aware of the revised Terms of Reference of the Staffordshire Leaders Board.

4. **Options Considered**

4.1 None

5. **Legal and Statutory Implications**

5.1 None directly arising from this report

6. **Equality Impact Assessment**

6.1 There are no equalities implications arising from this report.

7. **Financial and Resource Implications**

7.1 None arising directly from this report.

8. **Major Risks**

8.1 None identified at this stage.

9. **Unsustainable Development Goals (UNSDG)**



10. **Key Decision Information**

10.1 This is not a Key Decision.

11. **Earlier Cabinet/Committee Resolutions**

11.1 This matter has not previously been the subject of a report to Cabinet or other Committee.

12. **List of Appendices**

12.1 Terms of Reference for the Staffordshire Leaders Board

The Staffordshire Leaders' Board Constitution for the Joint Committee

1. Purpose

- 1.1 To establish a Joint Committee of the local authorities in Staffordshire to explore opportunities for improved joint working and to develop and implement plans for devolution from Government through a County Deal.

2. Governance

- 2.1 The Joint Committee will act as a Joint Committee under Section 9EB of the Local Government Act 2000 and pursuant to Regulation 11 of the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.
- 2.2 The Joint Committee will be known as the Staffordshire Leaders' Board ("the Leaders' Board").
- 2.3 The Leaders' Board will comprise the local authorities within the Staffordshire area: Cannock Chase District Council, East Staffordshire Borough Council, Lichfield District Council, Newcastle-under-Lyme Borough Council, South Staffordshire District Council, Stafford Borough Council, Staffordshire County Council, Staffordshire Moorlands District Council, and Tamworth Borough Council ("the constituent authorities").
- 2.4 The Leaders' Board may admit Stoke-on-Trent City Council to membership at a later date and therefrom they will become a constituent authority with all the same rights and obligations as the other constituent authorities.
- 2.5 Political Proportionality rules will not apply to the Leaders' Board as constituted.
- 2.6 The Leaders' Board will be a legally constituted body with powers delegated to it by the constituent authorities in the following areas:
 - a) to prioritise and make decisions on the use of the funding that the Leaders' Board may influence or control.
 - b) to review future governance requirements and delivery arrangements and how these can be best achieved in Staffordshire.
 - c) to have direct oversight of the projects and initiatives which the Leaders' Board has initiated or over which it has influence or control of the funding.
 - d) to have strategic oversight of other key projects and initiatives within its remit as set out herein.
- 2.7 The Leaders' Board will not hold funds or monies on behalf of the constituent authorities.
- 2.8 Should the Leaders' Board work plan necessitate a change in the delegated powers and terms of reference of the Leaders' Board any such change would require the approval of all the constituent authorities.
- 2.9 These terms of reference will be reviewed on a biennial basis or sooner if necessary.

3. Remit

- 3.1 The remit of the Leaders' Board will be:
 - i. To lead and oversee the development of a county devolution deal for Staffordshire with HM Government.
 - ii. To lead and oversee the alignment of relevant local authority action on Climate Change, Waste and Sustainability.

- iii. To lead and oversee the alignment of relevant local authority plans for Enterprise and Government Funding and Investment streams.
- iv. To lead and oversee the alignment of local authority interaction with the Health sector in Staffordshire.
- v. To lead and oversee the alignment of relevant local authority plans for future Infrastructure.
- vi. To lead and oversee the alignment of relevant local authority plans in relation to Housing and Homelessness.
- vii. To initiate, lead and oversee Staffordshire-wide joint initiatives to enhance local government efficiency and effectiveness.
- viii. To act as a local public sector decision-making body for strategic economic growth.
- ix. To act as a conduit to other sub-regional and regional bodies such as the Local Enterprise Partnerships and the Midlands Engine.
- x. Where appropriate, to agree shared priorities and bids for funding to existing and new funding sources such as Local Growth Funds and the Shared Prosperity Fund.
- xi. To monitor and evaluate projects and programmes of activity commissioned directly by the Committee.
- xii. To communicate and, where unanimously agreed, to align activity across Staffordshire on a range of other key public priorities that affect citizens.
- xiii. To prioritise and make decisions on the use of the funding that the Committee may influence or control.

4. Membership

- 4.1 One member from each constituent authority (such member to be the Leader from each constituent authority) and for the purposes of these terms of reference this member will be known as the principal member.
- 4.2 Each constituent authority to have a named substitute member who must be an executive member.
- 4.3 Where both the principal member and the substitute member attend a meeting of the Leaders' Board the principal member shall be deemed as representing their authority by the Chair or Vice Chair.
- 4.4 In the event of any voting member of the Leaders' Board ceasing to be a member of the constituent authority which appointed him/her, the relevant constituent authority shall as soon as reasonably practicable appoint another voting member in their place.
- 4.5 Where a member of the Leaders' Board ceases to be a Leader of the constituent authority which appointed him/her or ceases to be a member of the Executive of the constituent authority which appointed him/her, he/she shall also cease to be a member of the Leaders' Board and the relevant constituent authority shall as soon as reasonably practicable appoint another voting member in their place.
- 4.6 Each constituent authority may remove its principal member or substitute member and appoint a different member or substitute as per that authority's rules of substitution, and by providing twenty-four hours' notice to the Chair or the Secretary.
- 4.7 The Leaders' Board may from time to time, following a unanimous vote of those present and voting, co-opt additional non-voting members ("co-opted members") at its discretion but such co-opted members will not be members or officers of the constituent authorities.

4.8 Each constituent authority may individually terminate its membership of the Leaders' Board by giving twelve months written notice of its intent to leave the Leaders' Board to the Chair or the Secretary. At the end of these twelve months, but not before, the authority will be deemed to no longer be a member of the Leaders' Board.

4.9 Where an authority has previously terminated its membership of the Leaders' Board it may rejoin the Leaders' Board with immediate effect on the same terms as existed prior to its departure.

5. Quorum

5.1 The quorum shall be 5 members. No business will be transacted at a meeting unless a quorum exists at the beginning of a meeting. If at the beginning of any meeting, the Chair or Secretary after counting the members present declares that a quorum is not present, the meeting shall stand adjourned.

6. Chair and Vice Chair

6.1 The Chair of the Leaders' Board will be the principal member of Staffordshire County Council (subject to para 6.2 below)

6.2 The Leaders' Board will vote annually at its first meeting after all the constituent authorities' annual meetings as to whether the Chair should continue to be the principal member of the County Council or should be the principal member of one of the other constituent authorities.

6.3 The position of Vice Chair shall be filled by the principal member of one of the other constituent authorities of the Leaders' Board and this role will rotate annually between those other constituent authorities.

6.4 The Chair or in their absence the Vice Chair or in their absence the member of the Leaders' Board elected for this purpose, shall preside at any meeting of the Leaders' Board.

6.5 Appointments will be made in May of each year.

6.6 Where, at any meeting or part of a meeting of the Leaders' Board both the Chair and Vice Chair are either absent or unable to act as Chair or Vice Chair, the Leaders' Board shall elect one of the members of the Leaders' Board present at the meeting to preside for the balance of that meeting or part of the meeting, as appropriate. For the avoidance of doubt, the role of Chair and Vice Chair vests in the principal member concerned and in their absence the role of Chair or Vice Chair will not automatically fall to the relevant constituent authority's substitute member.

7. Voting

7.1 One member, one vote for each constituent authority.

7.2 All questions shall be decided by a majority of the votes of the members present, the Chair having the casting vote in addition to their vote as a member of the Committee. Voting at meetings shall be by show of hands.

7.3 On the requisition of any two Members, made before the vote is taken, the voting on any matter shall be recorded by the Secretary so as to show how each Member voted and there shall also be recorded the name of any Member present who abstained from voting.

8. Sub-Committees and Advisory Groups

8.1 The Leaders' Board may appoint sub-committees from its membership as required to enable it to execute its responsibilities effectively and may delegate tasks and powers to the sub-committee as it sees fit.

- 8.2 The Leaders' Board may set up advisory groups as required to enable it to execute its responsibilities effectively and may delegate tasks as it sees fit to these bodies, which may be formed of officers or members of the constituent authorities or such third parties as the Leaders' Board considers appropriate.

9. Hosting and Administration

- 9.1 The Leaders' Board will at their first meeting decide which of the constituent authorities will be the host authority, and the Head of Democratic Services (or equivalent post) from that authority shall be Secretary to the Committee ("the Secretary").
- 9.2 The Leaders' Board will at their first meeting decide which of the constituent authorities will provide the s151 Officer role
- 9.3 The Leaders' Board will at their first meeting decide which of the constituent authorities will provide the Monitoring Officer & Legal Adviser to the Leaders' Board.
- 9.4 The administrative costs of supporting the committee will be met equally by the constituent authorities, with each authority being responsible for receiving and paying any travel or subsistence claims from its own members.
- 9.5 The functions of the Secretary shall be:
- a) to maintain a record of membership of the Leaders' Board and any sub-committees or advisory groups appointed
 - b) to publish and notify the proper officers of each constituent authority of any anticipated "key decisions" to be taken by the Leaders' Board to enable the requirements as to formal notice of key decisions as given under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to be met;
 - c) to carry out such notification to and consultation with members of any appointing constituent authority as may be necessary to enable the Leaders' Board to take urgent "key decisions" in accordance with the requirements of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012;
 - d) to summon meetings of the Leaders' Board or any sub-committees or advisory groups;
 - e) to prepare and send out the agenda for meetings of the Leaders' Board or any sub-committees or advisory groups; in consultation with the Chair and the Vice Chair of the Committee (or sub-committee/ advisory group);
 - f) to keep a record of the proceedings of the Leaders' Board or any sub-committees or advisory groups, including those in attendance, declarations of interests, and to publish the minutes;
 - g) to take such administrative action as may be necessary to give effect to decisions of the Leaders' Board or any sub-committees or advisory groups;
 - h) to perform such other functions as may be determined by the Leaders' Board from time to time

10. Meetings

- 10.1 The Leaders' Board will meet no less than every four months and meetings will be aligned where necessary with deadlines for decisions on resources and investment plans.
- 10.2 Meetings will be held at such times, dates and places as may be notified to the members of the Leaders' Board by the Secretary, being such time, place and location as the Leaders' Board shall from time to time resolve.

- 10.3 Meeting papers will be circulated five clear working days in advance of any meeting. The Chair may choose to accept or reject urgent items that are tabled at any meeting.
- 10.4 Additional ad hoc meetings may be called by the Secretary, in consultation, where practicable, with the Chair and Vice Chair of the Committee, in response to receipt of a request in writing, which request sets out an urgent item of business within the functions of the Leaders' Board, addressed to the Secretary:
- (a) from and signed by two members of the Leaders' Board, or
 - (b) from the Chief Executive of any of the constituent authorities.
- 10.5 The Secretary shall settle the agenda for any meeting of the Leaders' Board after consulting, where practicable, the Chair or in their absence the Vice Chair; and shall incorporate in the agenda any items of business and any reports submitted by:
- (a) the Chief Executive of any of the constituent authorities;
 - (b) the Chief Finance Officer to any of the constituent authorities;
 - (c) the Monitoring Officer to any of the constituent authorities; or
 - (d) any two Members of the Leaders' Board.
- 10.6 The Leaders' Board shall, unless the person presiding at the meeting or the Leaders' Board determines otherwise in respect of that meeting, conduct its business in accordance with the procedure rules set out in paragraph 13 below.

11 Access to Information

- 11.1 Meetings of the Leaders' Board will be held in public except where confidential or exempt information, as defined in the Local Government Act 1972, is being discussed.
- 11.2 These rules do not affect any more specific rights to information contained elsewhere under the law.
- 11.3 The Secretary will ensure that the relevant legislation relating to access to information is complied with. Each constituent authority is to co-operate with the Secretary in fulfilling any requirements.
- 11.4 Any Freedom of Information or Subject Access Requests received by the Leaders' Board should be directed to the relevant constituent authority(s) for that authority to deal with in the usual way, taking account of the relevant legislation. Where the request relates to information held by two or more constituent authorities, they will liaise with each other before replying to the request.

12. Attendance at meetings

- 12.1 The Chair may invite any person, whether a member or officer of one of the constituent authorities or a third party, to attend the meeting and speak on any matter before the Leaders' Board.
- 12.2 Third parties may be invited to attend the Leaders' Board on a standing basis following a unanimous vote of those present and voting.
- 12.3 Where agenda items require independent experts or speakers, the Officer or authority proposing the agenda item should indicate this to the Secretary and provide the Secretary with details of who is required to attend and in what capacity. The participation of independent experts or speakers in Leaders' Board meetings will be subject to the discretion of the Chair.

13. Procedure Rules

13.1 Attendance

- 13.1.1 At every meeting, it shall be the responsibility of each member to enter their name on an attendance record provided by the Secretary from which attendance at the meeting will be recorded.

13.2 Order of Business

- 13.2.1 Subject to paragraph 13.2.2, the order of business at each meeting of the Leaders' Board will be:

- i. Apologies for absence
- ii. Declarations of interests
- iii. Approve as a correct record and sign the minutes of the last meeting
- iv. Matters set out in the agenda for the meeting which will clearly indicate which are key decisions and which are not
- v. Matters on the agenda for the meeting which, in the opinion of the Secretary are likely to be considered in the absence of the press and public

- 13.2.2 The person presiding at the meeting may vary the order of business at the meeting.

13.3 Disclosable Pecuniary Interests

- 13.3.1 If a Member is aware that he/she has a disclosable pecuniary interest in any matter to be considered at the meeting, the Member must withdraw from the room where the meeting considering the business is being held:

- (a) in the case where paragraph 13.3.2 below applies, immediately after making representations, answering questions or giving evidence;
- (b) in any other case, wherever it becomes apparent that the business is being considered at that meeting;
- (c) unless the Member has obtained a dispensation from their own authority's Standards Committee or Monitoring Officer. Such dispensation to be notified to the Secretary prior to the commencement of the meeting.

- 13.3.2 Where a member has a disclosable pecuniary interest in any business of the Leaders' Board, the Member may attend the meeting (or a sub-committee or advisory group of the committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

13.4 Minutes

- 13.4.1 There will be no discussion or motion made in respect of the minutes other than except as to their accuracy. If no such question is raised or if it is raised then as soon as it has been disposed of, the Chair shall sign the minutes.

13.5 Rules of Debate

- 13.5.1 A Member wishing to speak shall address the Chair and direct their comments to the question being discussed. The Chair shall decide the order in which to take representations from members wishing to speak and shall decide all questions of order. Their ruling upon all such questions or upon matters arising in debate shall be final and shall not be open to discussion.

- 13.5.2 A motion or amendment shall not be discussed unless it has been proposed and seconded. When a motion is under debate no other motion shall be moved except the following:

- i. To amend the motion
- ii. To adjourn the meeting
- iii. To adjourn the debate or consideration of the item
- iv. To proceed to the next business
- v. That the question now be put
- vi. That a member be not further heard or do leave the meeting

vii. To exclude the press and public under Section 100A of the Local Government Act 1972

13.6 Conduct of Members

13.6.1 Members of the Leaders' Board will be subject to their own authority's Code of Conduct.

14. Application to Sub-Committees

14.1 The procedure rules and also the Access to Information provisions set out at paragraph 11 shall apply to meetings of any sub-committees of the Leaders' Board.

15. Scrutiny of decisions

15.1 Each constituent authority which operates executive arrangements will be able to scrutinise the decisions of the Leaders' Board in accordance with that constituent authority's overview and scrutiny arrangements.

16. Winding up of the Leaders' Board

16.1 The Leaders' Board may be wound up immediately by a unanimous vote of all constituent authorities.

17. Amendment of this Constitution

17.1 This Constitution can only be amended by resolution of each of the constituent authorities.

This page is intentionally left blank

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 99 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
Draft savings proposals	To consider draft savings proposals for 2023/24	Finance, Town Centres and Growth	Cabinet – 6 December	Finance, Assets and Performance	All Wards	N/A	Y
Procurement of ICT Server Support	To consider a report on procuring ICT server support	One Council, People and Partnerships	Cabinet – 6 December	Finance, Assets and Performance	All Wards		Y
Urban Tree Planting	To consider a report on Urban Tree planting	Environment and Recycling	Cabinet – 6 December	Health, Wellbeing and Environment	All Wards	N/A	Y
Newcastle under Lyme 850 Celebrations	To consider a report on the 2023 Launch and Details for the 850 Year Celebrations	Leisure Culture and Heritage	Cabinet – 6 December	Economy and Place	All Wards	N/A	N
Procurement of an Information Governance Case Management System	To consider a report on the procurement of an Information Governance Case Management System	One Council, People and Partnerships	Cabinet – 6 December	Finance, Assets and Performance	All Wards	N/A	Y
Staffordshire Leaders Board – Terms of Reference	To consider a report on an amendment to the Terms of Reference for the Staffordshire Leaders Board	One Council, People and Partnerships	Cabinet – 6 December	Finance, Assets and Performance	All Wards	N/A	N
Walley's Quarry	To consider a report on Walley's Quarry	One Council, People and Partnerships, Environment and	Cabinet – 6 December	Health, Wellbeing and Environment	All Wards	N/A	N

		Recycling					
Draft Revenue and Capital Budgets and Strategies 2023/24	To consider the Draft Revenue and Capital Budgets and Strategies for the forthcoming year	Finance, Town Centres and Growth	Cabinet – 11 January	Finance, Assets and Performance	All Wards	N/A	Y
Schedule of Fees and Charges 2023/24 A confidential appendix will be considered alongside this report. It will be considered under Part 2 of the agenda by virtue of paragraph 3 of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.	To consider the proposed schedule of fees and charges for the forthcoming year	Finance, Town Centres and Growth	Cabinet – 11 January	Finance, Assets and Performance	All Wards	3	Y
Climate Change Communications Plan	To consider a report on a climate change communications plan	Environment and Recycling	Cabinet – 11 January	Health, Wellbeing and Environment	All Wards		N
Electric Vehicle Charging Strategy	To consider a report on a charging strategy	Environment and Recycling, Finance, Town Centres and Growth	Cabinet – 11 January	Finance, Assets and Performance	All Wards		N

York Place Contract	To consider an update report on the York Place contract	Finance, Town Centres and Growth	Cabinet – 11 January	Economy and Place	All Wards		Y
Multi Storey Car Park – Newcastle under Lyme	To consider an update report on the contract for the car park in Newcastle under Lyme	Finance, Town Centres and Growth	Cabinet – 11 January	Economy and Place	All Wards		Y
Quarter 3 Budget and Performance Report	To consider the budget and performance report for Quarter 3 – October – December 2022	Finance, Town Centres and Growth, One Council, People and Partnerships	Cabinet – 7 February	Finance, Assets and Performance	All Wards		Y
Revenue and Capital Budgets and Strategies 2023/24	To consider the draft revenue and capital budget and strategies	Finance, Town Centres and Growth	Cabinet – 7 February	Finance, Assets and Performance	All Wards		Y
Astley International Centre for Performing Arts	To consider a report updating on the Astley International Centre for Performing Arts	Leisure, Culture and Heritage	Cabinet – 7 February	Health, Wellbeing and Environment	All Wards		Y