

Public Document Pack

Date of meeting Monday, 26th June, 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 - 6)
To consider the Minutes of a previous meeting.
- 4 FINANCIAL AND PERFORMANCE REVIEW REPORT - FOURTH QUARTER 2022-23.** (Pages 7 - 46)
This item includes an addendum. (*starting at page 39*)
- 5 WORK PROGRAMME** (Pages 47 - 50)
- 6 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
- 7 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972
- 8 DATE OF NEXT MEETING**
Monday 25 September 2023 (7:00pm)

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

Contacting the Council:

Switchboard 01782 717717 . Text 07800 140048

Email webmaster@newcastle-staffs.gov.uk.

www.newcastle-staffs.gov.uk

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

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

SUBSTITUTE MEMBER SCHEME (Section B5 – Rule 2 of Constitution)

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

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

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

- Identify a Substitute member from the list above who is able to attend on your behalf
- Notify the Chairman of the Committee (at least 24 hours before the meeting is due to take place)

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

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

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

Agenda Item 3

Finance, Assets & Performance Scrutiny Committee - 30/03/23

FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 30th March, 2023
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present: Councillor Mark Holland (Chair)

Councillors:	Bryan	P Waring	Talbot
	Parker	Bettley-Smith	Allport
	J Tagg	Brockie	Lawley

Apologies: Councillor(s) Stubbs
Sarah Wilkes

Substitutes:

Officers:	Vanessa Higgins	Policy and Strategy Business Manager
	Georgina Evans-Stadward	Service Director - Strategy, People and Performance
	Craig Turner	Finance Manager

Also in attendance: Councillor Simon Tagg
Leader of the Council and Portfolio Holder - One Council, People and Partnerships

1. **APOLOGIES**

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

3. **MINUTES OF A PREVIOUS MEETING**

Resolved: That the minutes of the previous meeting held on 19th January 2023 be approved as a correct record.

4. **FINANCIAL & PERFORMANCE REPORT QUARTER 3**

The Policy & Strategy Business Manager introduced the new style Performance Reports. Members expressed their satisfaction over the format and presentation of the data.

Questions were asked and responses were provided as follows:

- Cllr Bettley-Smith: how were the targets derived and how did we make sure that the staff stayed motivated when continuous improvement was expected?

Finance, Assets & Performance Scrutiny Committee - 30/03/23

- The target setting process was done with the heads of services as part of the Priority Delivery Plans set over three years. The question of how to keep staff motivated would be answered later during the meeting.
- Cllr Lawley: when would the document be available on the internet and would it be possible to click and access the data itself? – The data would be available online imminently.

The Leader presented the financial position and performance report's figures for the third quarter of the financial year. While the sickness absence trend was still higher than previous years, work was being done on wellbeing initiatives and long term absences were minimized. It was noted that the Council achieved the Thrive Foundation accreditation which recognises the quality of processes in terms of health including mental health.

Further questions were asked and responses were provided as follows:

- Cllr Waring on page 29 of the pack: on the one hand, the Council was consistently exceeding the speed of major development applications target, which may therefore not be challenging enough and could be raised accordingly; on the other hand just below, the Council was consistently way below target for quality of major development applications which seemed unrealistic. Could we see the national average perhaps so that these targets make sense? On a separate note, how was the Council's performance measured with regard to litter? – The targets represented national performance standards and the Council didn't have any say in them. Resources may be moved from one area to another when exceeding those targets. About the litter figures, a sample of locations was used and compared to national standards.
- Cllr Bettley-Smith: once again, how did we keep the staff motivated when already exceeding targets? – Continuous improvement was sought with staff and heads of service working closely to review targets as required to ensure that the staff stay both motivated and empowered to make suggestions.
- Cllr Brockie: a great deal of resources seemed to be put in gathering figures about whether or not the targets were met as well as trying to meet those targets; this raised the issue of how much money was actually saved and also the impact on staff's mental health; was there not an easier way to proceed? – The set of indicators and information collected was needed to measure progress on plans and know where to take action and what to do to make improvements. Automated systems were being put in place to simplify data collection and steps were taken to make sure workers were comfortable with the process.

Resolved: That members note

1. the contents of the 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.

[Watch the Debate on YouTube](#)

5. ONE COUNCIL UPDATE

The Leader introduced the latest update on the One Council Programme aimed at supporting the provision of coordinated, efficient and high quality services to residents while meeting financial challenges and securing long term progress and strategic planning. The focus was on the mobile multifunction team deployed to support neighbourhood services delivery. It was noted that the Council recently won the IESE Public Sector Transformation Awards.

The Director of Strategy, People and Performance reminded members of the purpose and functioning of the programme including focus group, shared values and cultural transformation.

[Watch a summary of the Council's Cultural Transformation](#)

Future operating models, timelines and building blocks were subsequently presented among which the mobile multifunction team aimed at improving the effectiveness of enforcement activities in the neighbourhoods and town centres.

Questions were asked and responses were provided as follows:

- Cllr Waring: was there any scheme such as an employee reward scheme and could more information be provided about the data behind the figures? – Different metrics and sets of data were used and these could be subject to another presentation at a later meeting. About staff achievements and recognition, employees' input had been sought but very little feedback was received; small ways of celebrating these had been put in place through Team Talk and Castle News and a wider scheme was being discussed.
- Cllr Brockie: regarding the mobile multifunction team, how about existing contracts and employment rights? – Risks assessments were undertaken to ensure people felt safe at work and adequate training was provided; a recruitment process was also in place.
- Cllr Parker: which licensing enforcement activities were concerned by the transition? – The transition was about ensuring that the work was being done by people with the right skillset.

It was agreed that another update would be provided around the autumn.

Resolved: That the update report be received.

[Watch the debate here](#)

6. WORK PROGRAMME

The Committee considered the work programme and the possibility of adding the next One Council update to the September meeting.

Resolved: That the work programme be received.

[Watch the debate here](#)

7. PUBLIC QUESTION TIME

Finance, Assets & Performance Scrutiny Committee - 30/03/23

There were no questions from members of the public.

8. URGENT BUSINESS

There was no urgent business.

9. DATE OF NEXT MEETING

It was agreed that the next meeting would be held on Monday 26th June 2023.

**Councillor Mark Holland
Chair**

Meeting concluded at 8.18 pm

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO FINANCE, ASSETS AND PERFORMANCE SCRUTINY

26 June 2023

<u>Report Title:</u>	Financial and Performance Review report – Fourth quarter 2022-23.
<u>Submitted by:</u>	Corporate Leadership Team
<u>Portfolios:</u>	One Council, People & Partnerships, Finance, Town Centres & Growth
<u>Ward(s) affected:</u>	All

Purpose of the Report

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

Recommendation

That Members note

1. The contents of the attached report and appendices, and continue to monitor and challenge the Council's service and financial performance for this period.

Reasons

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

1. **Background**

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the fourth 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 fourth quarter 2022/23.

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 Q4 report (April 2022 to March 2023) 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 have met their target during this period stands at 80%. The proportion of indicators showing an improvement or no change on the previous year stands at 69%.
- 1.8 The national average has been included for a number of measures in order to benchmark the Council's performance at year end.
- 1.9 As part of its new service planning approach the Council has developed new 3-year targets through service-led priority delivery plans. These targets are currently undergoing internal quality assurance and challenge and will be included within the Q1 report to provide elected councillors with an opportunity to scrutinise the performance levels being proposed.

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.
- 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 Outturn (Appendix B).

14. Background Papers

14.1 Working papers held by officers responsible for calculating indicators.

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Financial Position Quarter Four 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 income losses from fees and charges for the financial year amount to circa £0.683m.
- 1.4 Expenditure has continued to be reduced wherever possible throughout the Council to ensure that only absolutely necessary spending was incurred in order to ensure a balanced outturn.

2. Revenue Budget Position

- 2.1 As at the end of the fourth quarter, the general fund budget shows a favourable variance of £0.008m against the budget.
- 2.2 The adverse variances that occurred during 2022/23 include:
 - a. Income shortfalls from sales, fees and charges which amount to £0.683m for the financial year,
 - b. A shortfall of £0.241m in Housing Benefits subsidy grant regarding accommodation for which full subsidy is not claimable,
 - 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 totalled £0.591m for the financial year,
 - d. Increased fuel (£0.139m), electricity (£0.181m) and gas (£0.222m) prices when compared to the amounts provided for in the budget.
- 2.2 These adverse variances have been 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. 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 which 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 and a further £0.111m grant received in relation to the administration of Council Tax Rebate grants received during 2022/23.
- d. A refund of £0.130m is payable to the Council in respect of Business Rates payable in relation to the Museum following a backdated revaluation in rateable value.
- e. 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) has increase significantly following recent interest rate hikes to £0.578m for the financial year. This has also eliminated the need for any in year borrowing to be undertaken saving £0.120m in interest payments.
- f. The levy payment payable to the Business Rates pool that the Council is a part of is £0.141m less than estimated for 2022/23. Additionally, the levy payable in relation to 2021/22 has been met from the Business Rates Reserve (£0.116m).

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.
- 3.4 A deficit is expected in respect of the in year 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 expected in respect of the in year 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.
- 3.6 The current forecast of tax receipts and Section 31 grant are shown below, please note that these exclude the transfers relating to the previous year's surplus or deficit so that in year performance can be clearly seen:

Tax	Forecast (Surplus)/Deficit at 30.6.22	Forecast (Surplus)/Deficit at 30.9.22	Forecast (Surplus)/Deficit at 31.12.22	Actual In Year (Surplus)/Deficit at 31.3.23	Council's Share
Council Tax	(£0.352m)	(£0.424m)	(£0.552m)	(£0.495m)	(£0.054m) (11%)
Business Rates	(£0.300m)	£0.988m	£0.996m	£0.720m	£0.288m 40%
Business Rates Section 31 Grant	£0.406m	£0.502m	£0.622m	£0.260m	£0.104m 40%
Total	(£0.246m)	£1.066m	£1.066m	£0.485m	£0.338m

3.7 When taking into account the transfers relating to the previous year's surplus or deficit, the Business Rates Collection Fund shows an overall surplus of £1.709m (Council's share is £0.713m) and the Council Tax Collection Fund shows an overall surplus of £0.273m (Council's share is £0.030m).

3.8 The surpluses per 3.7 will be repaid to the Council, and into the Business Rates Reserve, in the financial years 2023/24 and 2024/25.

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

	Amount (£'000)
Budget	32,977
Actual Expenditure	(7,545)
Expenditure Funded by Flexible Use of Capital Receipts	342
Unbudgeted Expenditure Fully Funded by Grants	606
Committed orders and carry forwards for existing projects	(24,013)
Capital Contingency Reserve to be rolled forward	(691)
Disabled Facilities Grant to be utilised in future periods	(547)
Favourable Variance	1,129

It should be noted that this is the position at period 12 and further work is being completed to inform the final outturn position for the year.

4.3 The variance shown above relates to a number of projects whereby costs have been value engineered or whereby a decision has been made not to progress with the project until a future period within the capital programme.

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 £3.230m, £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	£2.730m
Flexible use of capital receipts	(£0.100m)
Total	£3.130m

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 circa £0.580m 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 4.05% as at 31 March 2023.

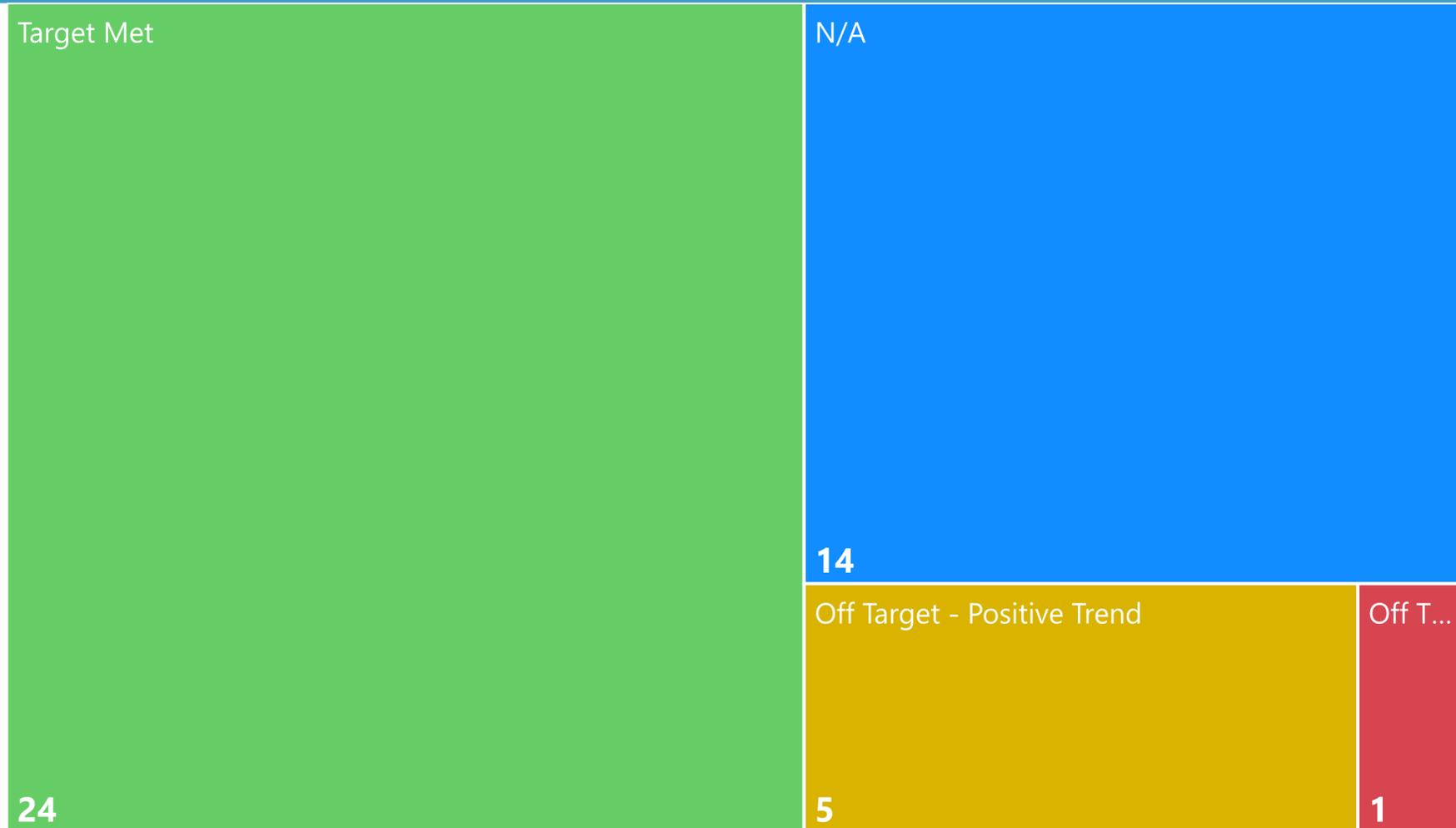
7. 2022/23 Outturn Position

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



Quarter 4 - April 2022 to March 2023

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.

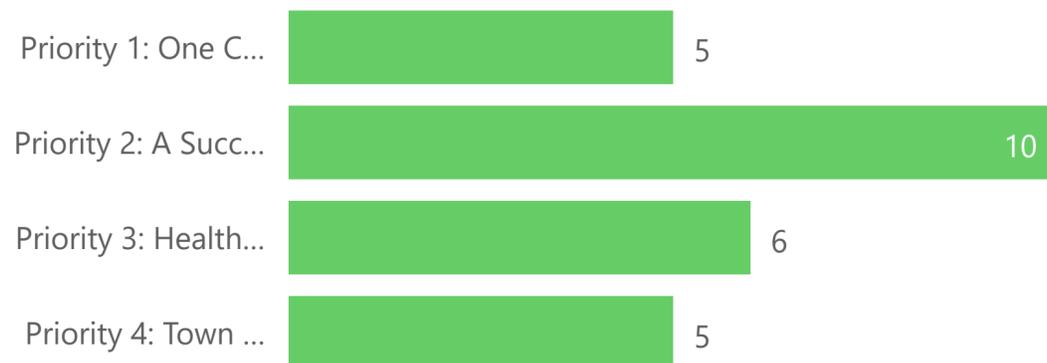
Of the remaining 30 Indicators, 80% met their targets within this quarter. 16 Indicators which met their target also showed improvement when compared to the same time period last year. 7 Indicators which met their target showed a negative trend when being compared to last year; and one indicator showed no change.

20% of Indicators were off target this quarter. 5 of these indicators showed an improvement when compared to last year whereas 1 indicators showed a negative trend.

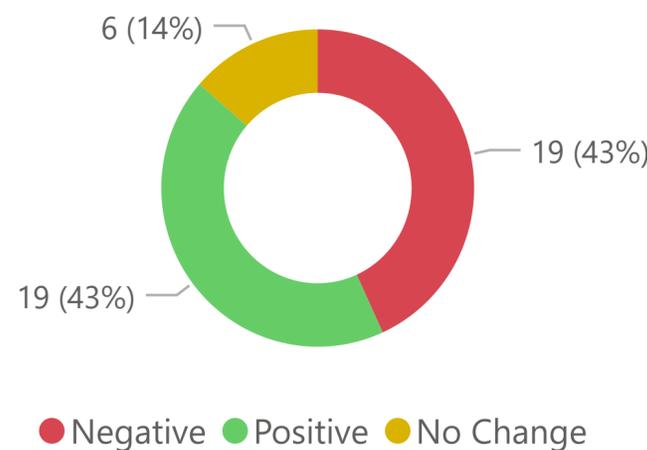
All Projects/Actions were deemed to be progressing as expected.

All Qtr. 4 Summary Project Status Split

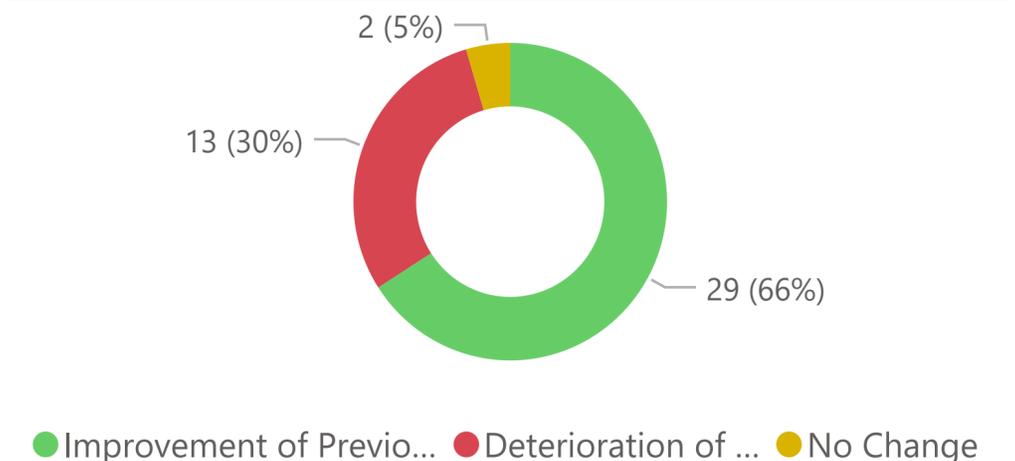
● Project/Action is Progressing as Expected

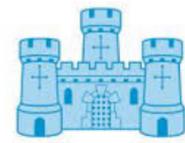


All Qtr.4 Trend Direction of PI's Compared to Previous Quarter



All Qtr.4 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.

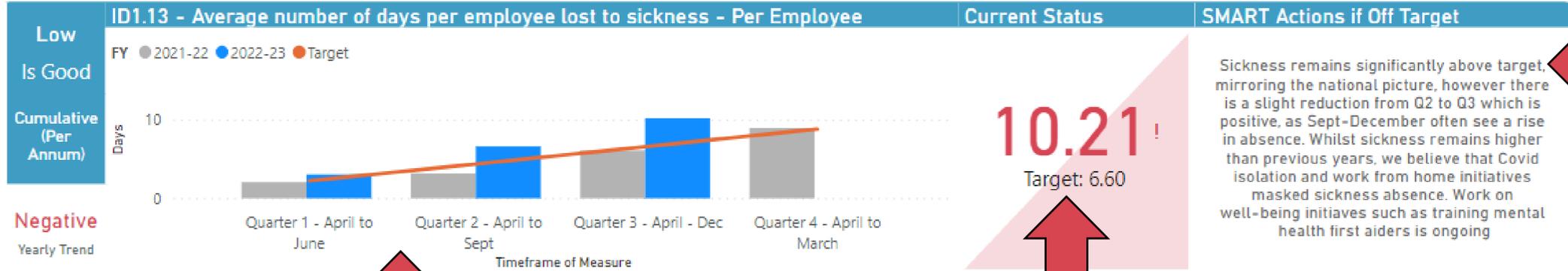
- Snapshot shows the measure at the end of each quarter at that specific point in time, Snapshot in time.
- Cumulative (Per Annum) is a cumulative year to date measure showing the picture over time from the start of the financial year (E.g. April to December for Quarter 3)

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

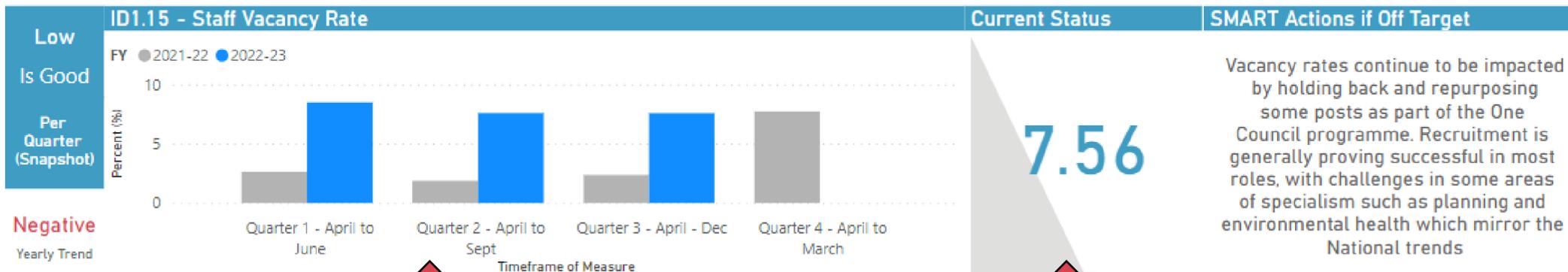
- Shows the measure over each specific quarter (Light Blue bars) and compare it against previous years measure (Grey bars)
- Target measure in orange if there has been one set

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

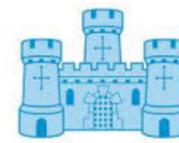
- Shows the measure over each specific quarter (Light Blue bars) and compare it against previous years measure (Grey bars)
- As no set target this has been removed - the Smart Narrative box will provide details supplied by Indicator owner on how measure is performing.

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. 10 indicators which met their target also showed improvements when compared to the same time period last year with 4 indicators that met their targets showing a negative yearly trend. There was one measure which showed no change.

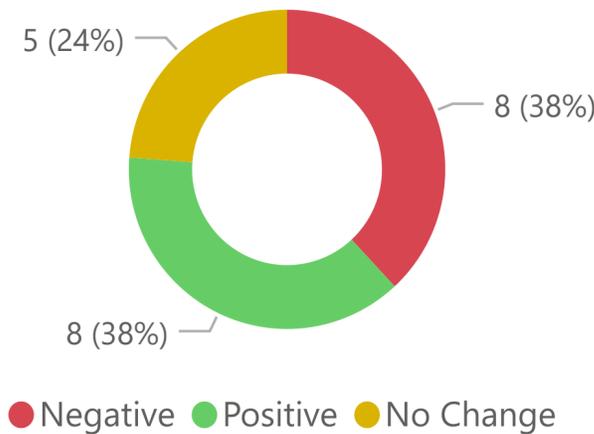
21% of indicators were off target this quarter which totalled 4 measures. These were split in terms of yearly trend with 3 indicators (ID1.11, ID1.14 & ID1.8) showing a positive trend and 1 with a negative trend (ID1.13) when compare to the same time period last year. The detail of these indicators are explained in the following pages of the report

All 5 Project/Actions within Priority 1 have been progressing as expected.

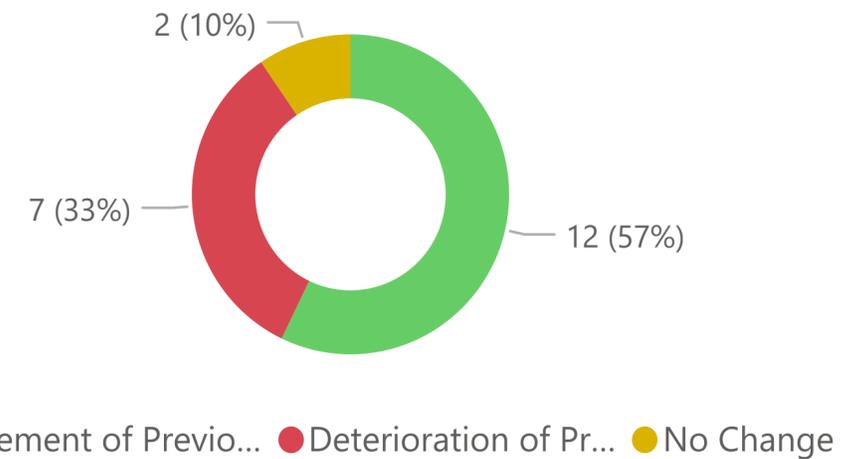
Priority 1: Qtr.4 Summary Project Status Split



Priority 1: Qtr.4 Trend Direction of PI's Compared to Previous Quarter



Priority 1: Qtr.4 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





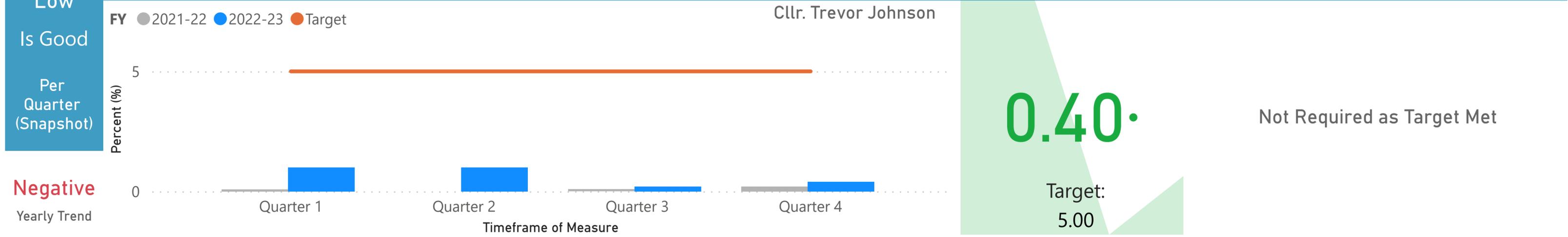
Priority 1: One Council delivering for Local People



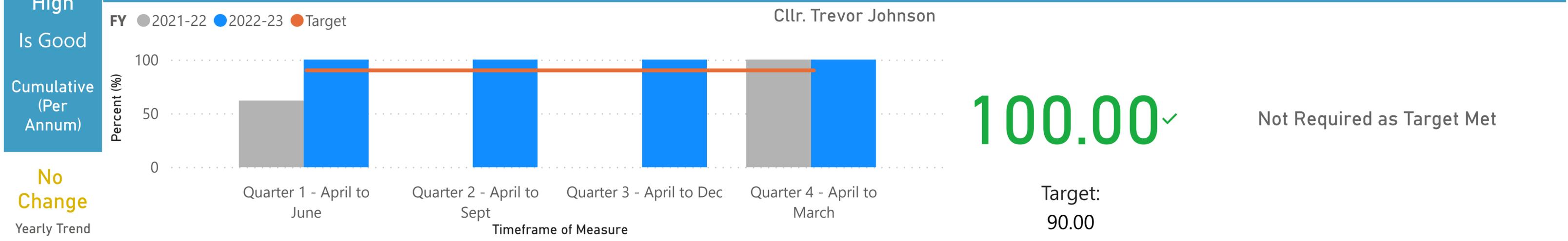
NEWCASTLE UNDER LYME
BOROUGH COUNCIL

2021-22
2022-23

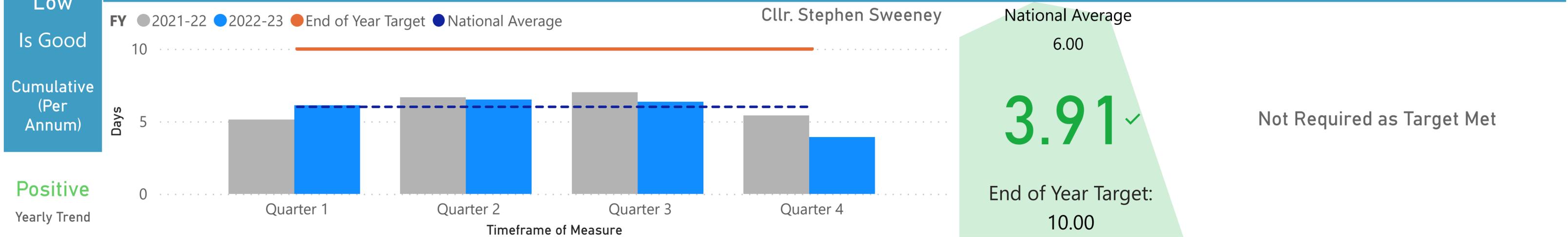
Low ID1.1 - Percentage of food premises that have a zero or one national food hygiene rating **Current Status** **SMART Actions if Off Target**



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

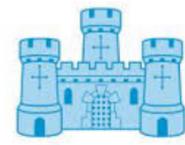


Low ID1.10 - Time taken to process Housing Benefit new claims/change events (Days) **Current Status** **SMART Actions if Off Target**





Priority 1: One Council delivering for Local People



NEWCASTLE UNDER LYME
BOROUGH COUNCIL

2021-22
2022-23

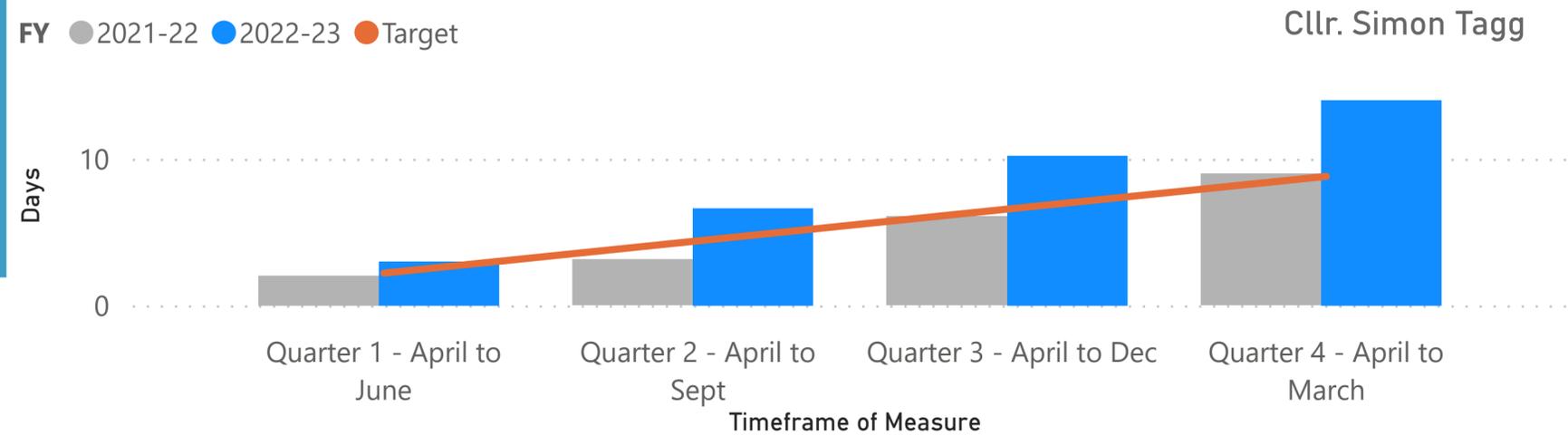
ID1.13 - Average number of days per employee lost to sickness - Per Employee

Current Status

SMART Actions if Off Target

Low
Is Good
Cumulative
(Per Annum)

Negative
Yearly Trend



14.00!
Target: 8.80

Sickness absence continues to be a major focus for us, as well as proactive work via Thrive, Mental Health first aiders, well-being initiatives and proactive management. We have significantly improved consistency and commitment to reporting absence correctly which has impacted on our figures to previous years. In comparison to our neighbours, the fact that we have in house services for manual services (waste and leisure in particular) does skew our comparison and benchmarking however we continue to work with these service areas to ensure wellbeing. We have made progress with relation to long term sickness and have consistent and well understood policy in place. Our next steps are to create a targeted action plan to analyse the sickness information and implement targeted approaches to improve.

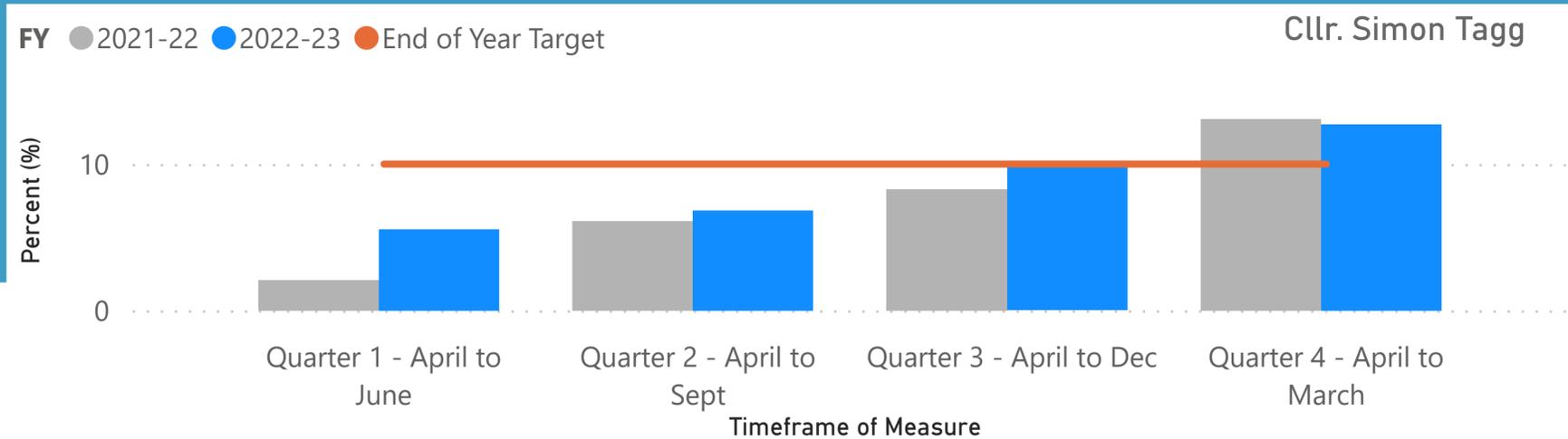
ID1.14 - Staff Turnover

Current Status

SMART Actions if Off Target

Low
Is Good
Cumulative
(Per Annum)

Positive
Yearly Trend



12.72
End of Year Target: 10.00

Staff turnover remains stable despite being slightly above target cumulatively, we have had a number of people leave who have experienced long term sickness absence within this quarter.

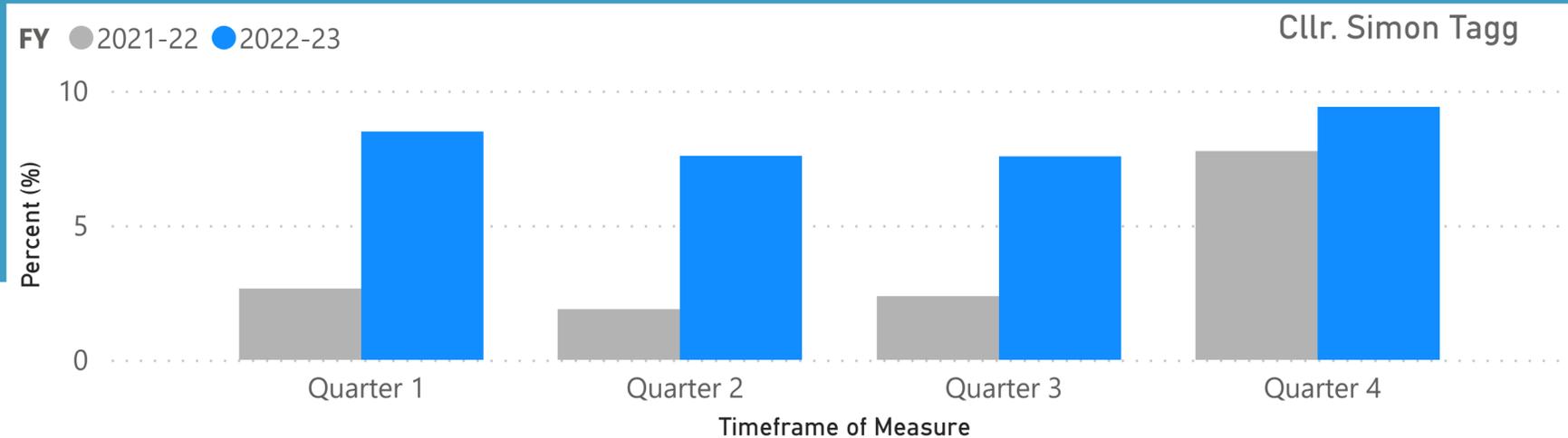
ID1.15 - Staff Vacancy Rate

Current Status

SMART Actions if Off Target

Low
Is Good
Per Quarter
(Snapshot)

Negative
Yearly Trend

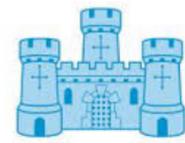


9.39

Vacancy rate has been impacted by the creation of a number of new roles as well as holding vacant posts due to potential restructures, recruitment activity remains steady



Priority 1: One Council delivering for Local People



NEWCASTLE UNDER LYME
BOROUGH COUNCIL

2021-22
2022-23

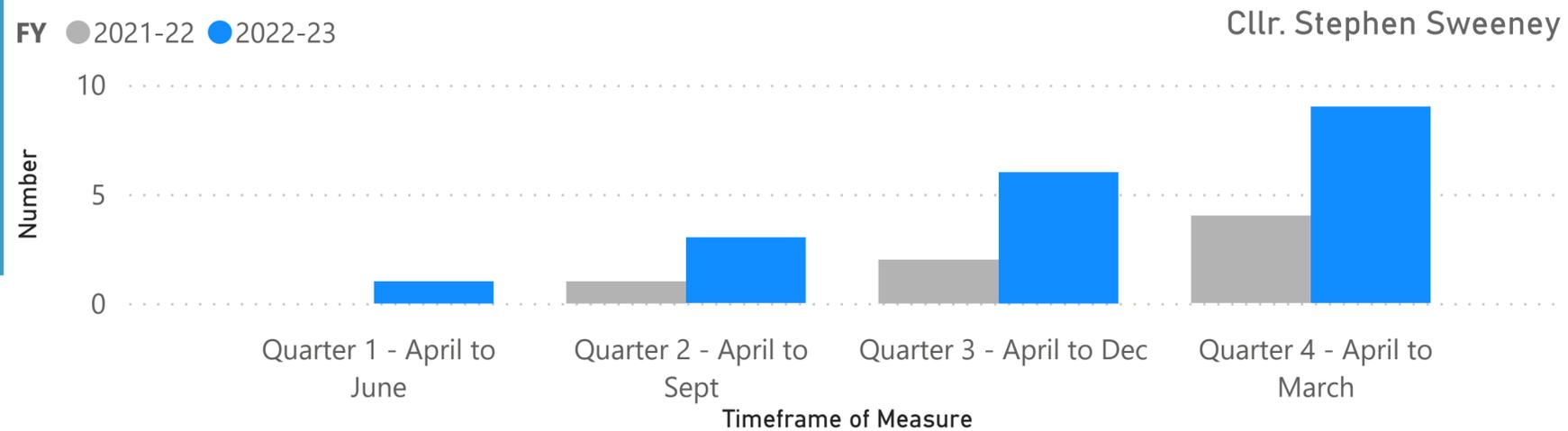
ID1.3 - No. Accidents/Incidents reported (RIDDOR)

Current Status

SMART Actions if Off Target

Low
Is Good
Cumulative
(Per Annum)

Negative
Yearly Trend



Targets have been set in comparison to the previous year which was not representative of Council activities due to COVID and reductions in service provision in some sectors. This figure although slightly higher than an average year is far more representative of expected numbers when full service is resumed.

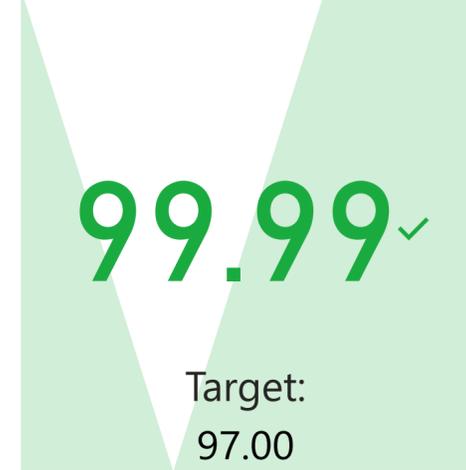
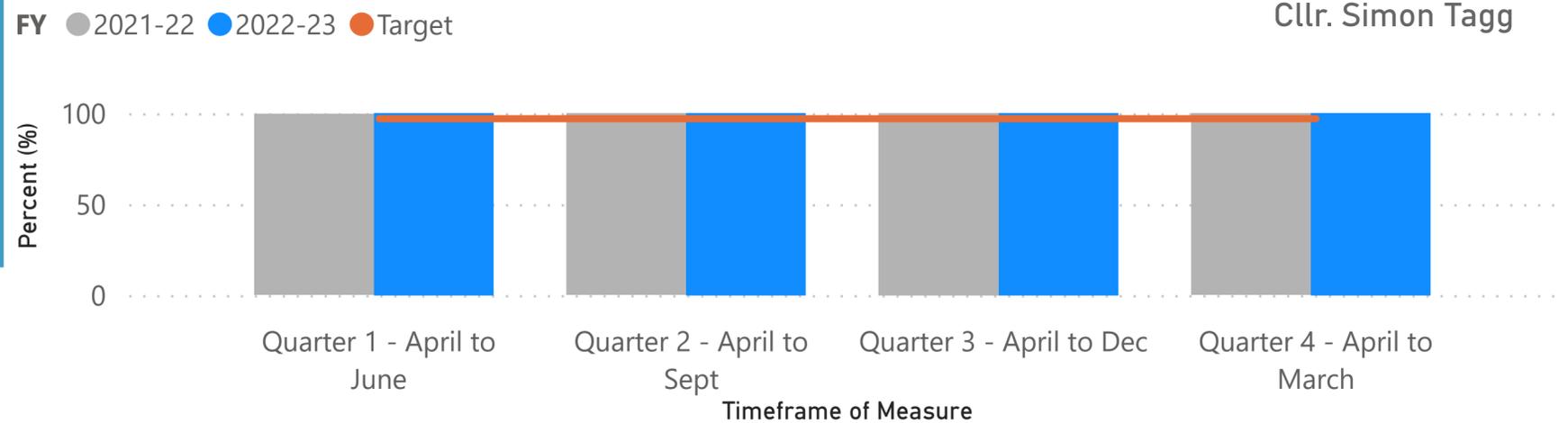
ID1.6 - Percentage of Customer Hub requests resolved at first point of contact

Current Status

SMART Actions if Off Target

High
Is Good
Cumulative
(Per Annum)

Positive
Yearly Trend



Not Required as Target Met

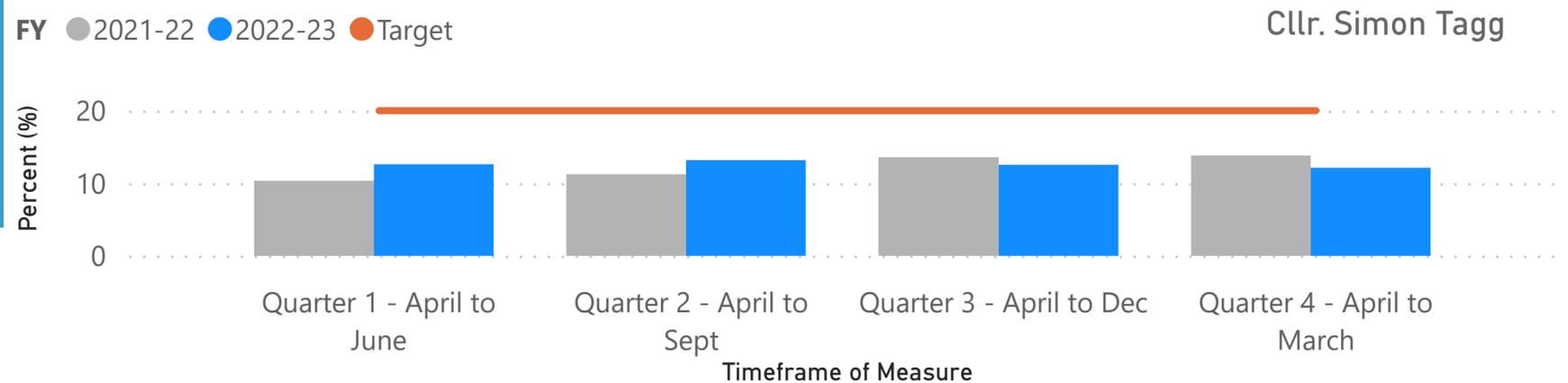
ID1.7 - % Unmet demand (number of calls not answered as a % of total call handling volume)

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

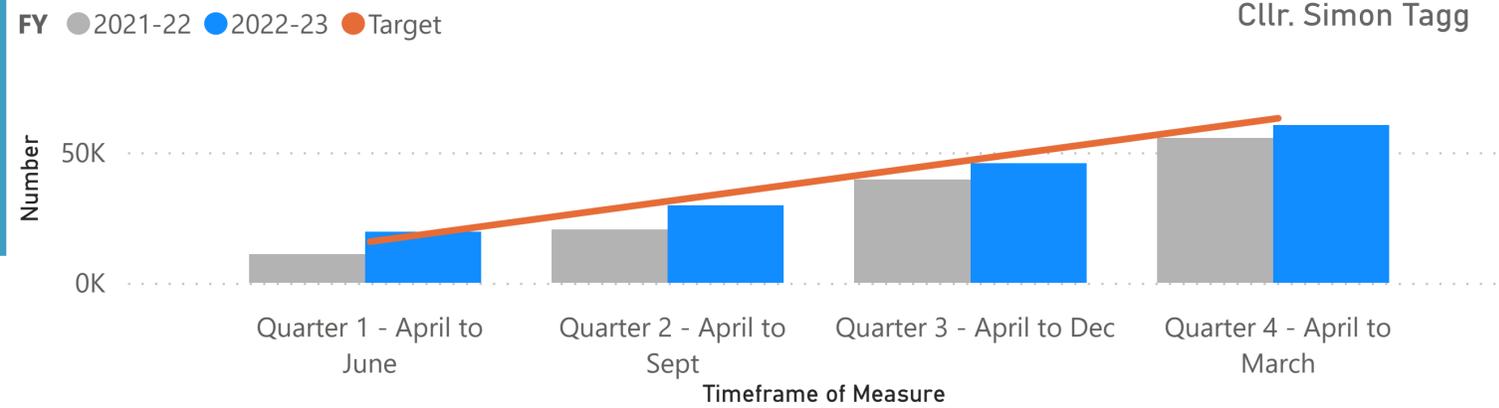
High

Is Good

Cumulative (Per Annum)

Positive

Yearly Trend



60.23K

Target: 63.00K

2769 under target however positive trend being shown when comparing to last year's value. The service will continue to build new journeys and improve online customer journeys currently existing.

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

Current Status

SMART Actions if Off Target

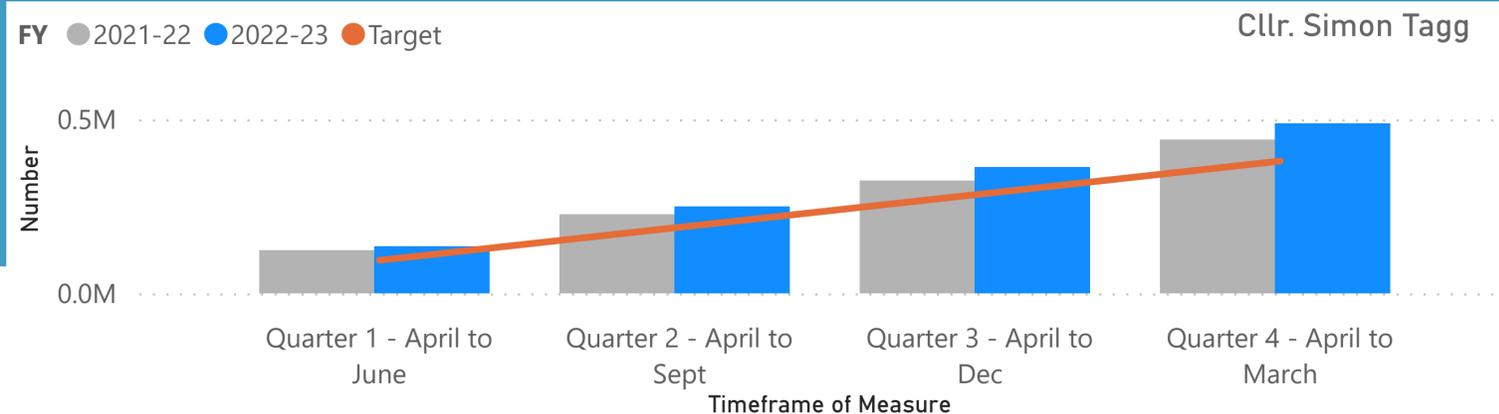
High

Is Good

Cumulative (Per Annum)

Positive

Yearly Trend



487.99K

Target: 380.00K

Not Required as Target Met

ID1.11 - Percentage of Council Tax collected

Current Status

SMART Actions if Off Target

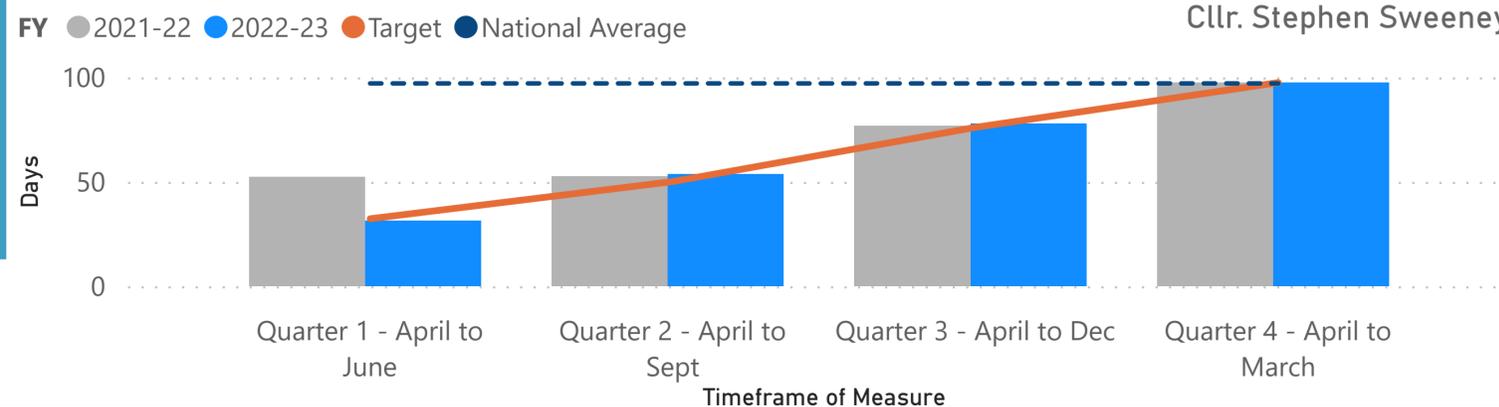
High

Is Good

Cumulative (Per Annum)

No Change

Yearly Trend



97.40

Target: 97.50

Just 0.1% below target, partly due to the Cost of living crisis which has to have an impact on this. Household support available from SCC to support. Central govt grants have been distributed with Council Tax support fund and EBSS and AFP

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

Current Status

SMART Actions if Off Target

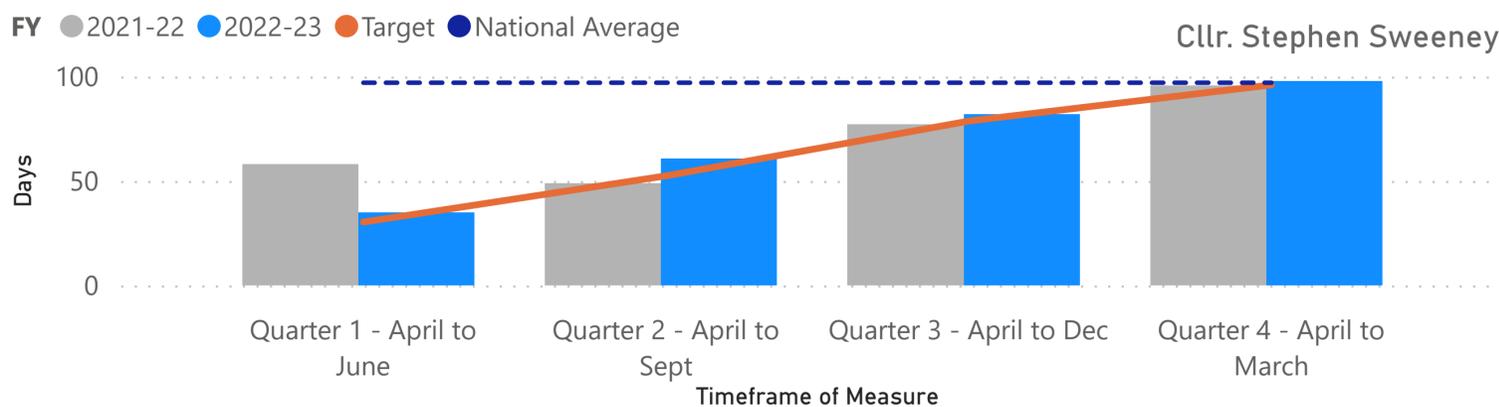
High

Is Good

Cumulative (Per Annum)

Positive

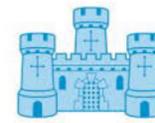
Yearly Trend



97.60

Target: 96.00

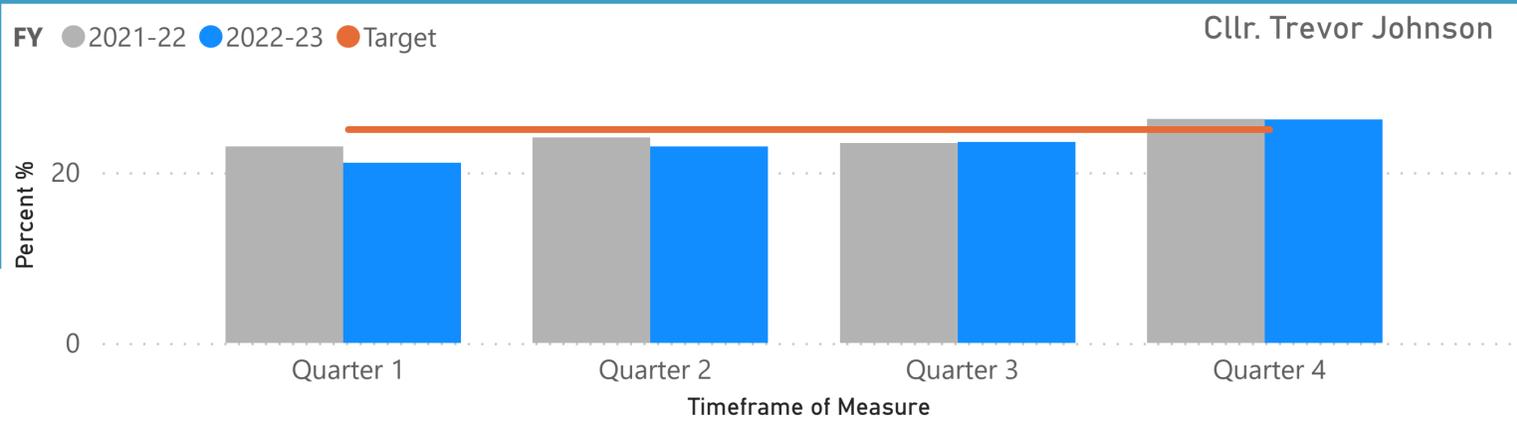
Not Required as Target Met



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

High
Is Good
Per Quarter (Snapshot)

Negative
Yearly Trend



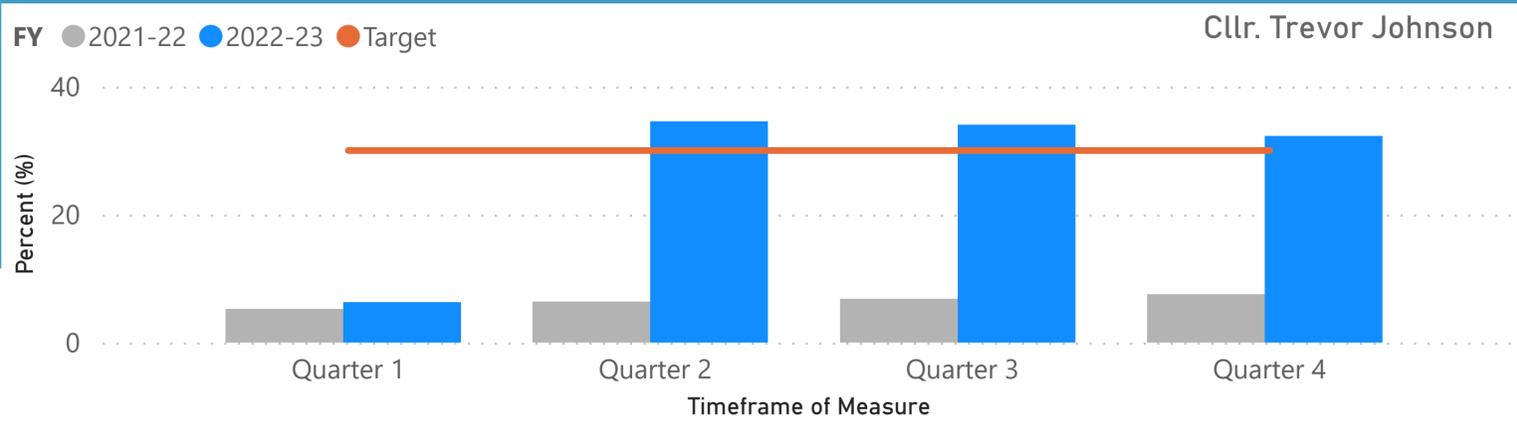
26.15 ✓
Target: 25.00

Target Met - Increasing targeted communications, better recovery of recycling from flats.

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

High
Is Good
Per Quarter (Snapshot)

Positive
Yearly Trend



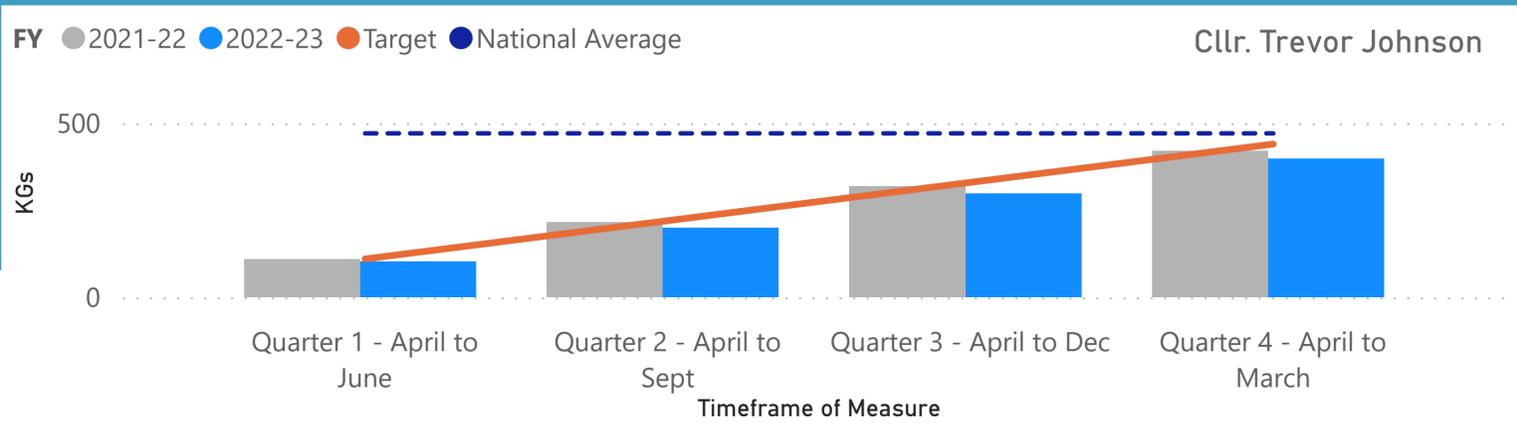
32.28 ✓
Target: 20.00

Not Required as Target Met

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

Low
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend



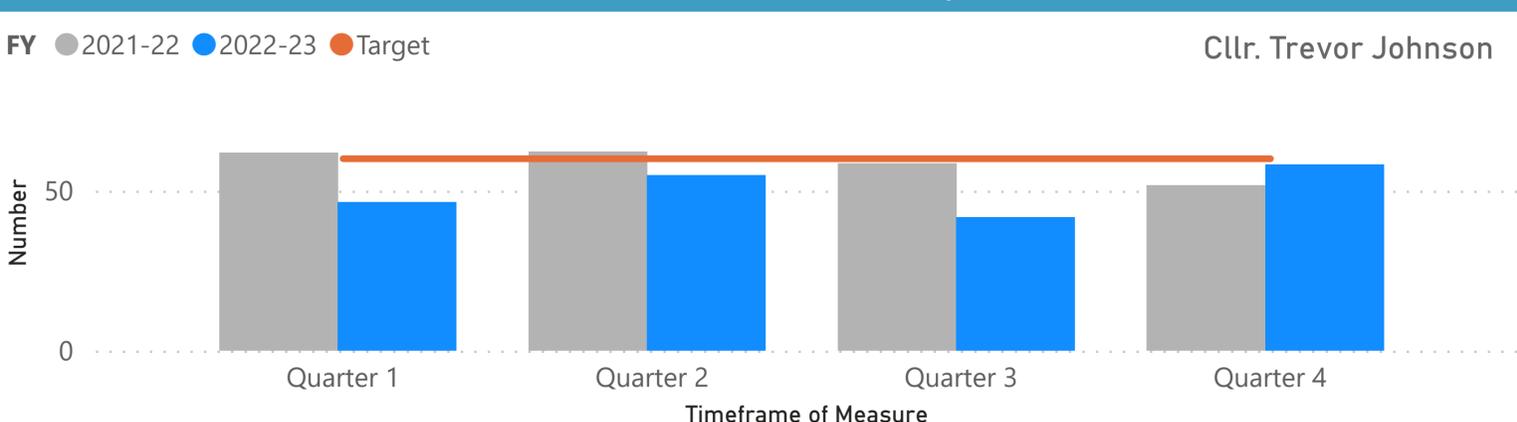
National Average 470.75
398.10 ✓
Target: 440.00

Not Required as Target Met

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

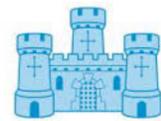
Low
Is Good
Per Quarter (Snapshot)

Negative
Yearly Trend



58.09 ✓
Target: 60.00

Not Required as Target Met



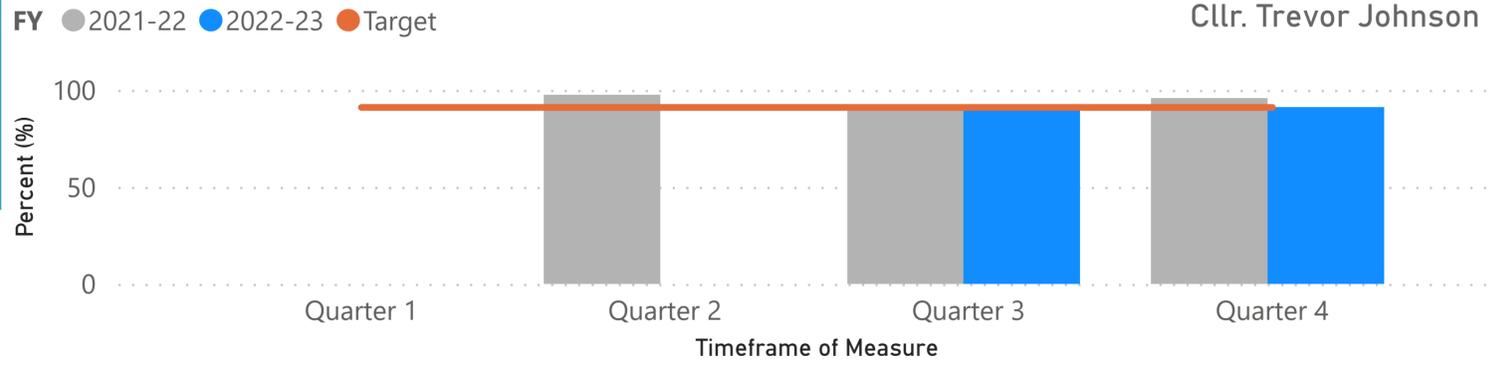
High
Is Good
Per
Quarter
(Snapshot)

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

Current Status

SMART Actions if Off Target

Negative
Yearly Trend



91.00 ✓

Target:
91.00

Not Required as Target Met

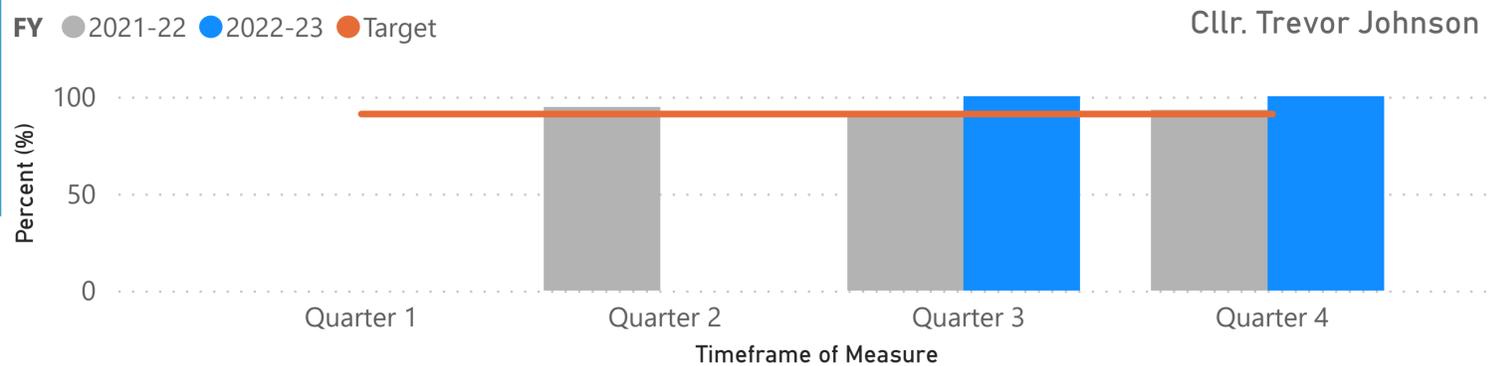
High
Is Good
Per
Quarter
(Snapshot)

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

Current Status

SMART Actions if Off Target

Positive
Yearly Trend



100.00 ✓

Target:
91.00

Not Required as Target Met

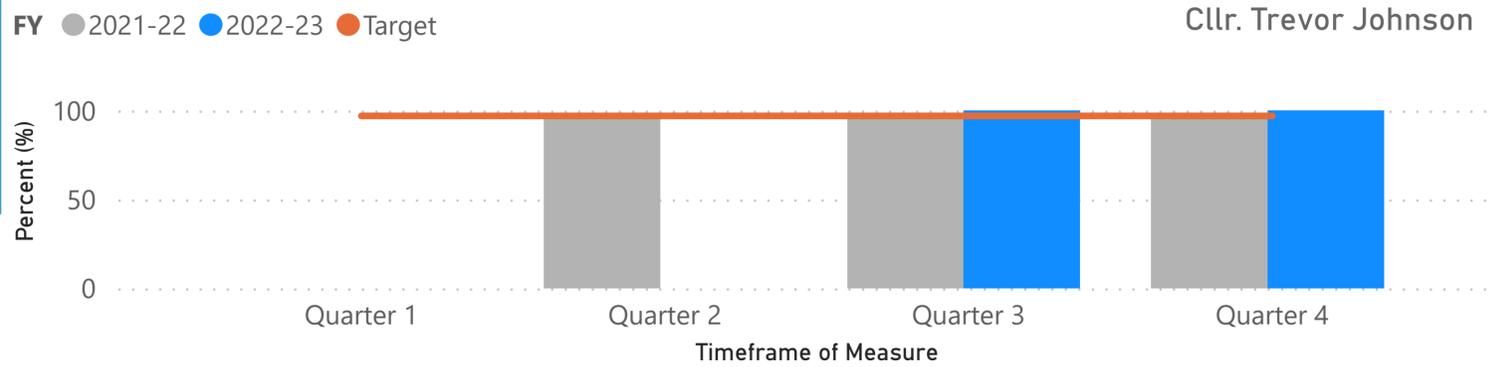
High
Is Good
Per
Quarter
(Snapshot)

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

Current Status

SMART Actions if Off Target

Positive
Yearly Trend



100.00 ✓

Target:
97.00

Not Required as Target Met

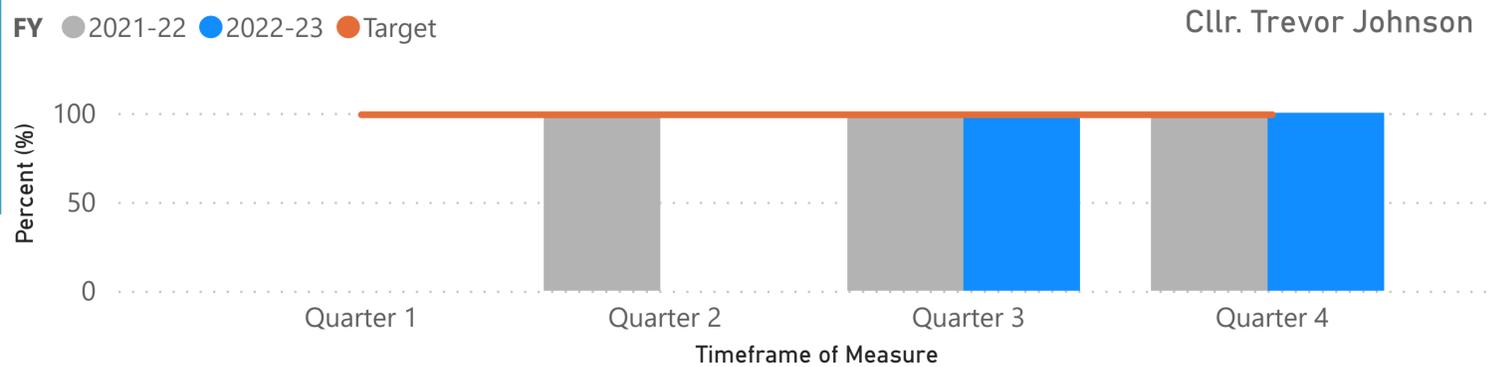
High
Is Good
Per
Quarter
(Snapshot)

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

Current Status

SMART Actions if Off Target

Positive
Yearly Trend



100.00 ✓

Target:
99.00

Not Required as Target Met

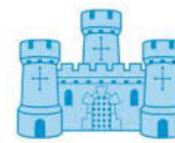


Project Status Split for Priority 1.

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	Initial scoping has taken place regarding the themes of the strategy which include resourcing and talent management. Next steps are to devise a project and stakeholder plan to ensure the plans meet the needs of the Council and residents.
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 remains on track to deliver improvements and efficiencies to service delivery.
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	The Council is working with our Leisure software provider to deliver an App for better customer service with booking and a kiosk in J2 to enable self-serve booking in, these are both on track for delivery next financial year.
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	Consultations gather resident views on a variety of subjects and feedback is sought periodically from residents using Council Services. The Strategic Hub has developed the State of the Borough report which provides a detailed overview of the Borough and resident demographics. Next steps are to consider how we broaden this liaison to further understand needs.
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	A review of partnership engagement is taking place to ensure we are proactive and efficient in our partnership work and delivering quality services without duplication.



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. 2 of those indicators which had met their target had improved from last year. 3 indicators showed a negative trend when compared to the same time period last year (ID2.2, ID2.4 and ID2.5).

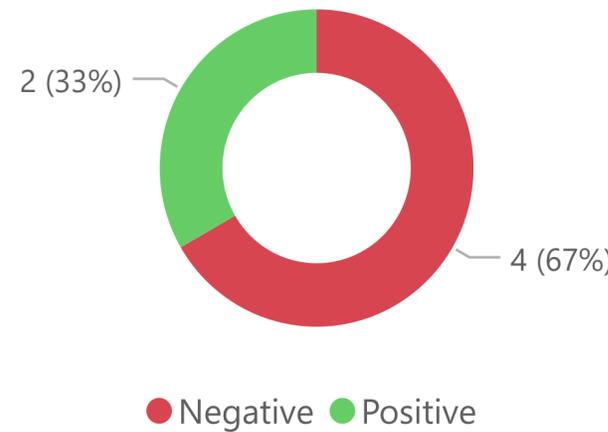
There was 1 indicator (ID2.6) which did not meet the target this this quarter within this Priority.

All 10 Project/Actions within Priority 2 were deemed to be progressing as expected this quarter.

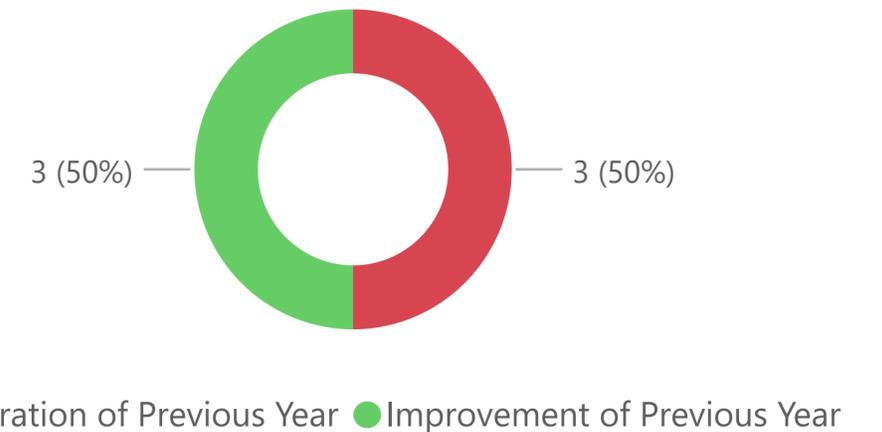
Priority 2: Qtr.4 Summary Project Status Split



Priority 2: Qtr.4 Trend Direction of PI's Compared to Previous Quarter



Priority 2: Qtr.4 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





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

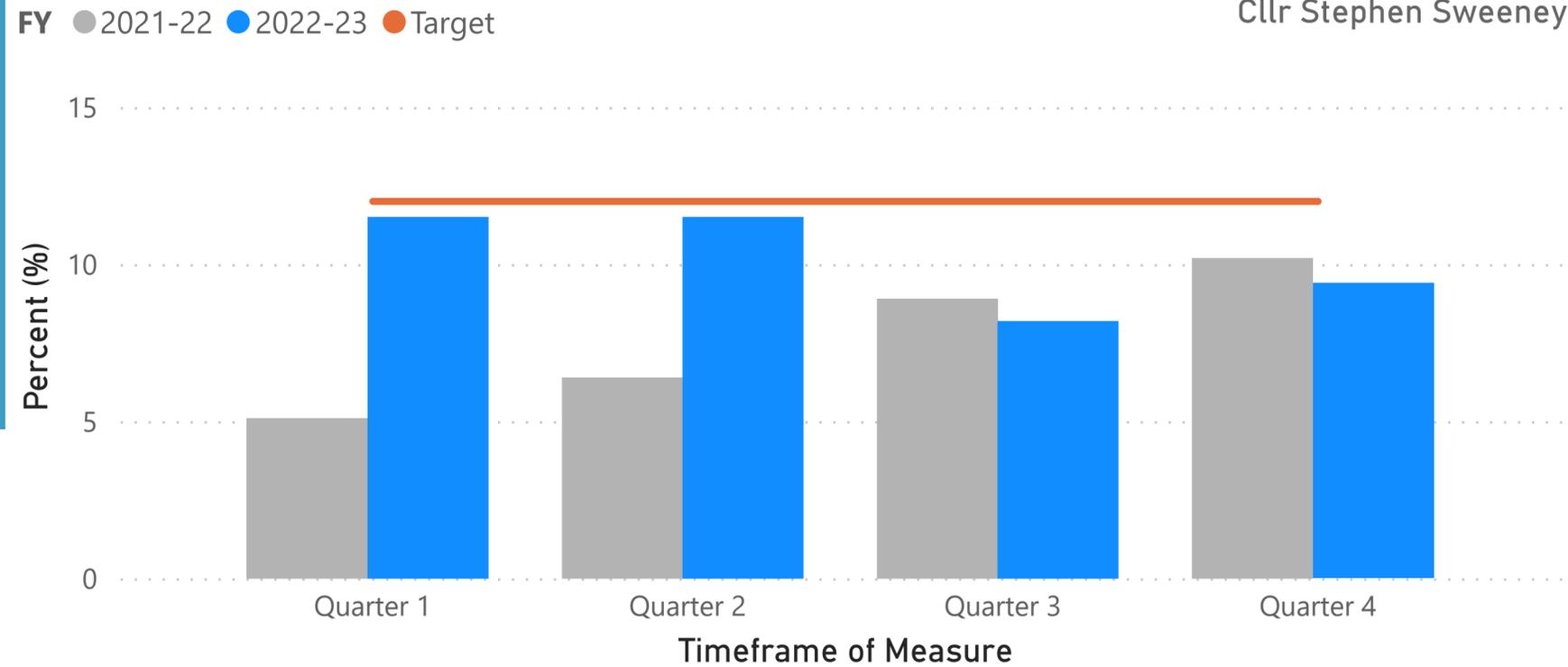
Current Status

SMART Actions if Off Target

Low
Is Good

Per
Quarter
(Snapshot)

Positive
Yearly Trend



Within target range with a current 9.4% vacancy rate

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

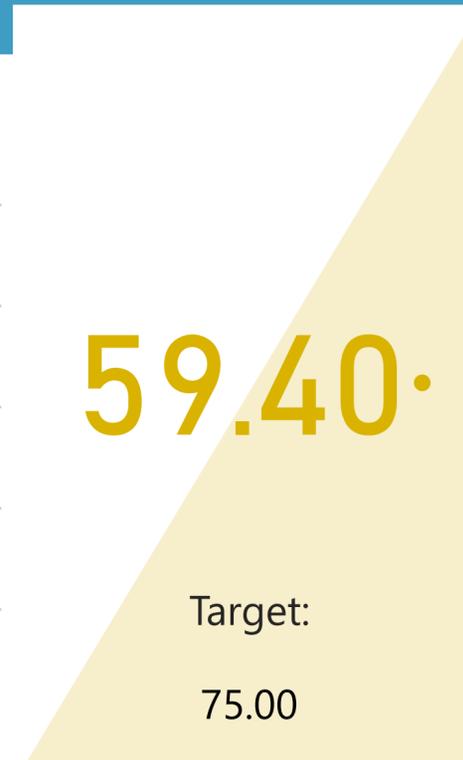
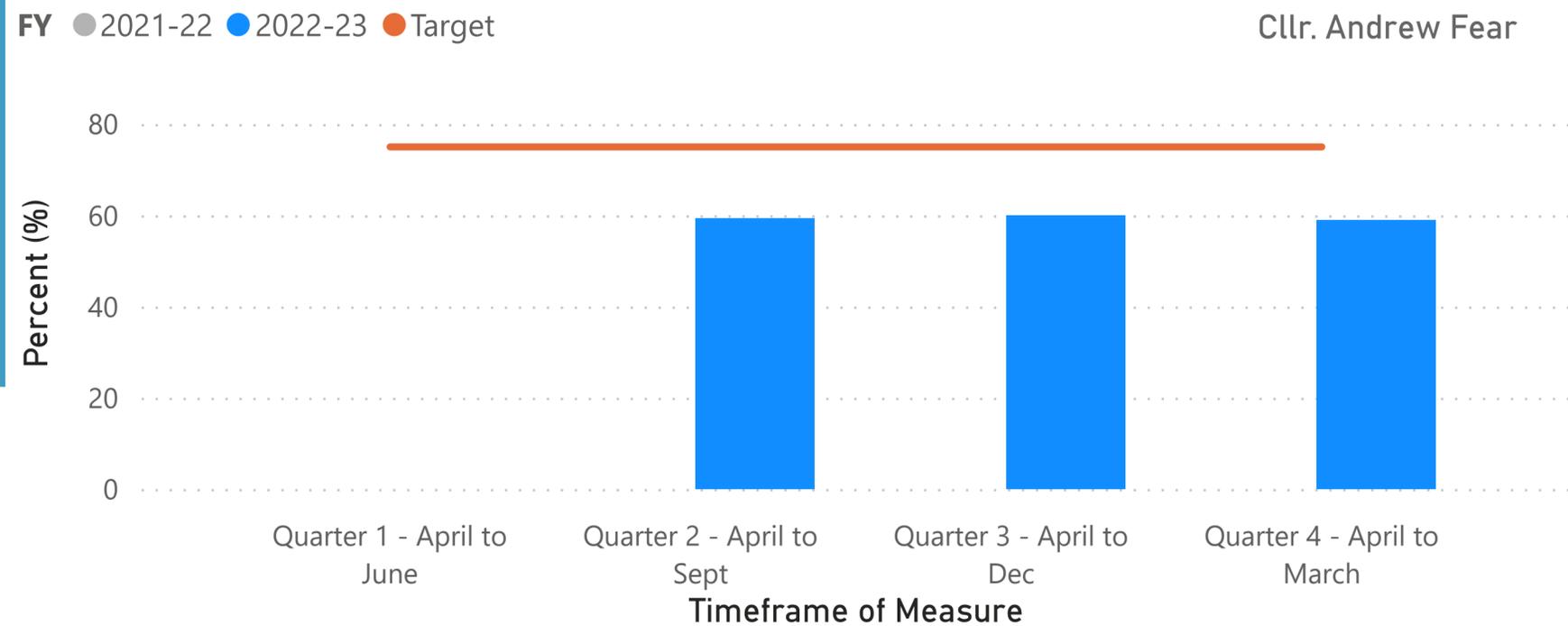
Current Status

SMART Actions if Off Target

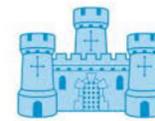
High
Is Good

Cumulative
(Per Annum)

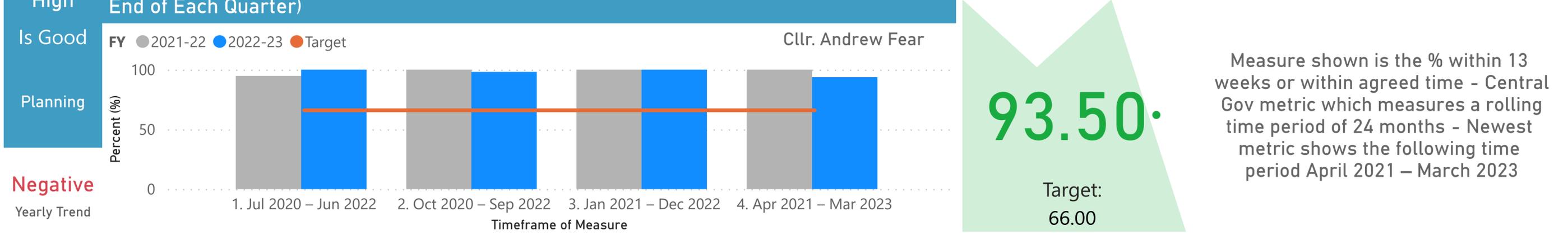
Positive
Yearly Trend



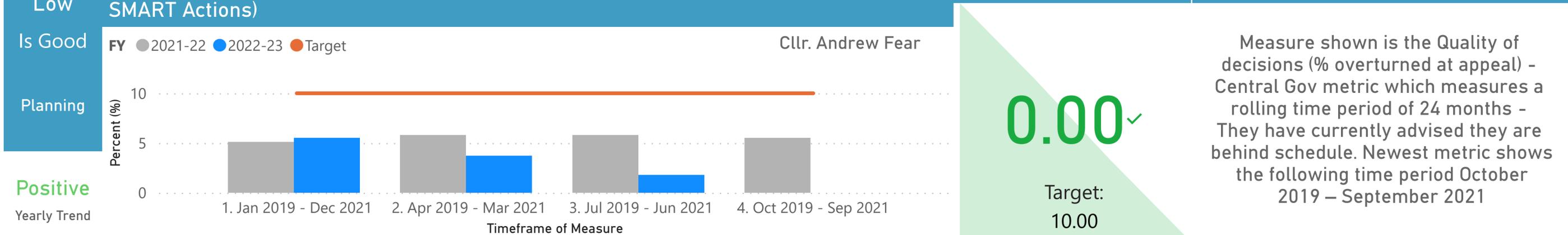
New metric for 2022/23 so no comparison from previous years available - The number of complaints received remain high. A review is currently being undertaken of the enforcement policy and procedures including the resource levels required. The service is also currently under review as part of the 'One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



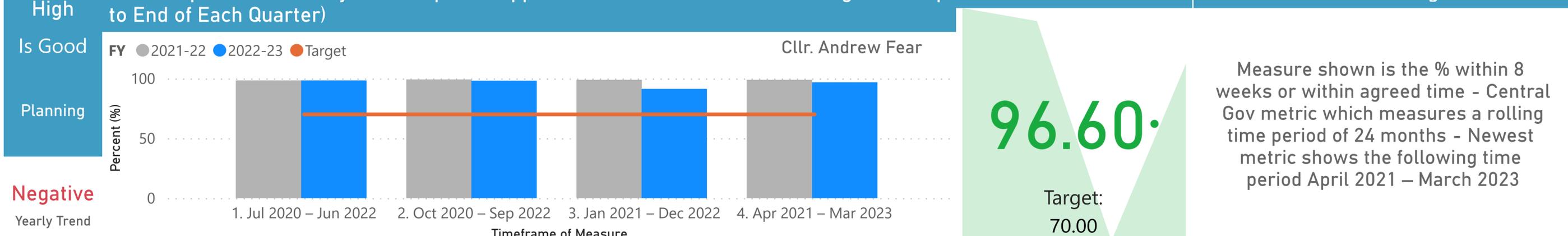
High ID2.2 - Speed of major development applications (P151a - 24 Month Rolling Period up to End of Each Quarter) Current Status SMART Actions if Off Target



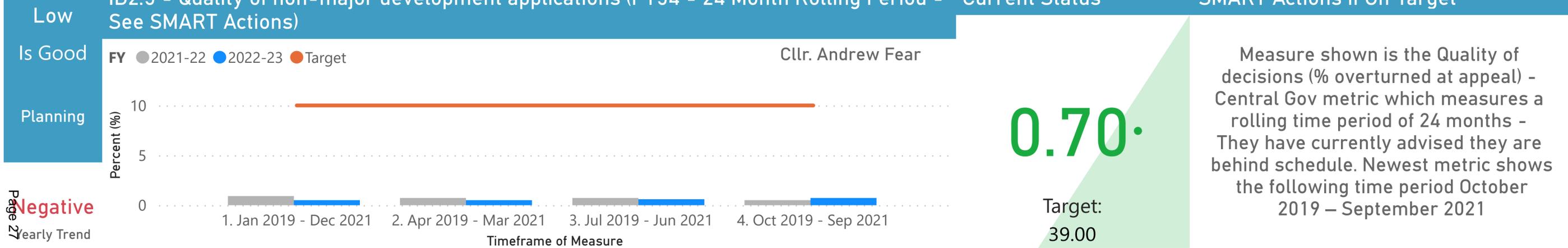
Low ID2.3 - Quality of major development applications (P152a - 24 Month Rolling Period - See SMART Actions) Current Status SMART Actions if Off Target

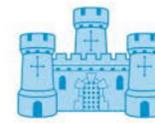


High ID2.4 - Speed of non-major development applications (P153 - 24 Month Rolling Period up to End of Each Quarter) Current Status SMART Actions if Off Target



Low ID2.5 - Quality of non-major development applications (P154 - 24 Month Rolling Period - See SMART Actions) Current Status SMART Actions if Off Target





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. 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	Work is progressing in undertaking the actions to deliver the Sustainable Environment Strategy (SES). the Councils Recycling and waste fleet is now running on HVO fuel as opposed to diesel, with a projected saving in CO2 of 90% for those vehicles. work has also commenced on the development of the Councils 'RoadMap' to net zero, which will form an integral part of the delivery of the SES
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	UK Shared Prosperity Partnership funding secured for two posts focusing on supporting rough sleepers or vulnerably housed individuals who are being discharged from prison or hospital with no home to return to or who need mental health support. Severe weather emergency protocol provision operational until 31.03.23 to protect rough sleepers from severe weather and to develop engagement and options. 66 category 1 hazards and 71 category 2 hazards removed from privately rented properties. Finalisation of plans for the Disabled Facilities Grant Service to return in house from 1st April 2023.
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	Work is in progress to deliver phase 4 of the Urban Tree Planting Strategy at a further 9 sites across the urban areas of the Borough, which will ultimately help to sequester carbon.
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	<p>KPI's</p> <p>Key performance indicators continue to be monitored on a regular basis with the operator WQL</p> <p>Odour Complaints</p> <p>In Q4 the number of odour complaints (month on month) were significantly below the number reported in previous years (2021 and 2022). February saw the lowest number of complaints reported at 47 complaints than any other month from January 2021 to date. Investigations are ongoing into an odour event that occurred on 27 March 2023 when the number of complaints peaked to 31. Officers are liaising with the operator WQL and the EA.</p> <p>Partnership working</p> <p>NULBC continue to work in partnership with UKHSA and EA. Information provided on air quality and weather enables Officers to proactively undertake odour assessments e.g. during periods of predicted low dispersion.</p> <p>Expert Review</p> <p>NULBC commissioned an expert to review data relating to odour between November 2022 and January 2023. The expert noted there have been improvements to:</p> <ul style="list-style-type: none"> -the scale of hydrogen sulphide and landfill gas releases, -a reduction in the frequency of episodes of hydrogen sulphide being present at a noticeable level, -the intensity has reduced but on occasions remains at noticeable levels -the peak concentrations are lower than when the Abatement Notice was issued.



Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
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 have been approved for delivery by DLUHC. Kidsgrove Sports Centre is Complete. Construction of the access road at Chatterley Valley is ongoing. Funding agreement signed with East Midlands Railway for refurbishment of Kidsgrove Railway Station. Agreement with the Canal and River Trust for canal improvement works is at the final stage of negotiation. Development of the Shared Service Hub is ongoing 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	All projects have now been submitted to DLUHC for approval with the final project, the Astley Centre for Circus being submitted at the end of March 2023. Development of the remaining projects continues with delivery partners. two elements of the Knutton Village masterplan project have now been submitted for planning permission, extension of the Enterprise Centre at Knutton and provision of changing facilities at the Wammy to support enhanced use of the football pitches.
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	Delivery plan has been approved by DLUHC and project delivery has commenced.
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	Review opportunities for further funding such as LUF3 in the next financial year.
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 an active role in the SSB, with a number of initiatives supported and agreed through Cabinet. The Council is supporting a number of communications initiatives, and is on target with delivery on the ten base pledges proposed by the SSB, and agreed through each Council partners decision making process.
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	The draft Newcastle under Lyme Local Plan - Regulation 18 Preferred Strategy is continuing to be produced in line with commissioned evidence received and within the timeframe of the adopted Local Development Scheme. The document is intended to be considered at Cabinet on the 6th June and if agreed the consultation will start on Monday 19th June and close Monday 14 August (8 weeks). The team has also secured an additional resource on a contract basis.



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.

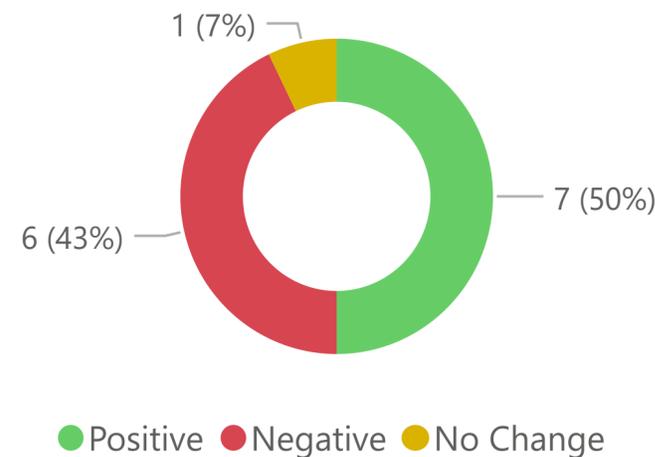
Of the 3 indicators with set targets, 100% of these met their target this quarter. All of the indicators which met their targets also showed an improvement when being compared to last years measure for the same time period.

There are 6 Project/Actions for Priority 3, all of which were deemed to be progressing as expected this Quarter.

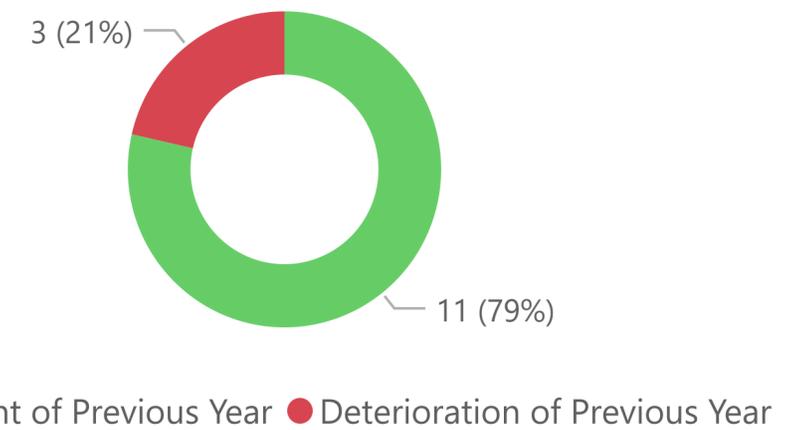
Priority 3: Qtr. 4 Summary Project Status Split

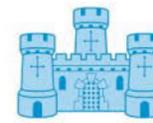


Priority 3: Qtr.4 Trend Direction of PI's Compared to Previous Quarter



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



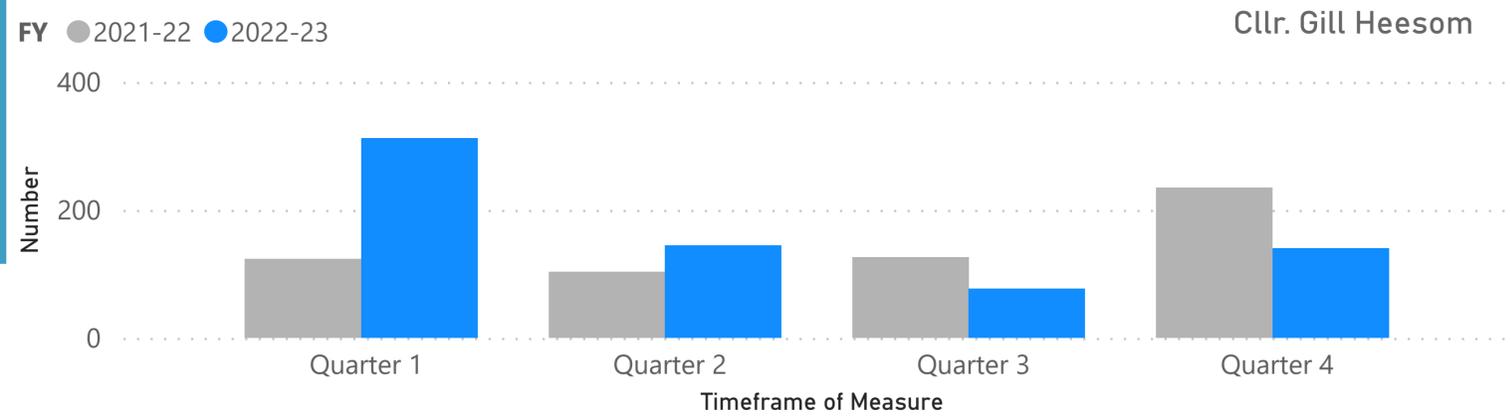


ID3.1a - Anti-Social Behaviour (ASB) cases - New cases received during the quarter

Current Status

SMART Actions if Off Target

Low Is Good Per Quarter (Snapshot) Positive Yearly Trend



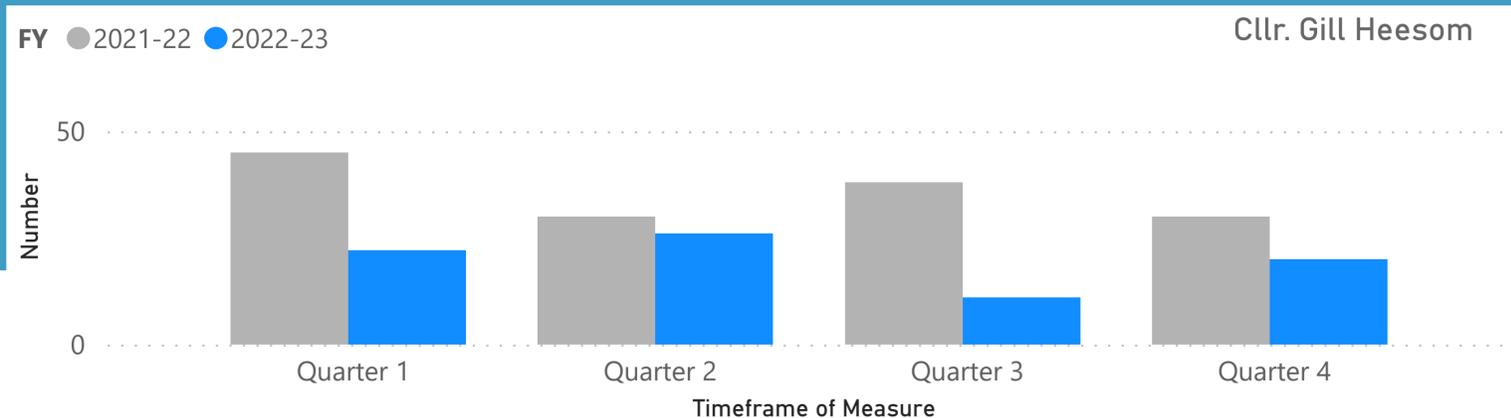
This measure is roughly on target with work continuing with a range of partner agencies to address ASB efficiently and effectively.

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



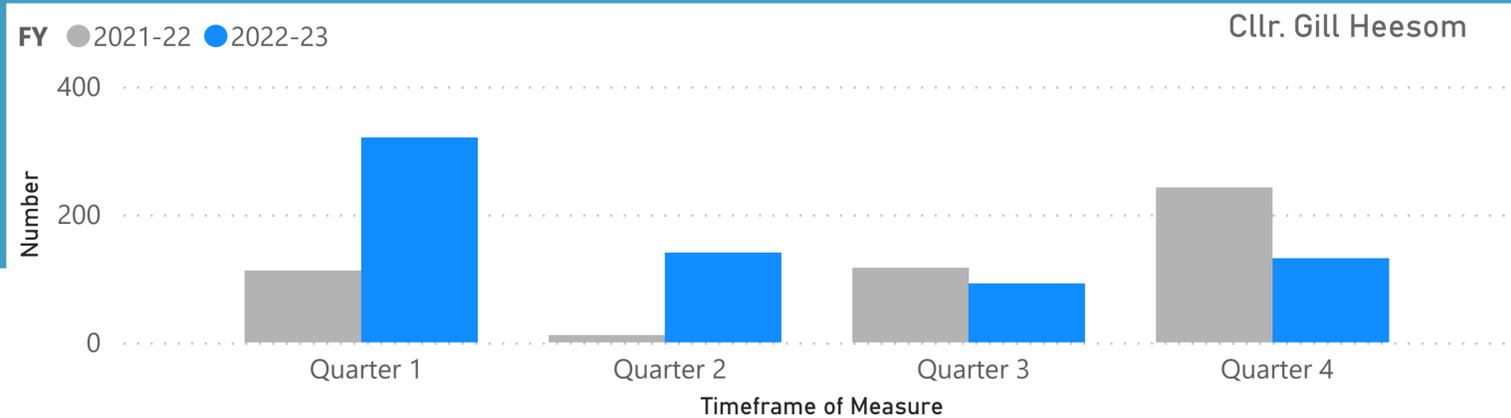
Measure is as expected and remains below previous outturn figure. We continue partnership working to reduce ASB and ensure any complaints are dealt with efficiently and effectively in a timely manner

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



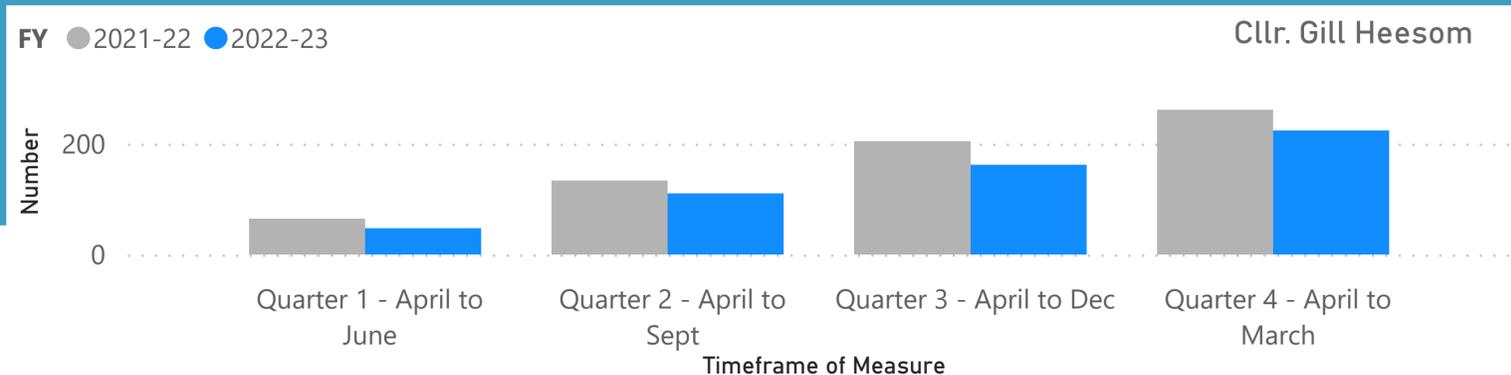
Measure is as expected and has improved from previous outturn figure for total number of cases closed in the quarter. Value is also relative to the measure of new cases received. We continue partnership working to reduce ASB and ensure any complaints are dealt with efficiently and effectively in a timely manner

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

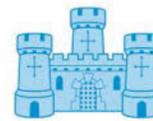
Current Status

SMART Actions if Off Target

Low Is Good Cumulative (Per Annum) Positive Yearly Trend



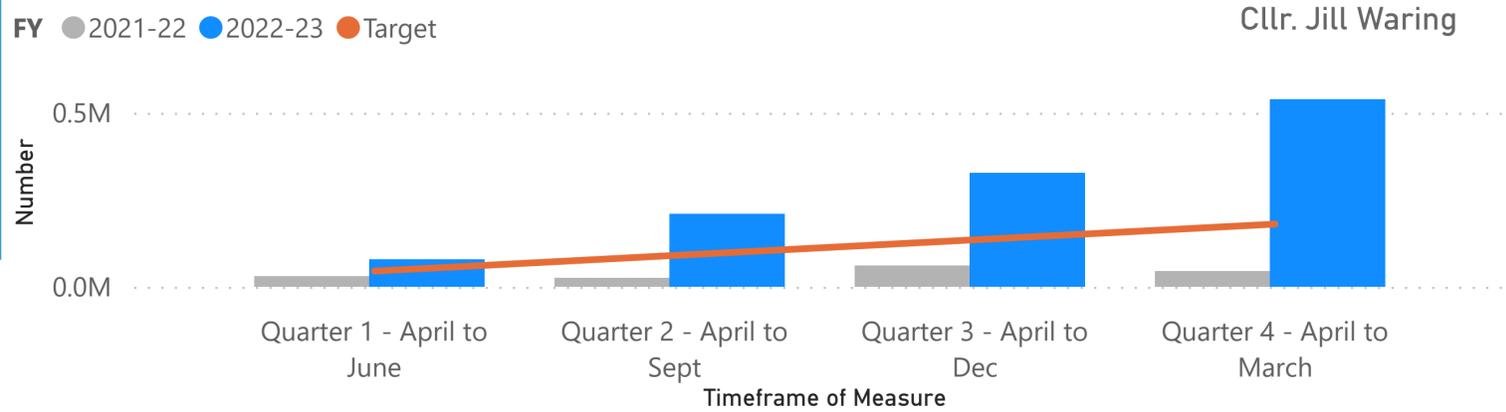
The numbers of referrals to the vulnerability hub have continued to increase. This has meant we are struggling to get through them each week, we will be re-looking at criteria with the Police to ensure that we get the most vulnerable cases and that agencies have tried all other measures before referring in to ensure we can give the time to those cases who need the help the most.



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



Cllr. Jill Waring

538.66K ✓

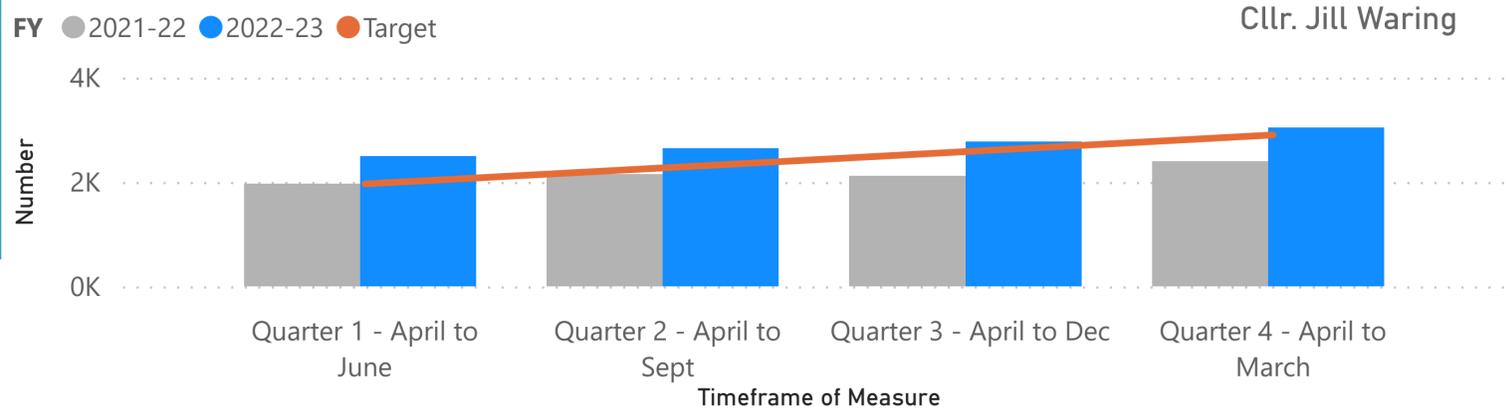
Target: 180.00K

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



Cllr. Jill Waring

3.03K ✓

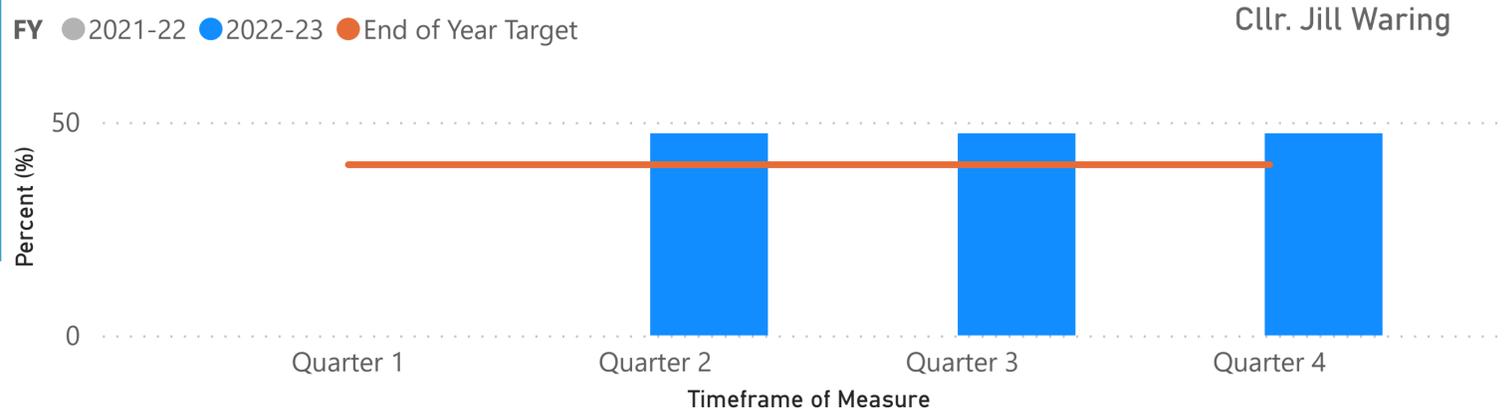
Target: 2.90K

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



Cllr. Jill Waring

47.30 ✓

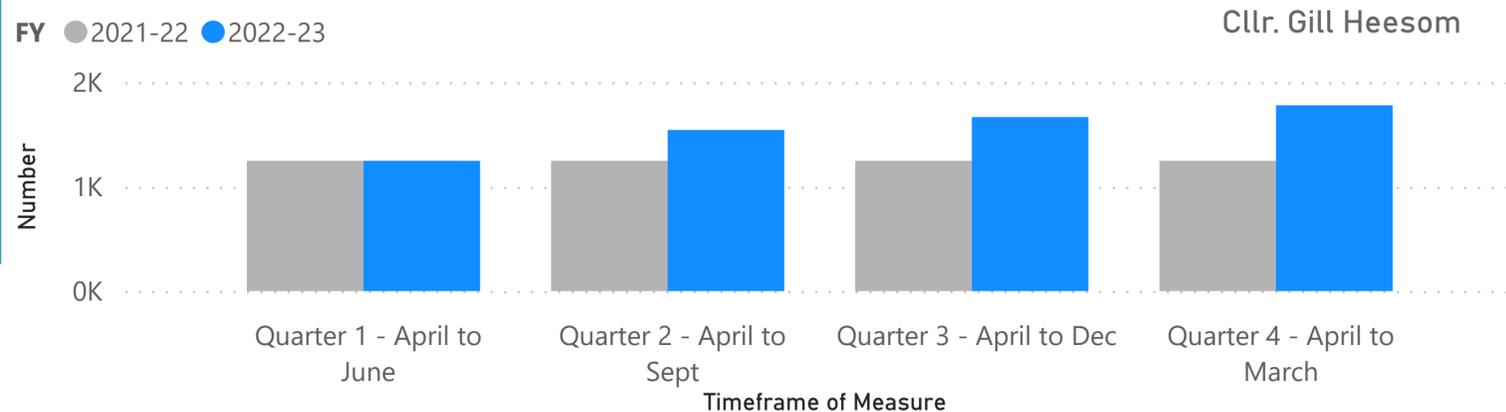
End of Year Target: 40.00

Not Required as Target Met

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

Low
Is Good
Per Quarter (Snapshot)

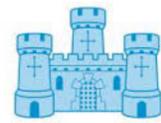
Negative
Yearly Trend



Cllr. Gill Heesom

1.78K

Previous outturn measure is not a target and it must be noted that the number of live applications on the register will always increase due to constant new applications and increased housing demand within the borough.



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

Current Status

SMART Actions if Off Target

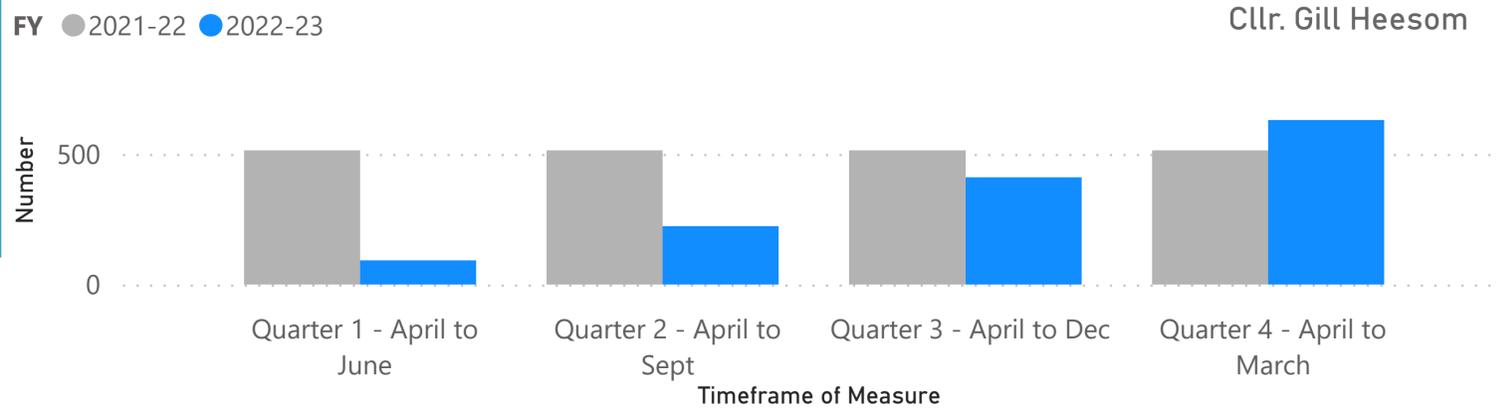
High

Is Good

Cumulative
(Per Annum)

Positive

Yearly Trend



628.00

Previous quarter data has been updated due to providers updating their systems / properties to show more accurate measures. Current year shows greater number of Lets when compared to the outturn of the previous year

ID3.8 - Emergency homeless presentations

Current Status

SMART Actions if Off Target

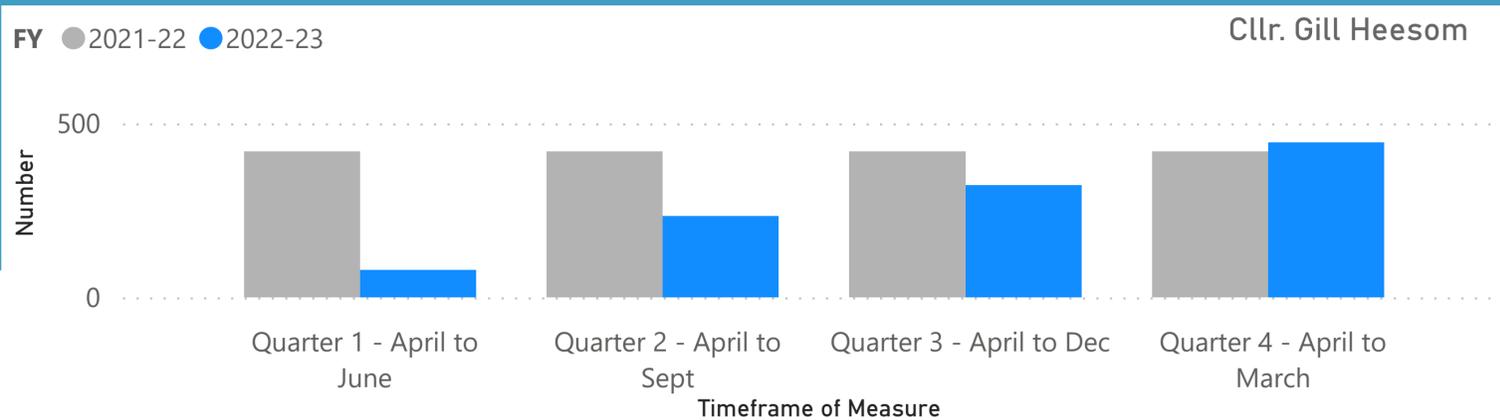
Low

Is Good

Cumulative
(Per Annum)

Negative

Yearly Trend



444.00

The service has currently been experiencing an increased demand of homeless presentations, this can be seen in end of year measure which shows a small increase since last year's outturn figure for emergency homeless presentations

ID4.4 - Total Rough Sleepers Verified in Quarter

Current Status

SMART Actions if Off Target

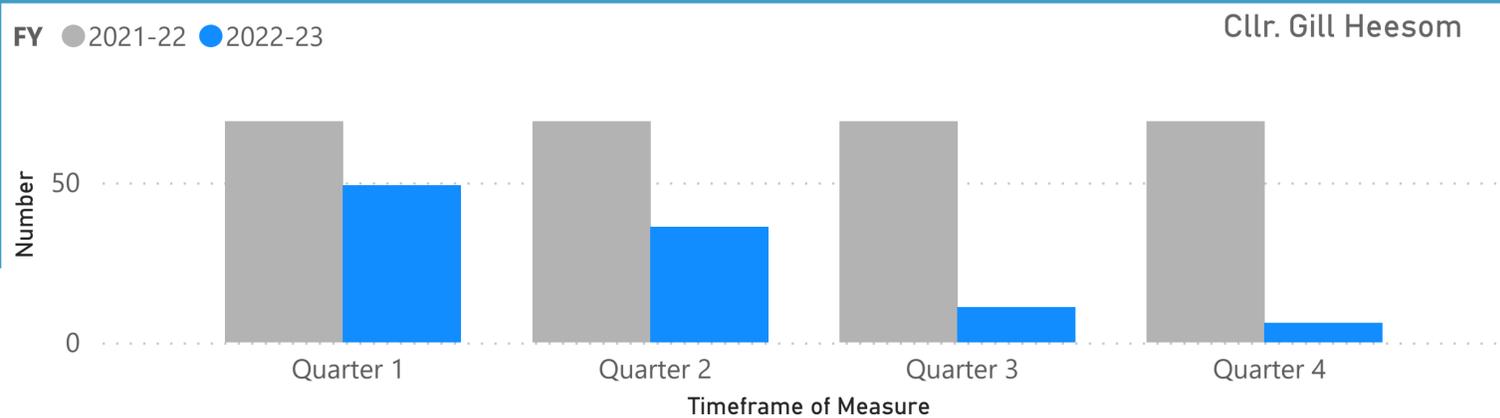
Low

Is Good

Per Quarter
(Snapshot)

Positive

Yearly Trend



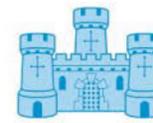
6.00

The number of rough sleepers overall have reduced due to the amazing work the team have been doing and the support pathways we have created. The Multi-Agency Hub which is held weekly continues to produce positive outcomes for those that attend and attract further support from varying agencies. We have been successful in acquiring funding through the Shared Prosperity Fund and have recruited a Mental Health Liaison Worker and Discharge Officer who will look at preventive work with our most complex individuals. We have also recruited a Housing Outreach Advisor who will be joining the Team mid-April. 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



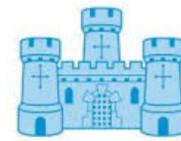


Project Status Split for Priority 3.

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	Borough Hero awards presented at Mayors Ball 31 March 2023.
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	MMF model is in development and recruitment is in progress to key roles in the team. Work is in progress on priority neighbourhood issues including fly tipping, household waste duty of care and abandoned vehicles.
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	We have created a new rolling agenda which addresses community needs from a thematic approach. This has been agreed at the Partnership Board to ensure that the right actions are taken by the right people at the right time.
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. We are also working closely with the PFCC to ensure we are compliant with the Serious Violence Duty that has been imposed
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	This is ongoing and the work to develop the partnership builds in line with the Community Safety Strategic Assessment and the Work plan which is currently in development.
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	Targeted communications initiatives planned over the coming months. food waste collections to be introduced as a pilot to a number of flat complexes, as a precursor to the implementation of the governments resource and waste strategy.



Priority 4: Performance Indicators Current Status

N/A	Target Met
1	1
Off Target - Positive Trend	
1	

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

Smart Narrative

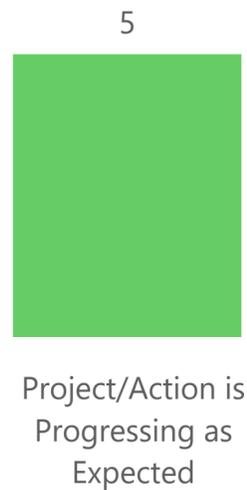
Within Priority 4 there is 1 contextual performance indicators which does not have a set target but is compared to last years outturn. This measure showed an improvement when compared to the same time period last year.

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.

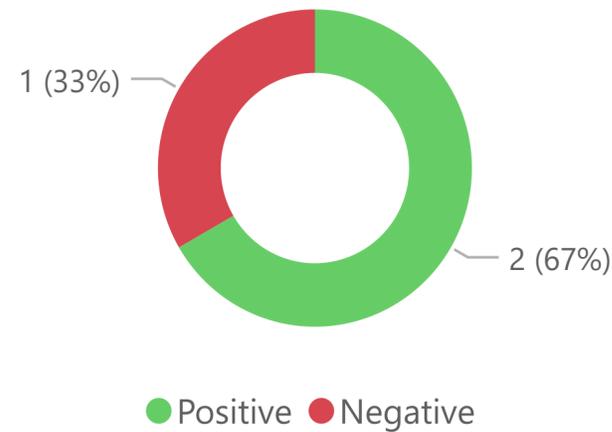
The other remaining indicator was off target (ID4.3) and but was improved upon when compared to Quarter 4 of 2021/22. The detail of this indicator is shown in the following pages of this report.

There are 5 Project/Actions within Priority 4 and all were deemed to have been progressing as expected.

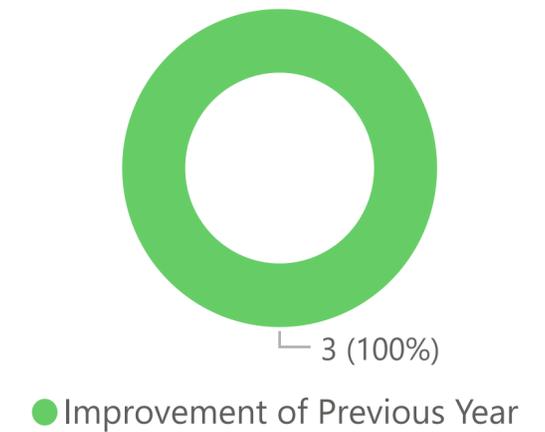
Priority 4: Qtr.4 Summary Project Status Split



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

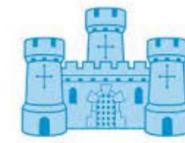


Priority 4: Qtr.4 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





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

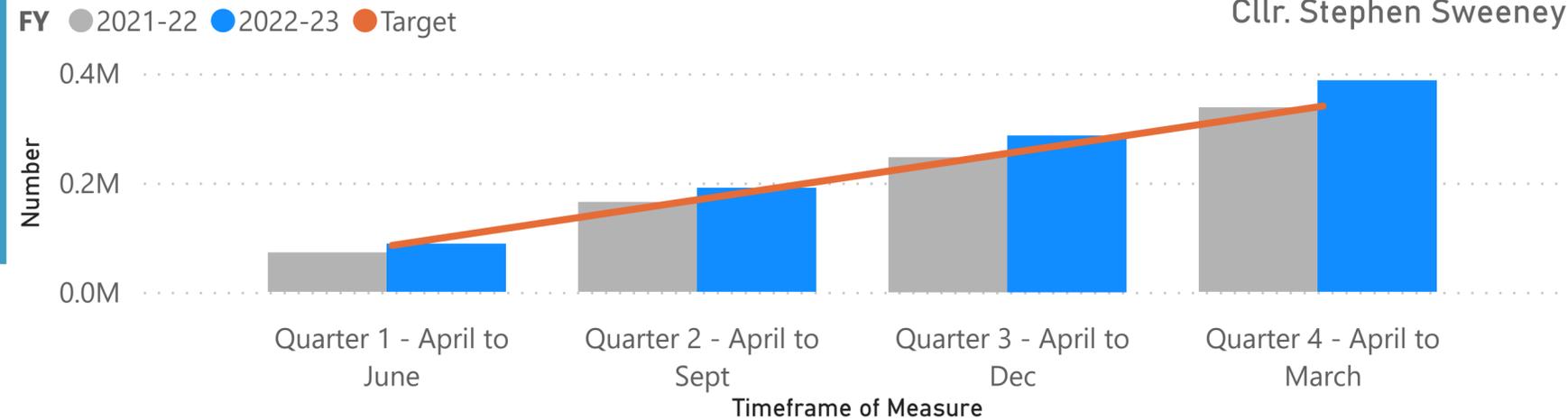
High

Is Good

Cumulative
(Per Annum)

Positive

Yearly Trend



386.92K ✓
Target: 340.00K

Not Required as Target Met

ID4.2 - Town Centre Footfall - Newcastle

Current Status

SMART Actions if Off Target

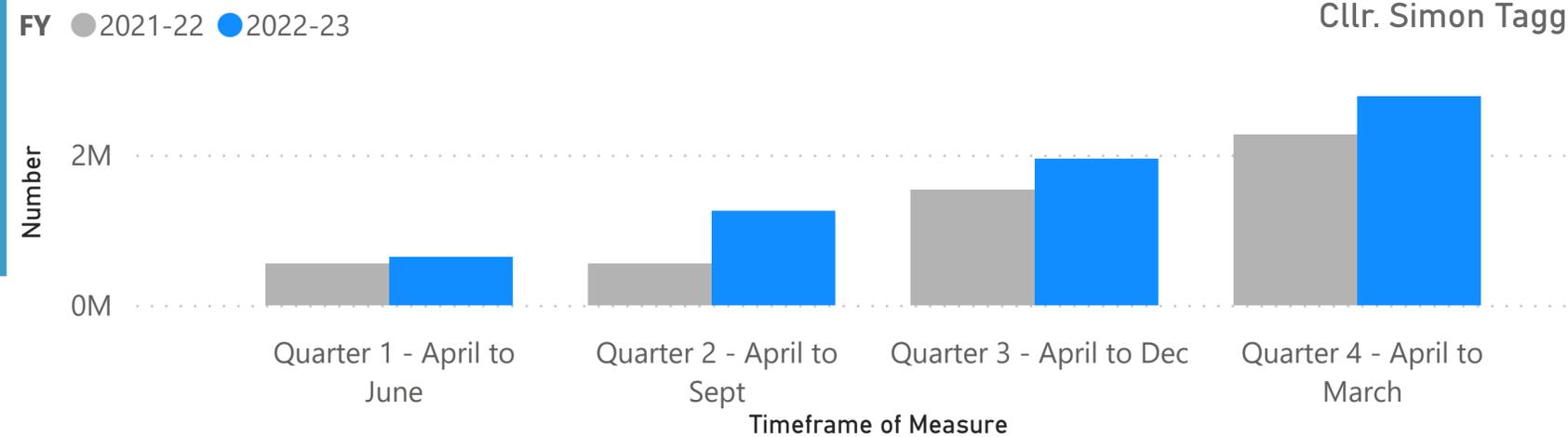
High

Is Good

Cumulative
(Per Annum)

Positive

Yearly Trend



2.78M

Improvements seen both from the same time period last year and also against the previous outturn figure by a total of 507420 visits. The current quarter had a total of 831009 visits with the busiest zone being the High Street - Poundland. The busiest time of day in the quarter was between 12 and 1pm with an average dwell time of 189mins.

ID4.3 - Average stall occupancy rate for markets - Overall

Current Status

SMART Actions if Off Target

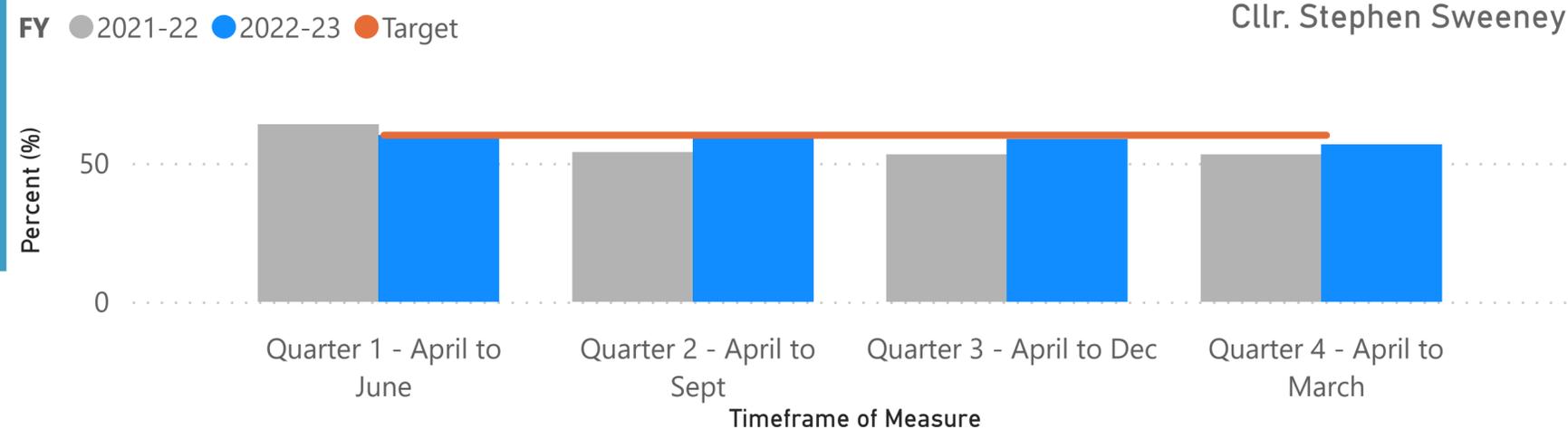
High

Is Good

Cumulative
(Per Annum)

Positive

Yearly Trend

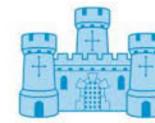


56.75

Target: 60.00

The drop in stall occupancy for some of the markets can be attributed to seasonal variations. Adverse weather conditions in Q3 and Q4 have historically been a factor. Poorer than expected trader recruitment to the General Markets echoes national market trends. Market review being planned for 2023 to drive improvement. Quarter 4 breakdown in isolation;

- Specialist event markets – average stall occupancy = 98%.
- Antique Forum Group Licensed Market – average stall occupancy = 52%
- General market – average stall occupancy = 22% (Monday and Wednesday General Markets have had consistently very low occupancy)



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	The "Experience Kidsgrove" town centre strategy has been drafted in partnership with Kidsgrove Town Council and Go Kidsgrove and a survey is in progress to understand business views on potential measures to increase footfall
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	The Antique Market licence has been renewed for a further 2 years (2023-25) and a calendar of specialist markets for 2023 has been agreed. Work has begun on scoping potential improvements to the market layout and stalls as part of the successful Future High Streets Fund programme. A special "coronation market" has been arranged for Saturday 6th May 2023.
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 project is dependent on achievement of planning permission for the new Castle Car Park so is not scheduled to start until late 2023.
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	Planning application for construction of the new Castle Car Park submitted March 2023.
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	Planning application submitted in December 2022 for demolition and subsequent re-development of York Place.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**CORPORATE LEADERSHIP TEAM'S
REPORT TO FINANCE, ASSETS AND PERFORMANCE COMMITTEE**

26 June 2023

Report Title: Addendum Item: Additional Information for Agenda item 4: Financial and Performance Review Report – 4th Quarter 2022-23

Submitted by: Leader of the Council

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

Ward(s) affected: All

Purpose of the Report

To provide the Committee with further detailed information in support of the Q4 Finance and Performance Report

Recommendation

That Members note

1. The contents of the attached report and appendices and comment accordingly.

Reasons

This report provides further information on the funding arrangements for major projects across the Borough and the Council's response to workforce sickness absence. This information supplements the Q4 Report on Finance and Performance which is on the Agenda for this Committee.

1. **Background**

- 1.1 The Council has secured more than £50m in government funding to drive the transformation of the local economy, forming the basis of growth plans for the next four years. Appendix A provides further detail on the individual schemes and funding pots.
- 1.2 The Borough Council has a target of 8.8 days for sickness absence and the year-end result was 14 days. The additional information attached at Appendix B provides further insight into sector comparisons and the actions being taken to bring this level down.

2. **Proposal**

- 2.1 That Members note the contents of the attached report and Appendices A and B, and comment accordingly.

3. **Legal and Statutory Implications**

3.1 None from this report.

4. **Equality Impact Assessment**

4.1 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.

5. **Financial and Resource Implications**

5.1 There are no additional implications from this report.

6. **Major Risks**

6.1 No new major risks have been identified.

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



8. **Key Decision Information**

8.1 This is not a key decision.

9. **Earlier Cabinet/Committee Resolutions**

9.1 N/A

10. **List of Appendices**

10.1 Major Projects Funding (Appendix A) and Sickness Absence (Appendix B).

11. **Background Papers**

11.1 Working papers held by HR and Finance.

Appendix A - Major Projects Funding

- 1.1 The Council was awarded Future High Streets Fund funding in June 2021 of £11.0m to progress projects to help future economic growth. £7.9m has been received to date of which £5.4m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Ryecroft	3,756	2,688	1,068
Multi Story Car Park	3,500	585	2,915
York Place	3,015	1,928	1,087
Stones Public Realm	321	-	321
Market Stalls	76	-	76
Project Management	380	224	156

- 1.2 £23.6m was awarded to the Council via the Town Deals Fund for Newcastle. £12.5m has been received to date of which £0.9m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	-	2,285
Sustainable Public Transport	3,421	-	3,421
Electric Vehicle Charging	400	-	400
Pedestrian Cycle Permeability	950	-	950
Transform Key Gateway Sites	3,810	-	3,810
Astley Centre for Circus	1,810	12	1,798
Digital Society	3,510	252	3,258
Heart into Knutton Village	3,534	157	3,377
Cross Street, Chesterton	2,955	-	2,955
Project Management	925	525	400

- 1.3 £16.9m has also been awarded via the Town Deals fund for Kidsgrove. To date £7.9m has been received of which £6.6m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Kidsgrove Sports Centre	2,328	2,328	-
Chatterley Valley West	3,661	3,661	-
Kidsgrove Station	3,658	147	3,511
Shared Services Hub	6,183	17	6,166
Canal Enhancement	400	-	400
Project Management	670	409	261

- 1.4 The Council has been awarded £4.8m over a 3-year period of UK Shared Prosperity Funding as part of the government's mission to level up opportunity and prosperity and to overcome geographical inequalities. 25 projects have been identified for which spend has commenced. The 2022/23 allocation of £0.6m has been received, total spend to date amounts to £0.3m as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
CML Community Hubs	6	3	3
Newcastle 850 Anniversary	20	20	-
Nature and Wellbeing	22	13	9
Canal Connectivity	102	5	97
Clough Hall Park	234	-	234
Cold Night Shelter	160	-	160
Mental Health Worker	86	7	79
Nature Recovery	265	85	180
Epicentre for Circus	100	8	92
Homelessness Hub	955	12	943
Beat The Street	23	20	3
New Vic Theatre - 850 Event	10	-	10
Volunteering for all	71	19	52
Discharge Officer	86	7	79
BES Enterprise Coaching	89	2	87
Kidsgrove Town Hall	250	19	231
Security Marshalls	32	12	20
Flourishing Keele (KU)	466	6	460
Moving Ahead (KU)	454	5	449
Advanced Digital Technologies	627	2	625
BIC Innovation and service	279	-	279
Chamber Growth Hub	59	-	59
Brampton Wedding Venue	54	28	26
Technical Innovation upskilling	129	-	129
Project Management	193	75	118

- 1.5 Several projects within the Town Deals and Future High Streets Fund (e.g., Multi Story Car Park, Ryecroft Development, York Place and Chatterley Valley) will require further funding from the Council in addition to the government grants, this will include the Council borrowing to fund these projects.
- 1.6 The public works loan board borrowing rate is subject to change daily and could have a significant impact on the financial viability if increases in interest rates are forthcoming or may result in considerably less costs in the instances of lower rates being obtained when borrowing is required. Additionally, the level of inflationary demands is also considered on a project-by-project basis.
- 1.7 Rigorous financial challenge and monitoring of each project's expenditure will be required in both the interim and during subsequent construction phases. Financial monitoring will continue to be reported as part of the scrutiny process and will also form part of the quarterly financial report to Cabinet.

Sickness Absence Summary June 2023

1. Introduction

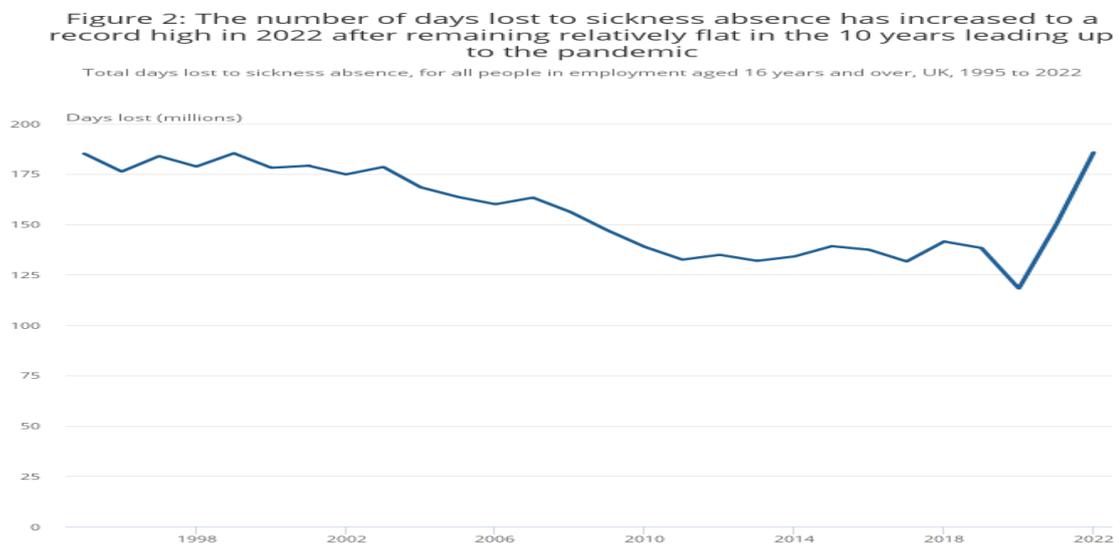
Sickness absence at NULBC is higher than we would want it to be at an average of 14 days lost per employee per year.

There are a number of contributory factors to this, some of which are local and some which are played out on the national scale.

We are working to reduce the absence both through preventative and cultural improvements, but also improved management processes.

2. National Picture

2.2 National data (taken from the Sickness Absence in the UK labour Market ONS 2022 survey¹) shows that 2022 has seen a record high in absence rates and it is likely that this trend continues and impacts into 2023.



Source: Labour Force Survey from the Office for National Statistics

1

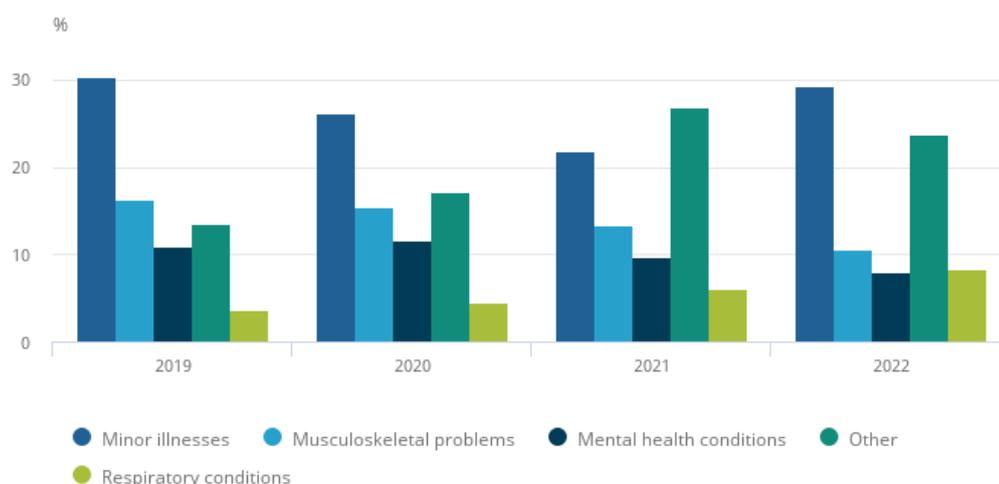
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/sicknessabsenceinthelabourmarket/2022#sickness-absence-data>

This is undoubtedly a legacy of the pandemic which physical and mental ill health having increased due to the unprecedented circumstances.

2.3 Our current highest reasons for long term are sickness back and spinal and mental health absences. This is consistent with other local authorities as well as the UK workforce overall as ONS statistics show Minor Illnesses, Musculo skeletal problems, Mental Health Conditions, and Respiratory conditions as the top identifiable reasons for absence.

Figure 3: “Respiratory conditions” has overtaken “mental health conditions” to become the fourth most common reason for sickness absence in 2022

Percentage of occurrences of sickness absence, by top five reasons in 2022, UK, 2019 to 2022

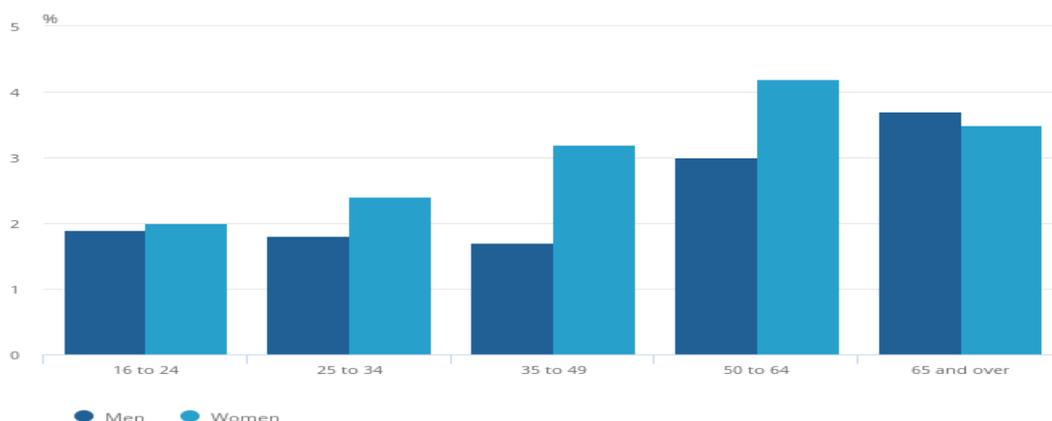


Source: Labour Force Survey from the Office for National Statistics

2.4 Nationally, groups with the highest rates of sickness absence in 2022 included women, older workers, those with long-term health conditions, people working part-time, and people working in care, leisure, or other service occupations. These groups are strongly represented amongst our workforce.

Figure 4: The sickness absence rate was higher for women in most age groups in 2022

Sickness absence rate, by age group and sex, UK, 2022

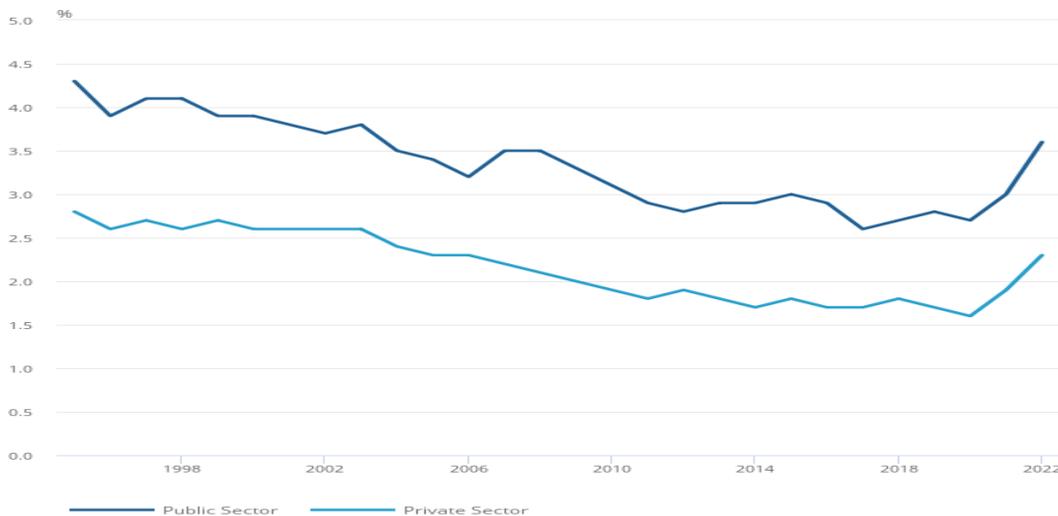


Source: Labour Force Survey from the Office for National Statistics

2.5 As a subset of the national picture, public sector absence exceeds private sector absence significantly across all areas:

Figure 7: The sickness absence rate has been consistently higher for public sector employees

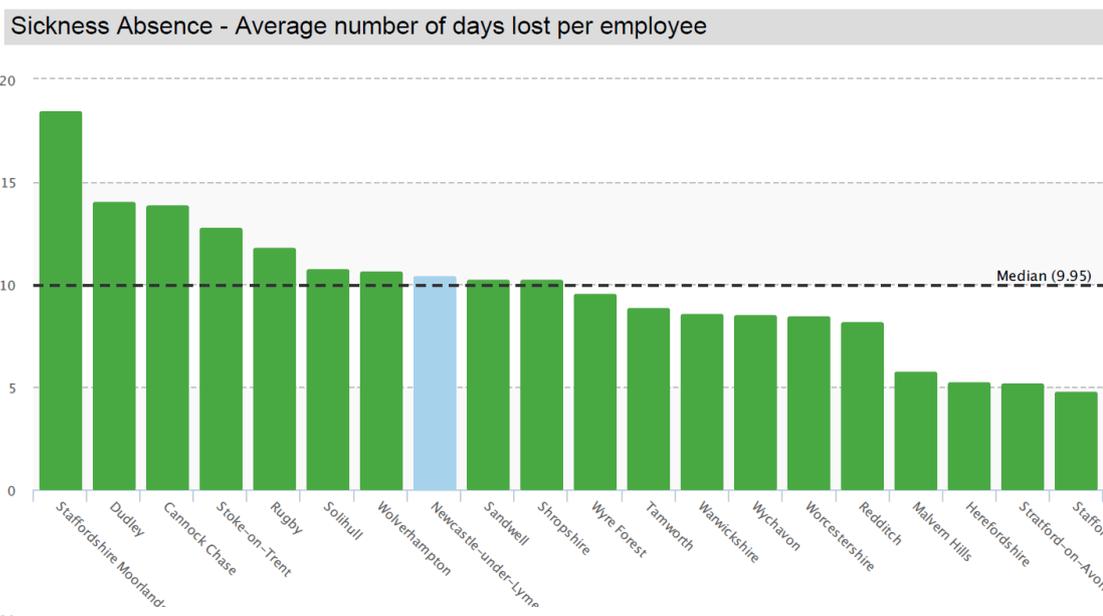
Sickness absence rate, by public and private sector, UK, 1995 to 2022



Source: Labour Force Survey from the Office for National Statistics

3. Sector-specific Picture

3.1 In terms of a comparison against local authorities, benchmarking information shows that in the period (21/22) we are not a major outlier in terms of absence rates.



3.2 What must also be highlighted is that the areas where we expect and do see more sickness absence (in terms of the type of work and the demographic of the workforce) we have in house whereas many other authorities outsource, thereby skewing the figures somewhat.

3.3 Contributing to the rise in our absence as reported is the fact that over the past 3 years, we have made significant improvements to our capture, analyse and reporting of sickness information. We know, through examination of individual cases that previously not all sickness absence was effectively recorded. As we have introduced absence reporting on MyView we are now more confident that the figure reflects the actual picture across services.

3.4 Absences at NULBC have also in some cases been extended due to delays in provision of NHS services, diagnostics and treatment; and we are actively looking at ways in which we can support colleagues to be treated more quickly including scoping potential for in house physiotherapy services.

4. Actions

- We have developed a targeted sickness action plan which seeks to address causes of absence (and therefore preventing staff from becoming unwell) such as our health and wellbeing work, DSE assessments, training and support around mental health matters.
- We are developing support to managers in terms of managing absence when it does occur and ensuring staff are supported as best we can to bring them back to work. This will include focussed training for managers on delivery of return to work interviews, occupational health referrals, DSE assessments and managing sickness reviews.
- We have achieved the Foundation status of Thrive which is an accreditation programme designed to support employers to improve their health and wellbeing offer and engage more effectively with employees. We are now working towards silver level accreditation.
- We offer reduced membership of J2 and a referral scheme for those on long term sick to receive free membership
- We have recently launched our lunch time yoga sessions and are exploring free access for staff for online classes at J2.
- We have held a number of health check days and have recently launched our 'Get Healthy' challenge in which aim to lose 850lb across the council during the year.

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

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES
30 June 2022	Q4 Finance and Performance Review Asset Management Strategy	Regular item
8 September 2022 CANCELLED	MTFS Q1 Finance and Performance Review Procurement Strategy Commercial Strategy	Regular item Regular item
8 December 2022	Q1 Finance & Performance Report 2022/23 Q2 Finance & Performance Report 2022/23 Commercial Strategy Update 2023/24 Draft Savings Proposals	Regular items
19 January 2023	Revenue and Capital Budget and Strategies 2023/24 Schedule of Fees and Charges 2023/24	Pre-decision scrutiny
30 March 2023	Q3 Finance & Performance Report 2022/23 One Council update	Regular items
26 June 2023	Q4 Finance & Performance Report 2022/23	Regular items
25 September 2023	MTFS 2024/25 Q1 Finance and Performance Report 2023/24 Asset Management Strategy Commercial Strategy Update	Regular item Regular item Regular item
13 December 2023	Q2 Finance & Performance Report 2023/24 2024/25 Draft Savings Proposals Council's Annual Report 2022/23	Regular item
18 January 2024	Revenue and Capital Budget and Strategies 2024/25 Schedule of Fees and Charges 2024/25	

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES
14 March 2024	Q3 Finance & Performance Report 2023/24 Commercial Strategy Update	Regular item Regular item
27 June 2024		
5 September 2024		
5 December 2024		
16 January 2025		
27 March 2025		
26 June 2025		
4 September 2025		
4 December 2025		
12 January 2026		

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES
26 March 2026		
11 June 2026		

December 2022