

Public Document Pack

Date of meeting Thursday, 30th March, 2023

Time 7.00 pm

Venue Astley Room - Castle

Contact Geoff Durham 742222



**NEWCASTLE
UNDER LYME
BOROUGH COUNCIL**

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

Finance, Assets & Performance Scrutiny Committee

AGENDA

PART 1 – OPEN AGENDA

- 1 APOLOGIES
- 2 DECLARATIONS OF INTEREST
- 3 MINUTES OF A PREVIOUS MEETING (Pages 3 - 8)
To consider the Minutes of the previous meeting held on 19th January 2023.
- 4 FINANCIAL & PERFORMANCE REPORT QUARTER 3 (Pages 9 - 40)
- 5 ONE COUNCIL UPDATE (Pages 41 - 56)
- 6 WORK PROGRAMME (Pages 57 - 60)
- 7 PUBLIC QUESTION TIME

Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council.

- 8 URGENT BUSINESS
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972.
- 9 DATE OF NEXT MEETING
Monday 26th June 2023, 7:00pm.

Members: Councillors Holland (Chair), Bryan (Vice-Chair), Parker, J Tagg, P Waring, Bettley-Smith, Stubbs, Brockie, Talbot, Allport and Lawley

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

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

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

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

Substitute Members:	Whieldon	D Jones
	Panter	Fox-Hewitt
	Skelding	Wright
	Wilkes	Grocott
	Crisp	Gorton
	Adcock	

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

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

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

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

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Agenda Item 3

Finance, Assets & Performance Scrutiny Committee - 19/01/23

FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 19th January, 2023
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present:	Councillor Mark Holland (Chair)		
Councillors:	Bryan P Waring	Stubbs Brockie	Talbot
Apologies:	Councillor(s) Parker, J Tagg, Bettley-Smith, Allport and Lawley		
Substitutes:	Councillor Joan Whieldon Councillor Nicholas Crisp Councillor Rupert Adcock Councillor Dave Jones Councillor Andrew Fox-Hewitt		
Officers:	Daniel Dickinson Sarah Wilkes Geoff Durham Joanne Halliday	Head of Legal & Governance /Monitoring Officer Head of Finance / S151 Officer Mayor's Secretary / Member Support Officer Head of Commercial Delivery	

Also in attendance:

1. **APOLOGIES**

Apologies were received from Councillors' Allport, Bettley-Smith, Lawley, Parker and J Tagg.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

3. **MINUTES OF A PREVIOUS MEETING**

The Minutes, on several occasions, made reference for information to be supplied. It was asked if all of the information had been supplied. Officers would check this and provide and outstanding information.

Resolved: That, subject to the request regarding the supplying of information, the Minutes of the meeting held on 8 December, 2022 be agreed as a correct record.

4. **REVENUE AND CAPITAL BUDGETS AND STRATEGIES 2023/24**

The Committee considered the Revenue and Capital Budget and Strategies - Medium Term Financial Strategy (MTFS) 2023/24 to 2027/28; Flexible Use of Capital Receipts Strategy; draft Capital Strategy; draft Treasury Management Strategy; and draft Investment Strategy.

The results of the budget consultation would be reported to Cabinet on 7 February 2023.

A report was submitted by the Labour Group outlining five concerns and proposals. These were outlined on pages 85 to 88 of the agenda pack. The concerns related to:

- (1) The level of borrowing proposed to meet capital expenditure.
- (2) Volatility in UK financial markets.
- (3) Value of assets proposed for disposal.
- (4) Costs associated with proposed new multi-storey car park in Newcastle town centre.
- (5) Removal of the financial allocation to support legal action regarding regulation of the abatement notice at Walleys Quarry.

The following queries and issues were raised:

- What impact would the Labour groups' proposal to use the 3x multiplier have on the Capital Programme? The next year would probably be alright but no forecast could be given for the following year. As it was for a ten year period it had to be looked at as a whole and any unspent money would have to be returned to the Government.
- The level of borrowing was predicated on the asset disposal of capital receipts and land sales but there was no indication of what those were. Clarity was requested on what the sites were. A confidential report was requested setting out the information.
- Regarding the figure of £20.9m assumed from capital asset sales, it was requested that this figure be broken down and reported to Members.
- How much had the Council raised from the sale of capital assets over the last five years? This was approximately £8.5m.
- Regarding curbs on funding and how a loan would be structured, how would that be achieved? The report mentioned the Public Works Board (PWB). This Council wanted to move away from the PWB and work with Local Authorities. How could the Council be assured that the same rigorous rules were in place when borrowing from the County Council or from the PWB? Borrowing now had to have more of a regenerative purpose and was enforced by the Public Works Loan Board.
- An explanation was requested for the assumption for estimating future spending and income within the budget.
- Details were requested on how the budget had taken the results of any public consultation into account. The Consultation was now finished and the results showed that the priority areas were Street Scene, Town Centre and general cleanliness of the Borough. The results of the consultation could be discussed at the next meeting of this Committee or at the end of the Full Council meeting in February. It was asked if the consultation included the building of a car park? The consultation was regarding residents' concerns and the car park was not a particular item on it.
- What were the recommendations of the Finance Efficiency Board?

Finance, Assets & Performance Scrutiny Committee - 19/01/23

- Regarding the £400,000 recouped from Walleys Quarry and put back into the budget. How much of that had been repaid to date? There was a repayment plan in place for this and all payments were up to date.
- The cost of demolition of the Midway car park was requested and whether any problems were envisaged regarding infrastructure of buildings surrounding the facility. There were 1268 paying, private and Council car parking spaces around the Town Centre. Could assurance be given that a full cost benefits analysis of works involving the car park would be available for scrutiny and to the public and also if a lower rise car park might be considered
- Under Good Housekeeping and More Efficient Processes, reference was made to savings of £215,000 and it was asked where those had been made. The savings had come from: ICT; Leisure and Cultural; Recycling and Fleet and Corporate outlined on page 20, Appendix 1 – points G1-G4.
- If there was a significant upturn in the economy with developers wishing to return to the town centre, the proposed new car park would be taking up a significant piece of land. The car park was part of a business case that was already government approved for the regeneration of the Ryecroft site. In addition the Midway car park had a considerable amount of money spent on it in the past and was deteriorating year on year. The new car park would generate income. There would be charging points for electric vehicles and would be more sustainable. In terms of the return of retail to the town centre, there would need to be a reversal in the current trade, moving back from people shopping at out of town centres and online.
- Where was the income strategy or regeneration strategy linked to the car park? The car park was part of the regeneration of the Ryecroft site and as well as providing a modern parking facility for the town centre, parking spaces would be needed by people staying at the hotel, and visiting Aspire or occupants of the residential units.
- Could assurance be given that none of the spaces on the new car park be given away to partners as part of a deal? The current parking offer had parking permit schemes available to different organisations and that could be offered on the new car park.
- Regarding the £376,000 saving from the One Council initiative, £265,000 would come from a restructure of internal support services and review of vacant posts. Would there be any redundancies or restructuring costs around that? There would be no redundancies. The restructure had allowed for those wishing to take up the Mutually Agreed Resignation Scheme (MARS) so some of those payments were included in the figures, covered by the One Council Programme funding.
- Regarding the Capital Assets and Review Group, who attended this and would there be any value in a member of this Committee attending it or having output of the meetings to keep members up to date as to how capital output was progressing? Members of this were the Head of Finance/S151 Officer, Portfolio Holder for Finance, Town Centres and Growth, Head of Legal and Governance/Monitoring Officer; Executive Director of Development and Growth; Head of Commercial Delivery, Housing and Regeneration and a member of the Property Team.
- On the Capital Programme, under external contributions, it accounted for the Future High Streets Fund and Town Deals Fund. There was also a presumed from 2026/27 of £1.5m per annum in external contributions. What were the assumptions and external contributions? Town Deal Funding, Future High Street Funding. The £1.5m was in respect of Disabled Facilities Grants received by the Council.

Resolved: That:

- (i) The progress on the completion of the Revenue (Appendix 1) and Capital Budgets (Appendix 4) be noted.
- (ii) The updated Medium Term Financial Strategy 2023/24 to 2027/28 (Appendix 2) be noted.
- (iii) The strategy for ensuring a balanced revenue outturn position for 2022/23 be noted.
- (iv) The calculation of the Council Tax base and the Council Tax increase to be proposed for 2023/24 of 1.99% per Band D equivalent property be noted.
- (v) The risk assessment at Appendix 3 and S151 Officer's recommendation on the level of reserves and contingencies provisionally required to be maintained in 2023/24 be noted.
- (vi) The draft Flexible Use of Capital Receipts Strategy (Appendix 5) for 2023/24 be noted.
- (vii) The draft Capital Strategy (Appendix 6) for 2023/33 be noted.
- (viii) The draft Treasury Management Strategy (Appendix 7) for 2023/24 be noted.
- (ix) The draft Investment Strategy (Appendix 8) for 2023/24 be noted.
- (x) That the concerns raised by the Labour group (numbered 1 – 5 above) be noted.

[Watch the debate here](#)

5. SCALE OF FEES AND CHARGES 2023/24

The Committee considered the proposed list of fees and charges. The Committee was informed that the Medium Term Financial Strategy assumed an average increase of 4% across all fees and charges.

At the previous meeting concerns had been raised in regard to the cemeteries and potentially introducing new charges. This report included charges for the internment of minors? The report mentioned a Children's Fund which was available to help with those costs. It was asked, how much the Council would benefit from introducing those costs and would the Children's Fund be means tested? It was not means tested. The Fund was a national one provided by the Government and was set up so that it would be the funeral directors, private company or the Council carrying out the funeral who did the claim, not the family. It was up to each individual Council whether they quoted that in a public document or kept private. This Council had made the decision to make it public and the amount was claimed on behalf of the family and was a standard procedure carried out across the County. There was no charge to parents who had lost a child. The Council had to have a figure in order to claim the money back from the Government.

Assurance was sought that, should the Children's Fund disappear, that charge would be eliminated? The Fund had been set up by the Government and would not disappear.

Regarding the woodland burials and Keele Cemetery, why was there an increase in charges for woodland burials and could it potentially deter uptake of them? Also, the increase in charges for the use of the room, had there been any modelling to see if this would decrease use of the room? A review of the charges had been carried out and discrepancies had been found between woodland burials and grave burials which both took space, both had to be dug so had been brought into line with each other.

On the taxi-licensing fees, there was a reduction in the charges for DBS checks. What would the cost to the Council be on that reduction in charges? The Council's taxi licensing was not allowed to make a profit and had to break even. The actual fee was set by the DBS so there was the same budget for both income and expenditure and the charges would have a net nil impact on the Council.

Confirmation was sought on the hire of the Chapel and Community room facility being an increase of 40%. The increase was more to cover the Council's costs than to make money and was a 40% increase.

- Resolved:**
- (i) That the fees and charges proposed to apply from 1 April 2023, as set out in Appendix 1 be noted.
 - (ii) Note that fees and charges in relation to Bereavement Services come into effect from the 16 February 2023.

[Watch the debate here](#)

6. WORK PROGRAMME

The Committee considered the Work Programme.

Resolved: That the Work Programme be received.

7. PUBLIC QUESTION TIME

There were no members of the public present.

8. URGENT BUSINESS

There was no urgent business.

9. DISCLOSURE OF EXEMPT INFORMATION

Resolved: That the public be excluded from the meeting during consideration of the following matter because it is likely that there will be disclosure of exempt information as defined in paragraph 3 in Part 1 of Schedule 12A of the Local Government Act, 1972.

10. SCALE OF FEES AND CHARGES 2023/24 - CONFIDENTIAL APPENDIX

Finance, Assets & Performance Scrutiny Committee - 19/01/23

Resolved: That the report be noted.

11. **DATE OF NEXT MEETING - 30 MARCH 2023**

**Councillor Mark Holland
Chair**

Meeting concluded at 9.13 pm

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO Finance Assets and Performance Scrutiny Committee 30 March 2023

Report Title: Financial and Performance Review report – Third quarter (October-December) 2022-23.

Submitted by: Executive Management Team

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

Ward(s) affected: All

Purpose of the Report

To provide the Finance, Assets and Performance Scrutiny Committee with the Financial and Performance Review report for the third quarter of 2022-23

Recommendation

That Members note

1. The contents of the attached report and Appendices A and B and continue to monitor and challenge the Council's performance alongside its financial performance for the same period.
2. The new style reporting framework

Reasons

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

1. **Background**

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the third quarter 2022/23 by presenting performance data and progress summary set within a financial context. The report provides broad financial information (Appendix A) and also details service performance (Appendix B) for the third quarter in 2022-23
- 1.2 Despite these unprecedented circumstances, as the summary of the overall performance picture is presented in section 4 of this report reflects, performance has generally seen a lot of positive movement in recovery from Covid-19 pandemic.

2021-22 Revenue and Capital Budget Position

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

Performance

- 1.4 The Q3 report (April to December 2022) has been produced using new business intelligence tools in order automate and improve the monitoring, analysis and reporting of Council performance. The indicators included are those agreed as part of the new Council Plan and reflect the priorities for the Borough. In addition to reporting on key performance indicators,

the report also includes progress summaries for each priority action, detailing the progress with the delivery of planned activities.

- 1.5 Contextual performance information is provided (indicators without a target), not only to ensure the monitoring of the corporate activities of the Council, but also to inform Members, businesses and residents of performance in their local area that the Council cannot directly control.
- 1.6 Any indicators failing to meet the set targets include a comment explaining why the indicator has not performed well, and what steps are being taken to ensure improvement in the future.
- 1.7 For this report a total of 44 indicators were monitored, 14 of these indicators were contextual and had no set target. Of the remaining 30 indicators the proportion of indicators which met their target during this period stands at 80%. The proportion of indicators showing an improvement on the previous year stands at 75%.

2. **Issues**

- 2.1 There are 6 indicators off target this quarter, and officers consider that the performance against these indicators does not give rise to serious cause for concern at present (see commentaries provided in Appendix B). The management of each of the service areas concerned continue to monitor and take steps to deal with under achievement of targets where possible and/or appropriate and of this 6, 4 are seeing an upward trend.
- 2.2 Progress on delivery of planned activities is summarised for each priority and no concerns are highlighted.

3. **Proposal**

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

4. **Reasons for Proposed Solution**

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

5. **Options Considered**

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

6. **Legal and Statutory Implications**

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

7. **Equality Impact Assessment**

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

8. Financial and Resource Implications

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

9. Major Risks

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

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

10. UN Sustainable Development Goals and Climate Change Implications



11. Key Decision Information

11.1 Included on the Forward Plan

12. Earlier Cabinet/Committee Resolutions

12.1 N/A

13. List of Appendices

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

14. Background Papers

14.1 Working papers held by officers responsible for calculating indicators.

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Financial Position Quarter Three 2022/23

1. General Fund Revenue Budget

- 1.1 The Council approved a General Fund Revenue Budget of £15.269m on 23 February 2022. The actual and forecast position compared to this budget is continuously monitored by managers, EMT and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.
- 1.2 The Coronavirus pandemic continues to have an impact on the Council's financial position, primarily through lost income, although this is showing a marked improvement compared to the losses incurred during 2020/21 and 2021/22. No Government funding for 2022/23 in respect of financial pressures relating to the Coronavirus pandemic (including income compensation) is likely to be received.
- 1.3 The Council's revenue budget relies on service income from fees and charges income of around £725k per month across a wide range of services, with a significant proportion coming from Jubilee 2 and car parking. Taking account of the current restrictions it is forecast that income losses from fees and charges for the financial year will amount to £0.631m.
- 1.4 Expenditure continues to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this helps to reduce the adverse variance on a service by service basis. It has been forecast that this situation continues throughout the remainder of the financial year.
- 1.5 Further consequences of the Coronavirus on the Council's financial position will depend significantly on any future restrictions being imposed, the recovery of income from fees and changes and on any further Government financial support that may be received.
- 1.6 Careful monitoring of the financial position will be required over coming weeks leading to prompt corrective action where necessary to ensure the Council remains in a position of being able to deliver a balanced budget position in the current financial year and beyond.

2. Revenue Budget Position

- 2.1 As at the end of the third quarter, the general fund budget showed an adverse variance of £0.072m. It is forecast that a balanced position will be achieved as at the close of the financial year.
- 2.2 A number of variances from the budget are forecast, these include:
 - a. Income shortfalls from sales, fees and other charges (£0.548m at quarter three), it is forecast that these losses will increase to £0.631m by the close of the financial year.
 - b. Income shortfalls from commercial rents (£0.077m at quarter three) and the recovery of housing benefit overpayments (£0.047m), it is forecast that these losses will amount to £0.197m by the close of the financial year.
 - c. A pay award of £1,925 per full time employee, which is in excess of the amount provided for in the budget (2.5%), including national insurance and pension the additional amount is estimated to total £0.591m for the financial year.
 - d. Increased fuel (£0.081m at quarter three), electricity (£0.108m at quarter three) and gas (£0.108m at quarter three) prices when compared to the amounts provided for in the

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budget, it is forecast that these variances will amount to £0.396m by the close of the financial year.

- 2.3 These adverse variances are forecast to be offset in full by the following favourable variances:
- a. Utilisation of the Cost of Living Reserve that was established during the budget setting for 2022/23 in order to respond to any above inflationary increases in costs. It is anticipated that the £0.400m paid into this reserve will be fully used.
 - b. Use of £0.240m New Homes Bonus funding paid into the Budget Support Fund that was established during the budget setting for 2022/23 in order to boost the Council's financial resilience during 2022/23 as a result of the continued impact of the Coronavirus pandemic.
 - c. Application of £0.167m Administration grant paid to the Council and set aside during 2021/22 in relation to Coronavirus grants.
 - d. Interest receivable on cash that the Council holds in terms of Town Deal and Future High Street funding, together with Section 31 grant and remaining Coronavirus grant funding (that are repayable to Central Government) is forecast to increase significantly following recent interest rate hikes to £0.513m for the financial year.
 - e. Expenditure continues to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, including staffing costs (£0.408m underspend at quarter three, forecast to amount to £0.544m for the financial year), this helps to reduce the adverse variance on a service by service basis. It has been forecast that this situation continues throughout the remainder of the financial year.
- 2.4 Cabinet and the Executive Management Team will continue to be updated on the Council's financial position and actions taken in the forthcoming weeks and months. This includes a recommended level of reserves and the financial implications of this.

3. Collection Fund

- 3.1 Local tax income is collected by billing authorities and paid into local 'collection funds' (the Council is a billing authority). Where there is a shortfall in tax receipts (compared to expected levels), this leads to a deficit on the collection fund. Billing and major precepting authorities are usually required to meet their share of any deficit during the following financial year.
- 3.2 In response to the continued impact of the Coronavirus pandemic on retail business, the government has continued its retail discount business rates relief scheme, for 2022/23. For 2022/23 eligible businesses were awarded a 50% reduction in the business rates liability, up to a cash cap limit of £0.110m per business.
- 3.3 This has the impact of a reduction in income that was expected to be received by the Council from business rates payers during 2022/23 which, all things being equal, would generate a deficit on the collection fund. However, the government will award Section 31 grant to the Council to offset the losses incurred by this, any surplus Section 31 grant received will be paid into the general fund and will be set aside to offset the reduced income that will be incurred on the collection fund. Any shortfall in expected Section 31 grant will be funded via the Business Rates Reserve.

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- 3.4 A deficit is currently being forecast in respect of the Business Rates collection fund as a result of a significant change in rateable value for a large business rates payer which has been backdated by the Valuation Office to 2010.
- 3.5 A surplus is currently being forecast in respect of the Council Tax collection fund as a result of residents becoming ineligible for Council Tax Support due to a return to work or an increase in working hours.
- 3.5 The current forecast of tax receipts and Section 31 grant are shown below:

Tax	Forecast (Surplus)/Deficit at 30.6.22	Forecast (Surplus)/Deficit at 30.9.22	Forecast (Surplus)/Deficit at 31.12.22	Council's Share
Council Tax	(£0.352m)	(£0.424m)	(£0.552m)	(£0.064m) (11.6%)
Business Rates	(£0.300m)	£0.988m	£0.996m	£0.398m 40%
Business Rates Section 31 Grant	£0.406m	£0.502m	£0.622m	£0.249m 40%
Total	(£0.246m)	£1.066m	£1.066m	£0.583m

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

4. Capital Programme

- 4.1 A Capital Programme totalling £32.309m was approved for 2022/23. Of this total £30.309m relates to the total cost of new schemes for 2022/23 together with £1.000m for schemes funded by external sources (Disabled Facilities Grants) and £1.000m contingency. In addition £5.548m was brought forward from the 2021/22 Capital Programme (including £4.017m from the Town Deals Fund and the Future High Streets Fund), resulting in a total Capital Programme of £37.857m for 2022/23.
- 4.2 A mid-year review of the capital programme for 2022/23 has subsequently been undertaken as part of the Efficiency Board and budget setting process 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 was approved by Cabinet on 6 December 2022.
- 4.3 At the close of quarter three the profiled capital budget amounts to £5.525m, actual spend for this period totals £5.574m.
- 4.4 The variance shown above relates to additional costs (£0.028m) incurred in the refurbishment and redevelopment of Kidsgrove Sports Centre and Swimming Pool and a small number of insignificant overspends.

5. Capital Programme Funding Position

- 5.1 The expected total capital receipts due to be received this year following the sale of assets amount to £3.713m, £0.100m of this will be set aside for the flexible use of capital receipts during 2022/23. A summary of the expected income is shown in the table below.

Funding	Amount
Proceeds from Right to Buy sales	£0.500m
Land sales	£3.213m
Flexible use of capital receipts	(£0.100m)
Total	£3.613m

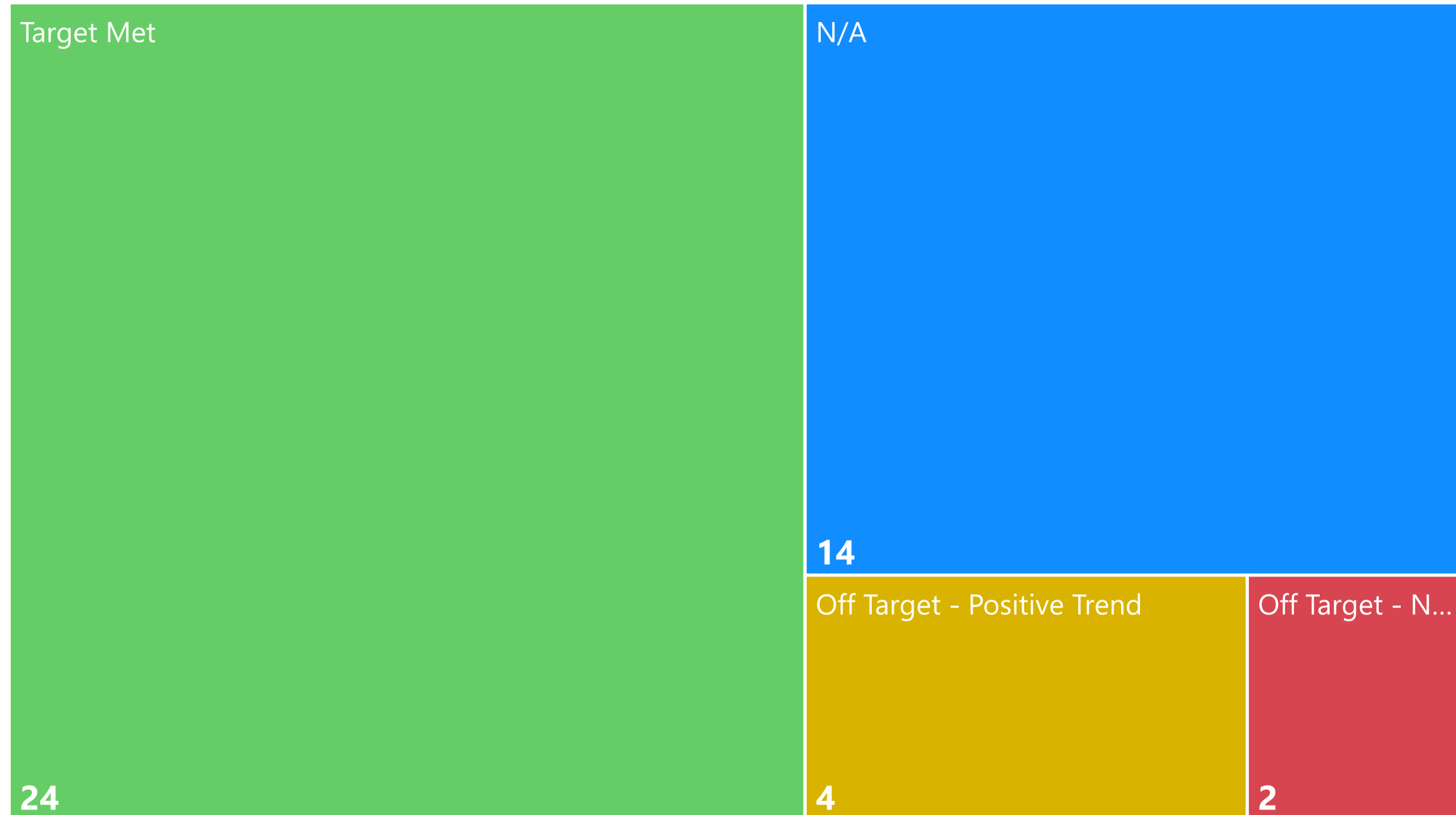
6. Treasury Management

- 6.1 It was expected that borrowing would be required during 2022/23 to fund the capital programme however no borrowing arrangements have been required to date, primarily due to advanced monies being received in terms of Town Deals and Future High Streets funding.
- 6.2 Although not utilised in recent years, the Council has previously considered the option of long-term borrowing from the PWLB. After the utilisation of capital receipts and internal borrowing, the Council will look to borrow short term from other local authorities in the first instance and will then review any other sources of funding if required.
- 6.3 Advice from the Council's Treasury Management Advisors, Arlingclose, is to continue to utilise internal funding whilst it is available as opposed to borrowing whilst the interest rates are high. This approach also reduces the need to place funding in long term deposits, whilst minimising any potential investment risks.
- 6.4 Interest receivable on temporary cash receipts that the Council holds in terms of Town Deal and Future High Street funding, together with Section 31 grant and remaining Coronavirus grant funding (that are repayable to Central Government) is forecast to increase significantly following recent interest rate hikes by the Bank of England to £0.513m by the close of the financial year. For information purposes short term deposits made with the Debt Management Office attracted an interest rate of 0.55% at the start of the financial year and attracted an interest rate of 3.32% as at 24 January 2023.



Quarter 3 - April 2022 to December 2022

All Performance Indicators Current Status



Corporate Aim (Priority)	Number of Indicators
Priority 1: One Council delivering for Local People	21
Priority 2: A Successful and Sustainable Growing Borough	6
Priority 3: Healthy, Active and Safe Communities	14
Priority 4: Town Centres for All	3
Total	44

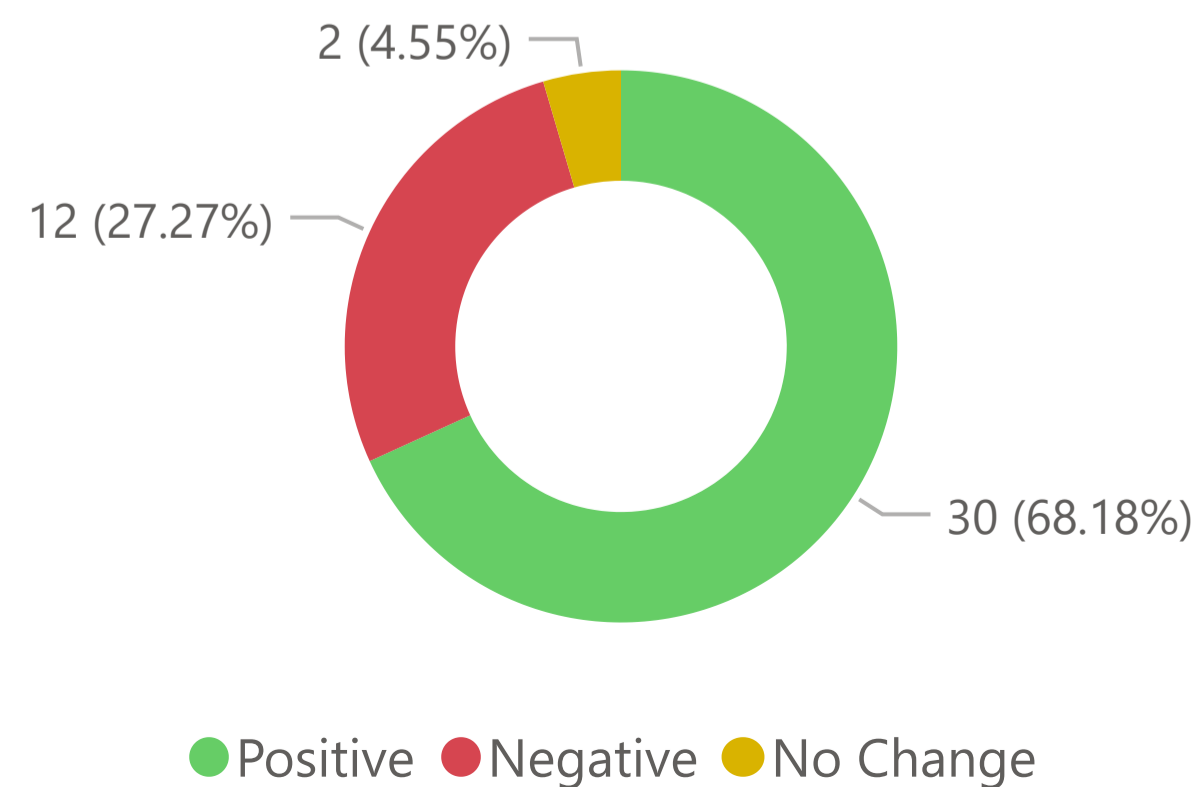
Smart Narrative

Within N/A category - 14 Indicators are contextual and do not have a target to meet. When compared to last year, 9 of the contextual measures showed a positive trend and 5 showed a negative trend.

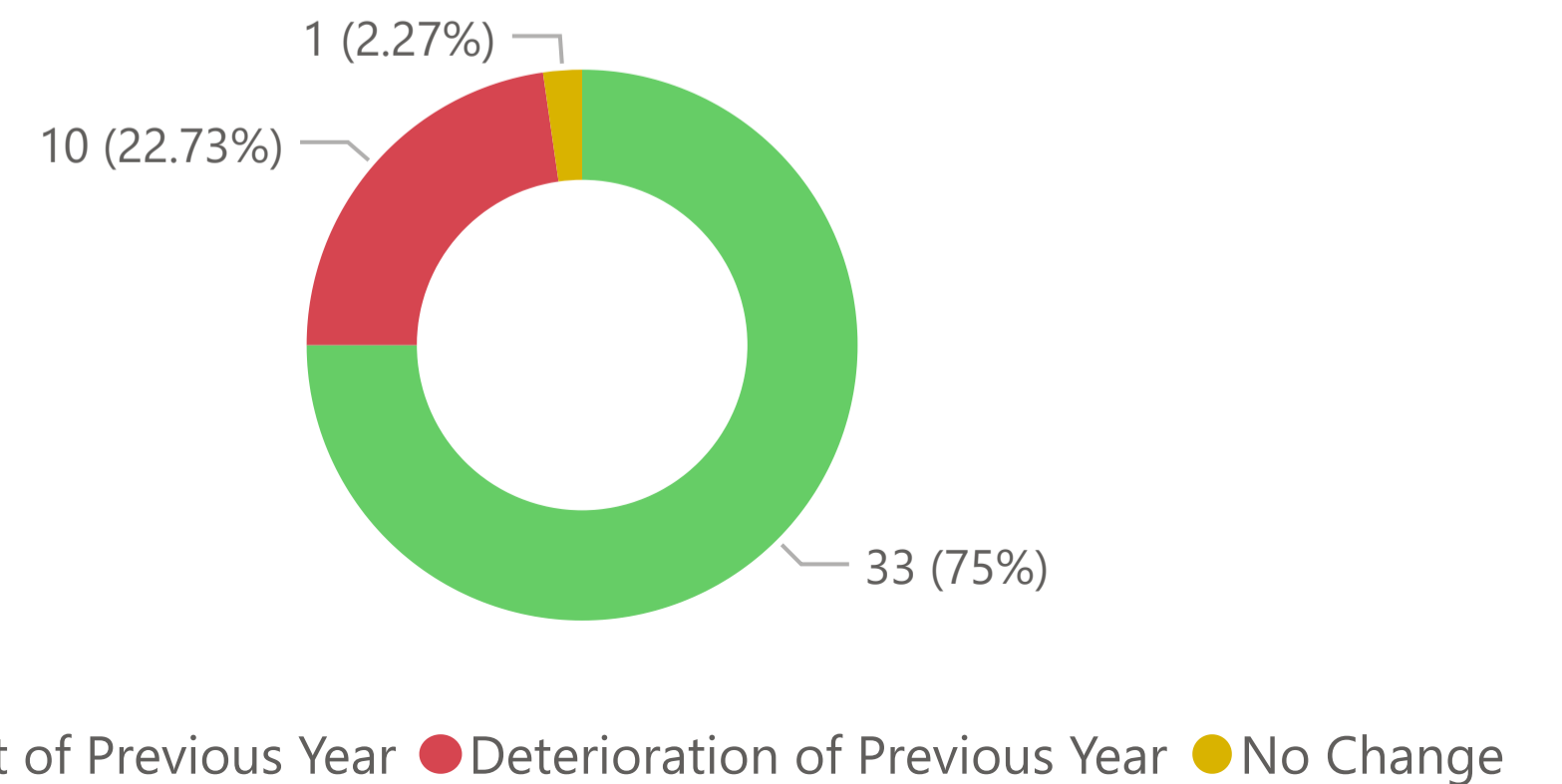
Of the remaining 30 Indicators, 80% met their targets within this quarter. 20 Indicators which met their target also showed improvement when compared to the same time period last year. 3 Indicators which met their target showed a negative trend when being compared to last year; and one indicator showed no change.

20% of Indicators were off target this quarter. 4 of these indicators showed an improvement when compared to last year whereas 2 indicators showed a negative trend.

All Qtr.3 Trend Direction of PI's Compared to Previous Quarter



All Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





"Good Is" Identifier

- Defines what "Good Is" for each of the indicators. Example being "Low is Good" meaning the lower the value the better

Yearly Trend Identifier

- States whether there has been an improvement or not when compared against the same time period in the last financial year.

Metric Measure

Shows how the measure has been captured.

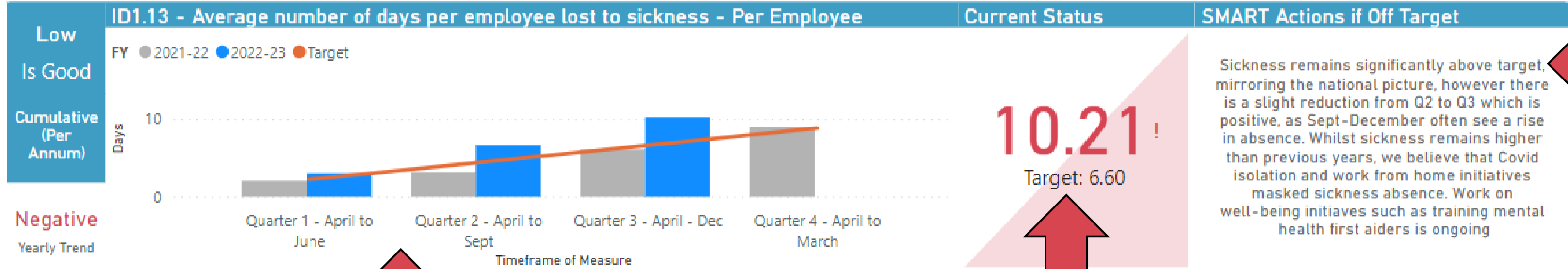
- Snapshot shows the measure at the end of each quarter at that specific point in time, Snapshot in time.
- Cumulative (Per Annum) is a cumulative year to date measure showing the picture over time from the start of the financial year (E.g. April to December for Quarter 3)

Priority Icon

- 4 Icons in total to which align to each Priority

Priority Title

- Defines the Priority that the measures on the page fall within.



Quarterly Indicator Measure

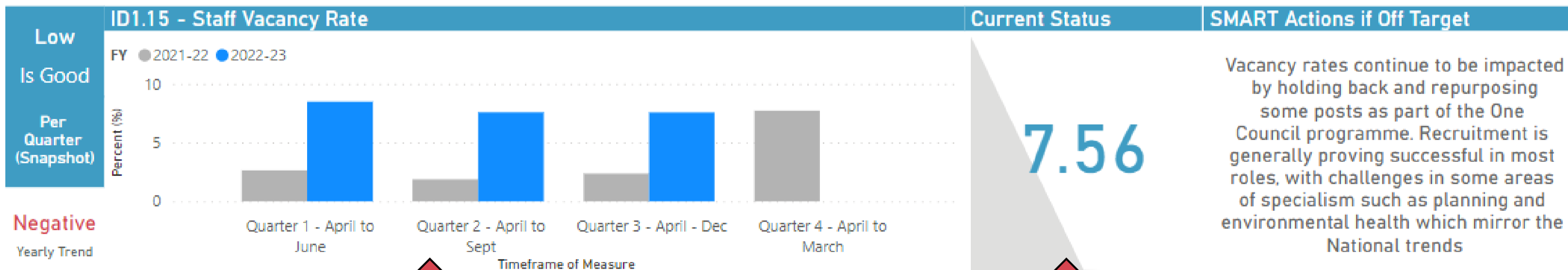
- Shows the measure over each specific quarter (Light Blue bars) and compare it against previous years measure (Grey bars)
- Target measure in orange if there has been one set

Current Quarter Status

- The larger number shows what the current quarter measure is. "Target" is the current Quarter Target
- Red Indicator highlights off target measures. Green indicator shows value has met its target.
- Background shape shows trend direction from previous quarters.

SMART Narrative

- If the measure is off target, owner will write narrative to provide context against the measure and also to provide detail on how the service is planning to improve the measure for the next report.



Quarterly Indicator Measure for Contextual Measures

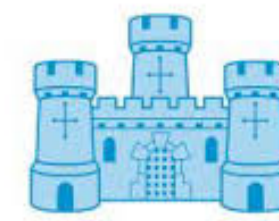
- Shows the measure over each specific quarter (Light Blue bars) and compare it against previous years measure (Grey bars)
- As no set target this has been removed - the Smart Narrative box will provide details supplied by Indicator owner on how measure is performing.

Current Quarter Status Contextual Measures

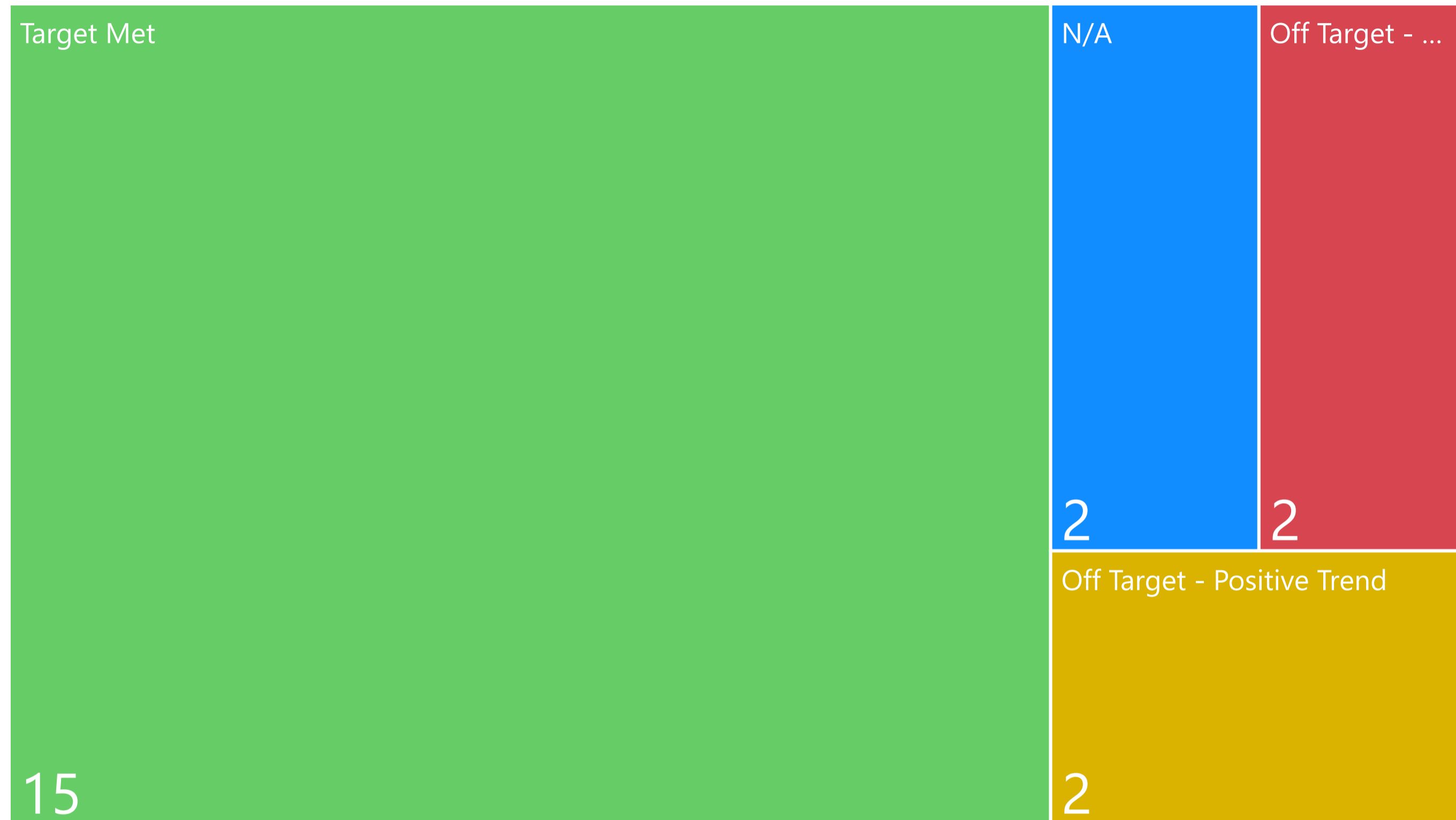
- The large number in blue shows what the current quarter measure is.
- Grey Background shape shows trend direction from previous quarters.
- No colour coding due to no target value - SMART Narrative box provides more context and detail on this type of measure.

SMART Narrative for Contextual Measures

- If the measure does not have a target and/or is contextual. Indicator owners have been asked to supply a narrative to provide the context to understand how the measure is performing and if cause for concern what is being done to improve the measure.



Priority 1: Performance Indicators Current Status



Corporate Aim (Priority)	Number of Indicators
Priority 1: One Council delivering for Local People	21

Smart Narrative

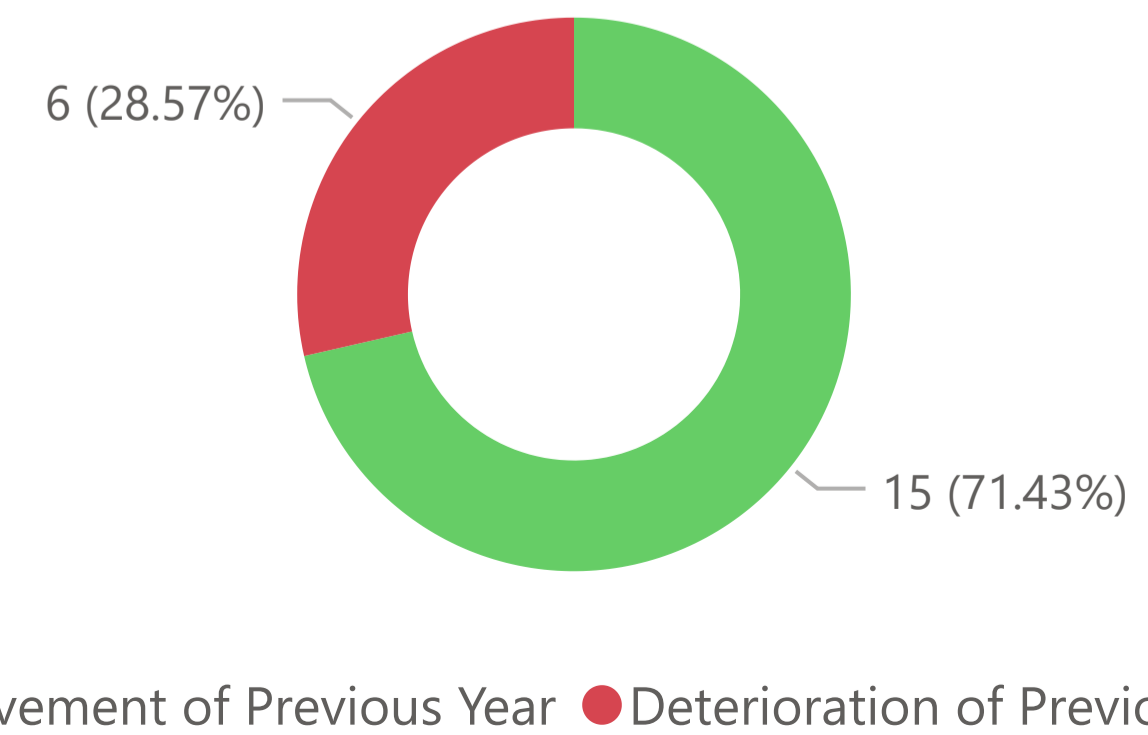
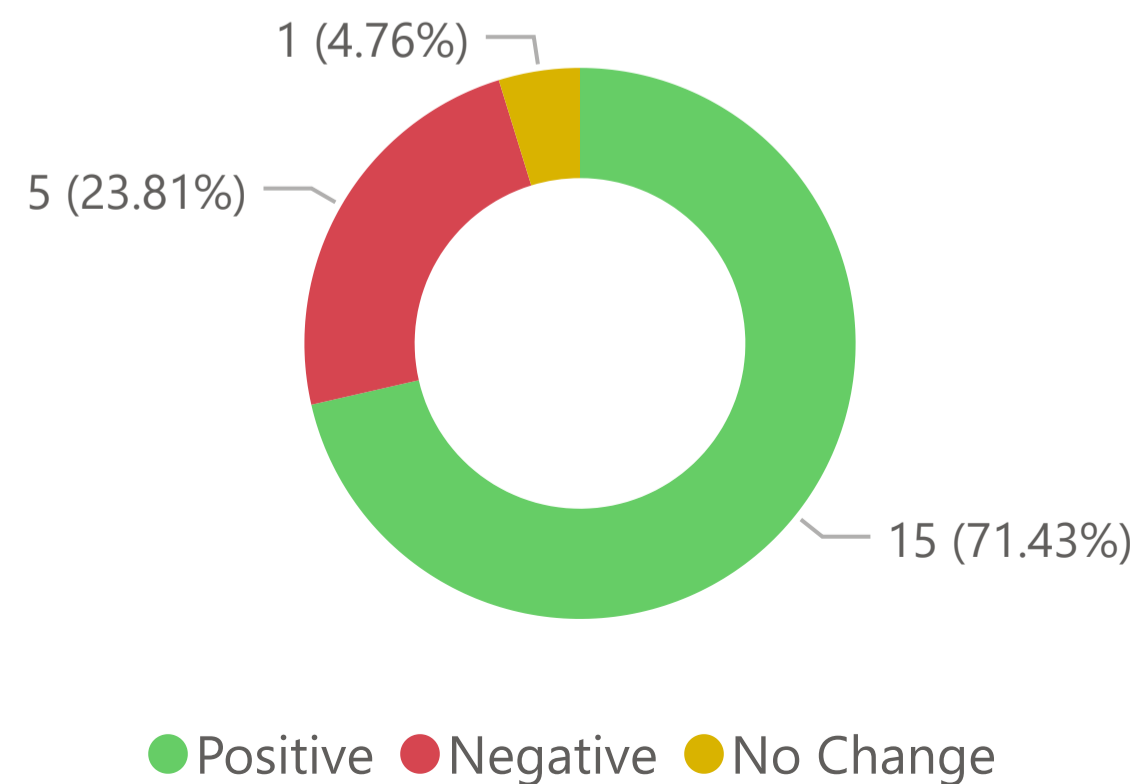
Within Priority 1 there are 2 contextual performance indicators which do not have set targets, these are included within N/A category. Both of these indicators showed a negative trend when compared to the same period last year.

Of the remaining 19 Indicators within Priority 1, 79% have met their target this quarter. 13 indicators which met their target also showed improvements when compared to the same time period last year with 2 indicators that met their targets showing a negative yearly trend.

21% of indicators were off target this quarter which totalled 4 measures. These were split in terms of yearly trend with 2 indicators (ID1.13 & ID1.5a) showing a negative trend and 2 with a positive trend (ID1.4a & ID1.8) when compare to the same time period last year. The detail of these indicators are explained in the following pages of the report

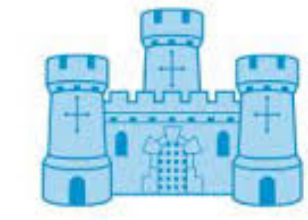
Priority 1: Qtr.3 Trend Direction of PI's Compared to Previous Quarter

Priority 1: Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





Priority 1: One Council delivering for Local People

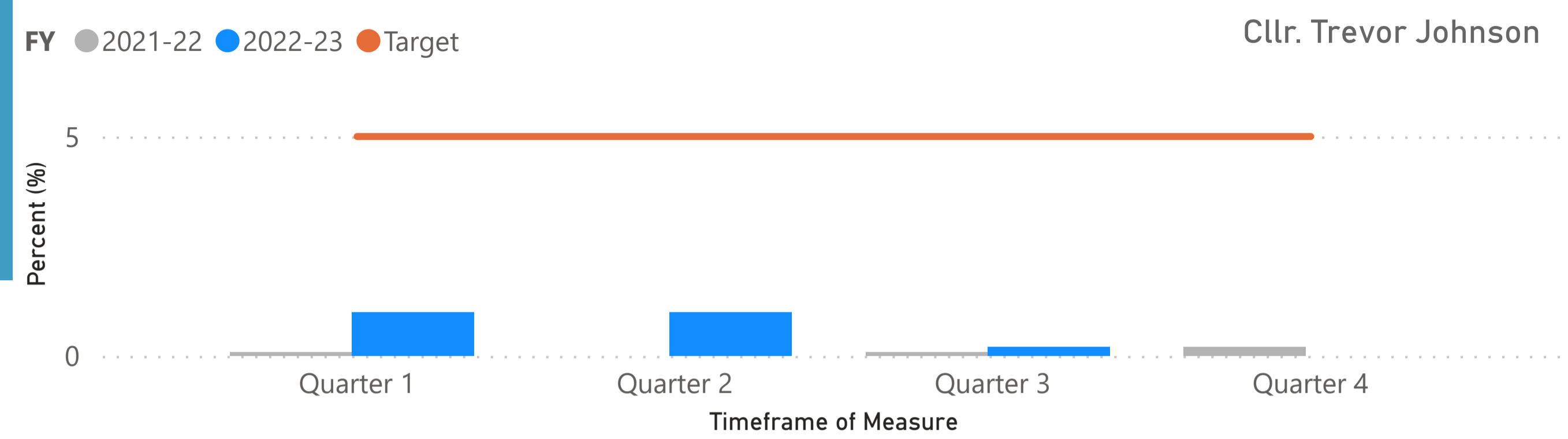


NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL

2021-22
2022-23

ID1.1 - Percentage of food premises that have a zero or one national food hygiene rating Current Status SMART Actions if Off Target

Low
Is Good
Per Quarter (Snapshot)



0.20

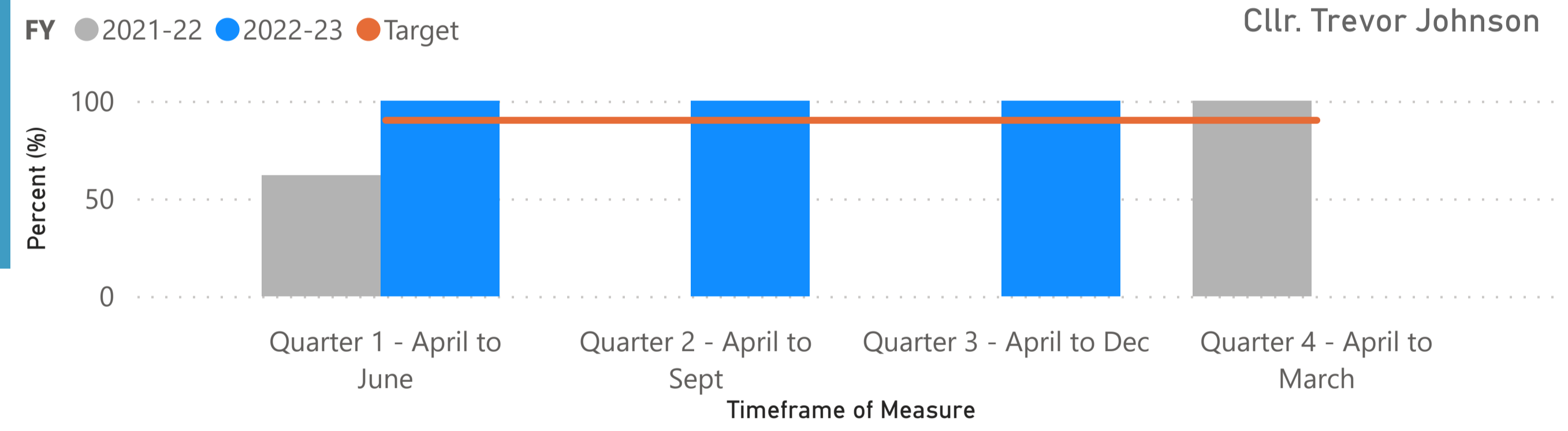
Target: 5.00

Not Required as Target Met

Negative
Yearly Trend

ID1.2 - Percentage of category A and B food business inspections completed on time Current Status SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)



100.00 ✓

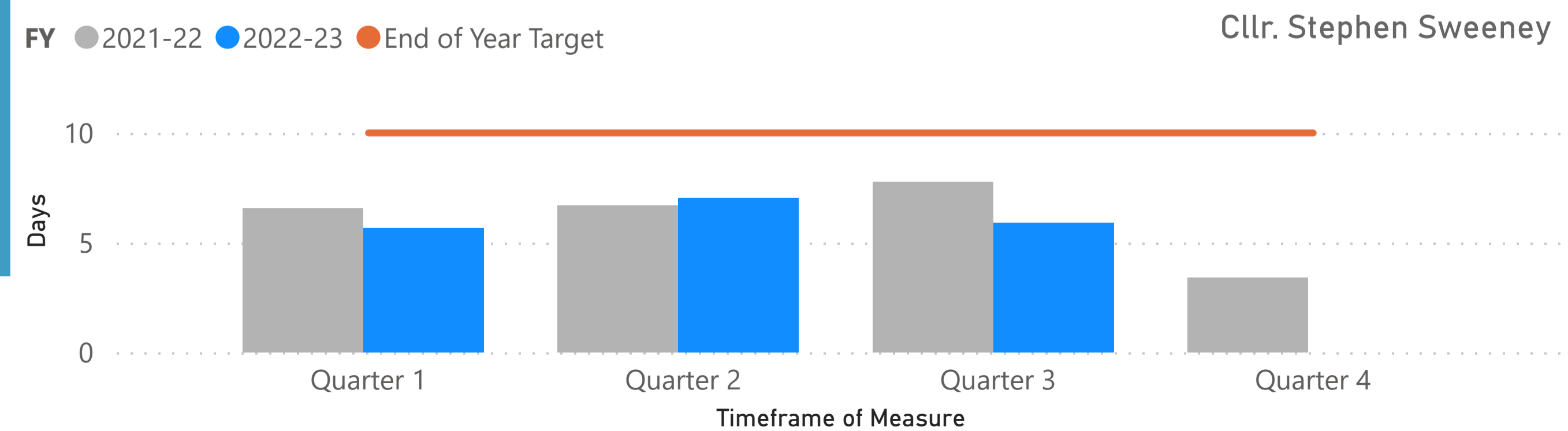
Target: 90.00

Not Required as Target Met

Positive
Yearly Trend

ID1.10 - Time taken to process Housing Benefit new claims/change events (Days) Current Status SMART Actions if Off Target

Low
Is Good
Per Quarter (Snapshot)



5.90 ✓

End of Year Target: 10.00

Not Required as Target Met

Positive
Yearly Trend



Priority 1: One Council delivering for Local People



NEWCASTLE UNDER LYME
BOROUGH COUNCIL

2021-22
2022-23

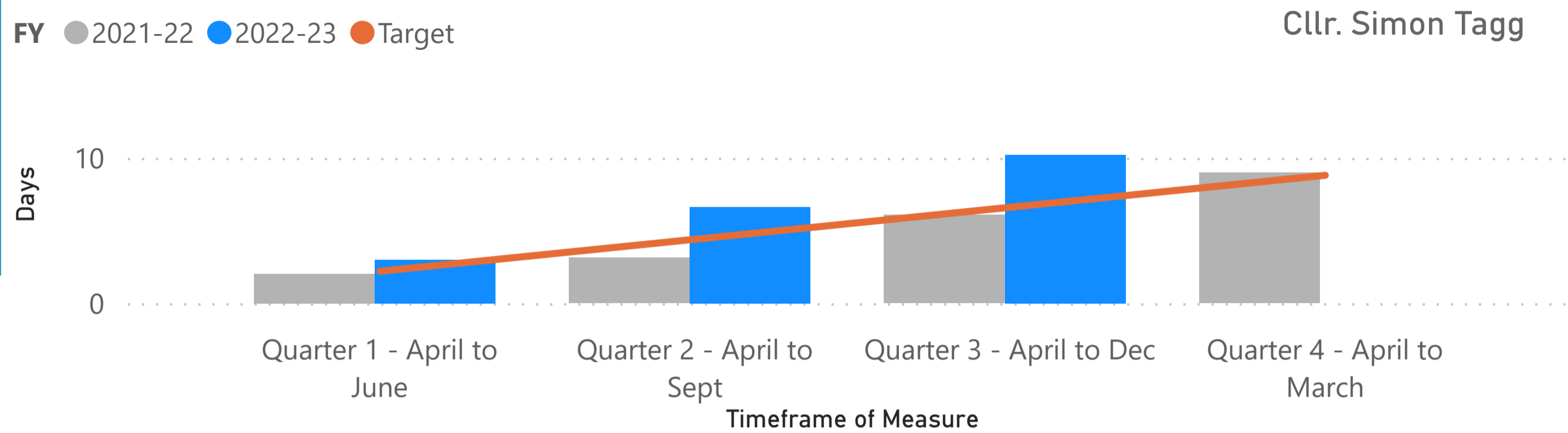
Low
Is Good
Cumulative
(Per Annum)

ID1.13 - Average number of days per employee lost to sickness - Per Employee

Current Status

SMART Actions if Off Target

Negative
Yearly Trend



Sickness remains significantly above target, mirroring the national picture, however there is a slight reduction from Q2 to Q3 which is positive, as Sept-December often see a rise in absence. Whilst sickness remains higher than previous years, we believe that Covid isolation and work from home initiatives masked sickness absence. Work on well-being initiative such as training mental health first aiders is ongoing

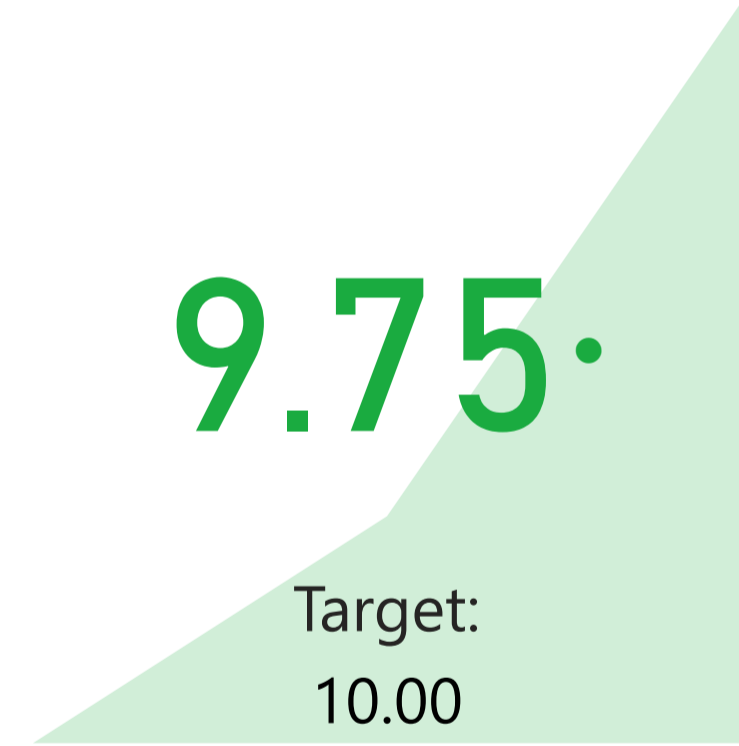
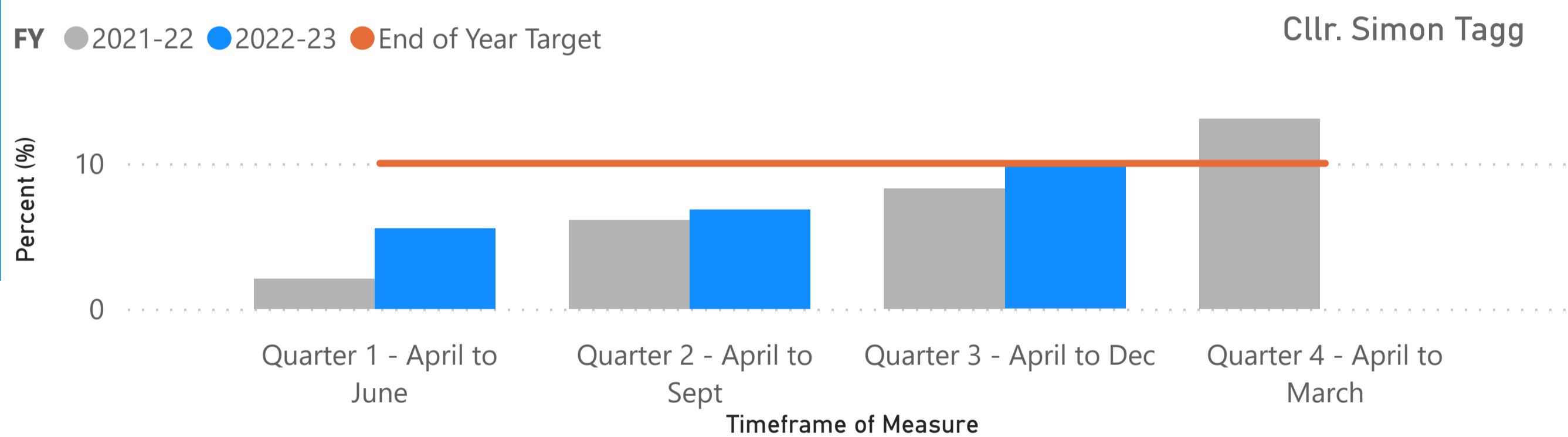
Low
Is Good
Cumulative
(Per Annum)

ID1.14 - Staff Turnover

Current Status

SMART Actions if Off Target

Negative
Yearly Trend



Not Required as Target Met

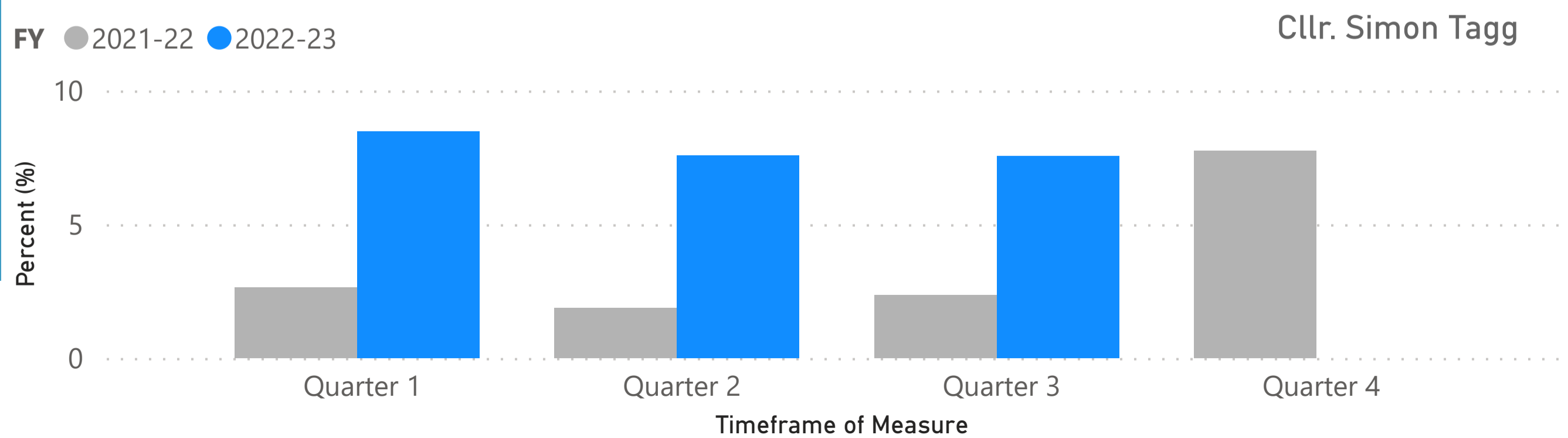
Low
Is Good
Per Quarter
(Snapshot)

ID1.15 - Staff Vacancy Rate

Current Status

SMART Actions if Off Target

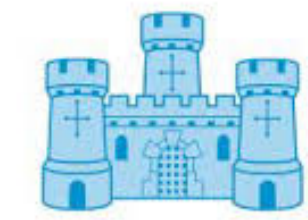
Negative
Yearly Trend



Vacancy rates continue to be impacted by holding back and repurposing some posts as part of the One Council programme. Recruitment is generally proving successful in most roles, with challenges in some areas of specialism such as planning and environmental health which mirror the National trends



Priority 1: One Council delivering for Local People



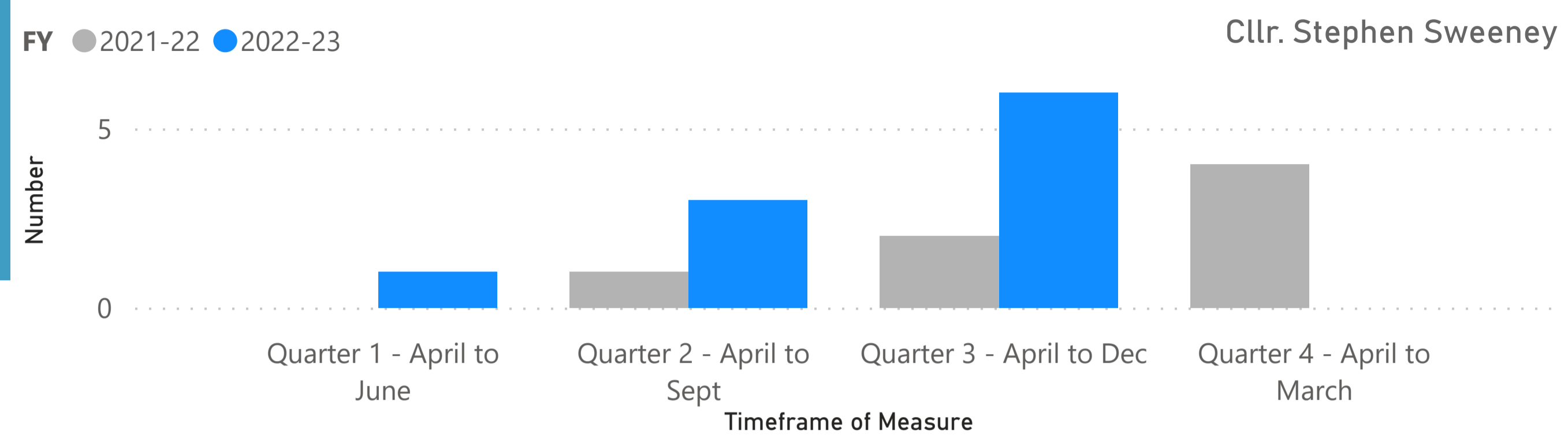
NEWCASTLE UNDER LYME
BOROUGH COUNCIL

2021-22
2022-23

ID1.3 - No. Accidents/Incidents reported (RIDDOR) Current Status SMART Actions if Off Target

Low
Is Good
Cumulative (Per Annum)

Negative
Yearly Trend

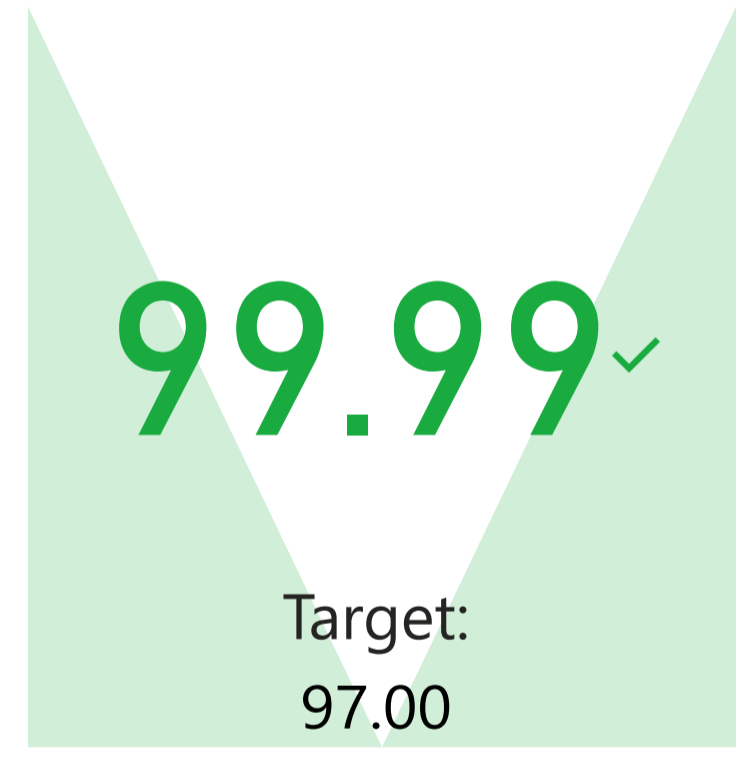
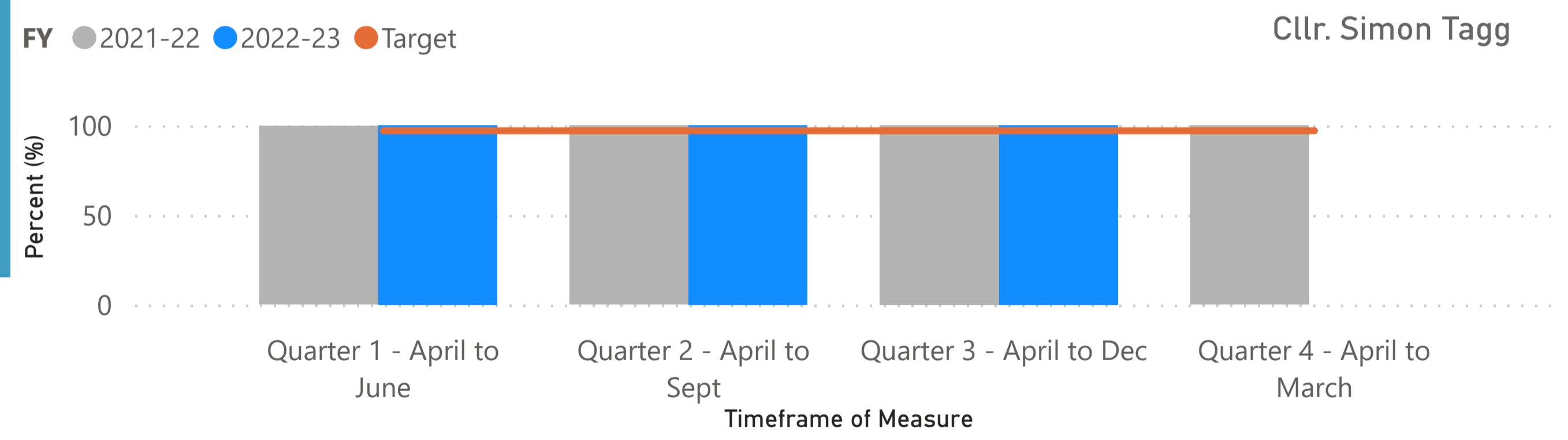


The slight increase this year reflects returning to normal working conditions post COVID and causes no concern at the present rate. This will be continually monitored as standard.

ID1.6 - Percentage of Customer Hub requests resolved at first point of contact Current Status SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend

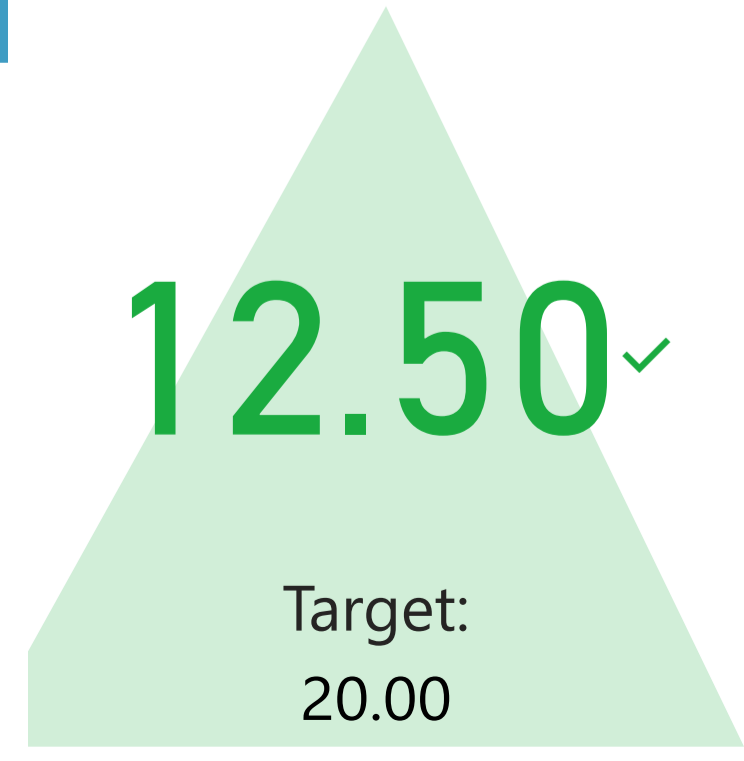
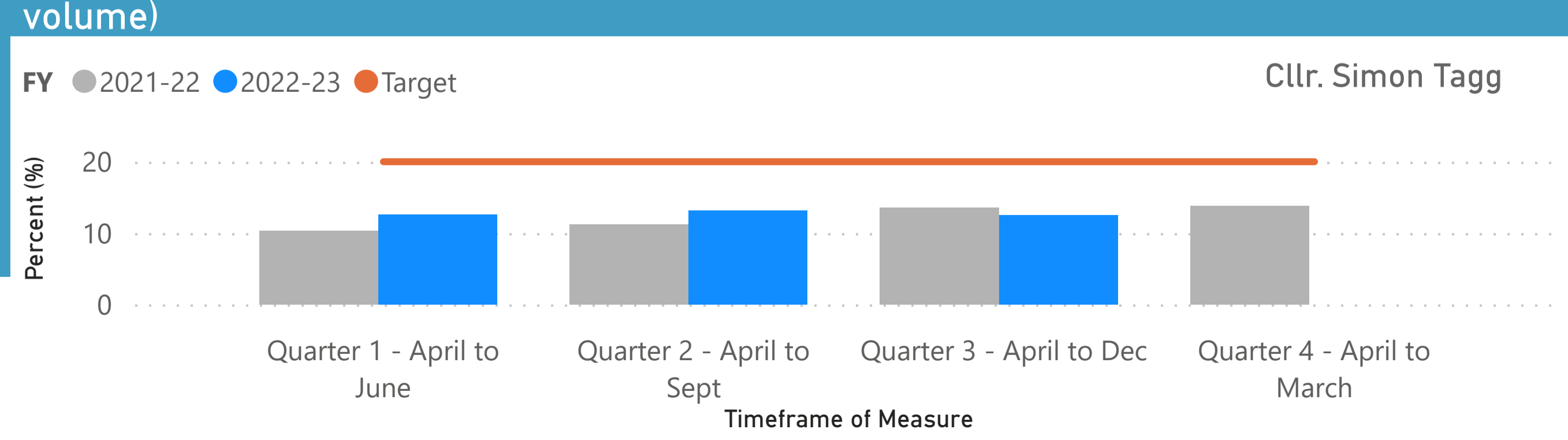


Not Required as Target Met

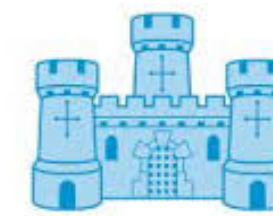
ID1.7 - % Unmet demand (number of calls not answered as a % of total call handling volume) Current Status SMART Actions if Off Target

Low
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend



Not Required as Target Met

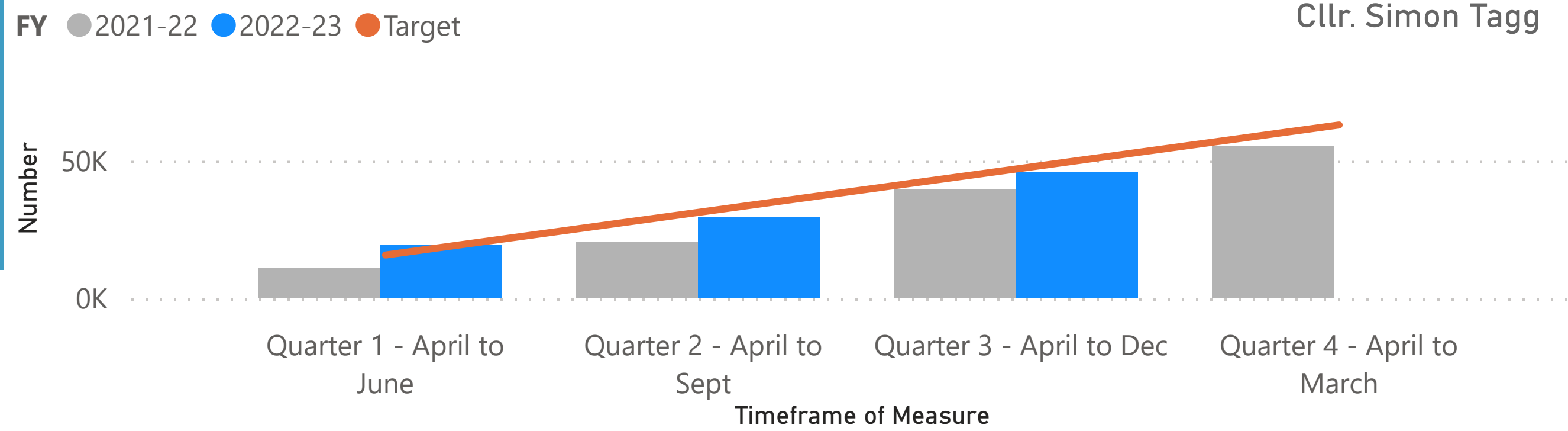


ID1.8 - Total number of digital online transactions

Current Status

SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)
Positive
Yearly Trend



45.69K
Target: 47.25K

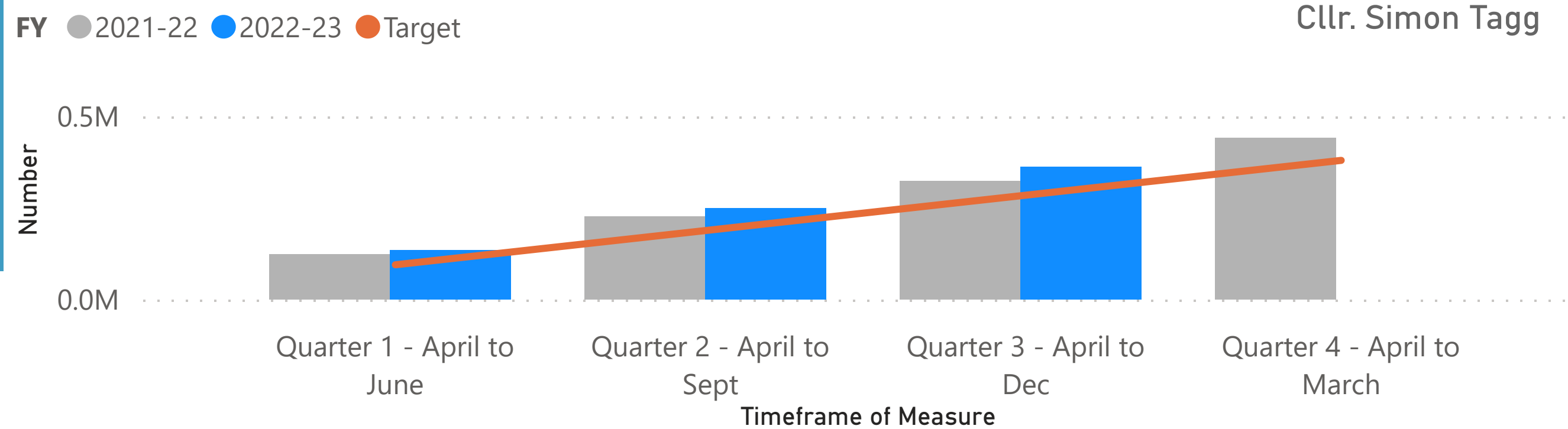
Off Target but improvement from last year's figures showing more digital transactions taking place and growth is relative to the target goal.

ID1.9 - Total number of unique users to the website

Current Status

SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)
Positive
Yearly Trend



361.80K
Target: 285.00K

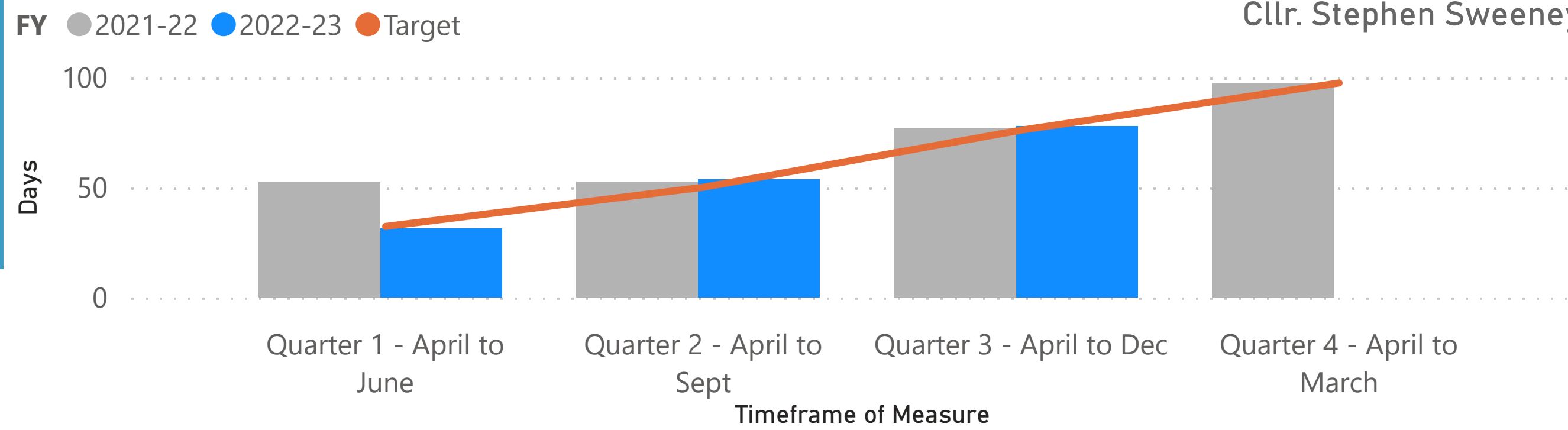
Not Required as Target Met

ID1.11 - Percentage of Council Tax collected

Current Status

SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)
Positive
Yearly Trend



77.70
Target: 76.08

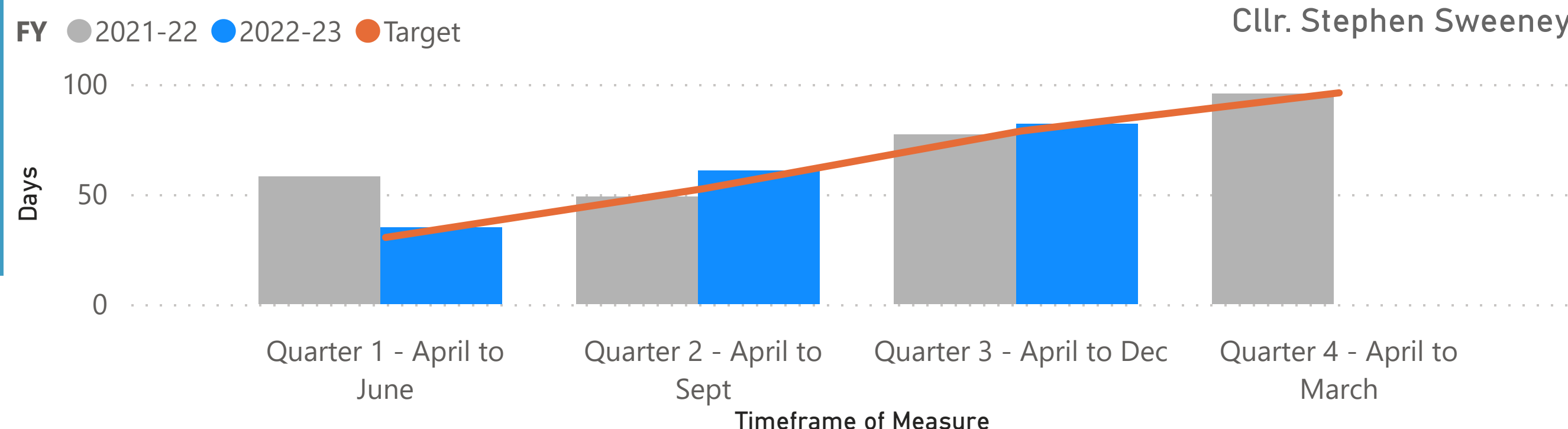
Not Required as Target Met

ID1.12 - Percentage of National non-domestic rates collected

Current Status

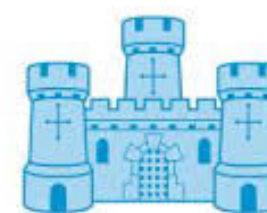
SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)
Positive
Yearly Trend

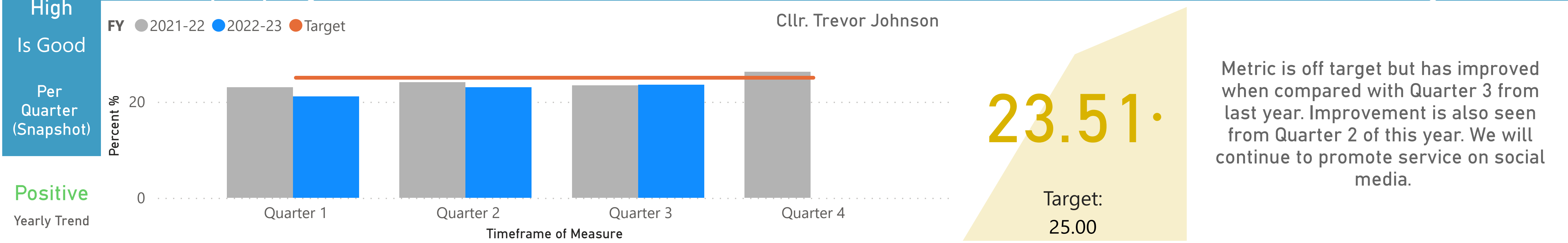


81.80
Target: 78.66

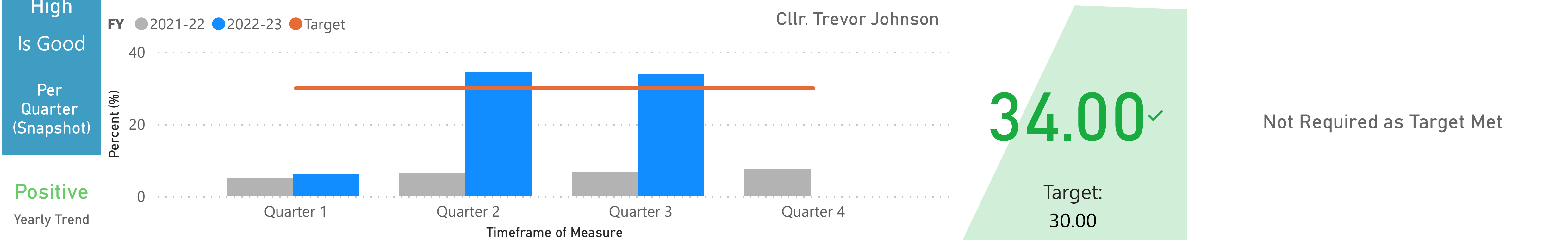
Not Required as Target Met



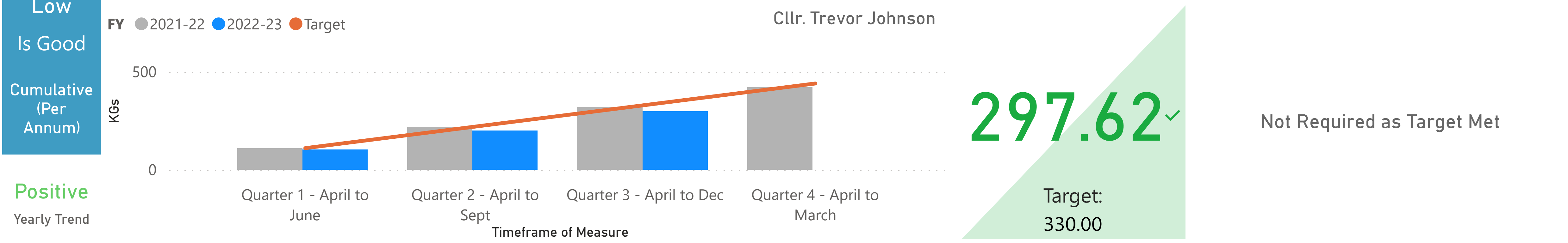
ID1.4a - Dry Recycling:- Household collections from the kerbside (%) Current Status SMART Actions if Off Target



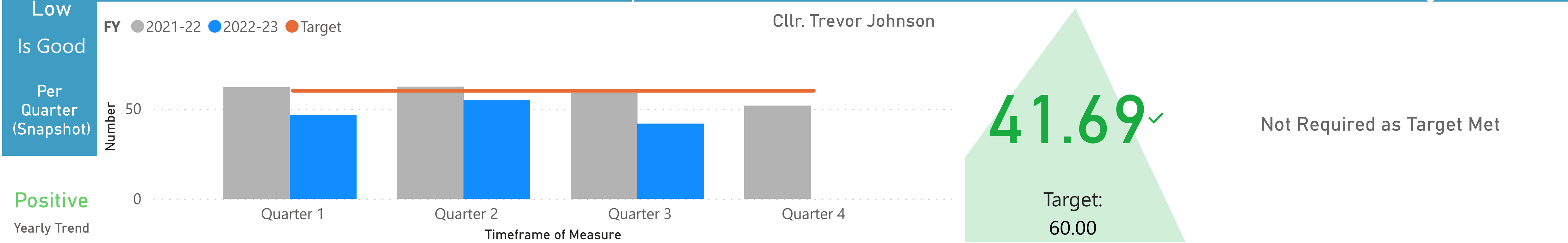
ID1.4b - Food:- Household collections from the kerbside (%) Current Status SMART Actions if Off Target

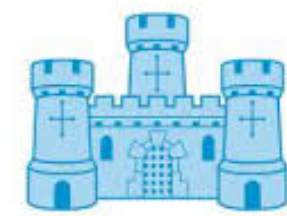


ID1.4c - Residual Waste per household:- Household collections from the kerbside (Kgs) Current Status SMART Actions if Off Target



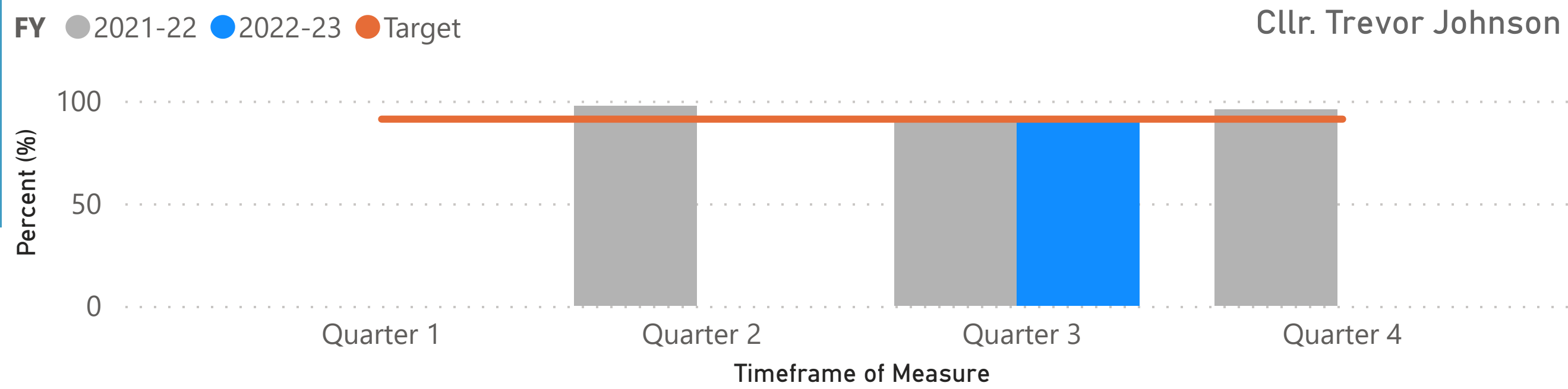
ID1.4d - Number of missed kerbside collections:- Total (per 100,000 collections) Current Status SMART Actions if Off Target





High
Is Good
Per
Quarter
(Snapshot)
Negative
Yearly Trend

ID1.5a - Litter: Levels of street and environment cleanliness (LEQ survey) free / predominantly free of litter



Cllr. Trevor Johnson

Current Status

90.00!

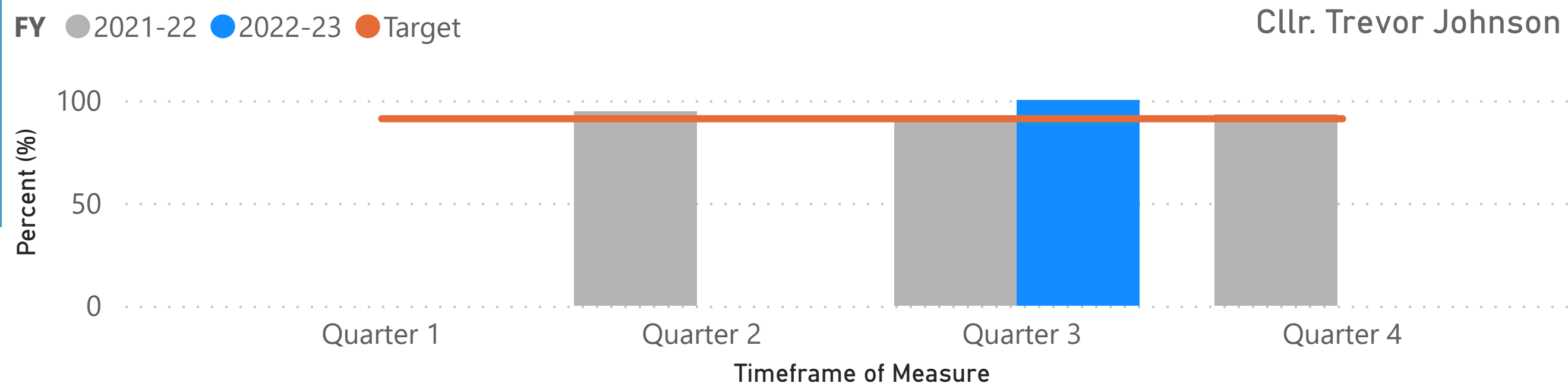
Target:
91.00

SMART Actions if Off Target

Off Target by 1% and under last year's measure by 1.73%. This is the first survey undertaken by the Council using the LAM's system as opposed to the former Keep Britain Tidy LEQ system. LAM's is far more in-depth, and covers grounds, which LEQ's did not. Moving forward the data from LAM's will provide far better management information of litter hot spot and trends, which can then be managed far more effectively. As we are now implementing BARTEC into streetscene, inspectors using the LAM's system will be able to raise a job digitally in the LAM's system which will raise a service request in BARTEC.

High
Is Good
Per
Quarter
(Snapshot)
Positive
Yearly Trend

ID1.5b - Detritus: Levels of street and environment cleanliness (LEQ survey) free / predominantly free of detritus



Cllr. Trevor Johnson

Current Status

100.00✓

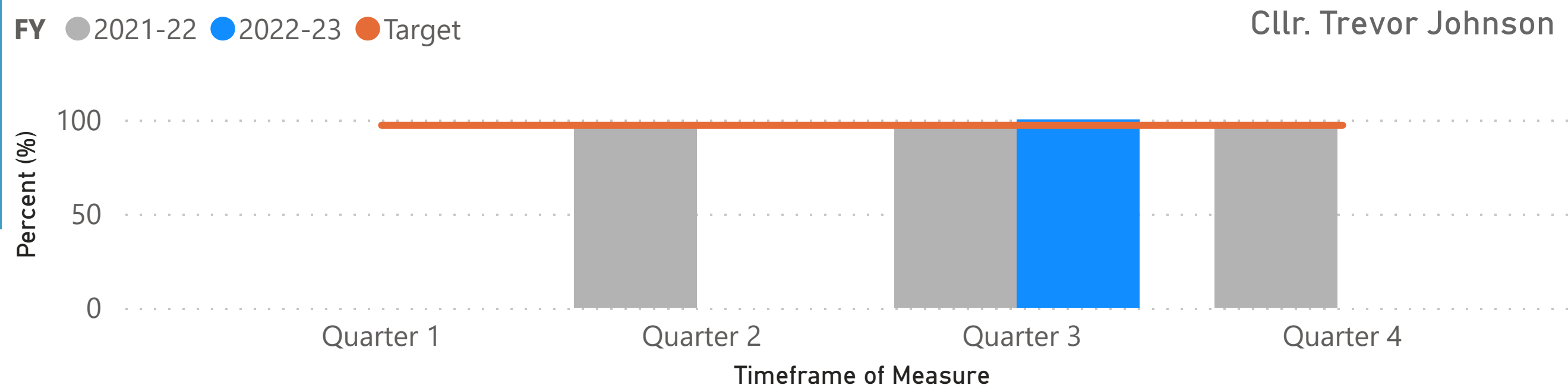
Target:
91.00

SMART Actions if Off Target

Data not available for Q1 or Q2 as this is the first survey undertaken by the Council using the LAM's system as opposed to the former Keep Britain Tidy LEQ system.

High
Is Good
Per
Quarter
(Snapshot)
Positive
Yearly Trend

ID1.5c - Graffiti: Levels of street and environment cleanliness (LEQ survey) free / predominantly free of graffiti



Cllr. Trevor Johnson

Current Status

100.00✓

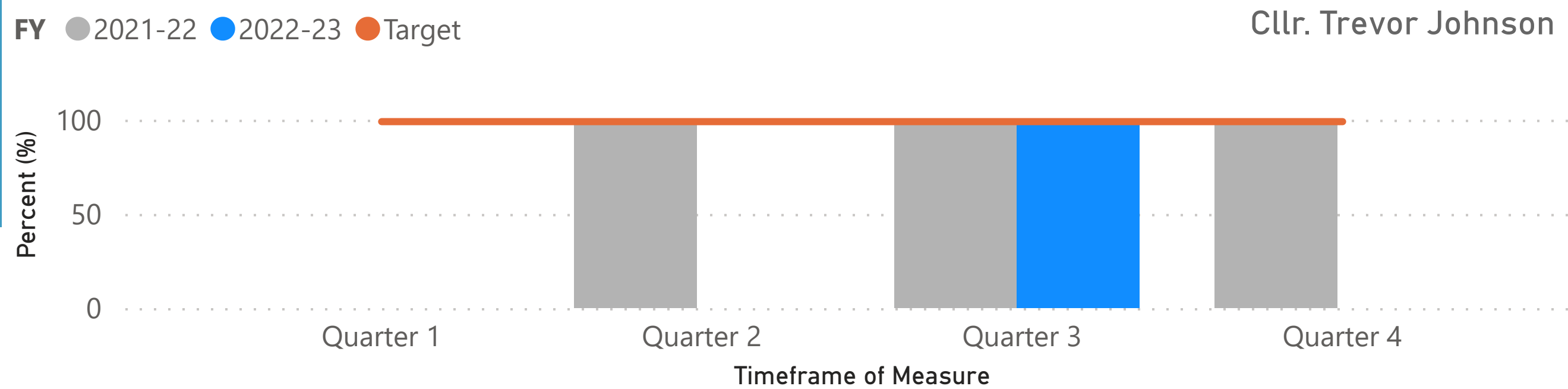
Target:
97.00

SMART Actions if Off Target

Data not available for Q1 or Q2 as this is the first survey undertaken by the Council using the LAM's system as opposed to the former Keep Britain Tidy LEQ system.

High
Is Good
Per
Quarter
(Snapshot)
Positive
Yearly Trend

ID1.5d - Fly-Posting: Levels of street and environment cleanliness (LEQ survey) free / predominantly free of fly-posting



Cllr. Trevor Johnson

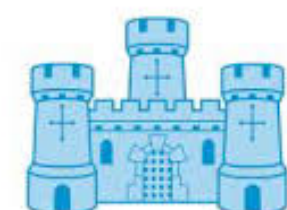
Current Status

100.00✓

Target:
99.00

SMART Actions if Off Target

Data not available for Q1 or Q2 as this is the first survey undertaken by the Council using the LAM's system as opposed to the former Keep Britain Tidy LEQ system.

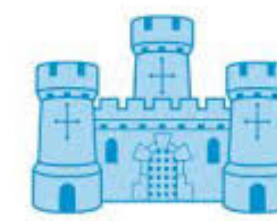


Project Status Split for Priority 1.

Project/Action is Progressing as Expected

5

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Simon Tagg	1. Strategy, People and Performance 2. All services	Deliver a Workforce Strategy	Develop professional talent across the Council and provide opportunities for staff to grow their careers	✔ Project/Action is Progressing as Expected	A workforce strategy is in design with initial focus on growing our own and apprenticeships.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. IT and Digital 3. Neighbourhoods 4. All (digital enablement)	Deliver the One Council Programme	Ensure our services are efficient and accessible	✔ Project/Action is Progressing as Expected	The One Council Programme continues on track for Q3 with financial savings projected in line with the MTFS. Improvements continue to be made regarding the processes used by the Customer Service hub which has led to an increased uptake of digital opportunities and improved customer service and call data. Services across the council are engaging with the process improvement and redesign initiatives which will directly impact on quality and efficiency of services we provide.
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Finance 3. Legal & Governance	Identify and deliver opportunities to generate income from commercial development	Ensure strong financial discipline across the Council	✔ Project/Action is Progressing as Expected	1. The museum is trialling new events with varying charges to attract a wide range of audiences. 2. The Bereavement service has introduced a menu of options to suit those booking funerals and are working on new memorial options especially at Bradwell Crematorium delivery of new memorial and service enhancements at the Crematorium 3. Investigations are taking place for a solar array at Keele.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. All services	Work with our communities to ensure services reflect local need	Work with our communities to ensure services reflect local need	✔ Project/Action is Progressing as Expected	The Strategy team are actively using data from our communities to ensure that services are designed with outputs and KPIs being set with the needs of the residents in mind.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. neighbourhoods 3. Regulatory	Work with partners to deliver the best for our communities	Work with partners to deliver the best for our communities	✔ Project/Action is Progressing as Expected	The Newcastle Partnership is focused on delivering against community wide and common needs. We are working together to ensure our response to the increased Cost of Living is supportive and wide reaching. Council services are engaged with cross cutting themes, particularly in response to vulnerability, safety and Town Centres experience through improvements made to the Neighbourhood Delivery process and structure.



Priority 2: Performance Indicators Current Status



Corporate Aim (Priority)	Number of Indicators
Priority 2: A Successful and Sustainable Growing Borough	6

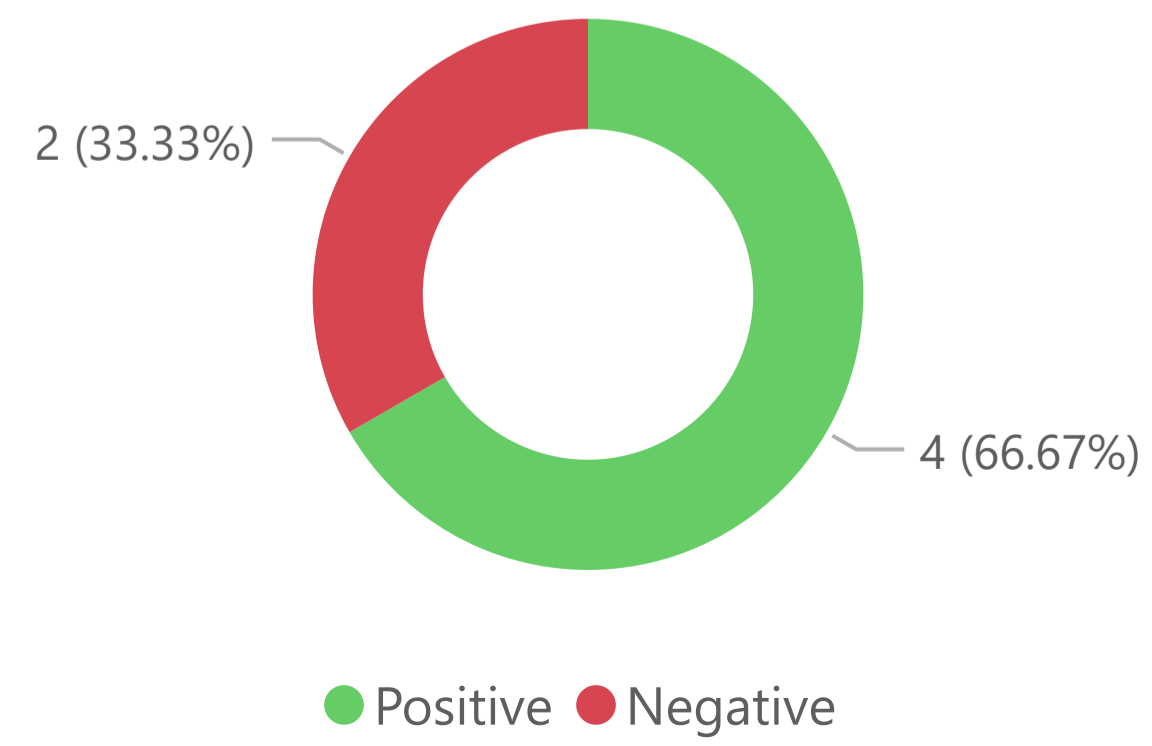
Smart Narrative

Within Priority 2 there are no contextual performance indicators.

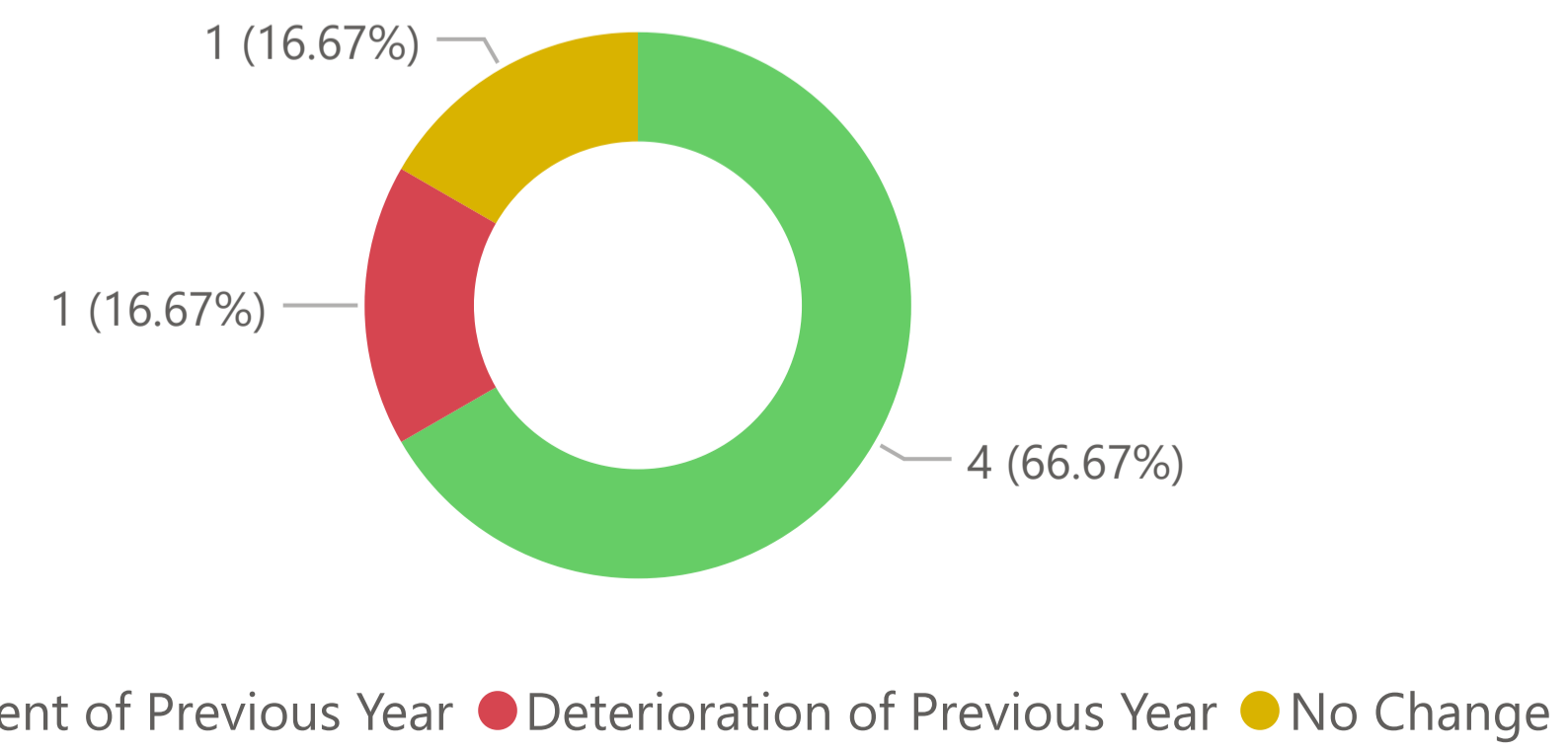
The 6 Indicators within Priority 2 with set targets, 83% met their target this quarter. 3 of those indicators which had met their target had improved from last year. 1 indicator showed a negative trend and 1 indicator showed no change when compared to the same time period last year.

Only 1 indicator was off target (ID2.6) however this metric showed a positive trend when being compared to the same time period last year. ID 2.6 shows this positive trend due to no reporting being available for 2021/22. The detail of this is shown in the following pages of the report.

Priority 2: Qtr.3 Trend Direction of PI's Compared to Previous Quarter



Priority 2: Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





ID2.1 - Percentage of investment portfolio vacant (NBC owned)

Current Status

SMART Actions if Off Target

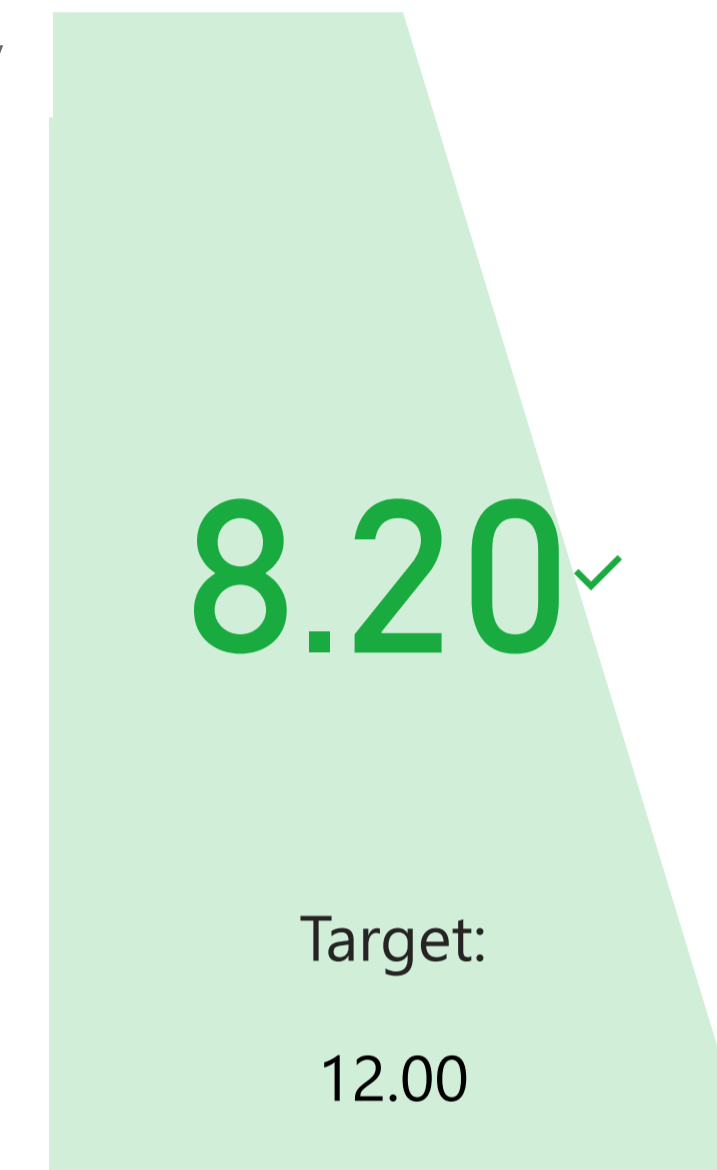
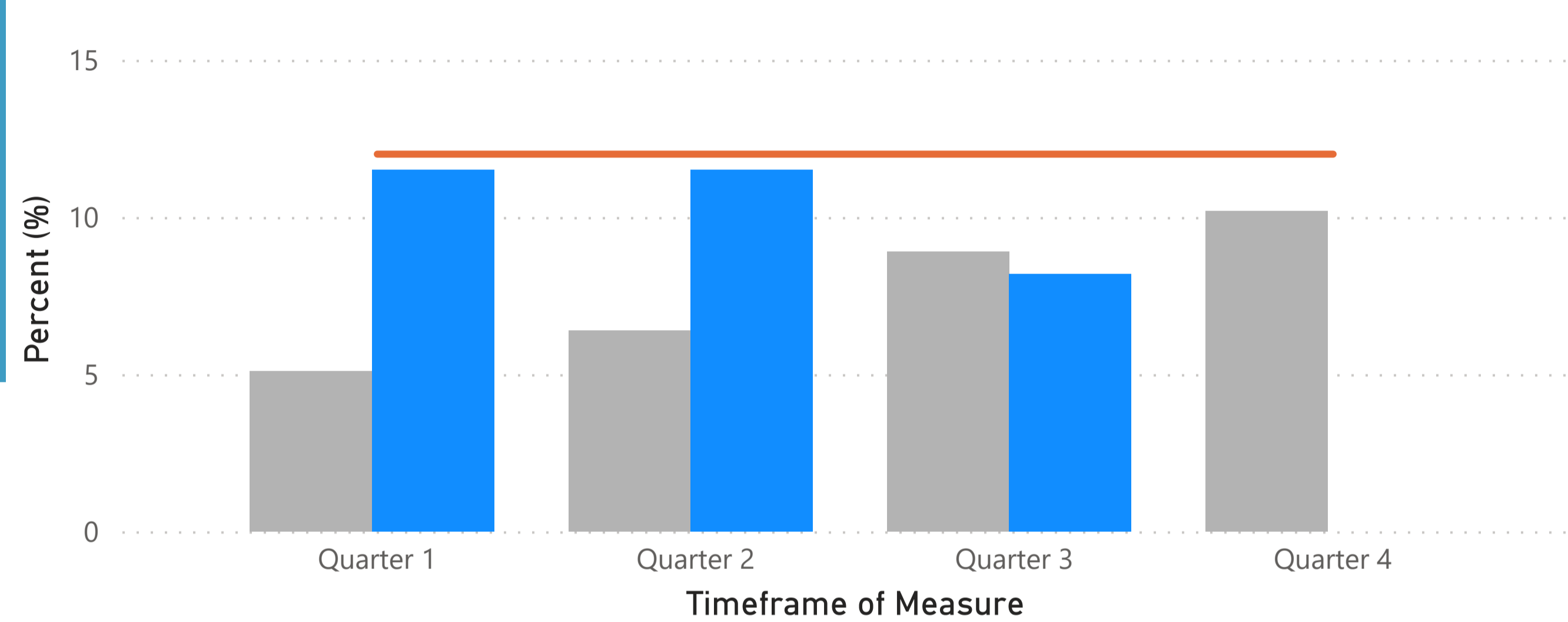
Low
Is Good

Per
Quarter
(Snapshot)

Positive
Yearly Trend

FY ● 2021-22 ● 2022-23 ● Target

Cllr Stephen Sweeney



Not Required as Target Met

ID2.6 - Percentage of complainants informed within the required timescales of any action to be taken about alleged breaches of planning control

Current Status

SMART Actions if Off Target

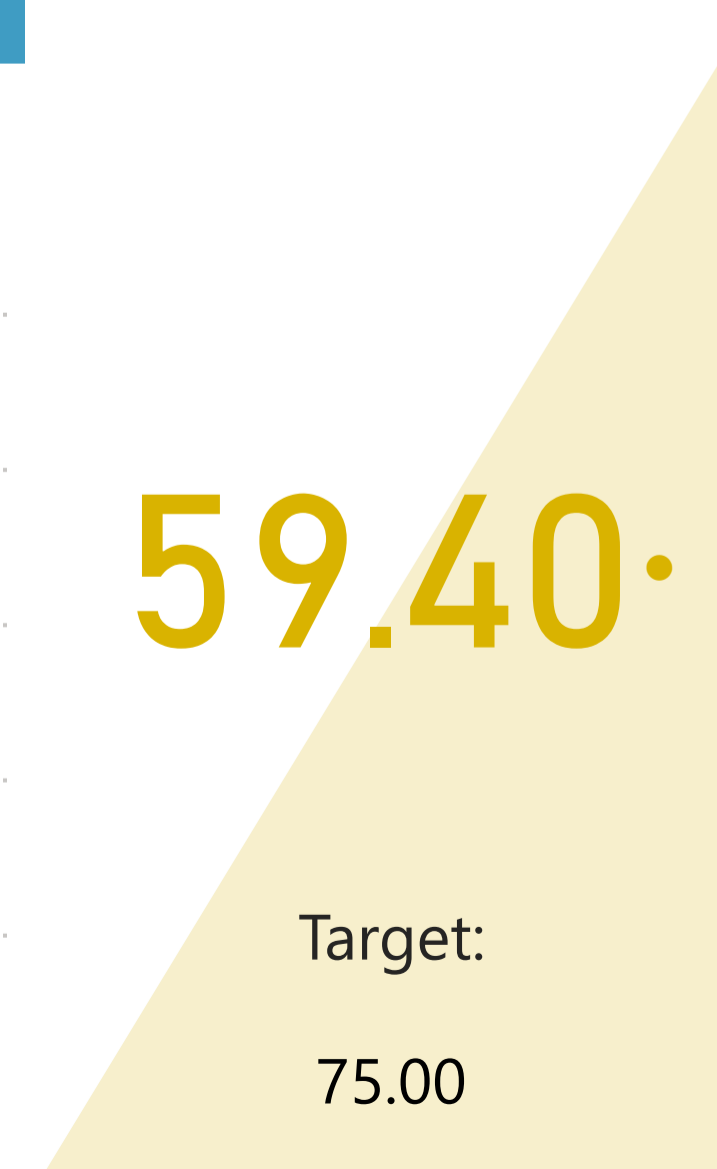
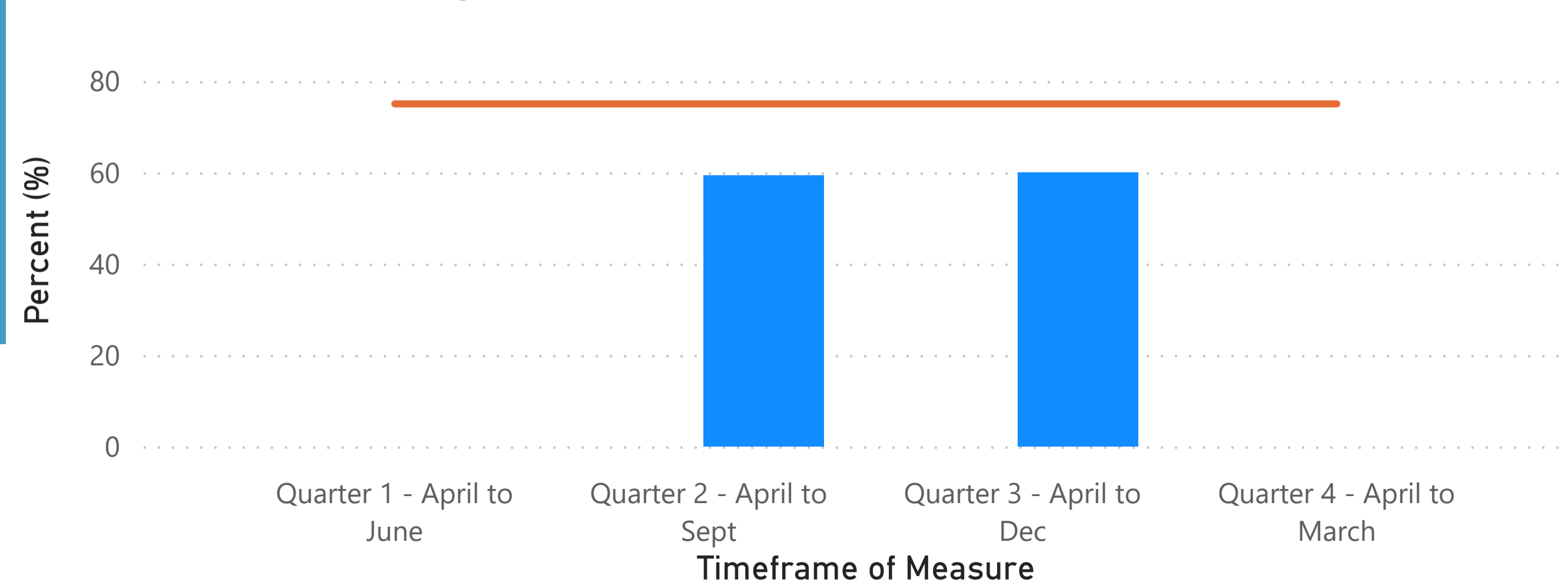
High
Is Good

Cumulative
(Per
Annum)

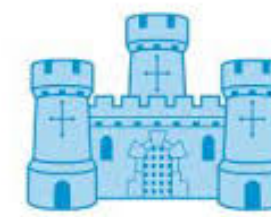
Positive
Yearly Trend

FY ● 2021-22 ● 2022-23 ● Target

Cllr. Andrew Fear



New metric for 2022/23 so no comparison from previous years available - The number of complaints received remain high. A review is currently being undertaken of the enforcement policy and procedures including the resource levels required. The service is also currently under review as part of the 'One Council' approach.

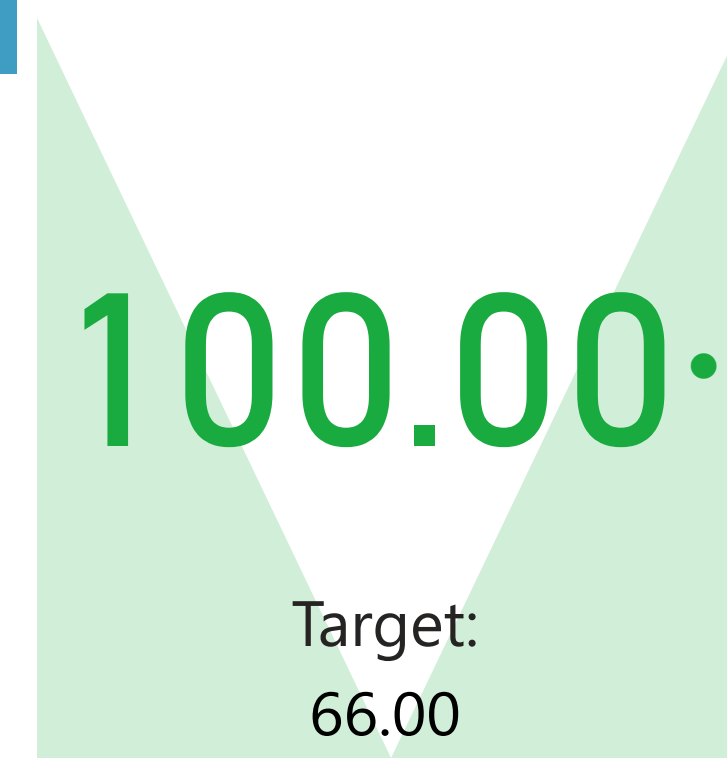
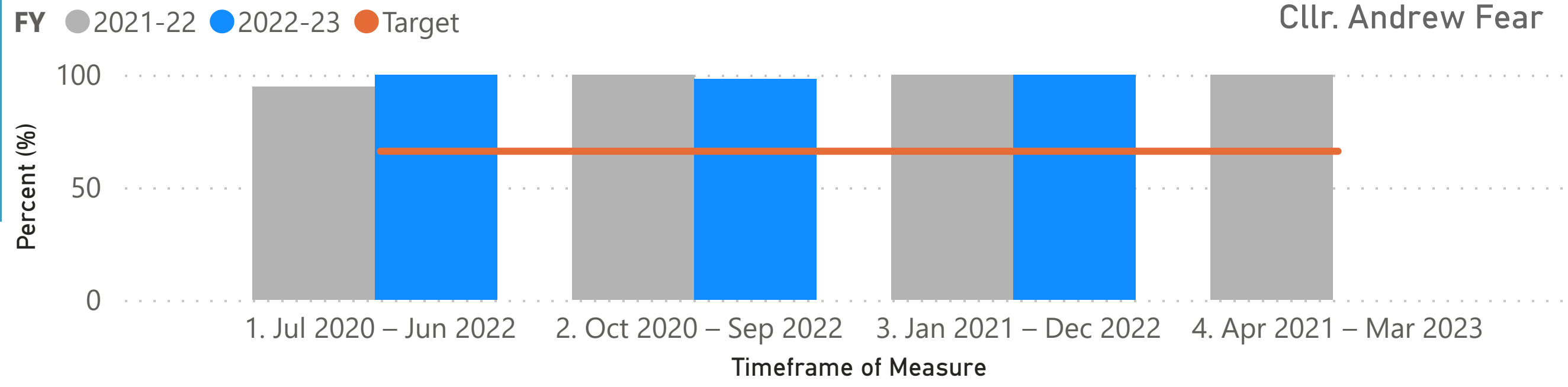


High
Is Good
Planning

ID2.2 - Speed of major development applications (P151a - 24 Month Rolling Period up to End of Each Quarter)

Current Status SMART Actions if Off Target

No Change
Yearly Trend



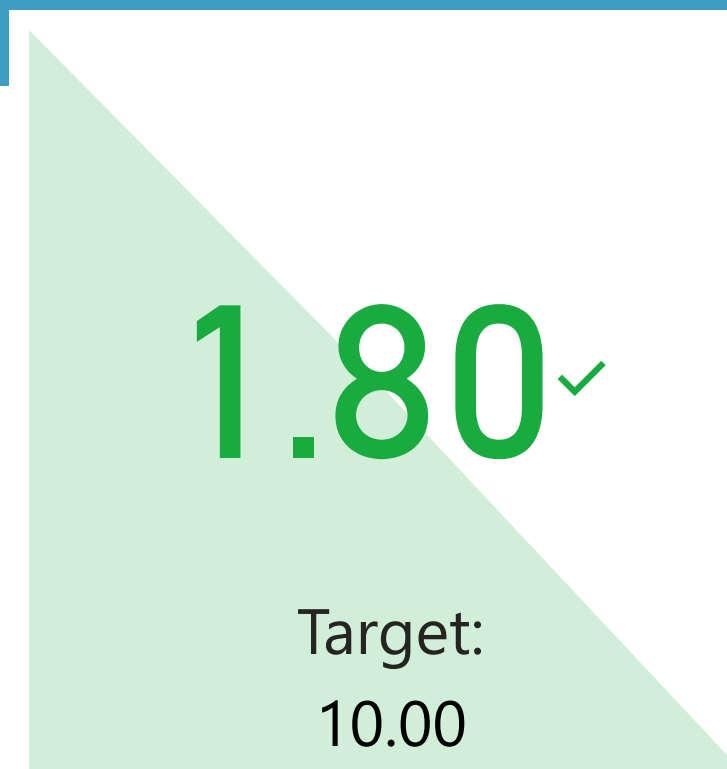
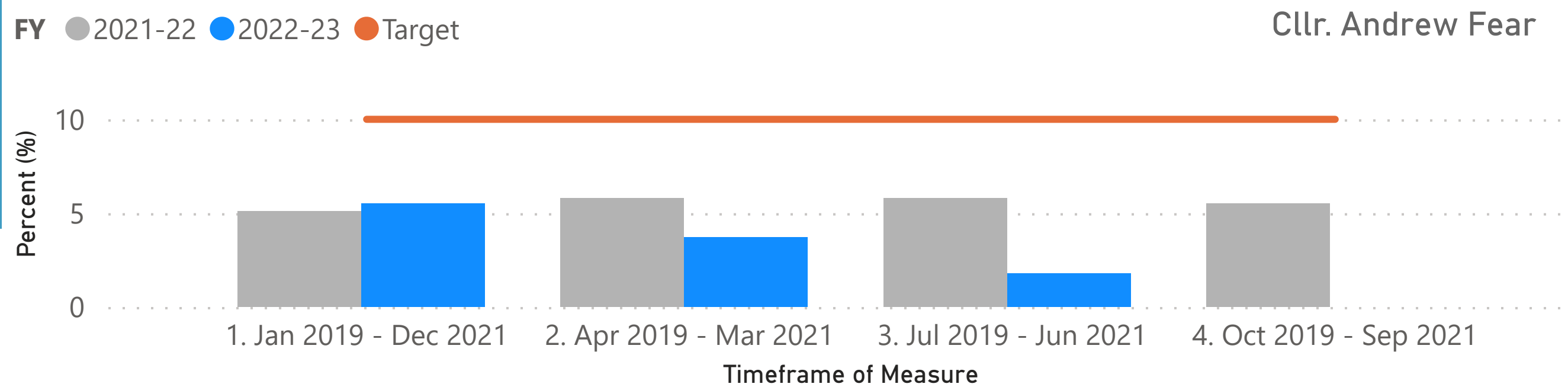
Measure shown is the % within 13 weeks or within agreed time - Central Gov metric which measures a rolling time period of 24 months - Newest metric shows the following time period Jan 2021 - Dec 2022

Low
Is Good
Planning

ID2.3 - Quality of major development applications (P152a - 24 Month Rolling Period - See SMART Actions)

Current Status SMART Actions if Off Target

Positive
Yearly Trend



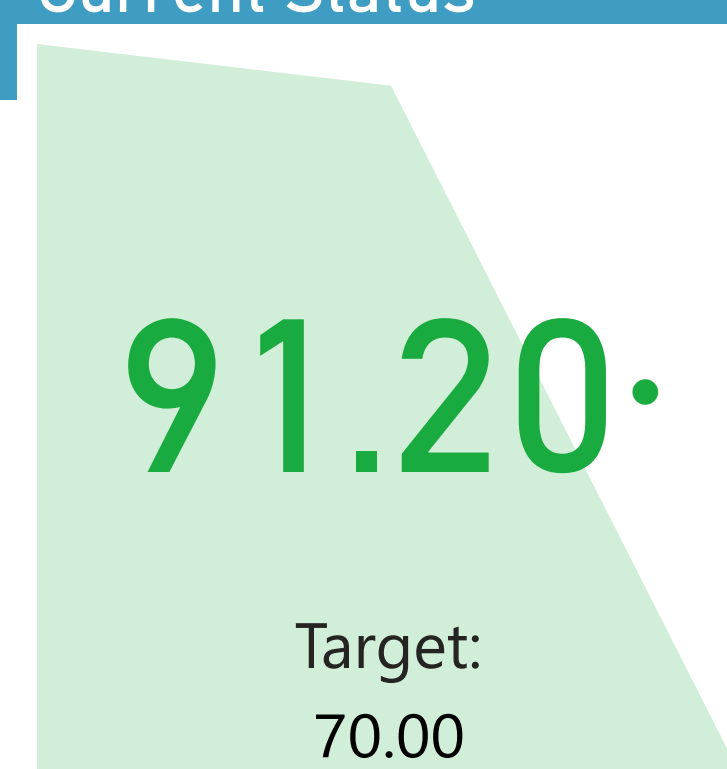
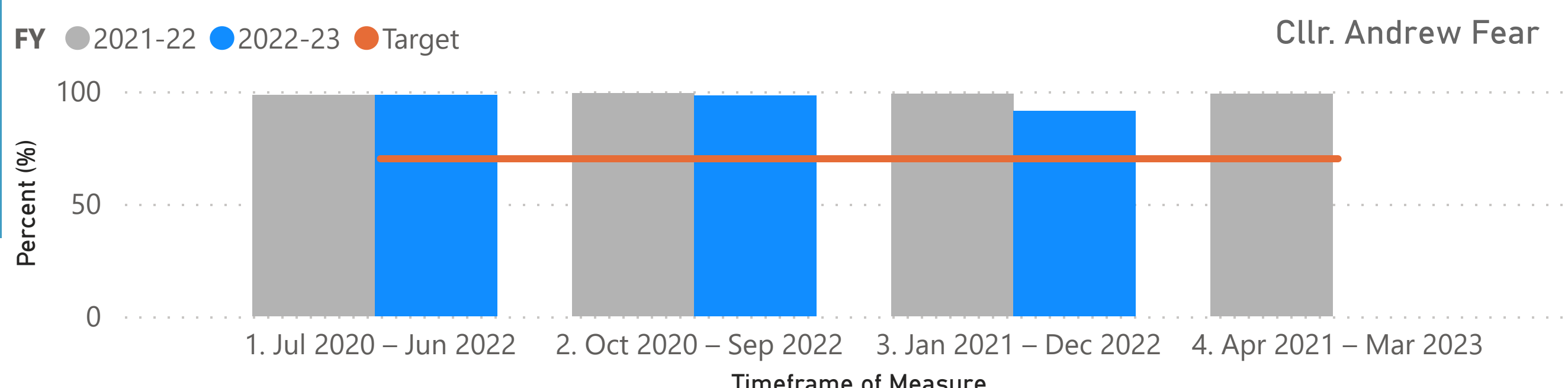
Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period July 2019 - June 2021

High
Is Good
Planning

ID2.4 - Speed of non-major development applications (P153 - 24 Month Rolling Period up to End of Each Quarter)

Current Status SMART Actions if Off Target

Negative
Yearly Trend



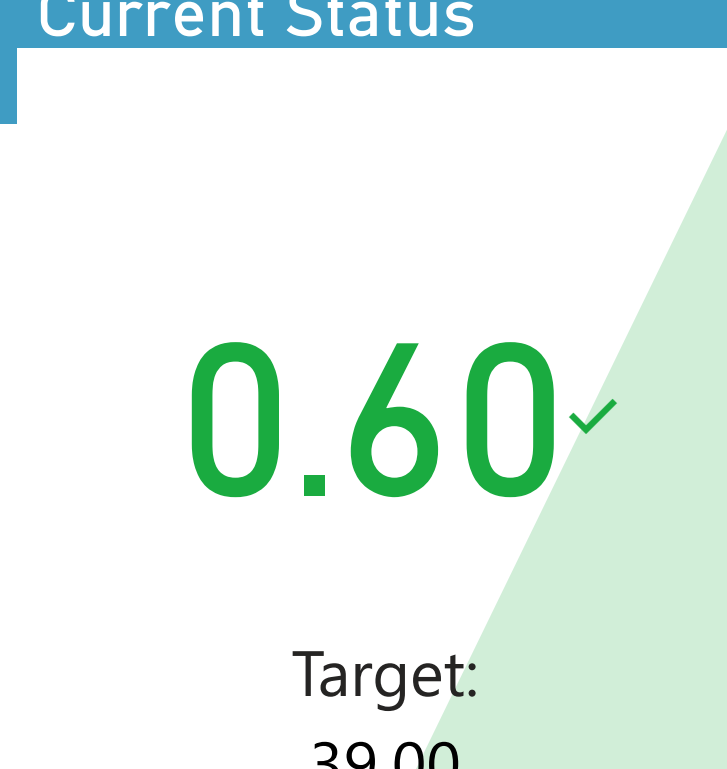
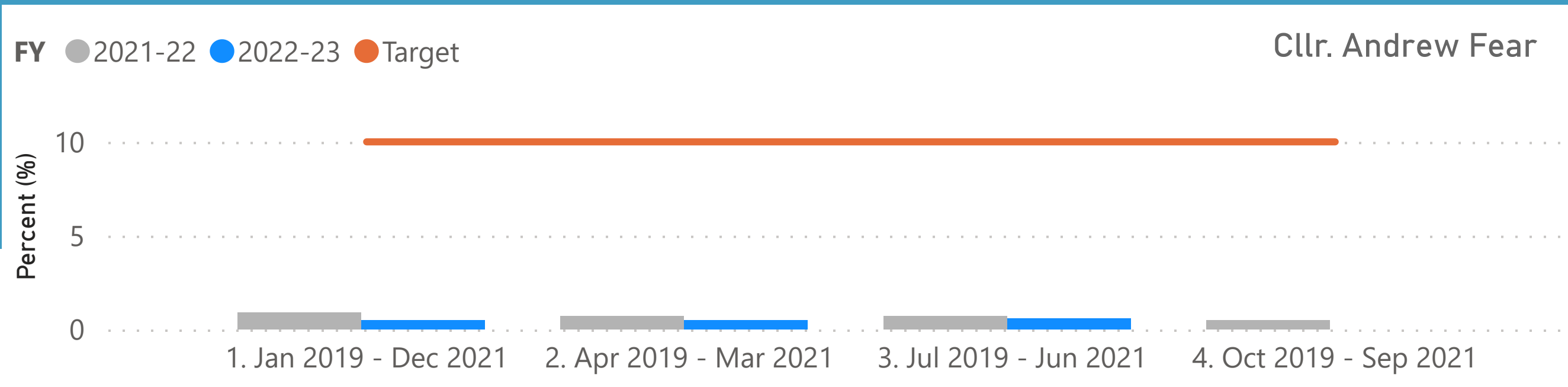
Measure shown is the % within 8 weeks or within agreed time - Central Gov metric which measures a rolling time period of 24 months - Newest metric shows the following time period Jan 2021 - Dec 2022

Low
Is Good
Planning

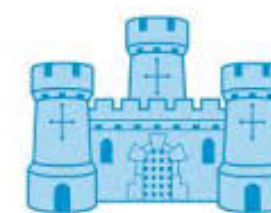
ID2.5 - Quality of non-major development applications (P154 - 24 Month Rolling Period - See SMART Actions)

Current Status SMART Actions if Off Target

Positive
Yearly Trend



Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period July 2019 - June 2021

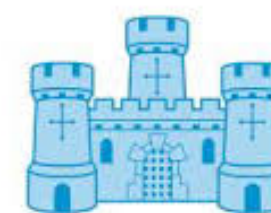


Project Status Split for Priority 2.

Project/Action is Progressing as Expected

9

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Trevor Johnson	1. Neighbourhoods	Protect our parks and green spaces for future generations	Ensuring that the Council's operations are carbon neutral by 2030	✔ Project/Action is Progressing as Expected	The Open Space Strategy has been refreshed and updated and local standards are in place for the provision of parks and green spaces. Carbon capture sites have been identified as part of the ongoing Urban Tree Planting Strategy and the latest phase of tree planting is in progress, with completion due by 31st March 2023. The next phase is programmed for winter 2023/24
Cllr. Gill Heesom	1. Regulatory 2. Legal & Governance	Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live	Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live	✔ Project/Action is Progressing as Expected	Secured £500k from Department for Business Energy and Industrial Strategy to passport to Aspire to retrofit 38 properties with energy efficiency measures. Through joint working with Aspire mobilised 6 housing led supported units for rough sleepers with complex needs. Removed 41 category 1 hazards to health and 28 category 2 hazards to health from privately rented properties. 21 empty properties brought back into use as homes. 84 Disabled Facility Grants completed. Energy Efficiency ECO4 scheme launched to facilitate home improvements.
Cllr. Trevor Johnson	1. Sustainable Environment 2. All	Deliver the Sustainable Environment Strategy	Ensuring that the Council's operations are carbon neutral by 2030	✔ Project/Action is Progressing as Expected	Good progress is being made against the councils SES. Sustainability training to all staff and members is over 70% complete, and is on target for being fully completed by the end of March 2023. Procurement is complete and a contract is now ready to sign for a consultant to help write and fully cost our 'RoadMap' to net zero by 2030 for the Council's own estate and operations. The Council's HGV fleet is now being powered by Hydrotreated Vegetable Oil (HVO) which will reduce Co emissions by over 90%.
Cllr. Trevor Johnson	1. Regulatory 2. Neighbourhoods	Secure a successful resolution to the Walley's Quarry odour problem.	Protecting our communities by improving how we use our enforcement powers.	✔ Project/Action is Progressing as Expected	Following an intensive mediation process, guided by a former Supreme Court Judge, the Council and Walley's Quarry Ltd (WQL) have settled this dispute, with the court ratifying that agreement rather than hearing the entire case. This settlement is hugely significant for the community. It means that an Abatement Notice is now in place requiring WQL to abate the odour nuisance off site, and to prevent a re-occurrence of a Statutory Nuisance. This reflects the extent of the Council's powers, and provides a route to further action in the future should there be a reoccurrence of any significant odour problems. A range of agreed additional outcomes – including access to information about activities on the site – provide significant added value for the community compared to the likely outcome of a successful court process which would have been limited to putting the Abatement Notice in place and addressing costs. The Council will continue to actively monitor the prevalence of odours off site and in the event that there are further instances of Statutory Nuisance identified by the Council, the Council's Enforcement Policy will guide the process to be followed which could, ultimately, result in the Council seeking permission from the Secretary of State for the Environment to prosecute. This permission is required as the Environment Agency is primarily responsible for regulating this site.



Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Andrew Fear	1. Planning 2. Legal & Governance	Delivering the Newcastle Local Plan	Support the sustainable development of our towns and villages	✔ Project/Action is Progressing as Expected	A detailed NUL project plan has been produced following advice from PAS (Planning Advisory Service) and is currently being updated in line with data/commissioned evidence timelines in preparation for a Spring Reg 18 Public Consultation in line with the Adopted Local Development Scheme. Team resource considerations have been highlighted.
Cllr. Stephen Sweeney	Commercial Delivery	Delivering the £16m Kidsgrove Town Deal, including: Facilitating the Chatterley Valley Enterprise Zone development to deliver 1700 quality jobs for local people; Enhancing Kidsgrove Railway Station and access to the local canal network; Developing a Shared Service Hub with key partners.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	All projects approved for delivery by DLUHC. Kidsgrove Sports Centre project is complete. Construction of the access road at Chatterley Valley is underway. Kidsgrove Railway station and Canal Improvement projects are at the design stage. Grant Funding Agreements are in the process of being developed and signed with East Midlands Railway, Canal & River Trust and Network Rail respectively. The Shared Service hub project is under development with the project sub group.
Cllr. Stephen Sweeney	Commercial Delivery	Delivering the £23m Newcastle Town Deal, including: Development of key gateway sites including the 'Zanzibar' and Midway; Connecting residents and businesses to skills training for the digital world; Improving bus, cycling and walking infrastructure; Delivering a circus-themed performing arts Centre; Building more than 400 homes in Knutton and Chesterton.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	Eight of the Nine Newcastle Town Deal projects have been approved by DLUHC with one remaining project to be submitted in Q1 2023. Application for planning permission on a number of the projects are expected in Q1 2023. Further community consultation has been held in Knutton on aspects of the Knutton Village Masterplan. Grant Funding Agreements are being negotiated with a number of delivery partners to enable project progress in 2023.
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Neighbourhoods	Delivering the £4.8m Uk Shared Prosperity Fund programme, including: Improving the town centre; Supporting culture and heritage; Skills development for local people; Supporting the most vulnerable people.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	Shared Prosperity Fund Investment Plan approved by the SPF Board in December 2023. Contracting and delivery routes are being finalised and progressed.
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Strategy, People and Performance 3. Finance	Continue to bid for government funding to support the borough's ambitions, including the further development of Keele Science and Innovation Park and the University Growth Corridor.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	Successful bids for Future High Street Fund, two Town Deals and approval of the Shared Prosperity Fund Investment Plan. Awaiting the outcome of a Levelling Up Fund 2 bid, which is due to be announced in January 2023.
Cllr. Trevor Johnson	1. Sustainable Environment 2. All	Play an active role in the Staffordshire Sustainability Board	Secure a carbon neutral Borough by 2050	✔ Project/Action is Progressing as Expected	The Council is playing a key role in the Staffordshire Sustainability Board, supporting a number of working groups set up to help deliver the 10 base pledges agreed by the board, and approved by the Councils Cabinet. Cabinet have also approved support for the County Councils Electric Vehicle Strategy (EV) and joint Communications Strategy at the January Cabinet meeting. The Council is also working jointly with the County Council to procure food waste treatment services across the County, using Newcastle's food waste as base tonnage, which supports one of the key actions of the 10 base pledges.



Priority 3: Performance Indicators Current Status

N/A	Target Met
11	3

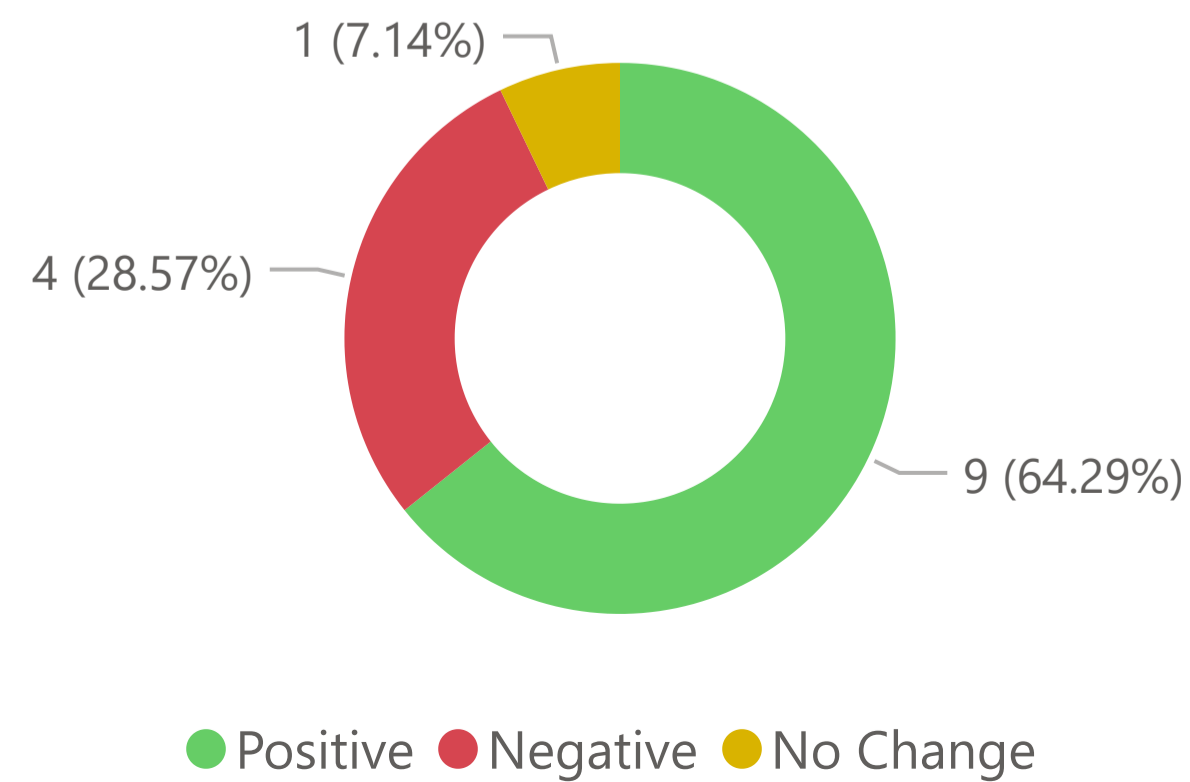
Corporate Aim (Priority)	Number of Indicators
Priority 3: Healthy, Active and Safe Communities	14

Smart Narrative

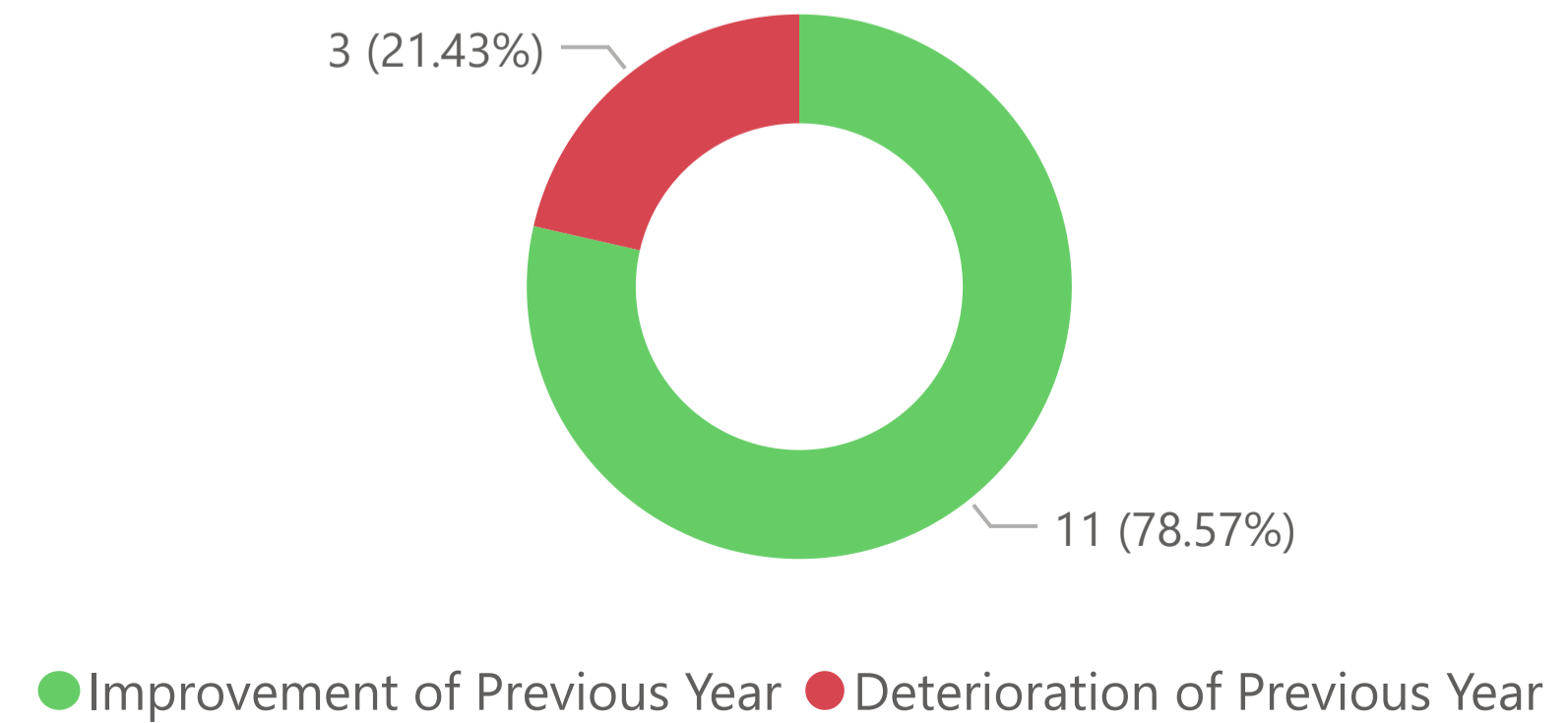
Within Priority 3 there are 11 contextual performance indicators which do not have set targets but are compared to last years outturn. Of these indicators 8 showed an improvement when compared to the same quarter last year. The remaining 3 indicators showed a negative trend.

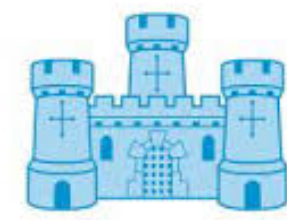
Of the 3 indicators with set targets, 100% of these met their target this quarter. All of the indicators which met their targets also showed an improvement when being compared to last years measure for the same time period.

Priority 3: Qtr.3 Trend Direction of PI's Compared to Previous Quarter



Priority 3: Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





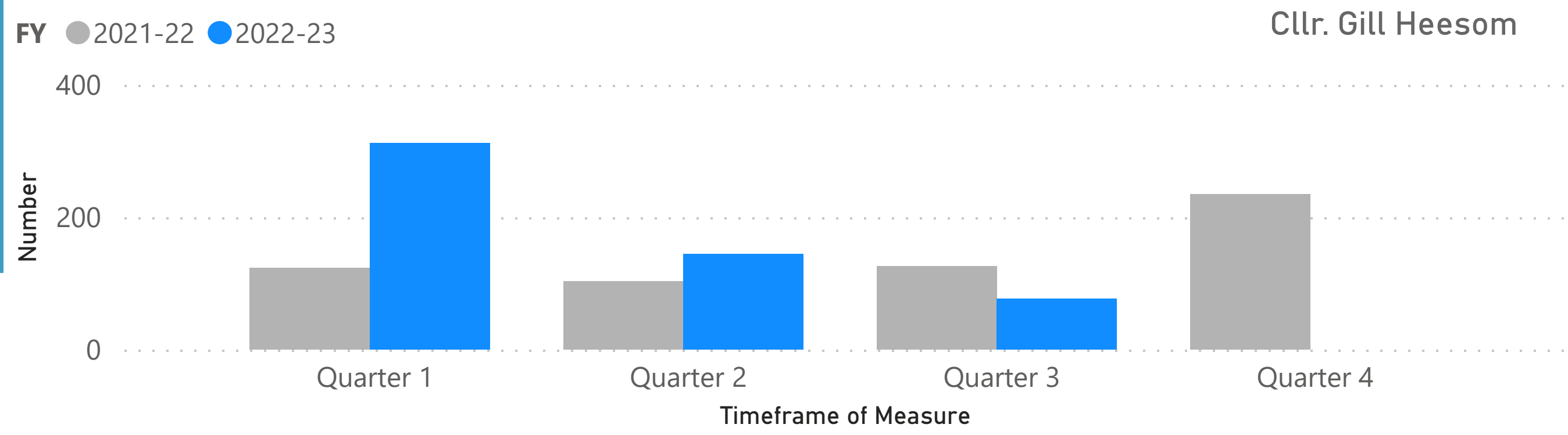
ID3.1a - Anti-Social Behaviour (ASB) cases - New cases received during the quarter

Current Status

SMART Actions if Off Target

Low
Is Good
Per
Quarter
(Snapshot)

Positive
Yearly Trend



Continue partnership working to reduce ASB new cases.

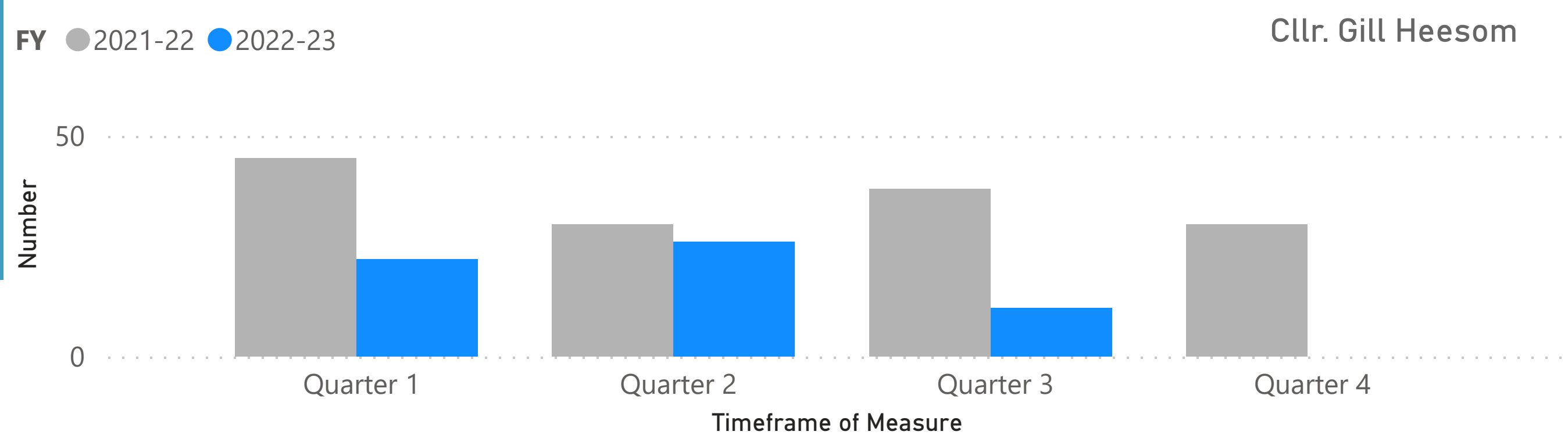
ID3.1b - (ASB) cases - Current open cases at the end of the quarter

Current Status

SMART Actions if Off Target

Low
Is Good
Per
Quarter
(Snapshot)

Positive
Yearly Trend



Continue partnership working to reduce ASB and ensure any complaints are dealt with efficiently and effectively in a timely manner

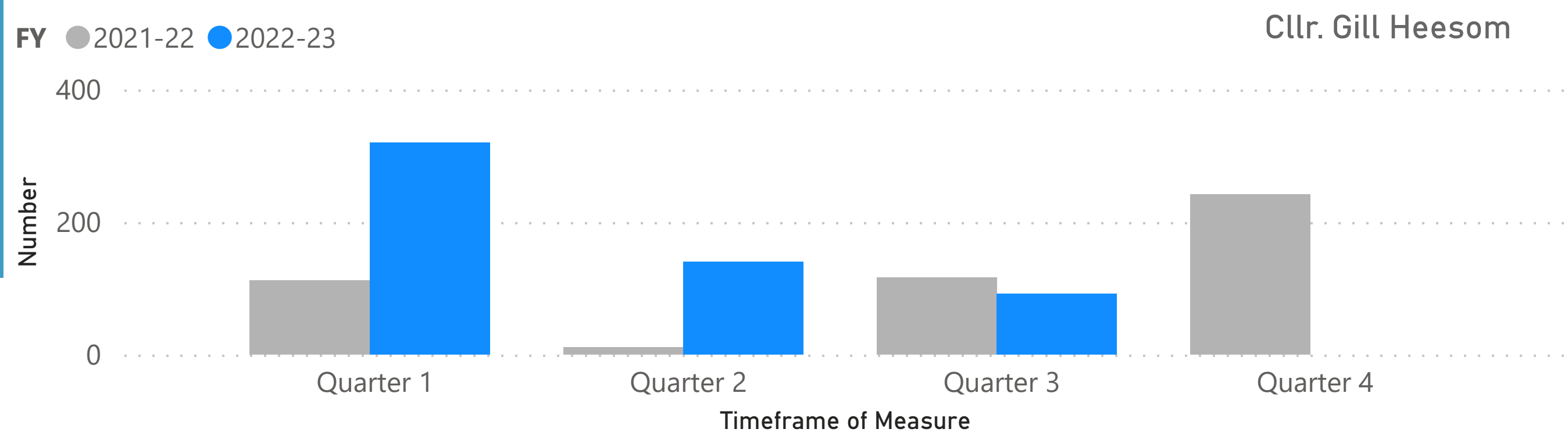
ID3.1c - (ASB) cases - Cases closed in the quarter

Current Status

SMART Actions if Off Target

High
Is Good
Per
Quarter
(Snapshot)

Negative
Yearly Trend



Continue partnership working to reduce ASB and ensure any complaints are dealt with efficiently and effectively in a timely manner. The total closed cases is relative to the drop in new and remaining open cases of ASB in the borough suggesting an overall decline in ASB Cases.

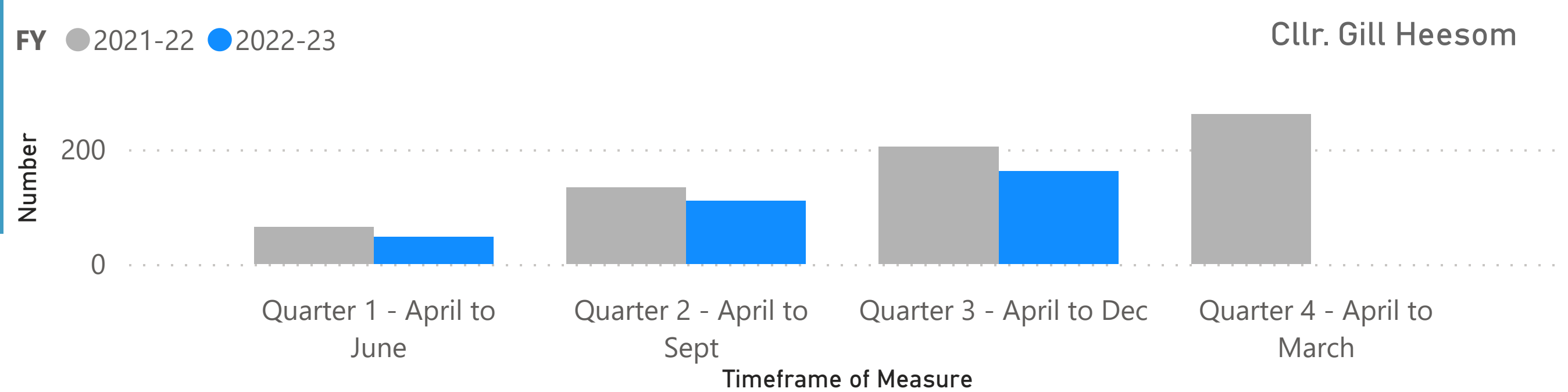
ID3.2 - Number of referrals made regarding vulnerability by participating organisations at the Daily Hub

Current Status

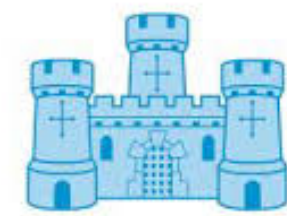
SMART Actions if Off Target

Low
Is Good
Cumulative
(Per
Annum)

Positive
Yearly Trend



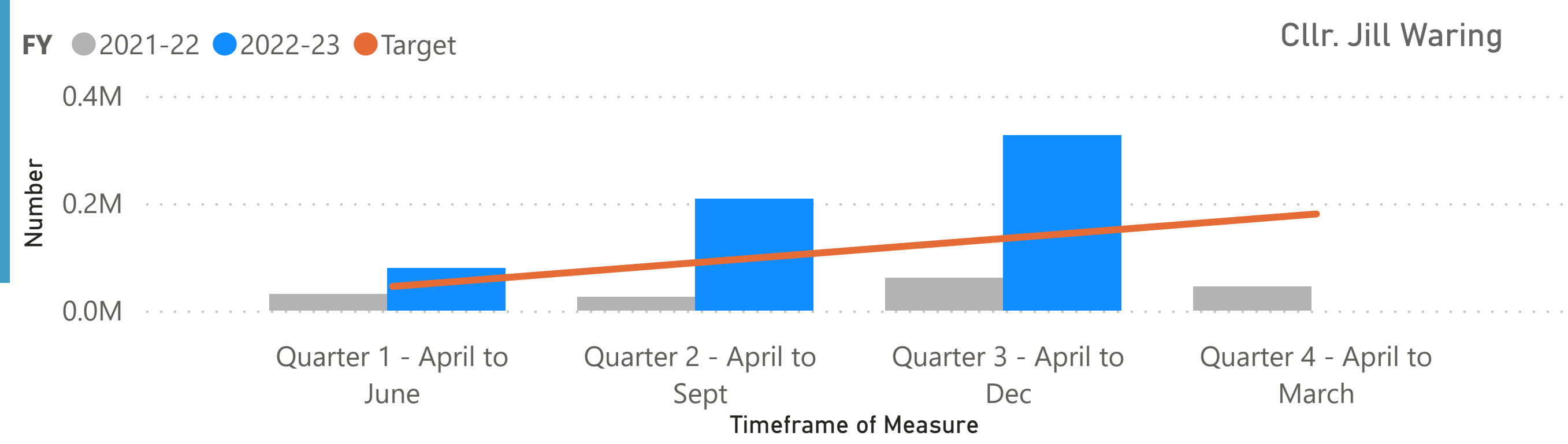
We continue to see a number of referrals in relation to hoarding and self-neglect. We have also seen an increase in referrals where debt is having a big impact on people's mental health. We anticipate an increase post-Christmas.



ID3.3 - Number of People Accessing the Museum's collections online and in person Current Status SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend



326.01K ✓

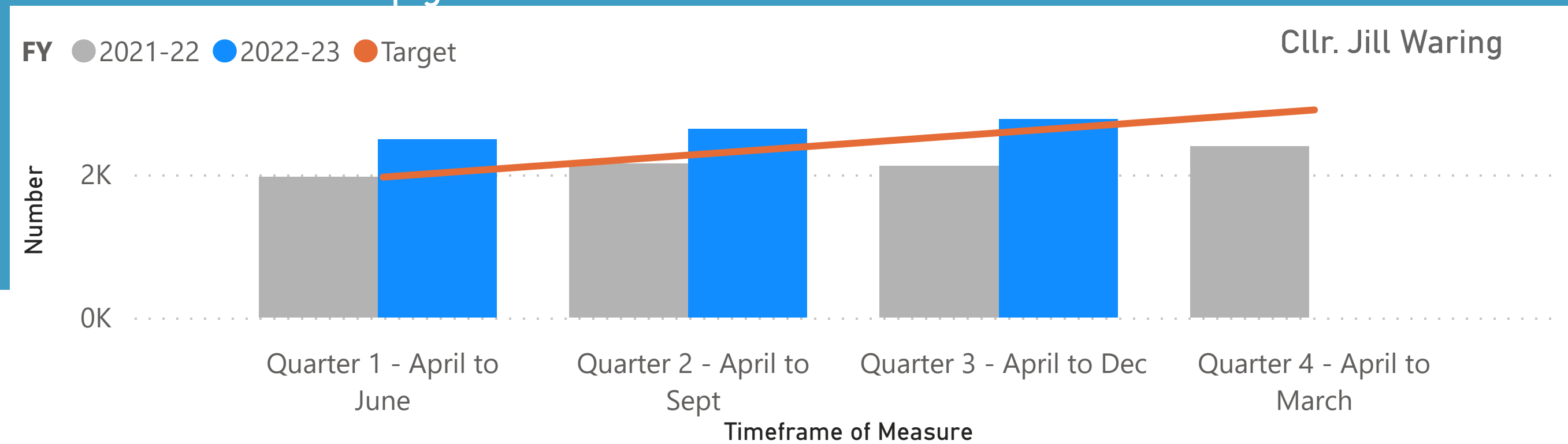
Target: 135.00K

Not Required as Target Met

ID3.4 - J2 Membership growth Current Status SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend



2.77K ✓

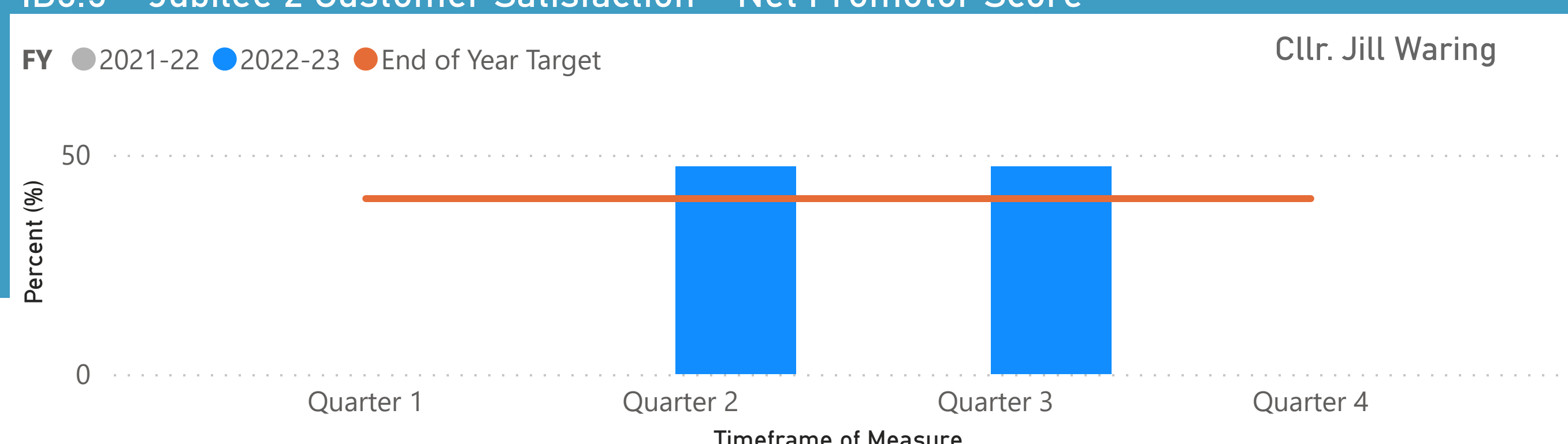
Target: 2.59K

Not Required as Target Met

ID3.5 - Jubilee 2 Customer Satisfaction – Net Promotor Score Current Status SMART Actions if Off Target

High
Is Good
Per Quarter (Snapshot)

Positive
Yearly Trend



47.30 ✓

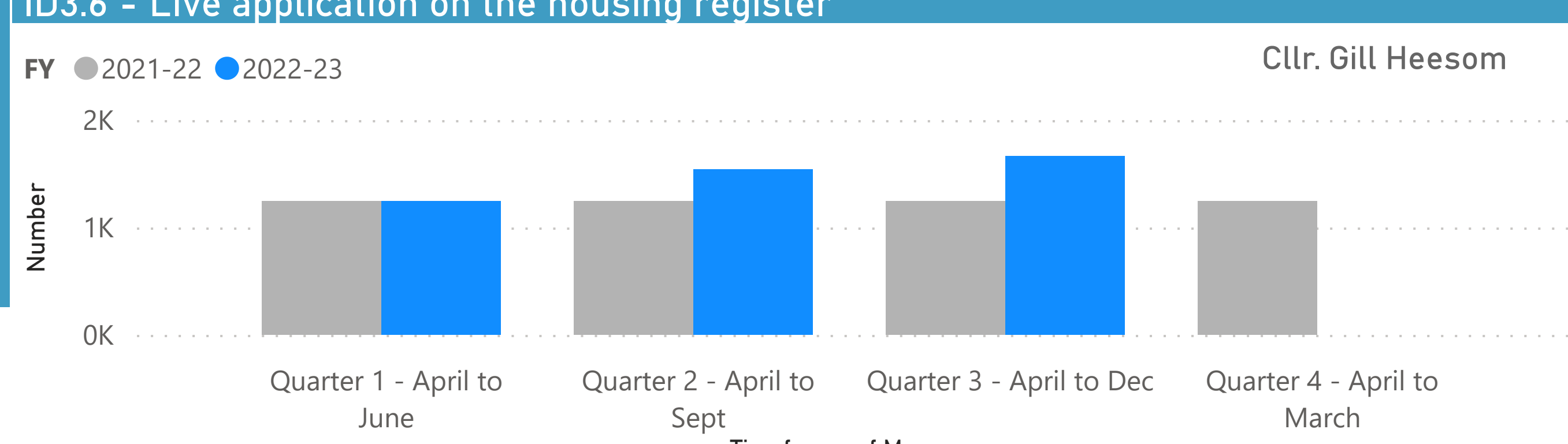
End of Year Target: 40.00

We continue to see a number of referrals in relation to hoarding and self-neglect. We have also seen an increase in referrals where debt is having a big impact on people's mental health. We anticipate an increase post-Christmas.

ID3.6 - Live application on the housing register Current Status SMART Actions if Off Target

Low
Is Good
Cumulative (Per Annum)

Negative
Yearly Trend



1.67K

The council reviewed the housing allocations policy and launched a new database with Aspire housing in April 2021. The base line number was taken for those registered at the end of March 2021. The numbers on the register are normally lower following a full review of the housing register. The increase in demand for social housing is due to the shortage of available properties to rent in the borough.



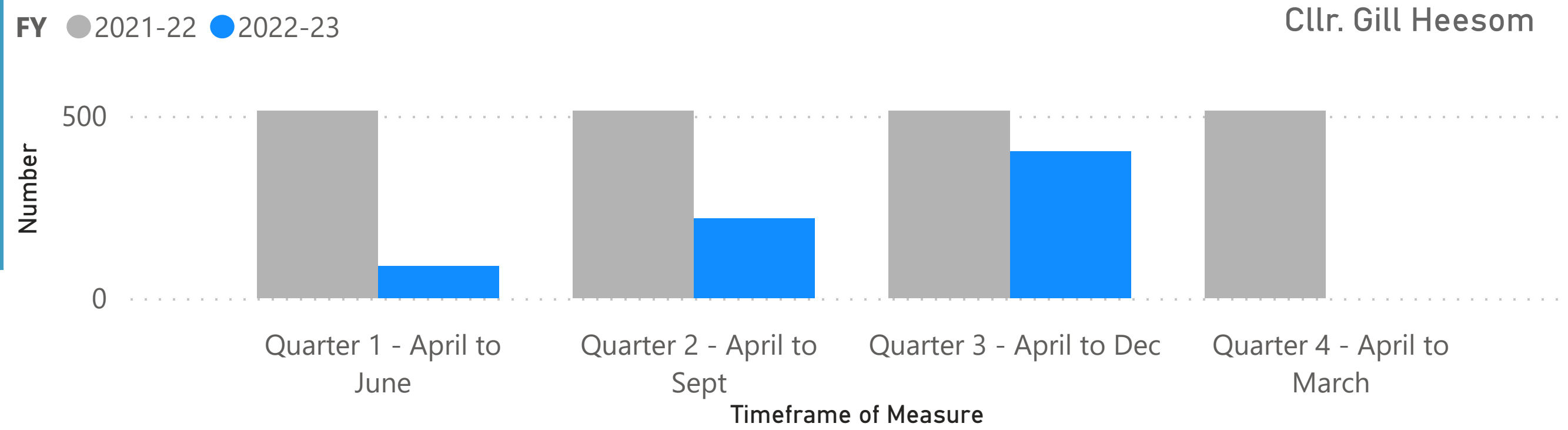
ID3.7 - Number of lets to registered providers from the housing waiting list

Current Status

SMART Actions if Off Target

High
Is Good
Cumulative
(Per
Annum)

Negative
Yearly Trend



402.00

This is the cumulative number of properties let as recorded on Locata for all partners. Increase of 183 since last quarter which is still under last year's outturn but trend suggests that this year's outturn will be greater than last.

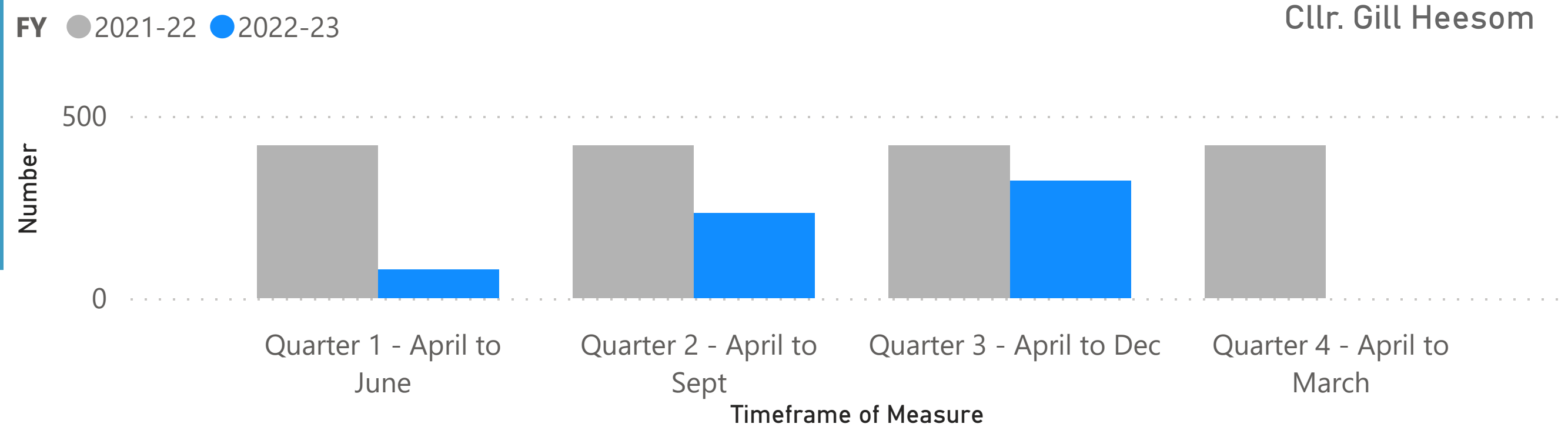
ID3.8 - Emergency homeless presentations

Current Status

SMART Actions if Off Target

Low
Is Good
Cumulative
(Per
Annum)

Positive
Yearly Trend



321.00

This is the cumulative total of emergency presentations received in office hours. Increase of 88 since last quarter and the metric is showing under last year's outturn. If trend continues for the next quarter, this year's outturn figure is anticipated to be lower than last years.

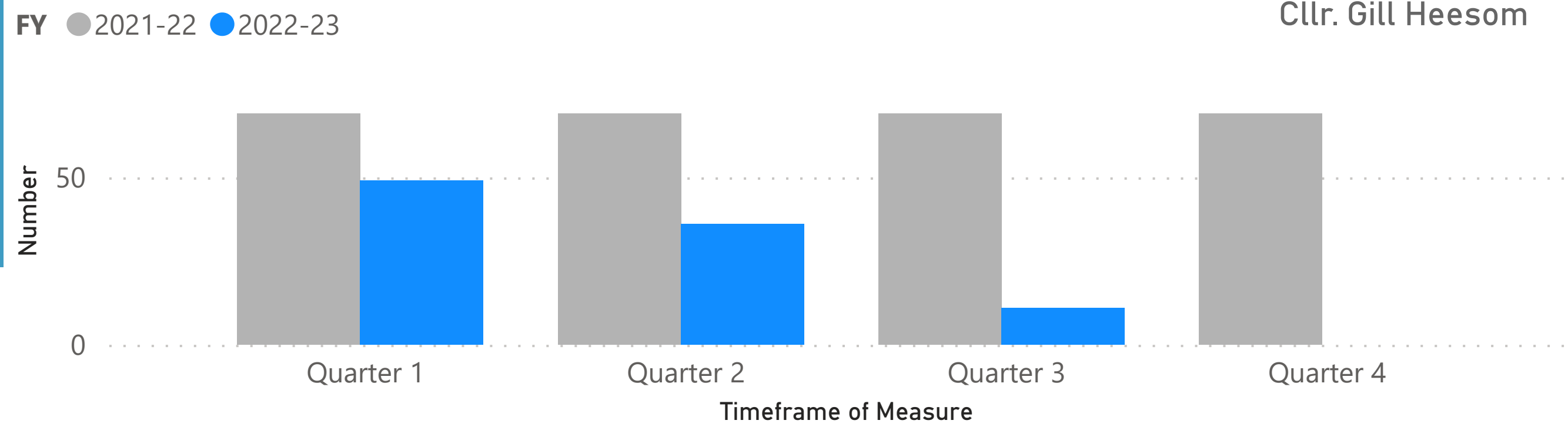
ID4.4 - Total Rough Sleepers Verified in Quarter

Current Status

SMART Actions if Off Target

Low
Is Good
Per
Quarter
(Snapshot)

Positive
Yearly Trend

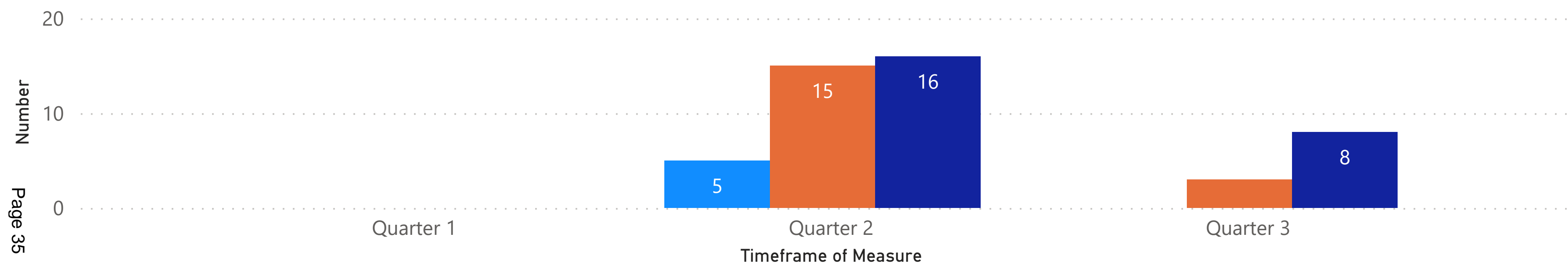


11.00

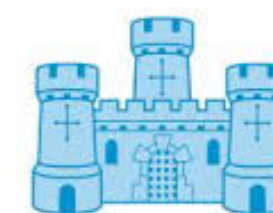
The number of rough sleepers overall have reduced due to the new team starting, which has had a positive impact overall. The Multi-Agency Hub which is held weekly has been very successful, with the one stop model being invaluable in partnership working and helping to find solutions for our rough sleepers, including housing options. We have been successful in acquiring funding through the Shared Prosperity Fund and will be looking at recruiting an Outreach mental Health Worker and Discharge officer and we have also secured funding for a one stop shop assessment centre with accommodation. These projects will enhance our current provision and make our support pathway even more robust, in order to reduce our rough sleeper figures even further.

ID4.4a, 4.4b and 4.4c - Breakdown of Rough Sleepers Verified in Quarter

Entrenched Rough Sleepers New Rough Sleepers Returning Rough Sleepers



Cllr. Gill Heesom

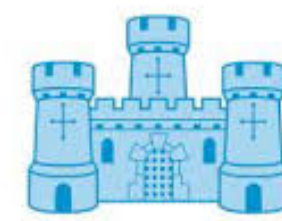
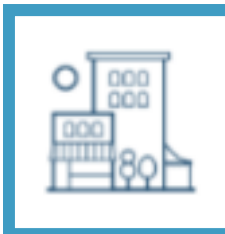


Project Status Split for Priority 3.

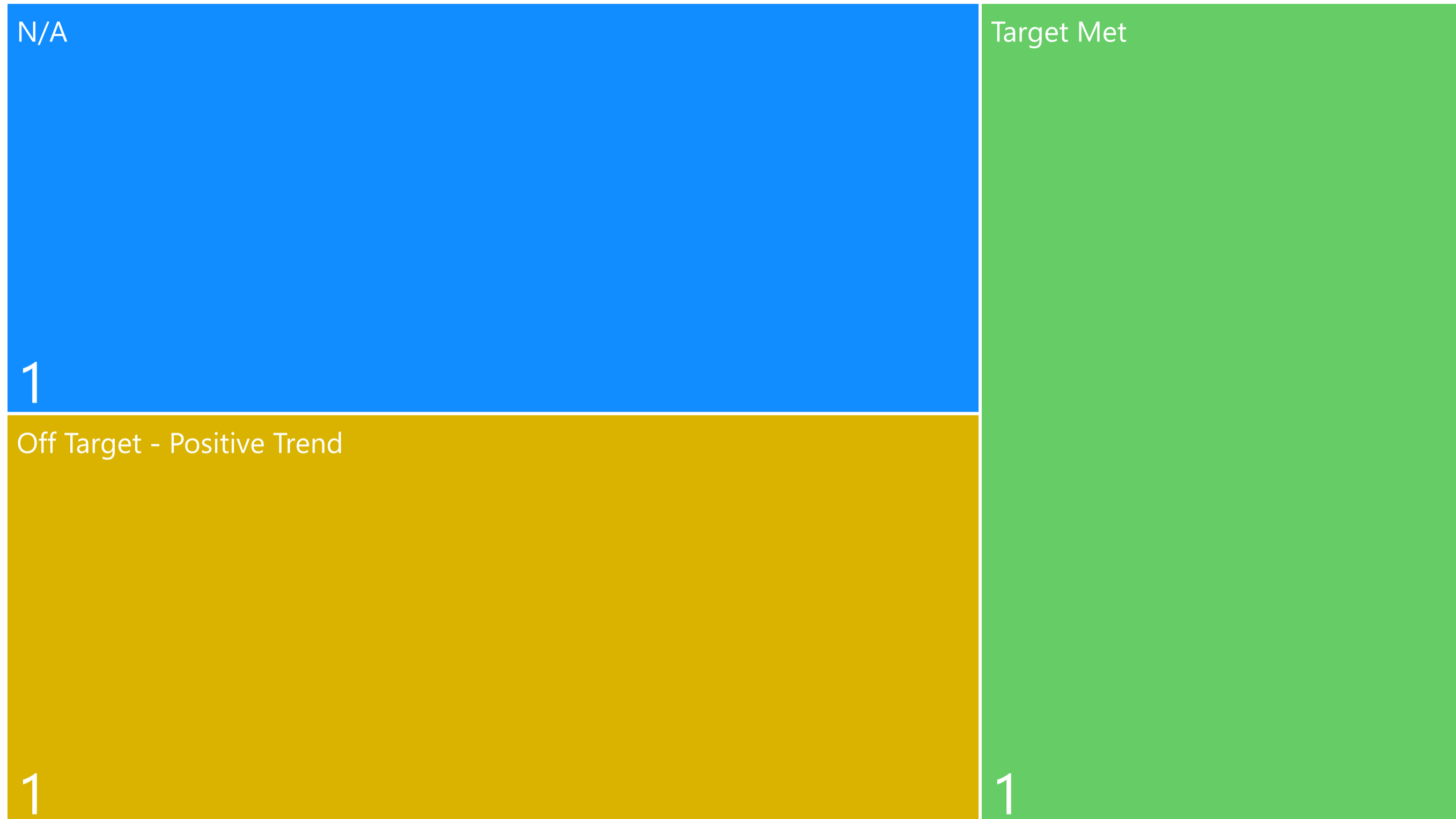
Project/Action is Progressing as Expected

6

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Jill Waring	1. Commercial Delivery 2. Neighbourhoods	Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.	Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.	✔ Project/Action is Progressing as Expected	Cabinet have agreed the 850 programme for 2023, there is a launch on 19th January at the Museum. All activities provided by the Council and partner organisations will be promoted, including specific pages of the website.
Cllr. Trevor Johnson	1. Neighbourhoods 2. Sustainable Environment	Expansion of the street warden scheme and the creation of neighbourhood delivery teams.	Secure a step change in street cleanliness and the quality of the public domain	✔ Project/Action is Progressing as Expected	We are hoping to develop this early 2023 with the expansion of the street warden scheme being in place from April 2023
Cllr. Simon Tagg	1. Strategy, People and Performance 2. Neighbourhoods	Work collaboratively with the Newcastle Partnership	Ensure that our most vulnerable residents are supported through the impact of the rising cost of living.	✔ Project/Action is Progressing as Expected	The Newcastle Partnership is an active and outcome driven group. Current work programme focusses on support that we can deliver across our communities with regards to current Cost of Living difficulties
Cllr. Gill Heesom	Neighbourhoods	Build on our work with Staffordshire Police	Reduce anti-social behaviour and crime in our communities	✔ Project/Action is Progressing as Expected	We are continuing to build up this relationship and the introduction of the mobile multi-function team leader will also assist with strengthening of this partnership working. The PFCC are also looking to review policies and protocols in relation to ASB and how different partnerships utilise legislation. This will then produce a best practice guidance that the partnership will be able to use. Work on this is hoping to commence early 2023.
Cllr. Jill Waring	Neighbourhoods	Work with partners to develop effective community bodies	Support the development of community solutions to local problems	✔ Project/Action is Progressing as Expected	Work is in progress with two community bodies, working on community led projects
Cllr. Trevor Johnson	Sustainable Environment	Further increasing recycling rates across the borough with a particular focus on food waste	Further increasing recycling rates across the borough with a particular focus on food waste	✔ Project/Action is Progressing as Expected	Food waste participation is increasing, and is currently above target. this is resulting in a decrease in residual waste tonnage, which now puts the Council as best performer across the County in this area. Further initiatives are planned for the coming year to further increase recycling and food waste performance.



Priority 4: Performance Indicators Current Status



Corporate Aim (Priority)	Number of Indicators
Priority 4: Town Centres for All	3

Smart Narrative

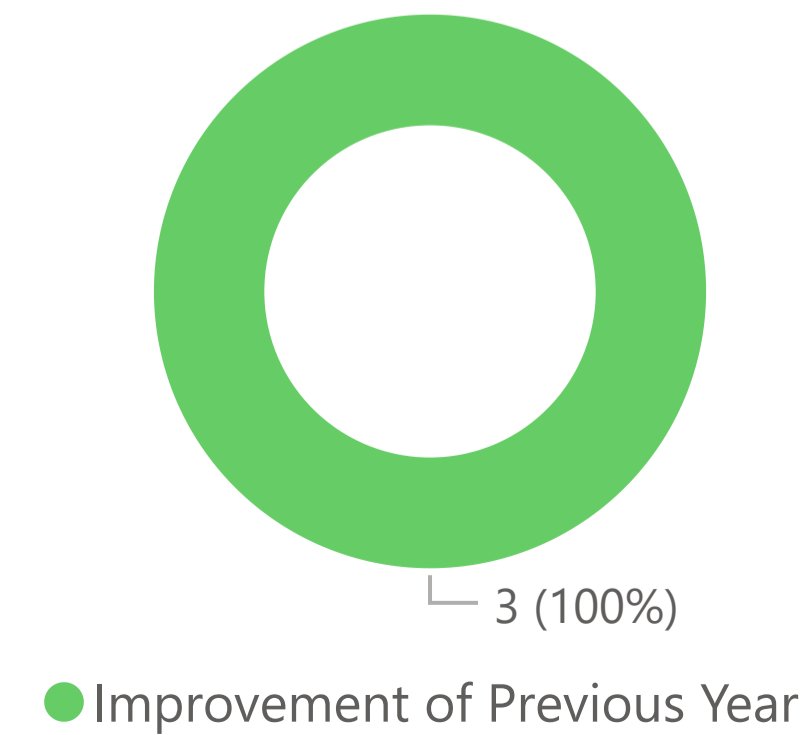
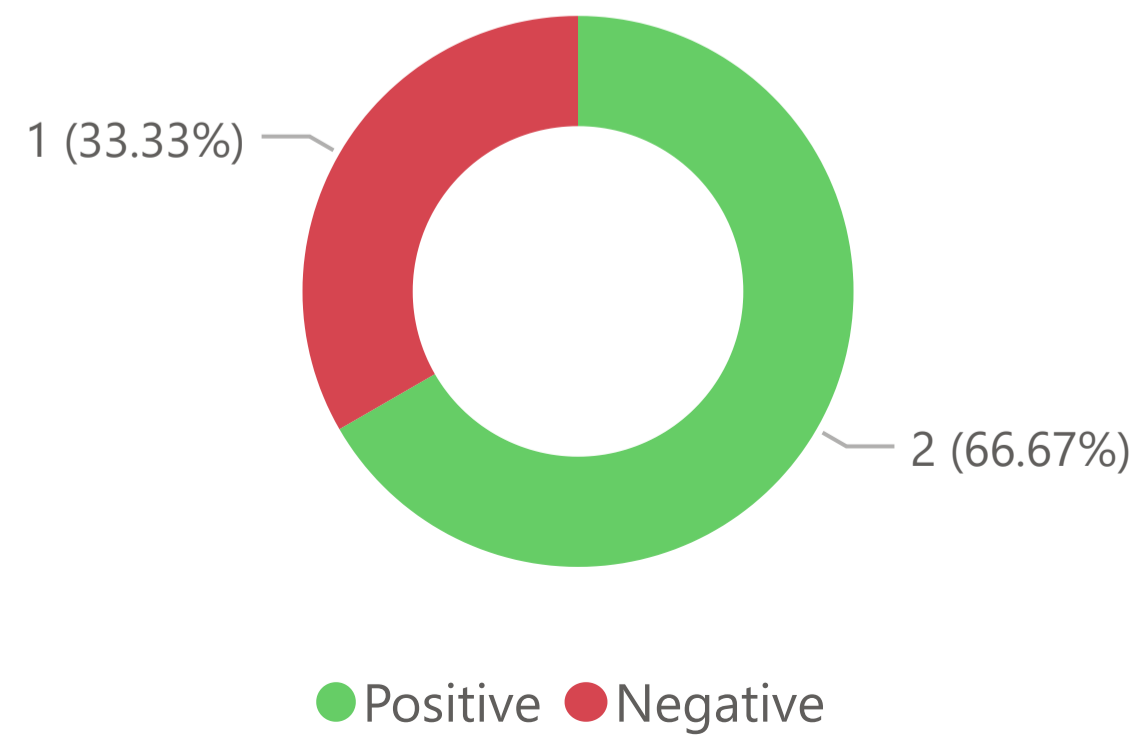
Within Priority 4 there is 1 contextual performance indicators which does not have a set target but is compared to last years outturn. This measure showed an improvement when compared to the same time period last year.

Of the remaining 2 Indicators within Priority 4, one indicator met their target and showed an improvement when comparing against the same time frame last financial year.

The other remaining indicator was off target (ID4.3) but showed an improvement when comparing to Quarter 3 of 2021/22. The detail of this indicator is shown in the following pages of this report.

Priority 4: Qtr.3 Trend Direction of PI's Compared to Previous Quarter

Priority 4: Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





Priority 4: Town Centres for All



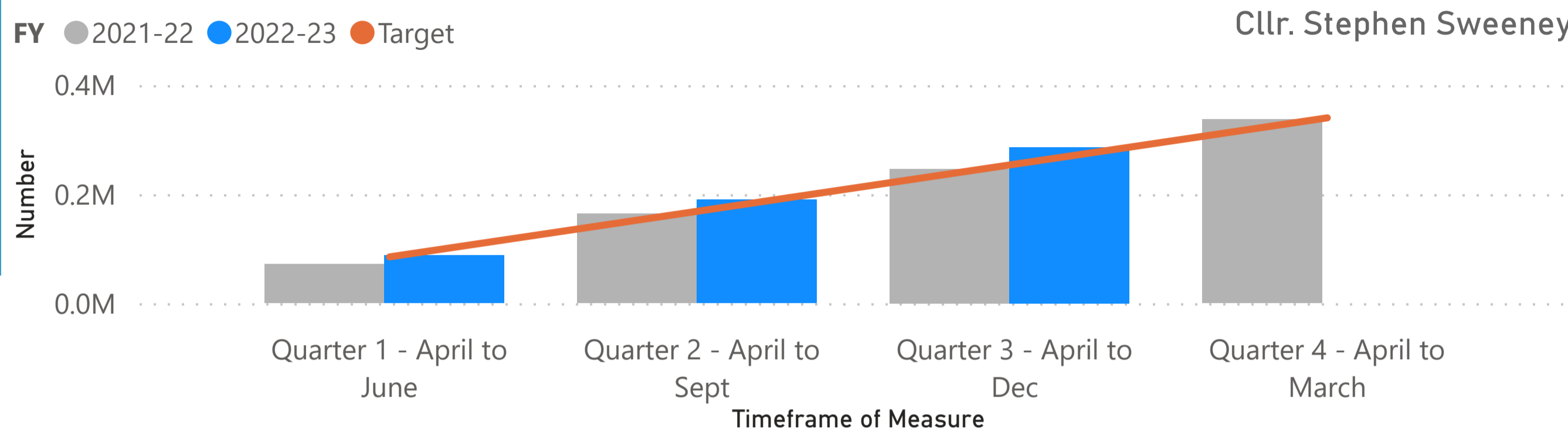
NEWCASTLE UNDER LYME
BOROUGH COUNCIL

2021-22
2022-23

ID4.1 - Car parking usage:-Number of tickets purchased Current Status SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend

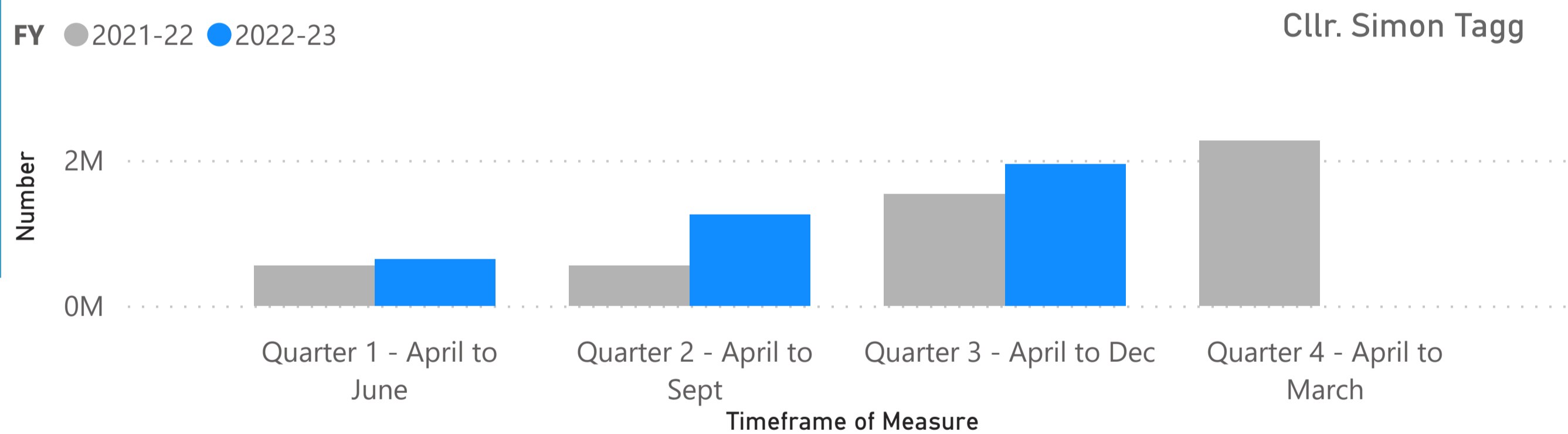


Not Required as Target Met

ID4.2 - Town Centre Footfall - Newcastle Current Status SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend

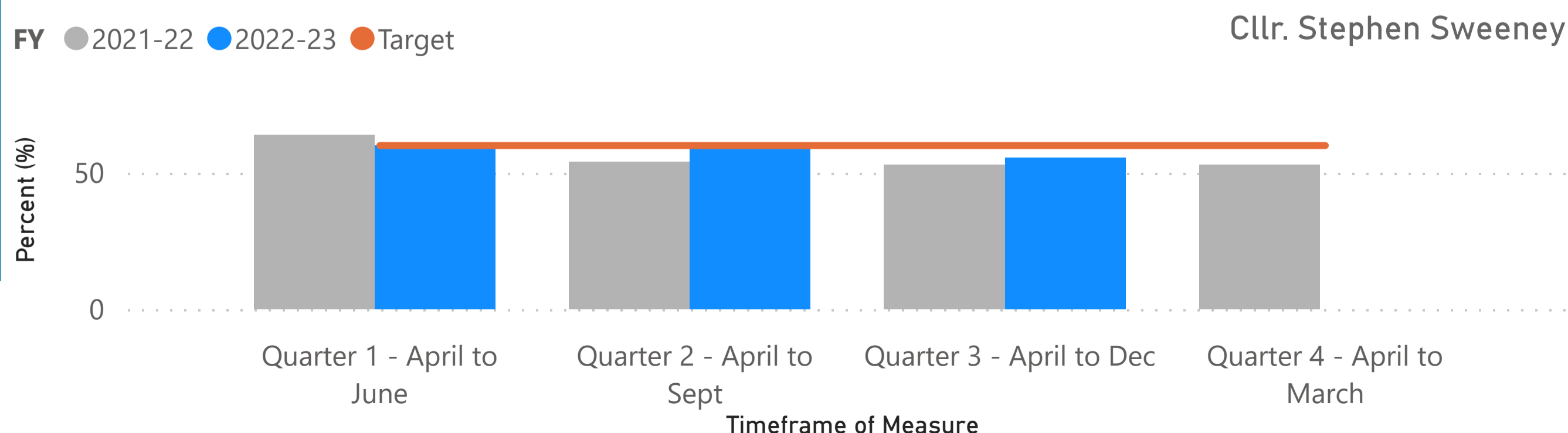


Measure is well above quarter 3 outturn from 2021/22 financial year and on track to be improved from overall outturn figure at the end of Quarter 4. Busiest month within the calendar year 2022 was October showing Quarter 3 had some of the higher numbers in the town for the year.

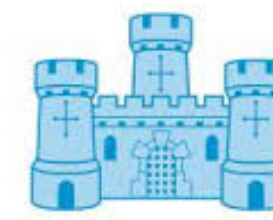
ID4.3 - Average stall occupancy rate for markets - Overall Current Status SMART Actions if Off Target

High
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend



Despite being under Target N-u-L market occupancy follows NABMA National trends for outdoor markets. Report available if required



Project Status Split for Priority 4.

Project/Action is Progressing as Expected

5

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Stephen Sweeney	1. Neighbourhoods 2. Commercial Delivery	Developing a Town Centre Strategy for Kidsgrove	Encourage visitors and support local businesses in Kidsgrove	✔ Project/Action is Progressing as Expected	Work is in progress creating a strategy for Kidsgrove town centre, working with Go Kidsgrove to establish business needs.
Cllr. Stephen Sweeney	Neighbourhoods	Further enhance the historic market and public realm and boost our signature specialist market programme	Further enhance the historic market and public realm and boost our signature specialist market programme	✔ Project/Action is Progressing as Expected	Monthly programme of Castle Artisan Markets for 2023 has been agreed and Spring Vegan Festival date secured. Work ongoing with other providers to establish other specialist high footfall markets.
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Planning	Redeveloping Midway car park to provide aspirational town centre residential accommodation	Increasing the number of people living, working and using Newcastle town centre	✔ Project/Action is Progressing as Expected	This is a longer term project that will commence once the replacement car park at Ryecroft is complete and open.
Cllr. Stephen Sweeney	Commercial Delivery	Redevelopment of Ryecroft Site	Continuing to work with key partners to deliver the redevelopment of opportunities across the borough	✔ Project/Action is Progressing as Expected	Designs for the new multi storey car park are well progressed with consultation due to take place imminently and a design review panel has been held as a part of the pre-planning process. A feasibility study on the potential for a hotel to be built on Ryecroft has commenced. Negotiations continue on the sale of land to Aspire housing for them to develop a part of the site.
Cllr. Stephen Sweeney	Commercial Delivery	Redevelopment of York Place	Continuing to work with key partners to deliver the redevelopment of opportunities across the borough	✔ Project/Action is Progressing as Expected	Designs for the re-development of York Place are well progressed with planning application submitted and awaiting validation. Negotiations continue with existing tenants of York Place to enable their relocation prior to demolition of the existing buildings on the site.

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One Council Programme

Aims

- To support the provision of coordinated, efficient, high quality services to residents
- To meet our financial challenges
- To grow and develop our teams to enable long term progress and strategic planning

Principles

Establish line of sight to strategic outcomes

Delivery in Partnership

Proactively manage demand

Efficient and effective ways of working

Digital delivery

Customer focused

Empowering people

People



One Council, One Borough.

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

Our Values

Empowering and enabling our staff

We create a supportive environment where our people can grow and innovate.

We create space for everyone to improve, develop and learn

We have trust and respect for each other

Performing well and getting things done

We have a clear focus

We are accountable for our actions

We celebrate our successes

Working Together

We understand the common purpose

We work better together

We believe everyone's contribution matters

People First

People are happy to speak up, constructively challenge and feel safe in doing so

People are equally valued, supported and encouraged

We respect our differences

Achievement

Individuals, teams and the organisation are expected to deliver

We make a difference

We know how our actions benefit the Borough

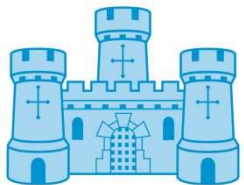
Shared Goals

People think and collaborate across organisational boundaries

People share ideas well and work as one team

People care about and support each other's successes

Our Culture



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Cultural and Values

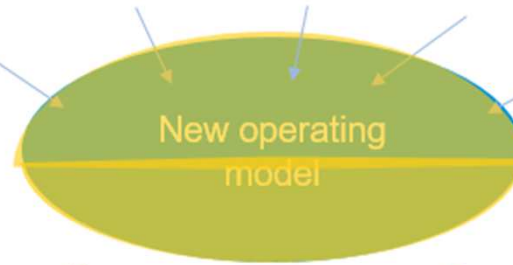
cultural transformation

Future Operating Model

Thematic focus for the FOM; starts with the high level design and then takes what is coming as requirements from below and tests and iterates ideas and designs. Also takes top-down systematic approach to considering and implementing operating model change



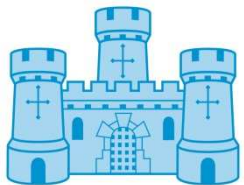
Decisions can be made as we go about whether benefits can be realised, and design can be delivered in an agile, service-by-service way, or by bigger single changes



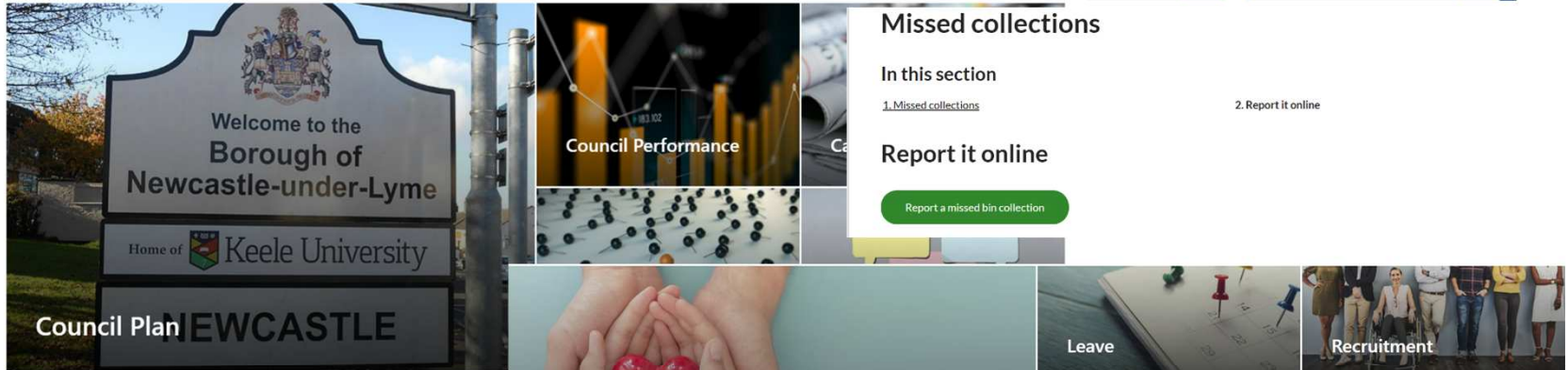
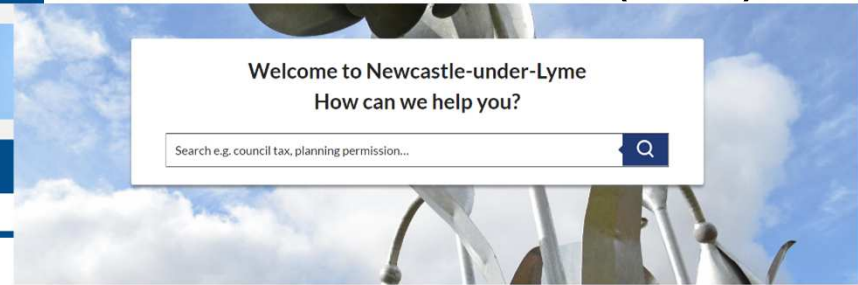
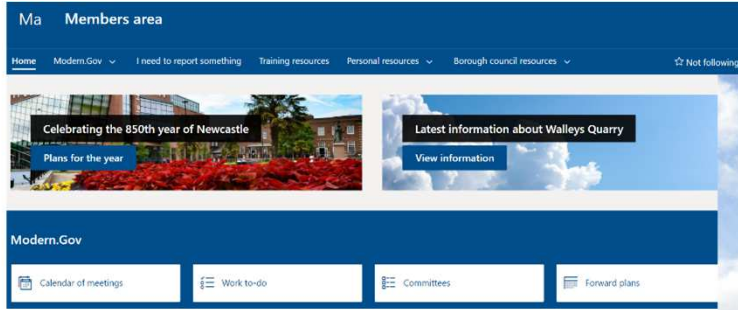
But the approach to this will have an impact on benefits delivery and realisation...



Agile and iterative delivery – scrum approach (incl. customer journeys): keeps momentum; builds operating model from the bottom up; will enable movement towards a target operating model

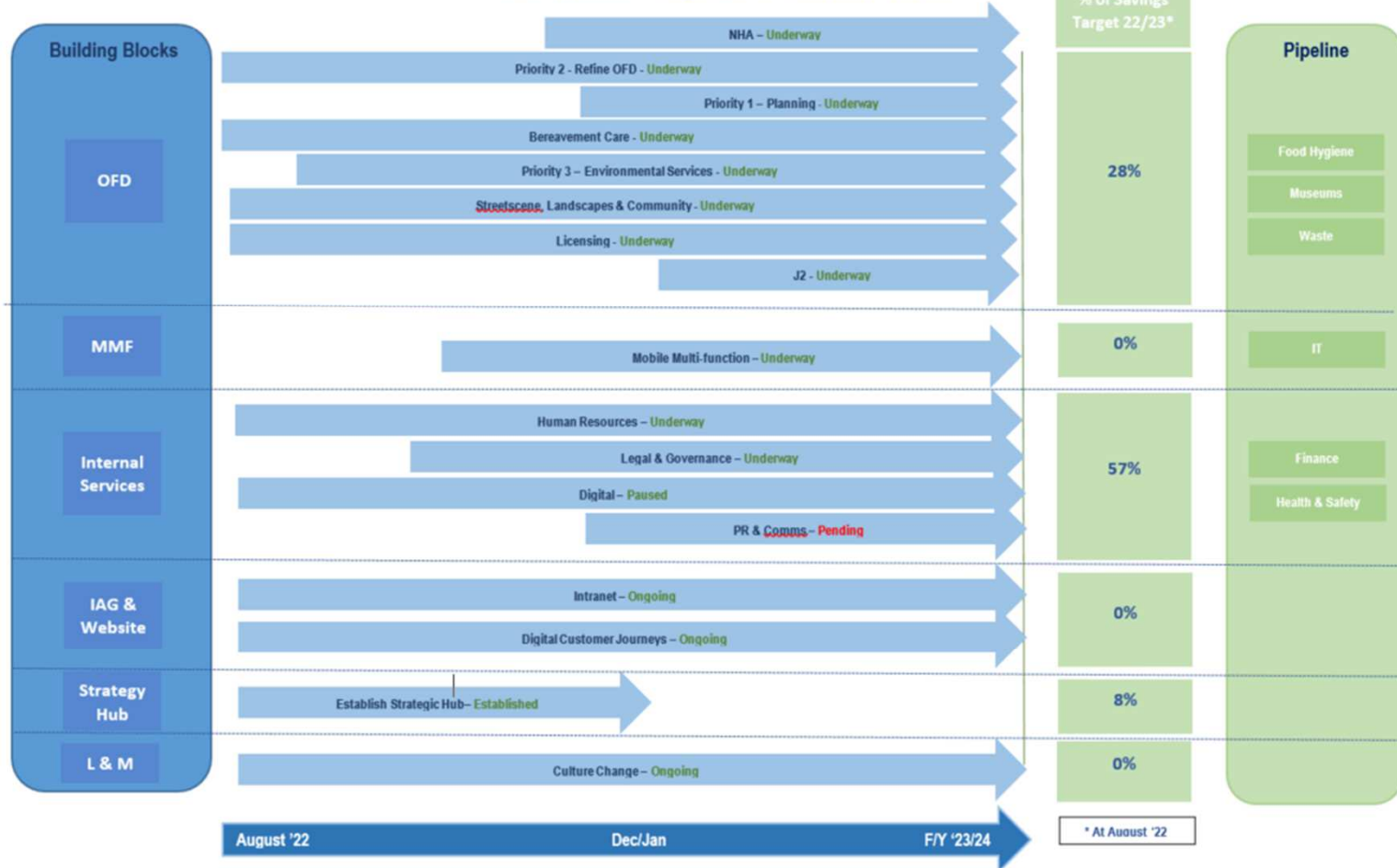


Information, Advice and Guidance (IAG)



Timeline

One Council – High Level Timeline Visual



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

Programme	A) How can OFD support & deliver	B) Improve business processes
Approach:	C) Refine KPIs & measurement	D) Digitise & automate

One Council, One Borough.



One Council Overview

% COMPLETE

77%

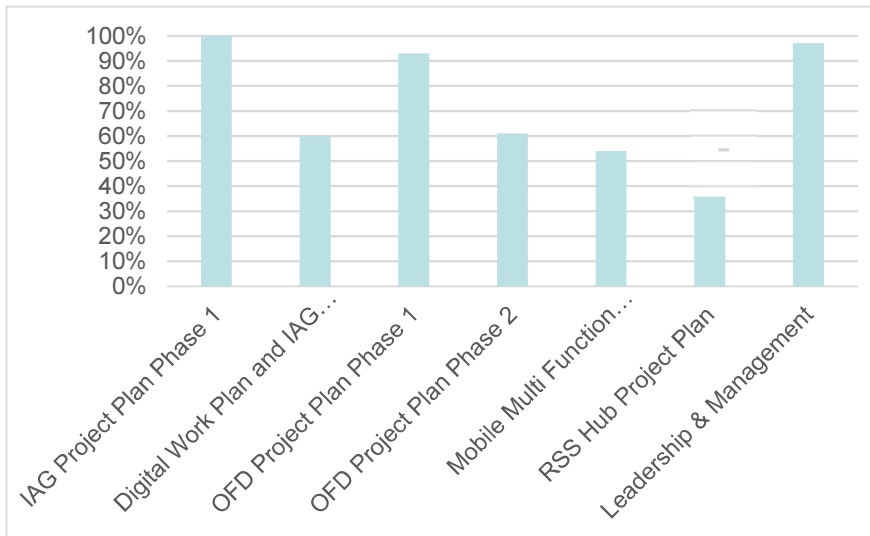
*Based on number of tasks to date, as more tasks are identified to complete programme % of completion may change.

% COMPLETE

Status for all top-level tasks.

IN PROGRESS TASKS

Tasks that are currently being worked on



Name	Start	Finish	Duration	% Complete
Digital Work Plan and IAG Project Plan Phase 2 - V2	Mon 01/11/21	Fri 23/12/22	300 days	60%
OFD Project Plan Phase 1	Mon 18/01/21	Fri 31/03/23	575 days?	93%
OFD Project Plan Phase 2	Fri 01/10/21	Mon 04/12/23	567 days?	64%
Mobile Multi Function Project Plan	Thu 28/10/21	Fri 01/09/23	482 days	57%
RSS Hub Project Plan	Wed 22/09/21	Mon 01/04/24	659 days	36%
Leadership & Management	Mon 30/08/21	Tue 30/04/24	697 days	97%
Benefit Drops	Wed 27/10/21	Fri 31/03/23	373 days	60%

Mobile Multifunction Team (Neighbourhood Delivery)

- The Challenge: Disparate approach to enforcement activity in neighbourhoods and town centres, sub-optimal partnership working, limited effectiveness, lack of sustainable solutions
- The Solution: Create a cohort of multi-skilled field-based enforcement operatives supported by specialist caseworkers and partners to provide a visible, responsive service and community reassurance

MMF – Benefiting the Borough

- grouped environmental enforcement and community safety activity into a single team and commenced the process of cross-skilling.
- Partners have been engaged and involved in reviewing and redesigning processes to improve communication, co-ordination, responsiveness and effectiveness.

MMF - Sustaining the benefit

- Sustaining the Approach: Training and coaching programme to continue to develop and broaden skills, qualifications and experience; continuing data analysis to identify community demand and prioritise agile resource deployment; continuing partner engagement and involvement to share resources and co-ordinate responses

MMF – Continuous Learning

- Pace of change and finance is a challenge; cross-skilling requires investment in people and training; appetite of partners is positive; communication to community is crucial to build confidence

MMF – Next Steps

- Restructure the team to align with identified priority work areas (flytipping/FPNs/CBOs)
- “Right size” the budget for the team, including efficiency savings from vacant posts
- Design and commence a training/coaching programme to cross-skill the team
- Develop and implement a joint communications protocol with partners
- Identify future fleet and equipment requirements and commence procurement
- Identify options for IT system support and field-based hardware/software and commence procurement
- Begin to transition licencing enforcement activities into the Licencing team

One Council Investment and Savings

Target Savings £1.173m
(revised from £1.022m)

Investment in the programme:

Recurrent Savings:

- £1.230m
- £0.797m (achieved)
- £0.250m (in plan)
- £0.126m (remaining)



The Public Sector Transformation Awards



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FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE



Work Programme 2023/24

Chair	Cllr M. Holland
Vice-Chair	Cllr A. Bryan
Members	Cllrs D. Allport, R. Bettley-Smith, W. Brockie, A. Lawley, A. Parker, M. Stubbs, J. Tagg, S. Talbot and P. Waring
Scrutiny Champion	Sarah Wilkes
Portfolio Holders within the Committee's remit	Cllr S. Tagg, Leader – One Council, People and Partnerships Cllr S. Sweeney - Deputy Leader – Finance, Town Centres and Growth

This committee scrutinises how the council, as a whole, performs. It scrutinises how the council develops and implements its various plans and strategies. It scrutinise how the council plans for and uses its finances (including income generation) and other assets including plant and machinery, equipment, vehicles, land and buildings and staff. In scrutinising the council's performance, it will also consider how the council performs alongside the organisations it works in partnership with.

This Work Programme is set and reviewed at quarterly meetings of the Scrutiny Management Group. The Chair and Vice Chair also meet regularly with the Portfolio Holders to discuss this Work Programme. There is an opportunity for committee Members to discuss the Work Programme at each committee meeting. Part D of the Council's [Constitution](#) governs the scrutiny process.

For more information on the Committee or its work Programme please contact the Democratic Services:

- ✚ Geoff Durham at geoff.durham@newcastle-staffs.gov.uk or on (01782) 742222
- ✚ Alexandra Bond at alexandra.bond@newcastle-staffs.gov.uk or on (01782) 742211

Planned Items

DATE OF MEETING	ITEM	NOTES
30 March 2023	<ul style="list-style-type: none">- Q3 Finance & Performance Report 2022/23- One Council update	
26 June 2023	<ul style="list-style-type: none">- Q4 Finance & Performance Report 2022/23- Commercial Strategy Update	
25 September 2023	<ul style="list-style-type: none">- Asset Management Strategy- Medium Term Financial Strategy 24/25- Q1 Finance and Performance Report	
13 December 2023	<ul style="list-style-type: none">- Commercial Strategy Update- Q2 Finance and Performance Report- Draft Savings Proposals 24/25	
18 January 2024	<ul style="list-style-type: none">- Revenue and Capital Strategies 24/25- Draft Schedule of Fees and Charges 24/25	
14 March 2024	<ul style="list-style-type: none">- Q3 Finance and Performance Report	

Previous Items

DATE OF MEETING	ITEM	NOTES
30 June 2022	<ul style="list-style-type: none">- Q4 Finance and Performance Review- Asset Management Strategy	
8 September 2022 CANCELLED	<ul style="list-style-type: none">- MTFS- Q1 Finance and Performance Review- Procurement Strategy- Commercial Strategy	
8 December 2022	<ul style="list-style-type: none">- Q1 Finance & Performance Report 2022/23- Q2 Finance & Performance Report 2022/23- Commercial Strategy Update- 2023/24 Draft Savings Proposals	
19 January 2023	<ul style="list-style-type: none">- Revenue and Capital Budget and Strategies 2023/24- Schedule of Fees and Charges 2023/24	

Last updated on 3rd February 2023

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