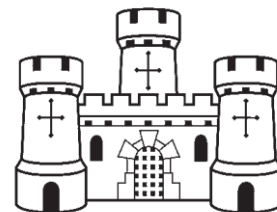


Date of meeting Thursday, 14th March, 2024

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 COMMERCIAL STRATEGY UPDATE (Pages 7 - 22)

5 FINANCIAL AND PERFORMANCE REVIEW REPORT (Pages 23 - 58)

6 TOWN DEAL AND FUTURE HIGH STREET FUNDS UPDATE (Pages 59 - 68)

7 WORK PROGRAMME (Pages 69 - 72)

8 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

9 URGENT BUSINESS

To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972

10 DATE OF NEXT MEETING

Thursday 27th June 2024 – 7.00pm

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

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	D Jones
	Panter	Fox-Hewitt
	Wilkes	Wright
	Crisp	Gorton
	Adcock	J Waring

If you are unable to attend this meeting and wish to appoint a Substitute to attend on your place you need to identify a Substitute member from the list above who is able to attend on your behalf

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

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FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 18th January, 2024
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present: Councillor Mark Holland (Chair)

Councillors:	Parker	Bettley-Smith	Lewis
	J Tagg	Brockie	
	P Waring	Allport	

Apologies: Councillor(s) Bryan, Stubbs and Lawley

Substitutes: Councillor David Grocott (In place of Councillor Annabel Lawley)
Councillor Nicholas Crisp (In place of Councillor Amy Bryan)
Councillor Dave Jones (In place of Councillor Mike Stubbs)

Officers:	Sarah Wilkes	Service Director - Finance / S151 Officer
	Craig Turner	Finance Manager / Deputy S151 Officer

Also in attendance: Councillor Stephen Sweeney Deputy Leader of the Council
and Portfolio Holder - Finance,
Town Centres and Growth

1. **APOLOGIES**

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

3. **MINUTES OF A PREVIOUS MEETING**

The Chair informed members that a copy of the letter sent to the Prime Minister as referred to under item 5 of the minutes was now available. Members confirmed having received it.

Kidsgrove Town Deal had also been raised under the same item and officers had been in touch with Cllrs Waring and Stubbs to provide further details.

Resolved: That the minutes of the meeting held on 13th December 2023 be agreed as accurate record.

[Watch the debate here](#)

4. **DRAFT REVENUE AND CAPITAL BUDGETS AND STRATEGIES 2024/25**

Finance, Assets & Performance Scrutiny Committee - 18/01/24

The Deputy Leader introduced the review on progress made on the completion of the Revenue and Capital Budgets for 2024/25 and the 5 year Medium Term Financial Strategy for 2024-29.

The drafts of the Capital Strategy for 2024-34, the Treasury Management Strategy for 2024-25, the Investment Strategy for 2024-25 and the Commercial Strategy for 2024-25 were also submitted for consideration.

Members asked questions and responses were provided as follows:

- Cllr Bettley-Smith wondered about the National insurance figures uprated in accordance with the proposed pay increase even though it had actually been reduced by the government and asked if the documents were based on the worst case scenario. – Accountants had to be cautious and draft budgets and strategy were done accordingly. The Pay Awards had been increased in concertation with other Staffordshire authorities and the related budget required was the best estimate the finance team could currently provide.
- Cllr Crisp felt that having managed to keep the Council Tax increase under 2% i.e. well below the rate of inflation and lower than other government bodies was encouraging. – This was consistent with the commitments taken by the current administration.
- Cllr Jones asked about Appendix 1 and where the evidence came for figures relating to planning applications, commercial property rates and car parking. – Planning applications fees were based on the actual budget and estimate in light of the last three years of applications actually received. The fees would be uplifted by 25% for minor cases and 35% for major ones. The property rent of £70,000 had already been achieved by the Commercial Property Team and the rents for industrial units had not been touched since pre-Covid. Finally the £91,000 for car parking took into account the different scenarios around the new car park and assumed a small amount of increase in both usage and fees. Details would be shared by email with Cllr Jones.
- Cllr Grocott asked about staff efficiencies. – Staff related efficiencies were detailed in Appendix 1. There were five lines, the first one being a review of the planning service structure and the second one a reduction in hours of environmental health officers spent, then a restructuring of the licensing service following a drop off in the number of licenses being processed; the housing and vulnerability structure was also being funded a little more from some grants received and finally the capitalisation of some professional fees.
- Cllr Waring was pleased with the balanced budget and wondered if there were any figures for an increase in business rates and percentage terms. – Business rates were referred to in Appendix 2 assuming the CPI increase. The funding through business rates came via the financial settlement and the CPI increase of September last

year against applied to it i.e. 6.7%. Details of the business rates multipliers would be checked by officers.

- Cllr Brockie asked about developing opportunities to commercialise existing and new services. More specifically where was the advice and training coming from to bring about this commercialisation and how to ensure neutrality. – The current focus was to look at services internally and how to improve things and whilst horizon scanning and looking into opportunities around industrial units and sustainable energy.
- Cllr Bettley-Smith, seconded by the Chair wished to thank the finance team for their hard work.
- Cllr Lewis suggested that reducing the car park hourly rate would bring more visitors and ultimately more revenue. – The budget calculated was a big chunk of the Council's income and it was the first time in twelve year that there were an increase in car park charges.
- Cllr Grocott wondered where the money for Walleys Quarry was coming from and where it was allocated. – The operator was paying back £12,000 a month and internal transfer between reserves would make it possible to increase the dedicated reserve to £300,000 from 1 April 2024.

The Chair concluded that members all seem to be in agreement regarding supporting the budget which was boding well for its approval at Full Council.

The Deputy Leader added that all draft savings produced by officers were sensible and realistic and wouldn't be presented to members otherwise.

- Resolved:**
1. That the progress on the completion of the Revenue (Appendix 1) and Capital Budgets (Appendix 4) be noted.
 2. That the updated Medium Term Financial Strategy 2024/25 to 2028/29 (Appendix 2) be noted.
 3. That the strategy for ensuring a balanced revenue outturn position for 2023/24 be noted.
 4. That the calculation of the Council Tax base and the Council Tax increase to be proposed for 2024/25 of 1.99% per Band D equivalent property be noted.
 5. That the risk assessment at Appendix 3 and the Section 151 Officer's recommendation on the level of reserves and contingencies provisionally required to be maintained in 2024/25 be noted.
 6. That the draft Capital Strategy (Appendix 5) for 2024/34 be noted.
 7. That the draft Treasury Management Strategy (Appendix 6) for 2024/25 be noted.

8. That the draft Investment Strategy (Appendix 7) for 2024/25 be noted.

9. That the draft Commercial Strategy (Appendix 8) for 2024/25 be noted.

[Watch the debate here](#)

5. SCHEDULE OF FEES AND CHARGES 2024/25

The Deputy Leader introduced the proposed scale of fees and charges to apply from 1 April 2024. Except for the market stalls for which there would be no increase everything else was as presented in the report.

There were no questions about the schedule and the Chair expressed his satisfaction at seeing that everyone was on board.

Resolved: 1. That the proposed fees and charges to apply from 1 April 2024 as set out in Appendix 1, be noted.

2. That the Charging Policy, as set out in Appendix 2, be noted.

[Watch the debate here](#)

6. WORK PROGRAMME

The Chair went through the work programme.

Resolved: That the work programme be noted.

[Watch the debate here](#)

7. PUBLIC QUESTION TIME

There were no questions from members of the public.

8. URGENT BUSINESS

There was no urgent business.

9. DATE OF NEXT MEETING

Resolved: That the next meeting be scheduled on 14 March 2024.

10. TRADE REFUSE SCALE OF FEES AND CHARGES - CONFIDENTIAL APPENDIX

**Councillor Mark Holland
Chair**

Meeting concluded at 7.37 pm

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

14 March 2024

Report Title: Commercial Strategy Update

Submitted by: Deputy Chief Executive and Service Director for Finance (\$151 Officer)

Portfolios: Portfolio Holders - Finance, Town Centres and Growth, and Sustainable Environment

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
To update Scrutiny Committee on the delivery of the Commercial Strategy as major projects develop.	
<u>Recommendation</u> That 1. The Finance Assets and Performance Scrutiny Committee notes the updated Commercial Strategy and progress to date.	
<u>Reasons</u> The Council has updated the Commercial Strategy which was originally adopted in October 2019. The report outlines the scope of the Commercial Strategy and recommends that a further report on the potential schemes that could be delivered as part of the strategy be reviewed bi-annually. This is recommended as several schemes highlighted in the report are currently being developed to business case or contract award, therefore further information will be available for Scrutiny to consider in this timeframe.	

1. **Background**

- 1.1 The Council's Commercial Strategy was adopted by Cabinet in October 2019 and more recently updated and approved by Full Council in February 2024. Our vision is for Newcastle-under-Lyme to be a sustainable and business-oriented Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's Medium Term Financial Strategy. As a Council which adopts a commercial mind-set across the organisation, we expect staff to think innovatively and deliver services differently. We will use commercial principles to maximise the

impact of our assets (whether physical or intangible) to benefit our communities and deliver financial sustainability.

- 1.2 The primary objective is to use the Council's resources as effectively and efficiently as possible when delivering the Council Plan.
- 1.3 Achievement of the primary objective will come in part through the following secondary objectives:
 - Developing a commercial culture
 - Putting sound governance in place – being clear about responsibilities, authorities, processes, templates and funding
 - Ensuring there is appropriate performance management in place for commercial initiatives

The overarching aim of this strategy is to deliver a financial return, which contributes to the Council's efficiencies and additional income targets. This will help to safeguard, and develop, frontline services that the Council currently provides and enhance the Council's ability to invest in its place shaping agenda.

- 1.4 Direct investment in commercial property offers a relatively familiar path as the Council already has a diversified property portfolio including office, retail and industrial assets which currently generates a net annual revenue stream.
- 1.5 The aim of the strategic asset development programme will be to steer and manage development opportunities from the Council's property asset base so as to deliver capital receipts and improved revenue income streams but at the same time securing the regeneration and economic development objectives of the Council. Examples include acquisition and development of strategic town centre sites, housing and industrial sites within the borough. Developments may be undertaken on a co-investment basis with public, not for profit and private sector partners.

2. Issues

- 2.1 The following table shows the highest commercial priorities to investigate within the commercial programme.

Priority Area	Description	Impact
Commercial Waste	Developing the Commercial Waste income streams, building on the existing assumptions that form part of the Waste Transformation Programme	Increase the number of businesses using the council service and improve the level of income generated
Light Industrial	Develop and regenerate sites into light industrial units	Increased revenue generation, servicing demand in the local area and supporting economic development
Smart Parking	Utilising ANPR to increase car parking revenue from major council assets	Increase revenue substantially, provide a better parking experience

		and support retail in the borough
Fees and Charges	Increasing fees and charges that benchmarking has shown to be currently charged at low rates in Staffordshire	Increase in income generated
Investment Opportunities for commercial return	Continue to investigate investment opportunities that will deliver a commercial return and build up our commercial portfolio	Increased revenue generation, servicing demand in the local area and supporting economic development

- 2.2 The Council is working a range of projects that could be considered in line with the Commercial Strategy, the following outline the headline project and indicative timescales for more business case / contract information:

2.2.1 Ryecroft

Development of new multi-storey car park (Castle car park), partially funded by the Future High Street's fund. A contract has been let to Morgan Sindall and construction commenced in January 2024 with an opening date of November 2024.

A hotel brand, Accor Ibis Styles, has been selected for the new hotel on the site who are now engaged with the design team from Capital&Centric who are working on the designs for the non-car park areas of the site.

2.2.2 York Place Shopping Centre

The Council acquired the York Place shopping centre in early 2022 to facilitate the delivery of the Future High Street Fund regeneration proposals and improvements to the town centre. Approval was given at the meeting of the Full Council on 14 February 2024 for Capital&Centric to develop the scheme to the end of RIBA Stage 3 and the submission of the planning application. This work is currently underway and will be complete (a full planning application submitted alongside cost and programme information for the build out) by September 2024.

2.2.3 Midway Car Park

Upon completion of the Castle Car Park on the Ryecroft site, the Midway Car Park will become surplus to requirements and therefore alternative uses will need to be considered. Approval was given at the meeting of the Full Council on 14 February 2024 for Capital&Centric to develop the scheme to the end of RIBA Stage 3 and the submission of the planning application. As above this work is currently underway and will be complete (a full planning application submitted alongside cost and programme information for the build out) by September 2024.

2.2.4 Land Adjacent to Keele Cemetery

There are plans to install a solar energy installation on Council owned land that is adjacent to Keele Cemetery, this project is in the planning stage and further details will be provided in due course.

2.2.5 Chatterley Valley

The Council is currently working with the land owner on the development of the overall site and there is a potential for the Council to invest in the site for commercial returns and regeneration of the site – to bring employment opportunities to the Borough as set out below:

Plot D - to construct a circa 120,000 sq. ft. unit which will be let to an advanced ceramics organisation and associated research facility. The end users have been presented with final designs and costs for their sign off and all parties are now awaiting feedback on these before the next phase of work begins.

Plot C - to construct a circa 78,000 sq. ft. of industrial space which will be, split into units ranging from 19,000 sq. ft to 33,000 sq. ft. When built these units will form part of the Council's non-operational (investment portfolio) and be leased out. As these units are linked to the Plot D in terms of eventual leasing to supply chain members, we are awaiting the feedback on Plot D.

2.2.6 Enterprise Units

The former Zanzibar nightclub (Aspire Housing owned) has been demolished. It is intended to be replaced with residential development, along with approximately 6 small enterprise units which the Council will own and manage. Morgan Sindall have been appointed by the land owner, Aspire Housing, and are currently working up design concepts for the residential element of the development, with a view to submitting a planning application in mid-2024, for the overall development.

3. Recommendation

- 3.1 The Finance Assets and Performance Scrutiny Committee notes the updated Commercial Strategy and progress to date.

4. Reasons

- 4.1 Generating efficiencies and additional income by adopting a more commercial approach is a key in the Council's plans for maintaining financial sustainability in the medium to long term. The Commercial Strategy provides a framework for managing and coordinating commercial activities, it is appropriate that the Council reviews key major projects when they are at an appropriate stage of business planning and contract award.

5. Options Considered

- 5.1 The Council continues to progress a number of strategies and approaches to ensure that it can maintain a financially sustainable future and deliver the key priorities set out in the Council plan.

6. Legal and Statutory Implications

- 6.1 The Local Government Act 2000 - powers to promote the economic, social and environmental wellbeing of the Borough.
- 6.2 The Council will need to make sure that its commercial activities are legally and state aid compliant, including having regard to the Public Sector Duty within the Equality Act 2010, statutory guidance on local authority investments and The Prudential Code for Capital Finance in Local Authorities.

- 6.3 All commercial projects and investment opportunities will be examined to ensure that they are within the Council's powers and legal implications will be identified on a case by case basis.

7. Equality Impact Assessment

- 7.1 The Commercial Strategy does not create any specific equality impacts.

8. Financial and Resource Implications

- 8.1 As detailed in section 2 of the report, the Council is working a range of projects that could be considered in line with the Commercial Strategy.
- 8.2 Expenditure of up to £2,649,000 to develop the three schemes (Ryecroft, York Place and Midway Car Park) to the end of RIBA Stage 3, and the submission of the requisite planning applications was approved at Full Council on 14 February 2024.

9. Major Risks & Mitigation

- 9.1 Management of risk is central to the Council's commercial approach and all potential activities will be assessed with due regard to the risks being taken. This will be in line with the Council's corporate approach to risk management.

10. UN Sustainable Development Goals (UNSDG)

- 10.1 This strategy is intended to ensure that the assets held by the Council support the corporate objectives and service needs. In that respect, the project supports the realisation of the following UNSDG objectives:-



11. Key Decision Information

- 11.1 The strategy affects more than 2 wards and future investments have the potential to have significant financial implications. This will be subject to further reports which may be key decisions.

12. Earlier Cabinet/Committee Resolutions

- 12.1 Cabinet 16 October 2019 adopted the Commercial Strategy.
- 12.2 Full Council 14 February 2024 approved the updated Commercial Strategy.

13. List of Appendices

- 13.1 None.

14. Background Papers

14.1 Commercial Strategy 2024/25.

Commercial Strategy

2024 to 2025



Contents

Introduction	3
Key objectives and priorities	3
Vision	3
Strategy outcomes	4
What 'commercial' means to us?	4
Benefits	5
Objectives	6
Culture	6
Developing the programme and our priorities	6
How will we realise our strategic outcomes?	7
How will we make this happen?	8
How does the strategy support our organisational goals?	8
What is the governance structure?	9
How will risks be measured?	9
What are the tools and structures we will use?	9
How will we fund and resource the journey?	9

Introduction

Our Corporate Plan sets out an ambitious agenda for Newcastle-under-Lyme. We want to help our communities to become stronger and more vibrant and we want to continue to deliver excellent services to our residents. We are focussing on our place-shaping role to create high quality neighbourhoods, facilities, town centres and jobs. We aspire to create new and better homes for our residents and we need to respond to the climate and ecological emergency. At the same time, our funding remains under pressure. Funding from Central Government continues to fall and, as a result, both our Corporate Plan and Medium Term Financial Strategy recognise the need for the Council to be a more commercial organisation.

This means that we need to improve service delivery and organisational efficiency and find ways to generate more income as a critical component of our financial strategy. Successful delivery of the Commercial Strategy should enable members and officers to make positive choices about what they want to invest in, and where, rather than being forced to make decisions about how, and where, to reduce expenditure.

Therefore, in order to deliver the priorities of the Corporate Plan, the Council needs a new, more agile, innovative, and commercially aware operating model to ensure that, in an environment of continued reductions in central funding, our limited resources are used to leverage maximum value and create a financially sustainable organisation that meets the changing needs and expectations of residents.

Key objectives and priorities

The Council's Priorities contained in the Council Plan are:

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

Vision

Our vision is for Newcastle-under-Lyme to be a sustainable and business-oriented Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's Medium Term Financial Strategy. As a Council which adopts a commercial mind-set across the organisation. We expect staff to think innovatively and deliver services differently. We will use commercial principles to maximise the impact of our assets (whether physical or intangible) to benefit our communities and deliver financial sustainability.

This will be achieved through:

- Generation of service efficiencies and new income streams

- We will continually identify and develop opportunities to commercialise existing and new services
- When we need to charge for our services, we will price commercially, ensuring that this covers the full cost of the service unless we have made a conscious and evidenced decision to subsidise
- We will be commercially astute – we will understand the market for our services, and know how to make it work for us
- Effective procurement and contract management
- Prudent investment in income generating assets
- We will all understand and recognise where we have a role to play in maximising the impact of the Council's assets for the benefit of residents and communities.
- Strategic asset development

Strategy outcomes

1. To generate income through commercial activity that can be reinvested in local priorities, services and improvements for our residents.
2. To build strong working relationships with public, private and third sector partners in order to maximise collaboration and generate efficiencies.
3. To embed a commercial culture within the council and ensure that our staff are equipped with the skills they need to operate in a more commercial environment.
4. To support the council in delivering the council plan and growth agenda as a key pillar of the Medium Term Financial Strategy and our goal of financial self-sufficiency.
5. To optimise the council's use of technology and support our digital agenda in order to enable new, more efficient and flexible ways of working and interacting with customers and residents.

What 'commercial' means to us

Commercial approaches are being adopted by many local authorities. However, the focus and definition of what that means is different from one council to the next.

It is important therefore, to define what we, at Newcastle-under-Lyme, mean by being commercial.

Working commercially is about using our assets and capabilities in the most efficient and effective way to create a net benefit to the Council's finances. It is about identifying and implementing opportunities, which expand the ways the Council, can secure income.

Being commercial is also about being creative and exploring new ideas and activities, which will increase income to the Council. It means that we will need to work in different ways and Council employees will need to develop new skills and behaviours to help make the delivery of the Strategy a success.

Every commercial opportunity will be robustly assessed before it is put forward for formal approval and the Council will develop a range of commercial projects within the programme to balance risks. There

will always be a clear link between any commercial endeavour and the Council delivering better services for residents.

Commercialisation is NOT just about making money. It is as much about avoiding costs, through early intervention and prevention, as it is about developing new projects.

This strategy impacts on all services across the Council. 'Being commercial' is a mindset that must underpin the way we all do our jobs.

This means 'commercialisation' at Newcastle-under-Lyme Borough Council and includes all of the following:

- Preventing costs arising in the first place
- Creating social value to enable delivery of excellence in services to our communities
- Early intervention to prevent a cost escalating
- Redesigning our staff structures and internal processes to be most efficient and effective
- Reviewing service delivery models (e.g. outsourced, shared service, company) to be most efficient and effective
- Effectively procuring and managing our contracts
- Identifying new sources of income
- Commissioning the right outputs/outcomes
- Enhanced financial ownership by service managers
- Maximising existing sources of income
- Eliminating unnecessary demand and work
- Insight and Intelligence to make good choices

Benefits

The successful delivery of the strategy will achieve multiple benefits including:

- Ensuring our resources are stewarded wisely to deliver outcomes for our residents and businesses.
- Enhancing our ability to provide social, economic and environmental outcomes that can help to deliver against all four of our priorities: One Council Delivering for Local People; A Successful and Sustainable Growing Borough; Healthy, Active and Safe Communities; Town Centres for All.
- Developing new incomes streams to support services and the Council's budget.
- Creating a culture where staff think and act differently to deliver new ways of service delivery to serve our residents and businesses.
- Inspiring staff by embedding a forward thinking, opportunity focused mind-set that can drive wider culture shift.

- Increasing the robustness of the organisation through the creation of a diverse commercial portfolio to ensure long term organisational sustainability.

Objectives

Primary Objective

The primary objective is to use the Council's resources as effectively and efficiently as possible when delivering the Council Plan.

Secondary Objectives

Achievement of the primary objective will come in part through the following secondary objectives:

- Developing a **commercial culture**
- Putting **sound governance** in place – being clear about responsibilities, authorities, processes, templates and funding
- Ensuring there is appropriate **performance management** in place for commercial initiatives

The overarching aim of this strategy is to deliver a financial return, which contributes to the Council's efficiencies and additional income targets. This will help to safeguard, and develop, frontline services that the Council currently provides and enhance the Council's ability to invest in its place shaping agenda.

Funding and investment will be required for the successful implementation of this strategy. It is important to note that the benefits of pursuing the Commercial Strategy are not purely financial. Becoming a commercially focused organisation means putting the customer at the heart of everything we do. We will actively encourage creative thinking to develop more effective and customer-centric ways to deliver our services.

Culture

Developing a commercial culture is an important part of this strategy. To achieve the ambitious objectives outlined in this strategy, all participants need to fulfil their roles. Whilst large commercial projects will be important, we are looking to develop a commercial culture across all service areas where, thinking in a business-like way and making business like decisions, along with being creative and innovative is the normal way of working at the Council.

An embedded commercial culture will enable all our services to reach their potential and it will unlock new and innovative ways of delivering services to residents and businesses in Newcastle-under-Lyme. A commercial culture will encourage us to be creative and entrepreneurial, finding ways to add value to the way we serve residents. This will include behaviours such as challenging current approaches to look for improvements, seeking ways to maximise value for customers and the Council from contracts and looking for growth opportunities.

A culture can be defined as 'the way we do things round here' and the way we operate across our service areas will be ambitious and bold, working in new ways to steward the resources we have in the most effective way to deliver the priorities highlighted in the Council Plan.

Developing the programme and our priorities

A portfolio of opportunities has then been selected for further development. This approach should ensure that the Council pursues a diverse range of opportunities - different in their potential scale, complexity and nature – to balance the risks of the overall programme.

In selecting the opportunities, consideration has been given to:

- The need to generate a net financial return to support the pressures identified in the MTFS.
- The creation of large-scale commercial projects that have the potential to create long-term income for the Council.
- Development of a commercial culture across service areas, so that thinking and acting in a commercial manner becomes central to the Council's thinking and decision-making.

The following table shows the highest commercial priorities to investigate within the commercial programme.

Priority Area	Description	Impact
Commercial Waste	Developing the Commercial Waste income streams, building on the existing assumptions that form part of the Waste Transformation Programme	Increase the number of businesses using the council service and improve the level of income generated
Light Industrial	Develop and regenerate sites into light industrial units	Increased revenue generation, servicing demand in the local area and supporting economic development
Smart Parking	Utilising ANPR to increase car parking revenue from major council assets	Increase revenue substantially, provide a better parking experience and support retail in the borough
Fees and Charges	Increasing fees and charges that benchmarking has shown to be currently charged at low rates in Staffordshire	Increase in income generated
Investment Opportunities for commercial return	Continue to investigate investment opportunities that will deliver a commercial return and build up our commercial portfolio	Increased revenue generation, servicing demand in the local area and supporting economic development

How will we realise our strategic outcomes?

- Act with intelligence and agility
- Embrace transformation and innovation

- Understand that resources are required for growth and change
- Act with integrity and high ethical standards
- Embrace commercialism and maximise income
- Create and nurture commercial and development opportunities
- Act strategically for the long-term benefit of the borough and its residents
- Greater focus on procurement and contract management
- Create a sustainable commercial programme
- Know the market place and act competitively
- Establish a strong commercial culture and invest in staff and member skills
- Drive our digital agenda forward
- Demand more from service providers and contracts
- Ensure we get value for money for residents
- Listen to our staff and customers
- Actively seek and work with partners commercially
- Engage with specialist commercial advisers and professional partners
- Pursue opportunities to generate efficiencies and financial savings
- Dispose of assets when the market is no longer viable
- Extract maximum value from our property and land assets and income streams
- Stop activities that add no value or benefit to customers
- Challenge where services can be commissioned

How will we make this happen?

- Endorsement from members of the council
- Sponsorship from the Corporate Leadership Team
- Facilitated by a highly skilled commercial team
- Collaboration across all council services and teams
- External specialist advice and support
- Initiatives owned by services

How does the strategy support our organisational goals?

- Robust financial and commercial service programmes aligned to the council plan.

- Supports the MTFS and closure of funding gap.
- Uses commercial activities to leverage funding opportunities to support the regeneration of the borough.

What is the governance structure?

- Investment decisions will be taken by full Cabinet.
- Some changes may be required to the Council's Constitution to enable timely decision making as commercial opportunities present themselves.

How will risks be managed?

- Partner with industry experts and specialists
- Ensure transparency and effective communication
- Rigorous approval processes and project scrutiny
- Following corporate risk management and mitigation procedures
- Effective contract management
- Meticulous due diligence

What are the tools and structures we will use?

- Exercise statutory powers
- Shared service agreements
- Crown Commercial Service, g-cloud and local framework agreements
- Joint venture partnerships
- Arms-length management organisations and/or council owned companies

How will we fund and resource the journey?

- Generate a return on investment to fund services
- Make every penny count
- Explore opportunities to share services with other councils
- Maximise existing revenue streams
- Effective and proportionate risk management
- Robust strategic and operational planning
- Access to government grants and other funding
- Invest to save

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

14 March 2024

Report Title: Financial and Performance Review Report – Third Quarter 2023-24

Submitted by: Corporate Leadership Team

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

Ward(s) affected: All

Purpose of the Report

To provide the Committee with the Financial and Performance Review report for the third quarter of 2023-24.

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 third quarter of 2023/24 by presenting performance data and progress summary set within a financial context. The report provides broad financial information (Appendix A) and also details service performance (Appendix B) for the third quarter 2023/24.

2023-24 Revenue and Capital Budget Position

- 1.2 The Council approved a General Fund Revenue Budget of £16,856,730 on 15 February 2023. Further financial information is provided in Appendix A.

Performance

- 1.3 The quarter 3 report (April 2023 to December 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.
- 1.4 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.

- 1.5 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.
- 1.6 For this report a total of 45 indicators were monitored, 16 of these indicators were contextual and had no set target. Of the remaining 29 indicators the proportion of indicators which have met their target during this period stands at 72%, with the remaining 28% falling short of target. A small number of these 'off target' measures have more stretching targets this year, in line with benchmarking findings and council ambition but as it is still early in the year, it is hoped that these targets can be met as the year progresses. In terms of trend data, the proportion of indicators showing an improvement or maintenance of the previous year's performance stands at 53%.

2. **Issues**

- 2.1 There are 8 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. Key points to note where previously on target indicators have dropped below target are:
- Positive action taken with regard to sickness absence has meant that the turnover rate (I1.4) is higher than usual
 - Health and Safety concerns led to the removal of a number of sweepers from the fleet which impacted on I1.5b. Sweepers are now back in service and addressing the backlog
 - I3.5 shows a drop in customer satisfaction around J2 specifically around online booking. Work is already underway in terms of improving our digital capability in this area as part of One Council.
- 2.2 Progress on delivery of planned activities is summarised for each priority with there being three amber rated projects/actions identified in Quarter 3. One being around the delivery of the £16m Kildersley Town Deal. The Railway Station project continues to experience issues with resolving ground conditions associated with historic mine works at the site. The project team continues to work finding a satisfactory resolution of these issues.

The second amber rated project/action being around increasing the Recycling rates in the borough. Whilst they are increasing it is much slower than hoped, and the council is not alone in this struggle, nationally rates have stagnated and in some cases fallen. Much of this is connected with the current cost of living crisis which has affected citizens spending power.

Finally the third amber rated project/action related to the successful resolution to the Walleys Quarry odour problem. Complaints of odour have significantly increased during this quarter with November and December reporting figures higher than the same months in 2022 and in the case of December higher than 2021. Work is continuing by the Environmental Protection team to manage odour assessments and review compliance; this is alongside continued inspections by the Environment Agency.

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.

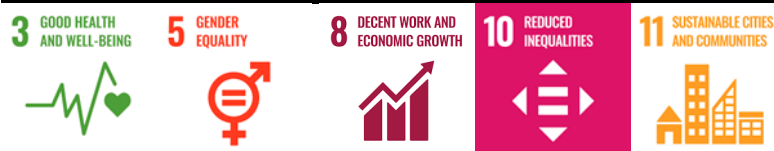
8. **Financial and Resource Implications**

- 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 bi-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.



2023/24

**Quarter Three
Financial
Performance**

1. Background and Introduction

- 1.1 In accordance with the Council's Financial Procedure Rules and recommended good practice, a quarterly financial report is presented to Members. This is the third report for 2023/24.
- 1.2 The report summarises overall financial performance for 2023/24 with particular emphasis on the key sources of financial risk to the Council. Specific considerations are as follows:
- **General Fund Revenue Account (Section 2)** – considers budgetary performance on the General Fund Account by looking at variations in income and expenditure and the funding received by the Council.
 - **Efficiency and Savings Plan (Section 3)** – considers progress in achieving the efficiency and savings forecast for 2023/24.
 - **Capital Programme (Section 4)** – provides an update to Members on progress against the Council's Capital Programme and major project funded through the Town Deal Funds and Future High Street Fund.
 - **Treasury Management (Section 5)** – sets out the key statistics in terms of investments and borrowings;
 - **Collection Fund (Section 6)** – considers progress to date in collecting the Council Tax, Business Rates and Sundry Debts.

2. General Fund Revenue Budget

- 2.1 This section of the report considers the financial performance of the General Fund Revenue Account against budget by setting out variations in income and expenditure and funding received by the Council.

Area	2023/24 General Fund	
	Estimate £	Band D Council Tax £
Central Services	2,157,470	56.63
Cultural Services	3,769,940	98.95
Environmental Services	8,868,690	232.78
Planning	1,838,180	48.25
Transport	(294,420)	(7.73)
Housing	1,493,410	39.20
Net Cost of Services	17,833,270	468.08
Pensions Liabilities Account	415,000	10.89
Investment Properties	74,940	1.97
Interest and Investment Income	227,000	5.96
Net Operating Expenditure	18,550,210	486.89
Contribution to/(from) Revenue Reserves	904,430	23.74
Contribution to/(from) Capital Reserves	(2,597,910)	(68.19)
Amount to be met from Government Grant and Local Taxpayers	16,856,730	442.45

- 2.2 The Council approved a General Fund Revenue Budget of £16.857m on 15 February

2023 for 2023/24. The actual and forecast position compared to this budget is continuously monitored by Budget Holders, the Corporate Leadership Team and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.

- 2.3 The table above shows how this budget has been allocated.
- 2.4 At the close of quarter three a positive variance of £0.022m has been achieved. The projected outturn on the General Fund Revenue Account for the year is £16.853m. This represents a positive outturn of £0.004m for the year.
- 2.5 The adverse variances that have occurred at the close of the third quarter of 2023/24 include:
- a. Income shortfalls from sales, fees and charges which amount to £0.511m (forecast to be £0.588m for the financial year).
 - b. A shortfall of £0.260m in Housing Benefits subsidy grant regarding accommodation and payments for which full subsidy is not claimable (forecast to increase to £0.347m for the financial year).
 - c. Increased gas and electricity prices resulting in an overspend of £0.070m at Jubilee 2 (forecast to increase to £0.093m for the financial year).
 - d. Holding costs for York Place (e.g. utilities and business rates) are expected to amount to £0.241m for the financial year. Proportionally, this amounts to £0.180m at the close of quarter three.
 - e. Additional audit fees of £0.100m for the audit of the 2023/24 Statement of Accounts will be incurred during the current financial year following the re-tender completed by the Public Sector Audit Appointments board. Proportionally, this amounts to £0.075m at the close of quarter 3.
 - f. A pay award of £1,925 per employee has been that is in excess of the amount provided for in the budget (4%). Including national insurance and pension the additional amount totals £0.300m at the close of quarter three (and £0.400m for the financial year).
- 2.6 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 2023/24 in order to respond to any above inflationary increases in costs. This will be fully used to offset the pay award (£0.300m at the close of quarter three and £0.400m for the financial year).
 - b. 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) totals £1.163m at the close of quarter three (it is forecast that this will grow to £1.486m of income by the close of the financial year).

3. Efficiency and Savings Plan

- 3.1 This section of the report considers the financial performance of the Council's Efficiency and Savings Plan in 2023/24.
- 3.2 The Council's Medium Term Financial Strategy (approved in February 2023) included the five year (2023/24 – 2027/28) Efficiency and Savings Plan targeting savings of £5.874m.
- 3.3 The Efficiency and Savings Plan is set on the need to both reduce expenditure and increase income. The need to grow income is now more of a priority as the Council moves more towards being self-financing. The plan has been developed with the underlying principles of protecting frontline service delivery. It is also intended that the plan is a tool to enable the Council to ensure that its service spending is determined by the established priorities set out in the Corporate Plan.
- 3.4 The 2023/24 budget was set in February 2023 with the assumption of £2.103m of savings in the year. These savings are detailed in the table below:

Category	Amount £'000	Comments
Income	270	Additional sources of income generation and an increased demand for services that the Council charges for
One Council	376	Efficiencies to be generated from the introduction of a new Council operating model and the continued prioritisation of digital delivery
Staffing Related Efficiencies	18	No redundancies are anticipated to arise from these proposals
Good Housekeeping/More Efficient Processes	215	Various savings arising from more efficient use of budgets
Tax Base Increase	337	Increased in Council Tax and Business Rates tax base
Council Tax Increase	159	An assumed 1.99% per Band D equivalent increase in Council Tax
Government Reimbursement	728	Grant in respect of New Homes Bonus and Minimum Funding Guarantee
Total	2,103	

- 3.5 At the end of quarter three, all savings have been achieved.

4. Capital Programme and Major Projects

- 4.1 This section of the report provides an update to Members on the Council's Capital Programme and major projects funded by the Town Deal Funds and Future High Street Fund.
- 4.2 The table below shows a high level (service) summary of the General Fund Capital Programme position at 31 December 2023.

Priority	Budget at Period 9 £'000	Actual at Period 9 £'000	Variance at Period 9 £'000
One Council Delivering for Local People	177	179	2
A Successful and Sustainable Growing Borough	1,037	1,052	15
Healthy, Active and Safe Communities	1,581	1,600	19
Town Centres for All	4,950	4,951	1
Total	7,745	7,782	37

- 4.3 A Capital Programme totalling £30.360m was approved for 2023/24. Of this total £17.863m relates to the total cost of new schemes for 2023/24 together with £12.497m for schemes funded by external sources (Town Deals Fund, Future High Streets Fund and Disabled Facilities Grants) and £1.000m contingency. In addition £24.013m was brought forward from the 2022/23 Capital Programme (including £22.771m from the Town Deals Fund and the Future High Streets Fund), resulting in a total Capital Programme of £54.373m for 2023/24.
- 4.4 A mid-year review of the capital programme for 2023/24 has been undertaken as part of the Efficiency Board and budget setting process. The revised capital programme (Annex A) for 2023/24 totalling £55.433m (including a £1m contingency and agreed carry forwards from 2022/23) was approved by Cabinet on 5 December 2023.
- 4.5 The expected total capital receipts due to be received this year following the sale of assets amount to £3.325m. A summary of the expected income is shown in the table below.

Funding	Amount
Proceeds from Right to Buy sales	£0.500m
Asset sales	£2.825m
Total	£3.325m

Major Projects Funding

- 4.6 The Council was awarded Future High Streets Fund funding in June 2021 of £11.0m to progress projects to help future economic growth. The full £11.0m has now been received of which £6.1m has been spent at 31 December 2023, as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Ryecroft / Site Preparation	3,756	2,841	915
Multi Story Car Park	3,500	961	2,539
York Place	3,015	1977	1,038
Stones Public Realm	321	-	321
Market Stalls	76	28	48
Project Management	380	284	96
Total	11,048	6,091	4,957

- 4.7 £23.6m was awarded to the Council via the Town Deals Fund for Newcastle to enable a vision to improve communications, infrastructure, and connectivity in Newcastle-under-Lyme to become a reality. £15.0m has been received to date of which £1.6m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	12	2,273
Sustainable Public Transport	3,421	-	3,421
Electric Vehicle Charging	400	-	400
Pedestrian Cycle Permeability	950	-	950
Transform Key Gateway Sites	3,810	3	3,807
Astley Centre for Circus	1,810	490	1,320
Digital Society	3,510	392	3,118
Heart into Knutton Village	3,534	194	3,340
Cross Street, Chesterton	2,955	-	2,955
Project Management	925	521	404
Total	23,600	1,612	21,988

4.8 £16.9m has also been awarded via the Town Deals fund for Kidsgrove to enable real and lasting economic benefits to be realised in Kidsgrove and the surrounding area. To date £9.6m has been received of which £6.7m 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	3,496	3,496	-
Kidsgrove Station	3,638	196	3,442
Shared Services Hub	6,183	84	6,099
Canal Enhancement	420	-	420
Project Management	835	629	206
Total	16,900	6,733	10,167

4.9 The Council has been awarded £4.8m, over a 3 year period, of UK Shared Prosperity Funding as part of the governments mission to level up opportunity and prosperity and to overcome geographical inequalities. It also aims to level up people's pride in the places they love and seeing that reflected in empowered local leaders and communities, a stronger social fabric and better life chances. 33 projects have been identified for which spend has commenced. The 2022/23 and 2023/24 allocations totalling £1.8m have been received, total spend at 31 December 2023 amounted to £1.1m as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
CML Community Hubs	6	6	-
Newcastle 850 Anniversary	20	15	5
Nature and Wellbeing	22	17	5
Canal Connectivity	102	5	97
Clough Hall Park	234	-	234
Cold Night Shelter	160	-	160
Mental Health Worker	86	33	53
Nature Recovery	265	85	180
Epicentre for Circus	100	50	50
Homelessness Hub	955	19	936
Beat The Street	20	20	-
New Vic Theatre - 850 Event	10	-	10
Kidsgrove Workshop	156	-	156
Community Connector	67	34	33
Promotional Videos/Photos	15	9	6

Honeybox	55	-	55
Volunteering for all	71	36	35
Discharge Officer	86	33	53
BES Enterprise Coaching	89	49	40
Kidsgrove Town Hall	250	46	204
Security Marshalls	32	32	-
Flourishing Keele (KU)	466	233	233
Moving Ahead (KU)	276	5	271
Advanced Digital Technologies	408	204	204
Chamber Growth Hub	59	-	59
Brampton Wedding Venue	54	41	13
Markets For All	21	-	21
Community Connects	55	-	55
Feasted	45	-	45
Business Connects	6	2	4
Technical Innovation Upskilling	159	-	159
Disadvantaged Upskill Project	28	8	20
Green Projects	164	-	164
To Be Confirmed	101	-	101
Project Management	193	103	90
Total	4,836	495	4,351

- 4.10 Several projects within the Town Deals and Future High Streets Fund (e.g., Multi Storey 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.
- 4.11 The Public Works Loan Board (PWLb) 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.
- 4.12 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.

5. Treasury Management

- 5.1 This section of the report sets out the key treasury management statistics in relation to the Council's investments and borrowings. This report comprises a high level treasury management summary. The Audit and Standards Committee receives detailed operational updates on treasury management.

Investments

- 5.2 Cash Investments held on the 31 December 2023 amounted to £26.250m. Interest earned on these investments at the close of quarter three amounted to £1.163m. The average level of funds available for investment between 1 April 2023 and 31 December 2023 was £21.625m.

- 5.3 The Council has not budgeted to receive investment income in 2023/24. A surplus of

£1.486m is anticipated for the financial year which is due to rising interest rates, the most recent being an increase to the Bank of England base rate of 0.25%, to 5.25% in August 2023.

Borrowing

- 5.4 Borrowing is unlikely to be required during the latter part of 2023/24 to fund the capital programme, primarily due the cash flow generated from advanced monies being received in terms of Town Deals and Future High Streets funding.
- 5.5 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.
- 5.6 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. Collection Fund

- 6.1. This section of the report details progress to date in collecting the Council Tax, Business Rates and Sundry Debt.
- 6.2 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.
- 6.3 The quarter three collection rate was as follows:
 - Council Tax – 76.7% of Council Tax was collected by 31 December 2023, compared to a target for the second quarter of 73.1%.
 - Business Rates – 83.8% of Business Rates was collected by 31 December 2023, compared to a target for the second quarter of 73.0%.
- 6.4 The current forecast of tax receipts and Section 31 grant are shown below:

Tax	Forecast (Surplus)/Deficit at 30.6.23	Forecast (Surplus)/Deficit at 30.9.23	Forecast (Surplus)/Deficit at 31.12.23	Council's Share
Council Tax	(£0.290m)	(£0.234m)	(£0.058m)	(£0.007m) (11%)
Business Rates	(£0.143m)	£0.455m	£0.747m	£0.299m (40%)
Business Rates Section 31 Grant	(£0.147m)	(£0.412m)	(£0.365m)	(£0.146m) (40%)
Total	(£0.580m)	(£0.191m)	(£0.324m)	(£0.146m)

ANNEX A**Capital Programme 2023/24 Mid Year Estimate**

CAPITAL PROGRAMME	2023/24 MID YEAR
	£
PRIORITY – One Council Delivering for Local People	
Service Area - Council Modernisation	2,172,370
Total	2,172,370
PRIORITY – A Successful and Sustainable Growing Borough	
Service Area - Housing Improvements	1,670,000
Service Area - Managing Property & Assets	9,636,154
Total	11,306,154
PRIORITY – Healthy, Active and Safe Communities	
Service Area - Streetscene and Bereavement Services	1,001,569
Service Area - Recycling and Fleet	5,828,408
Service Area – Leisure and Cultural	605,862
Service Area - Engineering	117,300
Total	7,553,139
PRIORITY – Town Centres for All	
Future High Streets Fund	5,855,826
Town Deals – Newcastle	18,937,732
Town Deals - Kidsgrove	8,607,615
Total	33,401,173
CONTINGENCY	1,000,000
TOTAL	55,432,836
Capital Receipts	3,325,000
External Contributions	35,398,990
Borrowing	16,708,846
TOTAL	55,432,836

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Quarter 3 - April 2023 to December 2023



All Performance Indicators Current Status



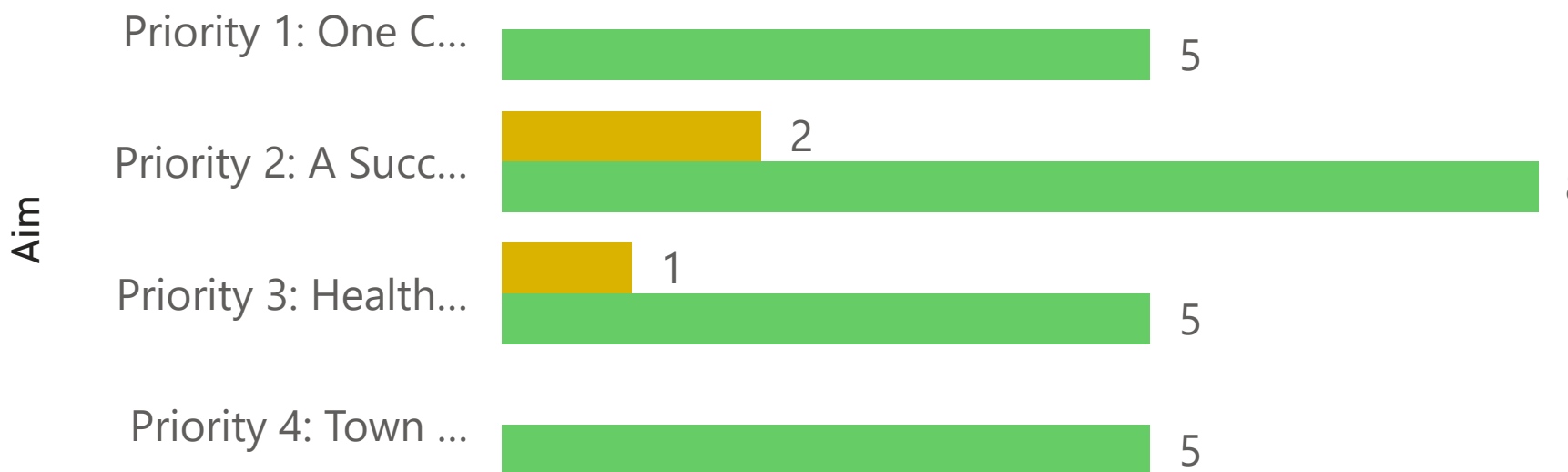
Corporate Aim (Priority)	Count of ID
Priority 1: One Council delivering for Local People	22
Priority 2: A Successful and Sustainable Growing Borough	6
Priority 3: Healthy, Active and Safe Communities	15
Priority 4: Town Centres for All	2
	45

Smart Narrative

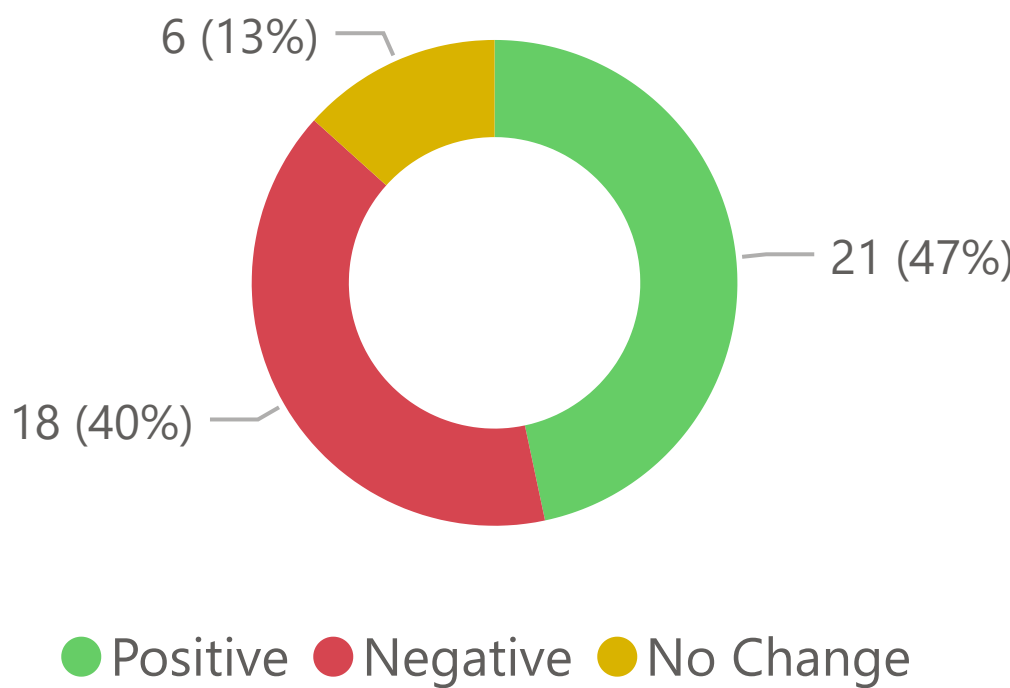
- There are 29 Indicators which have set targets this quarter.
- 72% met their targets within Quarter Three. 10 Indicators which met their target also showed improvement when compared to the same time period last year. 7 Indicators which met their target showed a negative trend when being compared to last year. 4 Indicators showed no change.
- 28% of Indicators were off target this quarter. 1 of these indicators showed an improvement when compared to last year. 7 indicators showed a negative trend.
- There are 16 Indicators which are contextual this quarter and do not have a target to meet. When compared to last year, 7 of the contextual measures showed a negative trend, 7 measures showed an improved trend and 2 measure show no change.
- There has been 1 Projects/Actions within Priority 2 and 2 Project/Action's within Priority 3 that are identified as not progressing as expected - detail of these is provided in this report.

All Qtr.3 Summary Project Status Split

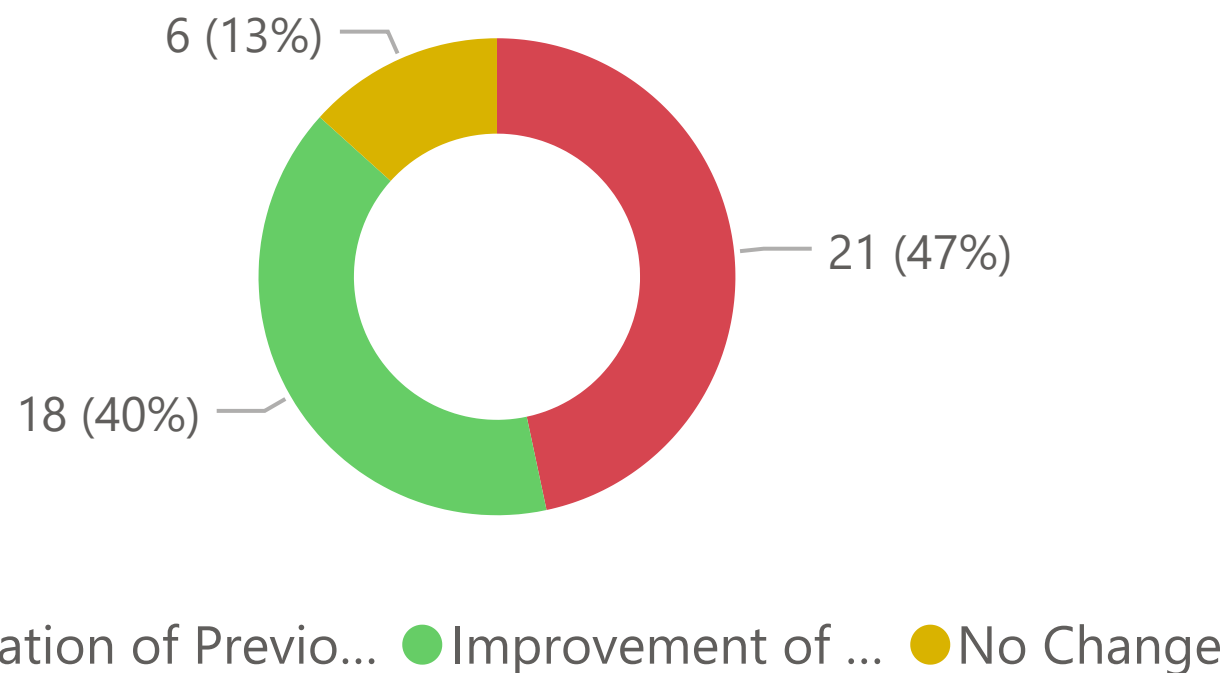
● Project/Action is Not Progressing as Expected ● Project/Action is Progressing as Expec...



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

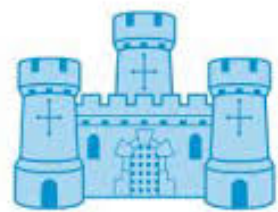


All Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year



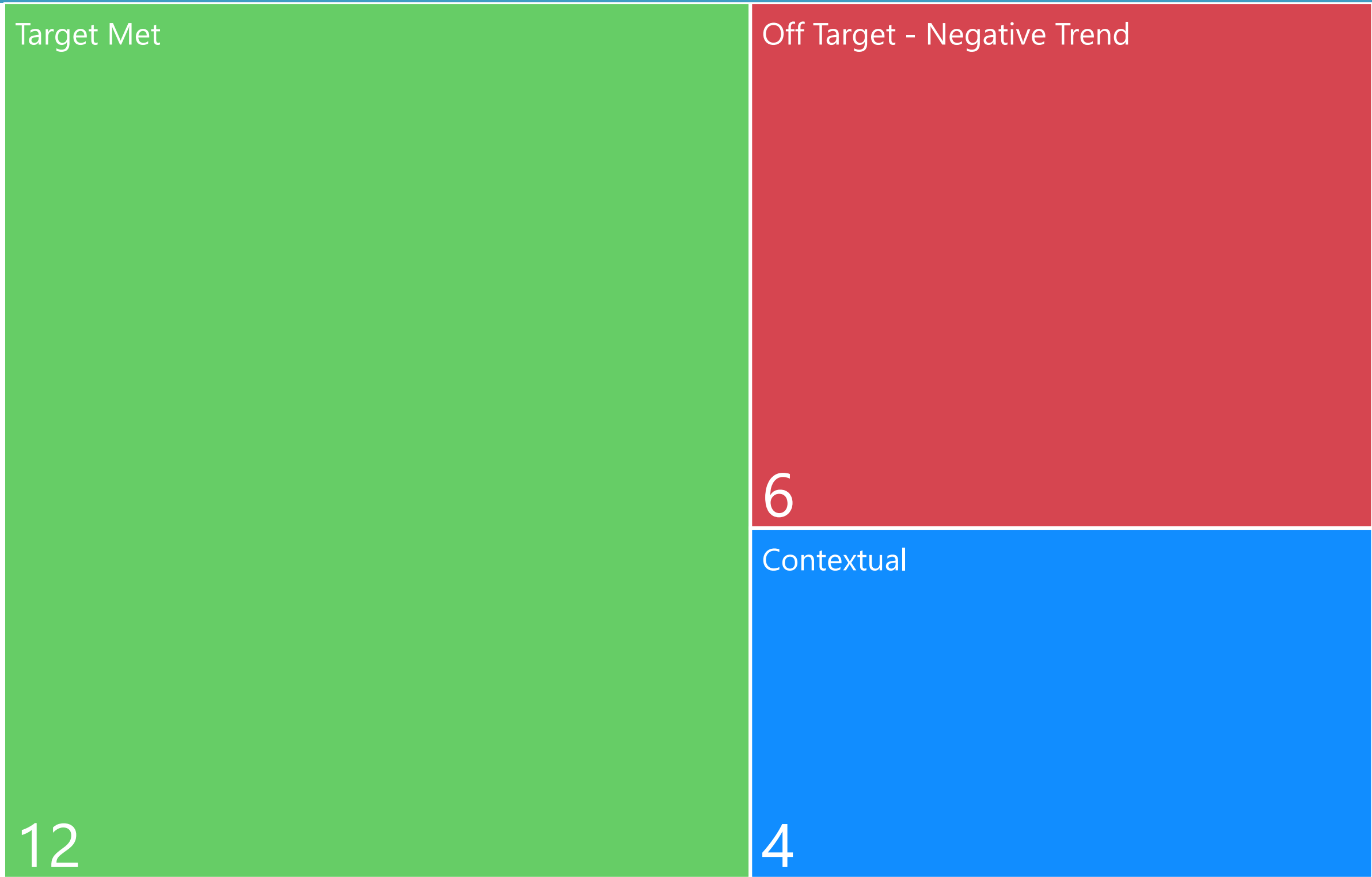


Priority 1: One Council delivering for Local People



NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL

Priority 1: Performance Indicators Current Status



Corporate Aim (Priority)	Number of Indicators
Priority 1: One Council delivering for Local People	22

Smart Narrative

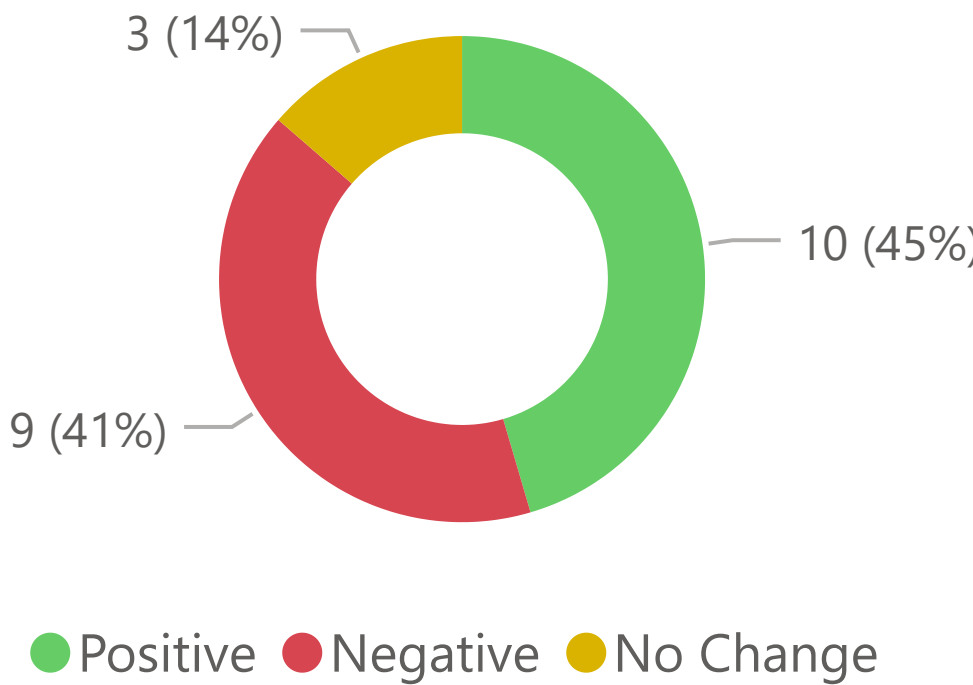
- There are 18 Indicators which have set targets this quarter within Priority 1.
- 67% met their targets within Quarter Three. 4 Indicators which met their target also showed improvement when compared to the same time period last year. 10 Indicators which met their target showed a negative trend when being compared to last year and 4 indicator did not show any change.
- 33% of Indicators were classed as off target this quarter. All 6 of these indicators showed a negative trend when compared to last year.
- There are 4 Indicators which are contextual this quarter and do not have a target to meet. When compared to last year, 2 of these measures showed a negative trend, 1 of the measures showed a positive trend and 1 did not show any change from the previous year
- All Projects/Actions within Priority 1 are classed to be progressing as expected.

Priority 1: Qtr.3 Summary Project Status Split

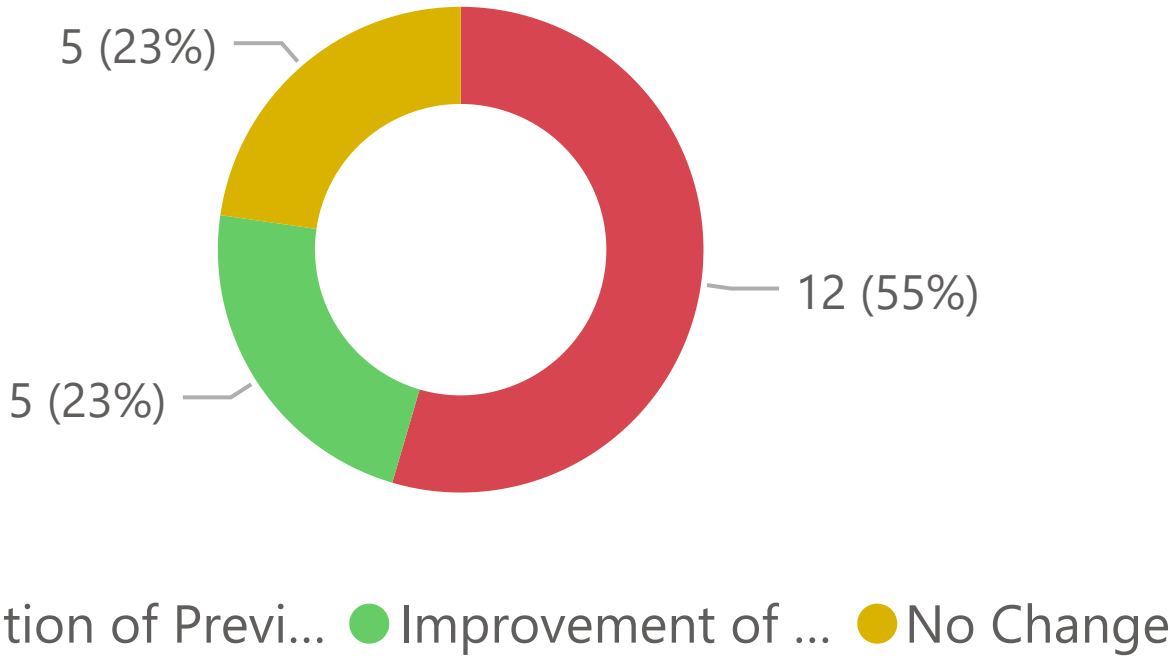
● Project/Action is Progressing as Expected



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

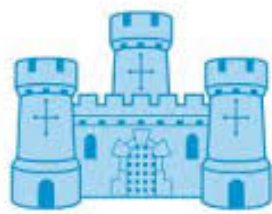


Priority 1: Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





Priority 1: One Council delivering for Local People

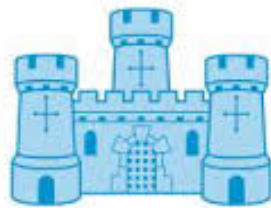


NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL

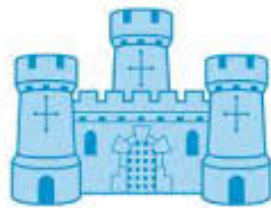
All



<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.1 - Percentage of food premises that have a zero or one national food hygiene rating		Current Status	SMART Actions if Off Target
	<div><div><div><div><div></div><div>FY 2021/22</div></div><div><div></div><div>2022/23</div></div><div><div></div><div>2023/24</div></div><div><div></div><div>Target</div></div></div><div>Cllr. David Hutchison</div><div><div><div>Percent (%)</div><div>5</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div></div><div><div>0.29✓</div><div>Target: 5.00</div></div><div>Not Required as Target Met</div></div>			
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>No Change</div> <div>Yearly Trend</div>	ID1.2 - Percentage of category A and B food business inspections completed on time		Current Status	SMART Actions if Off Target
	<div><div><div><div><div></div><div>FY 2021/22</div></div><div><div></div><div>2022/23</div></div><div><div></div><div>2023/24</div></div><div><div></div><div>Target</div></div></div><div>Cllr. David Hutchison</div><div><div><div>Percent (%)</div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div><div><div>100.00✓</div><div>Target: 90.00</div></div><div>Not Required as Target Met</div></div>			
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.10 - Time taken to process Housing Benefit new claims/change events (Days)		Current Status	SMART Actions if Off Target
	<div><div><div><div><div></div><div>FY 2021/22</div></div><div><div></div><div>2022/23</div></div><div><div></div><div>2023/24</div></div><div><div></div><div>End of Year Target</div></div></div><div>Cllr. Stephen Sweeney</div><div><div><div>Days</div><div>10</div><div>5</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div></div><div><div>3.48✓</div><div>End of Year Target: 10.00</div></div><div>Not Required as Target Met</div></div>			



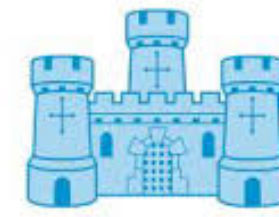
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.13 - Average number of days per employee lost to sickness - Per Employee		Current Status	SMART Actions if Off Target
	<div><div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24 ● Average of Target</div></div><div><div>Cllr. Simon Tagg</div><div><div>Days</div><div>10</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>		<div>10.69!</div> <div>Target: 6.60</div>	Whilst sickness remains above target there has been a decrease in November with absence the lowest it has been in the last calendar year, which is encouraging. in particular long term absence has reduced and is less than half on the long term absence rate in August. We continue to prioritise health and well-being and proactively managing sickness absence
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.14 - Staff Turnover		Current Status	SMART Actions if Off Target
	<div><div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24 ● End of Year Target</div></div><div><div>Cllr. Simon Tagg</div><div><div>Percent (%)</div><div>10</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>		<div>11.79!</div> <div>End of Year Target: 10.00</div>	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.
<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.15 - Staff Vacancy Rate		Current Status	SMART Actions if Off Target
	<div><div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24</div></div><div><div>Cllr. Simon Tagg</div><div><div>Percent (%)</div><div>10</div><div>5</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div></div>		<div>9.61</div>	Vacancy rates remain consistent, with regular reviews of vacant posts to ensure efficiency. Very few posts remain hard to fill
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>No Change</div> <div>Yearly Trend</div>	ID1.3 - No. Accidents/Incidents reported (RIDDOR)		Current Status	SMART Actions if Off Target
	<div><div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24</div></div><div><div>Cllr. Stephen Sweeney</div><div><div>Number</div><div>10</div><div>5</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>		<div>6.00</div>	RIDDOR reportable accident levels are currently trending at a comparable level to last year, one accident has been identified as third party at fault and a second has previous ill health as a considerable contributing factor



		Current Status	SMART Actions if Off Target
High Is Good Cumulative (Per Annum) No Change Yearly Trend	<div><div>ID1.6 - Percentage of Customer Hub requests resolved at first point of contact</div><div>Cllr. Simon Tagg</div><div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24 ● Target</div><div><div>Percent (%)</div><div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div></div>	99.99✓ Target: 97.00	Not Required as Target Met
	<div><div>ID1.7 - % Unmet demand (number of calls not answered as a % of total call handling volume)</div><div>Cllr. Simon Tagg</div><div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24 ● Target</div><div><div>Percent (%)</div><div><div>20</div><div>10</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div></div>	17.50✓ Target: 20.00	Not Required as Target Met
	<div><div>ID1.11 - Percentage of Council Tax collected</div><div>Cllr. Stephen Sweeney</div><div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24 ● Target</div><div><div>Days</div><div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div></div>	76.70✓ Target: 73.13	Not Required as Target Met
High Is Good Cumulative (Per Annum) Positive Yearly Trend	<div><div>ID1.12 - Percentage of National non-domestic rates collected</div><div>Cllr. Stephen Sweeney</div><div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24 ● Target</div><div><div>Days</div><div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div></div>	83.80✓ Target: 72.98	Not Required as Target Met



Priority 1: One Council delivering for Local People



NEWCASTLE UNDER LYME
BOROUGH COUNCIL

All



ID1.8a - Total number of digital online transactions

Current Status

SMART Actions if Off Target

High

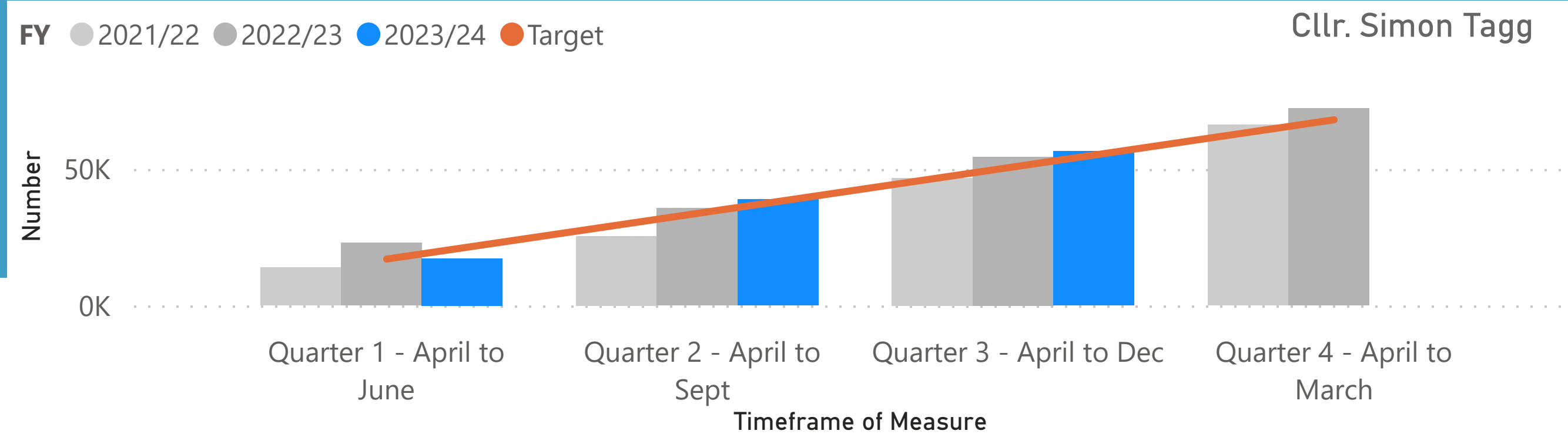
Is Good

Cumulative
(Per
Annum)

Positive

Yearly Trend

FY ● 2021/22 ● 2022/23 ● 2023/24 ● Target



56.45K✓

Target:
51.00K

Target Met. For information Jadu Forms accounted for 47017 and Citizens Access Transactions accounted for 9431 of the total at the end of December 2023.

ID1.8b- Total number of calls offered into the Customer Hub

Current Status

SMART Actions if Off Target

Low

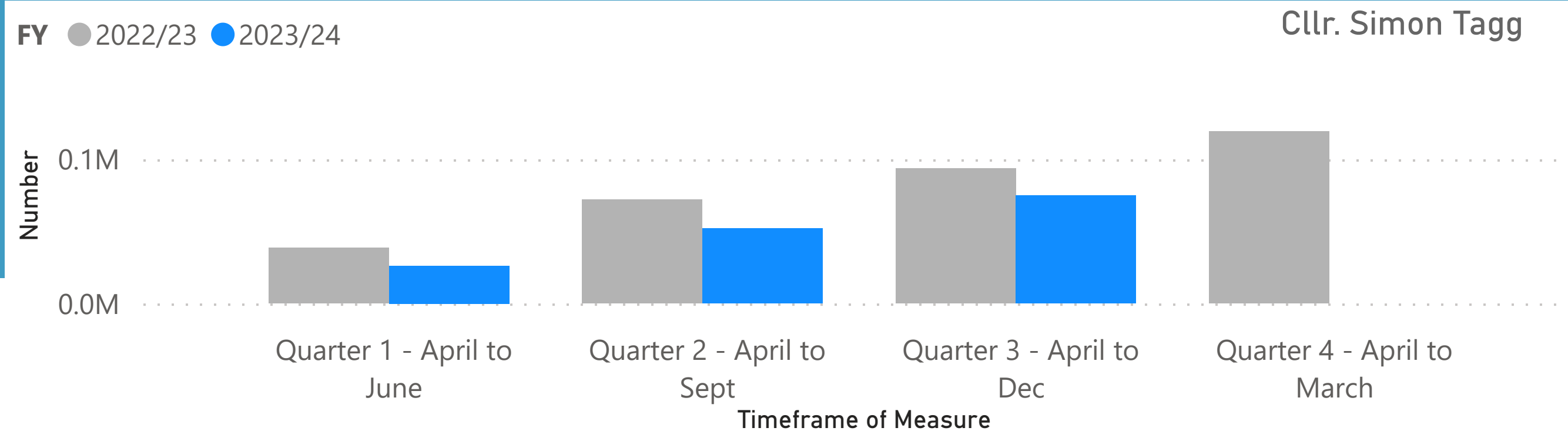
Is Good

Cumulative
(Per
Annum)

Positive

Yearly Trend

FY ● 2022/23 ● 2023/24



74.81K

Number of calls offered have dropped by 18698 when comparing against Quarter 3 from 2022/23. The improved digital forms and improved citizens access functionality will have had some impact as this can be related to the council providing better digital customer experiences than compared to a year ago. The large drop however is likely to have been impacted by other factors such as implementing of "5 a day" to remove work backlog and reduce failure demand into the council for customer chasing for updates.

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

Current Status

SMART Actions if Off Target

High

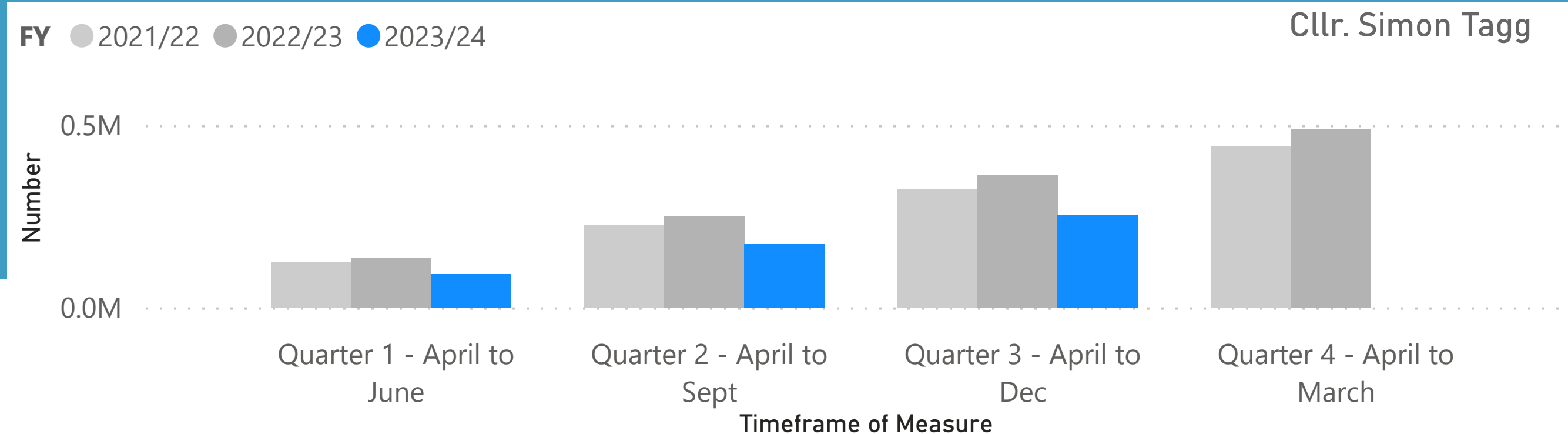
Is Good

Cumulative
(Per
Annum)

Negative

Yearly Trend

FY ● 2021/22 ● 2022/23 ● 2023/24



253.94K

Changes to Google Analytics in July 23 have had an impact on how the unique users are calculated.



All



ID1.4a - Dry Recycling:- Household collections from the kerbside (%)

Current Status

SMART Actions if Off Target

Cllr. David Hutchison



Target:
25.00

Recycling rates across the country are falling, potentially due to cost of living crisis. Residual waste volumes have not increased, so would point to a change in residents shopping behaviour. The Council remains the second highest performer of Staffordshire authorities for recycling. Looking wider across the country within the Councils Recycling rate in comparison against CIPFA neighbours puts the Council at the top of the league table



ID1.4b - Food:- Household collections from the kerbside (%)

Current Status

SMART Actions if Off Target

Cllr. David Hutchison



Target:
35.00

The last participation survey showed a slight drop in participation to 33%. There is no obvious reason for this, and tonnage collected remains consistent. Surveys undertaken are a 'snap in time' and not continual, as they are resource intensive, and therefore could be that they were undertaken in a low participation point in time.



ID1.4c - Residual Waste per household:- Household collections from the kerbside (Kgs)

Current Status

SMART Actions if Off Target

Cllr. David Hutchison



Target:
322.50

Not Required as Target Met



ID1.4d - Number of missed kerbside collections:- Total (per 100,000 collections)

Current Status

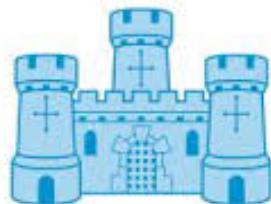
SMART Actions if Off Target

Cllr. David Hutchison



Target:
55.00

Remained over target in Q3 but there has been improvements when comparing against Q2 with a positive trend being seen as we progress quarter to quarter. This trend has also seen month on month, where there has been a continued drop in the number of missed bins per 100,000. When looking at December in isolation there were only 41.51 missed per 100,000; this falls well within target and provides optimism that the measure can reduce further as we move into Q4. Disrupted collections earlier in the year have impacted performance but improvements are being seen and it must also be noted that the successful collection rate is very high with a measure of 99.99%.



High

Is Good

Per
Quarter
(Snapshot)

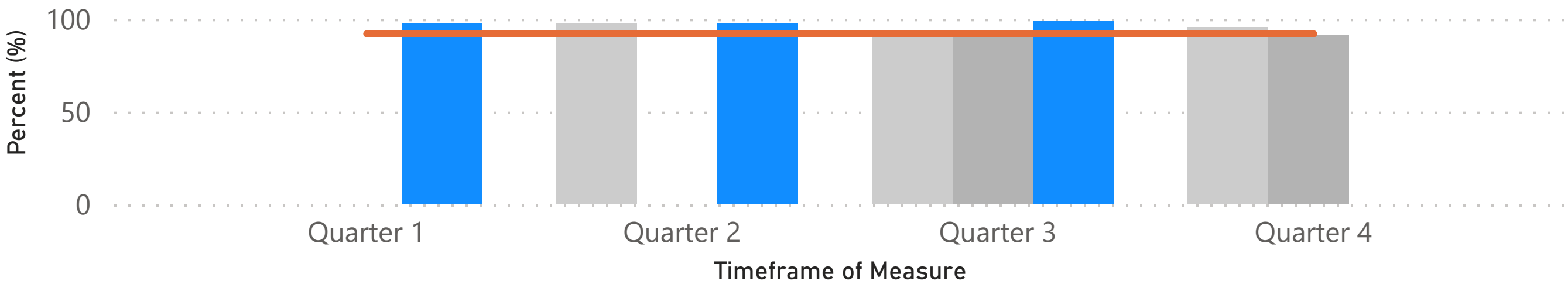
Positive

Yearly Trend

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

FY ● 2021/22 ● 2022/23 ● 2023/24 ● Target

Cllr. David Hutchison



Current Status

98.75✓

Target:
92.00

SMART Actions if Off Target

Not Required as Target Met

High

Is Good

Per
Quarter
(Snapshot)

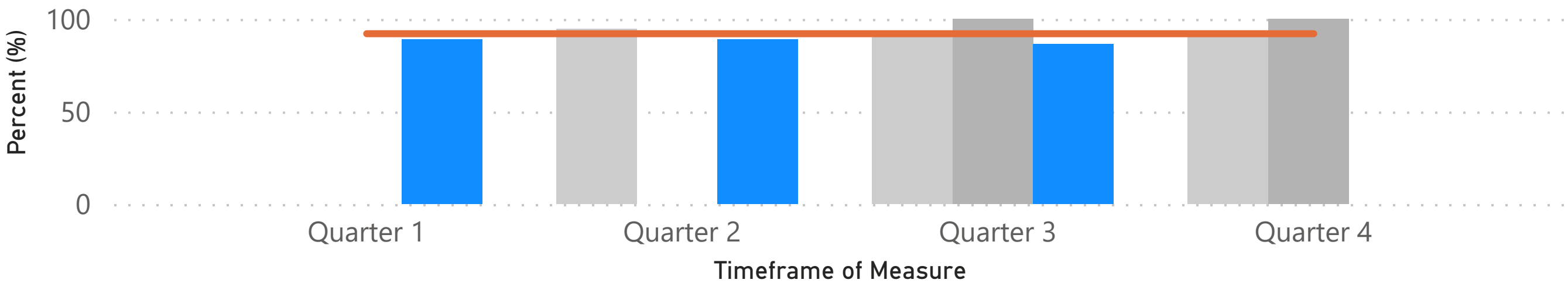
Negative

Yearly Trend

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

FY ● 2021/22 ● 2022/23 ● 2023/24 ● Target

Cllr. David Hutchison



Current Status

86.25!

Target:
92.00

SMART Actions if Off Target

Previous sweeper fleet became very unreliable, and a design fault took a number of them off the road for a period of time, putting sweeping schedules behind. The new sweeper fleet is now in service and redressing the backlog, and making positive progress in improving sweeping operations

High

Is Good

Per
Quarter
(Snapshot)

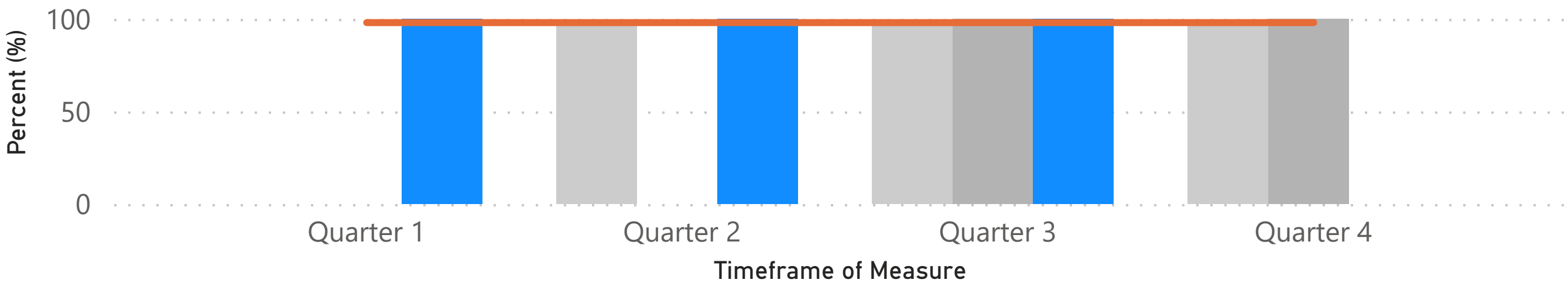
No
Change

Yearly Trend

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

FY ● 2021/22 ● 2022/23 ● 2023/24 ● Target

Cllr. David Hutchison



Current Status

100.00✓

Target:
98.00

SMART Actions if Off Target

Not Required as Target Met

High

Is Good

Per
Quarter
(Snapshot)

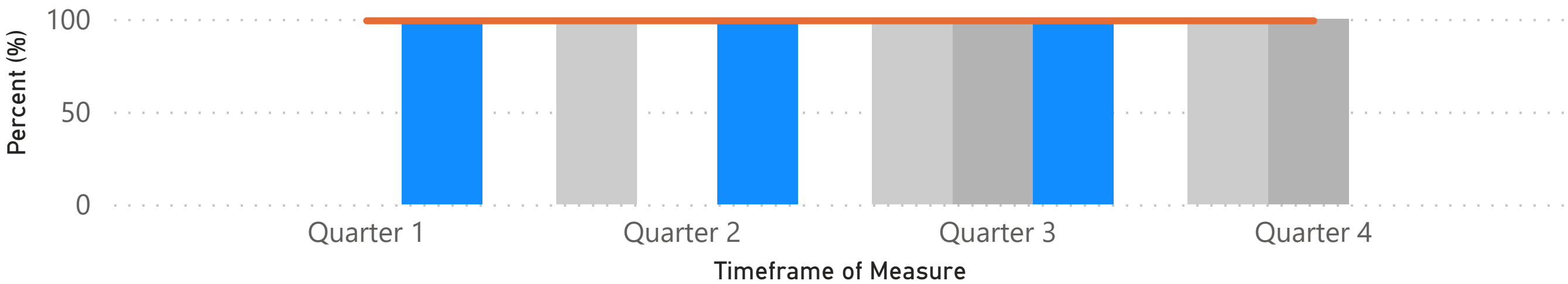
No
Change

Yearly Trend

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

FY ● 2021/22 ● 2022/23 ● 2023/24 ● Target

Cllr. David Hutchison



Current Status

100.00✓

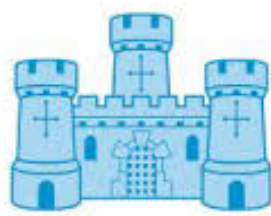
Target:
99.00

SMART Actions if Off Target

Not Required as Target Met



Priority 1: One Council delivering for Local People



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Project Status Split for Priority 1.

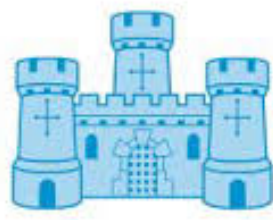
Project/Action is Progressing as Expected

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	The People Strategy has been confirmed. Action plans against themes and vision to be developed to ensure strategy is fulfilled
Cllr. Simon Tagg	1. Strategy, People and Performance 2. IT and Digital 3. Neighbourhoods 4. All (digital enablement)	Deliver the One Council Programme	Ensure our services are efficient and accessible	✔ Project/Action is Progressing as Expected	The one Council programme continues to deliver results on target in terms of resource, finance and cultural transformation. Next phases in design.
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Finance 3. Legal & Governance	Identify and deliver opportunities to generate income from commercial development	Ensure strong financial discipline across the Council	✔ Project/Action is Progressing as Expected	1. The Museum continues to offer a wide range of events, this quarter has seen the conclusion of the Obsolescence and Renewal exhibition as part of the British Ceramics Biennial which attracted a wide audience. Bereavement Services continue to expand the range of memorial options, new columbaria vases are now available at Bradwell. 3. Site investigation studies continue at Keele for a potential solar project.
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	Work continues in developing our Priority Delivery Plans in line with our understanding of our communities and the overall Council Priorities and Plan. We continue to work with partners and also with data to understand the context in which we operate, invite feedback and consultation e.g budget consultation, local plan consultation.
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	Partnership working continues to be a strength for the organisaition with positive outcomes in regard to Community Safety , Town Centre experience and ease of access to council services.



Priority 2: A Successful and Sustainable Growing Borough



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Priority 2: Performance Indicators Current Status



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

Smart Narrative

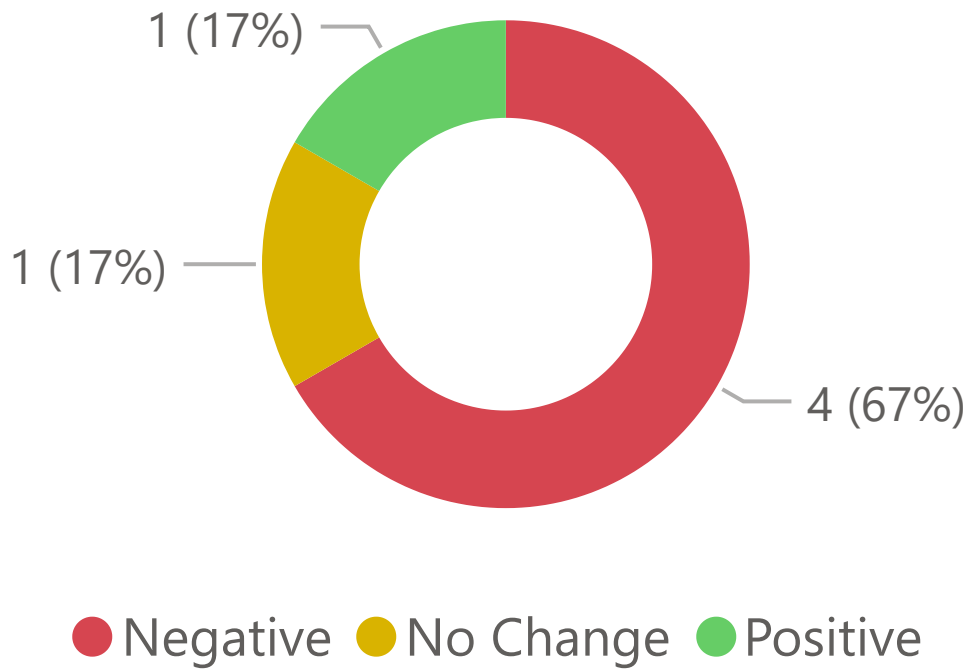
- There are 6 Indicators which have set targets this quarter within Priority 2.
- 83% met their targets within Quarter Two. 3 Indicators which met their target showed improvement when compared to the same time period last year. 2 Indicators which met their target showed a negative trend when being compared to last year.
- There is 1 measure (2.6) shown as off target this quarter which equates to 17% overall. This measure however did show an improvement when compared to the previous financial year.
- Within Priority 2, there are 2 Projects/Actions which was raised to not be progressing as expected and related to the following; "Delivering the £16m Kidsgrove Town Deal" and "Secure a Successful Resolution to Walleys Quarry"

Priority 2: Qtr.3 Summary Project Status Split

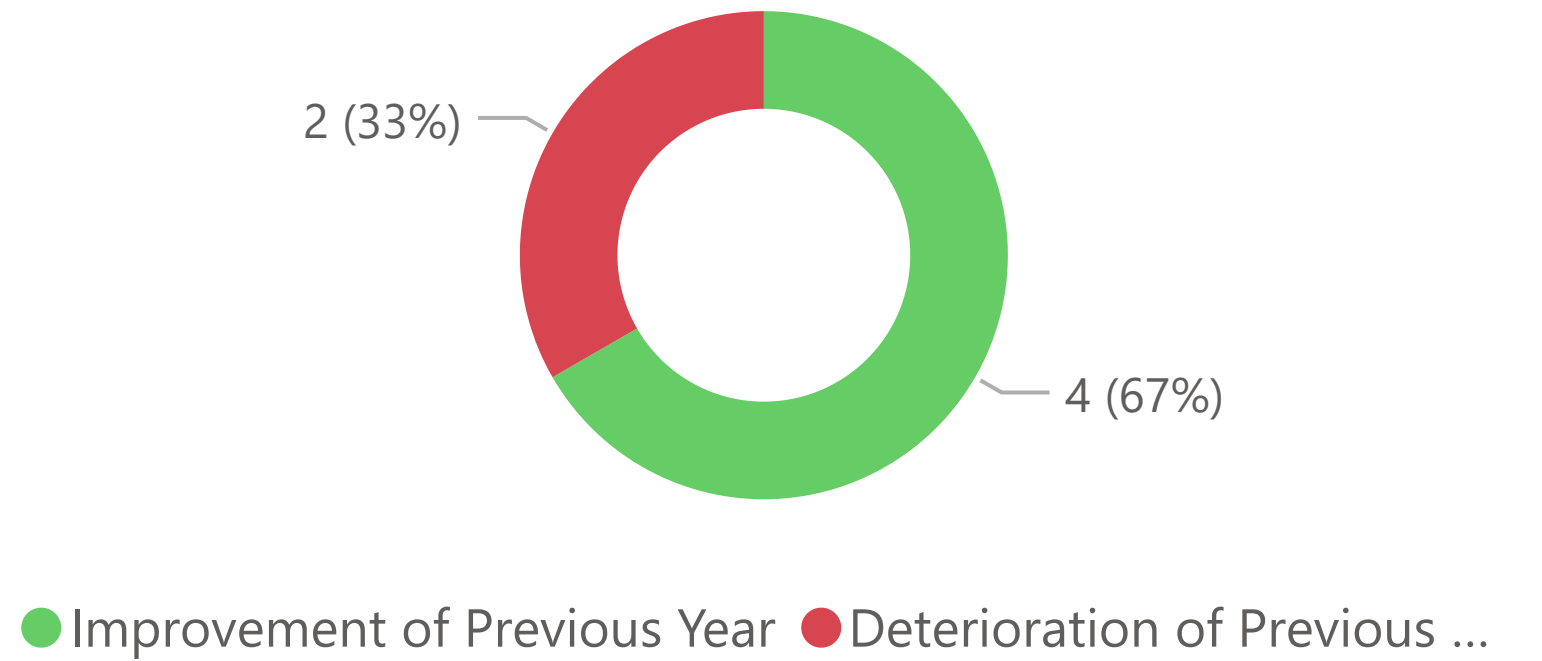
● Project/Action is Not Progressing as Expected ● Project/Action is Progressing as Expe...

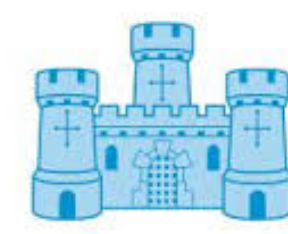


Priority 2: Qtr.3 Trend Direction of PI's Compared to Previous Quarter

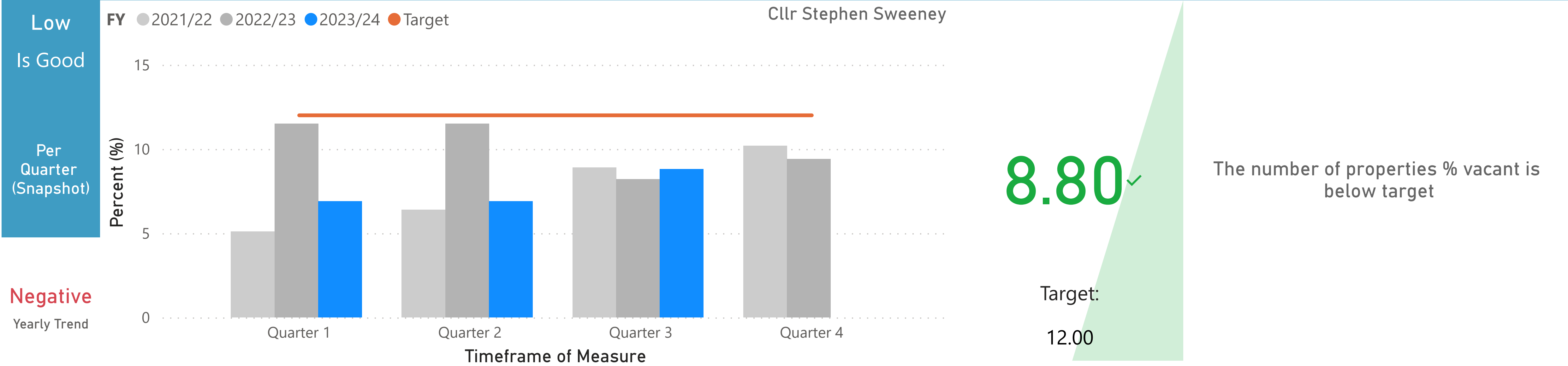


Priority 2: Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year

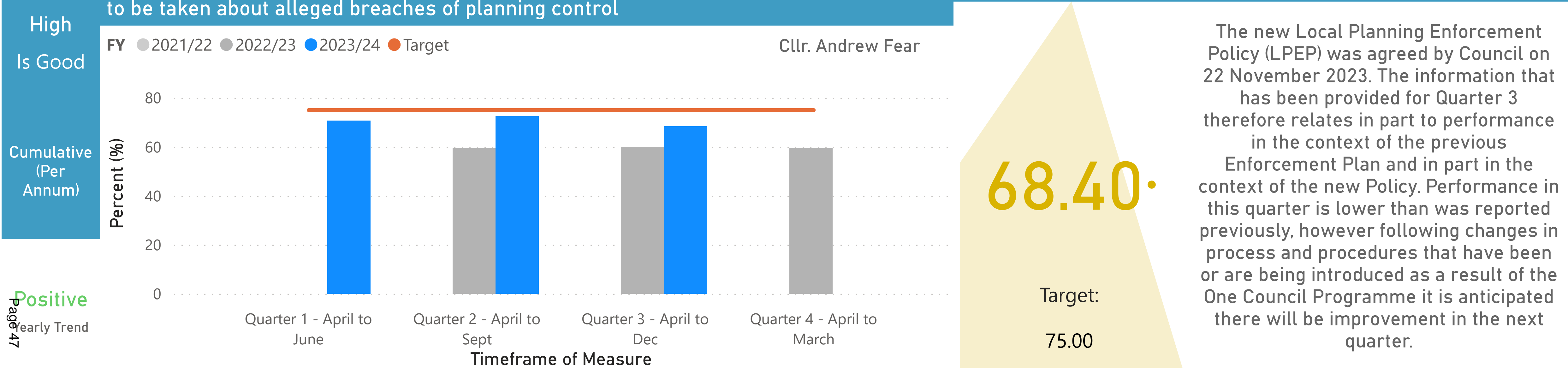


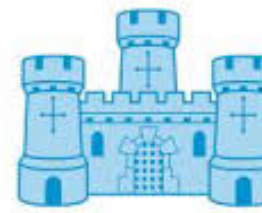


ID2.1 - Percentage of investment portfolio vacant (NBC owned)Current StatusSMART Actions if Off Target

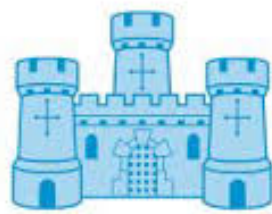


ID2.6 - Percentage of complainants informed within the required timescales of any action to be taken about alleged breaches of planning controlCurrent StatusSMART Actions if Off Target





<div>High</div> <div>Is Good</div> <div>Planning</div> <div>Negative</div> <div>Yearly Trend</div>	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
	<div>FY</div> <div>● 2021/22 ● 2022/23 ● 2023/24 ● Target</div> <div>Cllr. Andrew Fear</div> <div><div>Percent (%)</div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>1. Jul 2021 – Jun 20232. Oct 2021 – Sep 20233. Jan 2022 – Dec 20234. Apr 2022 – Mar 2024</div><div>Timeframe of Measure</div></div></div>		<div>92.00✓</div> <div>Target: 66.00</div>	Measure shown is the % within 13 weeks or within agreed time - Central Gov metric which measures a rolling time period of 24 months - Newest metric shows the following time period January 2022 – December 2023
<div>Low</div> <div>Is Good</div> <div>Planning</div> <div>Positive</div> <div>Yearly Trend</div>	ID2.3 - Quality of major development applications (P152a - 24 Month Rolling Period - See SMART Actions)		Current Status	SMART Actions if Off Target
	<div>FY</div> <div>● 2021/22 ● 2022/23 ● 2023/24 ● Target</div> <div>Cllr. Andrew Fear</div> <div><div>Percent (%)</div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>1. Jan 2020 - Dec 20212. Apr 2020 - Mar 20223. Jul 2020 - Jun 20224. Oct 2020 - Sep 2022</div><div>Timeframe of Measure</div></div></div>		<div>0.00✓</div> <div>Target: 10.00</div>	Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period July 2020 – June 2022
<div>High</div> <div>Is Good</div> <div>Planning</div> <div>Positive</div> <div>Yearly Trend</div>	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
	<div>FY</div> <div>● 2021/22 ● 2022/23 ● 2023/24 ● Target</div> <div>Cllr. Andrew Fear</div> <div><div>Percent (%)</div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>1. Jul 2021 – Jun 20232. Oct 2021 – Sep 20233. Jan 2022 – Dec 20234. Apr 2022 – Mar 2024</div><div>Timeframe of Measure</div></div></div>		<div>95.00✓</div> <div>Target: 70.00</div>	Measure shown is the % within 8 weeks or within agreed time - Central Gov metric which measures a rolling time period of 24 months - Newest metric shows the following time period January 2022 – December 2023
<div>Low</div> <div>Is Good</div> <div>Planning</div> <div>Positive</div> <div>Yearly Trend</div>	ID2.5 - Quality of non-major development applications (P154 - 24 Month Rolling Period - See SMART Actions)		Current Status	SMART Actions if Off Target
	<div>FY</div> <div>● 2021/22 ● 2022/23 ● 2023/24 ● Target</div> <div>Cllr. Andrew Fear</div> <div><div>Percent (%)</div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>1. Jan 2020 - Dec 20212. Apr 2020 - Mar 20223. Jul 2020 - Jun 20224. Oct 2020 - Sep 2022</div><div>Timeframe of Measure</div></div></div>		<div>0.44✓</div> <div>Target: 10.00</div>	Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period July 2020 – June 2022



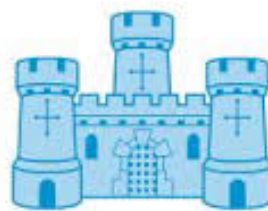
Project Status Split for Priority 2.

Project/Action is Progressing as Expected	Project/Action is Not Progressing as Expected
8	2

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
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	The Council continues to deliver the two Town Deals and the Shared Prosperity Fund.
Cllr. David Hutchison	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	Tenders have been invited for Phase 5 of the Urban Tree Planting Strategy and are due in on 12th January. Planting will take place in February/March 2024.
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	Cabinet agreed to update the Council's Local Development Scheme (the timetable for the Local Plan) in October 2023. The Local Plan (Regulation 19) version of the Local Plan is anticipated to be considered at Full Council in July 2024 with a recommendation to consult on the (Regulation 19) Final Draft Local Plan for six weeks. This is with the intention of submitting the Plan for examination by the end of 2024. The Plan will be supported by a suite of evidence based documents and will consider the comments received to the First Draft Local Plan consultation held over the summer of 2023.
Cllr. David Hutchison	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 Not Progressing as Expected	Complaints of odour have significantly increased during this quarter with November and December reporting figures higher than the same months in 2022 and in the case of December higher than 2021. The Environment Agency has continued to undertake inspections to the site. Non-compliance with permit conditions was identified on 02 October 2023 with two Cat 2 breaches amounting to 31 CCS points. The operator has issued a press statement in December 'over the past few months, Walleys Quarry Ltd (WQL) has been engaged in several projects at the facility, as part of their ongoing commitment to and development of the Walleys Quarry (WQ) facility. These extensive and complex works demonstrate continued commitment to the site and are reflective of a significant financial investment'. The works included the installation of 5 new leachate wells. Officers within the Environmental Protection Team are continuing to undertake odour assessments and reviewing compliance with the Abatement Notice.
Cllr. David Hutchison	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	Decarbonisation plans for the Councils estate, i.e., operational buildings and fleet known as the RoadMap to Net zero completed and approved by Cabinet, together with an update on the SES in October 23. The Council has decreased its Carbon footprint by 43% since declaring a Climate Emergency. We are now in the process of adding the RoadMap actions into a revised action plan for the SES which will go forward for consideration by Cabinet in April this year.
Cllr. David Hutchison	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 continues to play a leading role in the SSB, presenting reports and initiatives we have undertaken which would be of help and benefit to other SSB partners. All base pledge initiatives have either been completed or are on track for completion within agreed time scales.



Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
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	This quarter has seen the development of UKSPF projects expand from 23 to 32 with 5 projects awaiting grant agreements to be signed. The projects have spent £1,054,921 against the available funds of £2,333,200. Key successes include the Business Enterprise coaching and business APP development, plus the 35 850 events creating a 15% increase in visitors to the museum.
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	Monitoring Figures show an increasing pressure on social housing in the borough and on the work of Newcastle HousingAdvice
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 Not Progressing as Expected	Delivery continues with the remaining projects to be delivered through Kidsgrove Town Deal. The Canal & River Trust are on schedule to start on site in line with the terms of their funding agreement. Planning consent has been obtained for construction of the Shared Service Hub and project progress continues. The Railway Station project continues to experience issues with resolving ground conditions associated with historic mine works at the site. the project team continues to work to find a satisfactory resolution of these issues.
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 Newcastle projects have now been approved for delivery by DLUHC. A number of projects have now commenced on-site works or are expected to in the next quarter. Planning consent has been received for Keele in Town, the extension of Newcastle Enterprise Centre and construction of a new Football Changing Room at the Wammy. A planning application has been submitted for residential development at High Street, Knutton. Phase 1 of the Philip Astley Circus Centre will be complete in December. Phase 1 of the cycle access improvement have been completed at Gallowstree Roundabout. The strip-out of 53 Ironmarket, which is to house Keele in Town is complete and fit-out work will commence in the next quarter.



Priority 3: Performance Indicators Current Status



Corporate Aim (Priority)	Number of Indicators
Priority 3: Healthy, Active and Safe Communities	15

Smart Narrative

- There are 3 Indicators which have set targets this quarter within Priority 3.
- 67% met their targets within Quarter Two. All 2 Indicators which met their target also showed improvement or no change when compared to the same time period last year.
- 33% of Indicators were classed as off target this quarter, this indicator also showed a negative trend when comparing against the previous years data.
- There are 12 Indicators which are contextual this quarter and do not have a target to meet. When compared to last year, 5 measures had showed a negative trend, 6 measures demonstrated an improvement when comparing to 22/23; 1 contextual measure did not change.
- Within Priority 3, there was 1 Projects/Actions which was raised to not be progressing as expected and related to the following; "Further increasing recycling rates across the borough with a particular focus on food waste".

Priority 3: Qtr.3 Summary Project Status Split

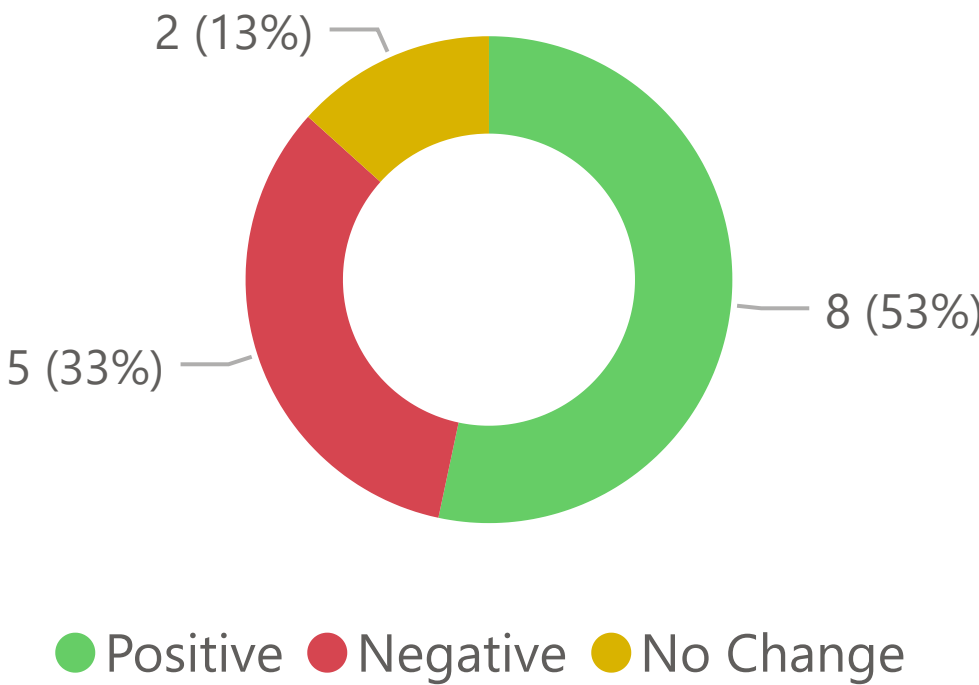
● Project/Action is Not Progressing as Expected ● Project/Action is Progressing as Ex...

Aim

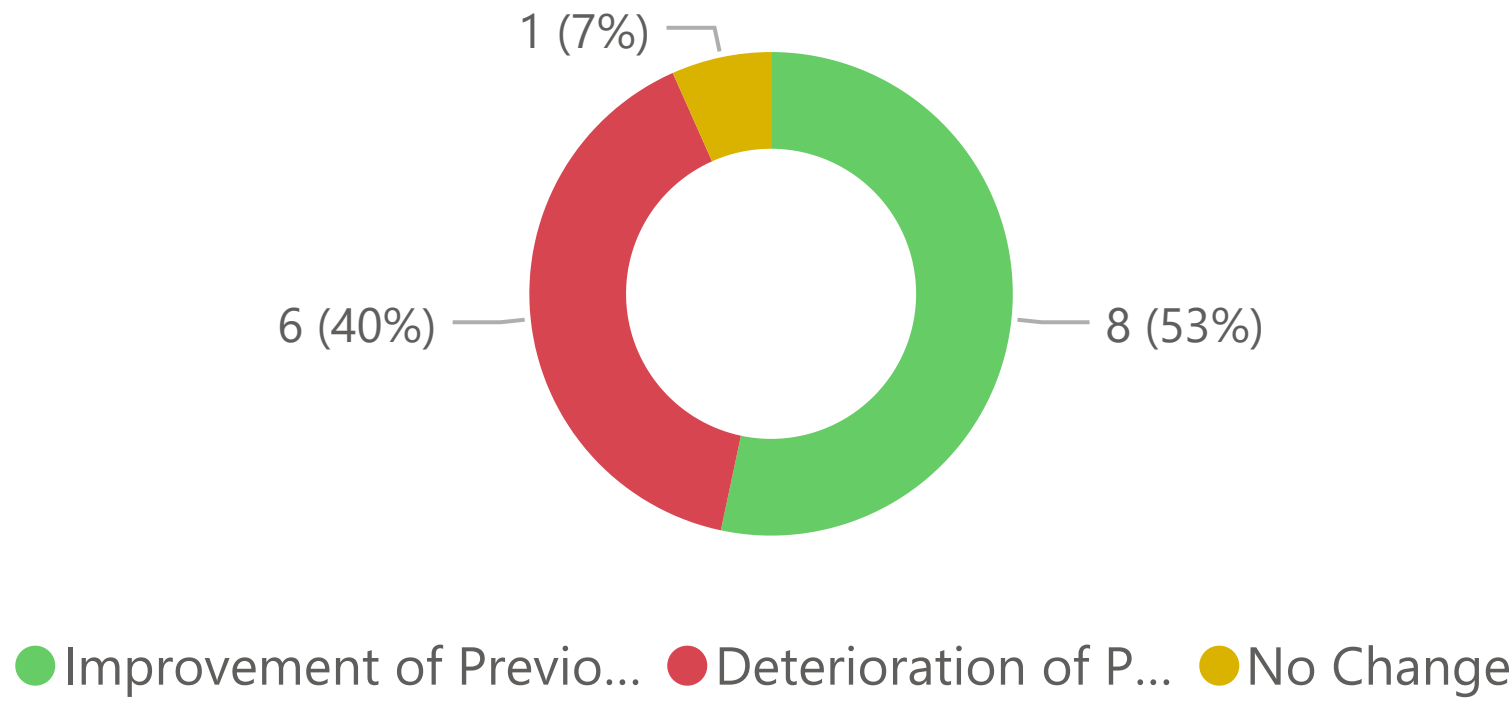
Priority 3: Healt...

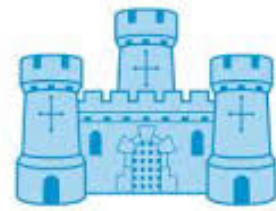


Priority 3: Qtr.3 Trend Direction of PI's Compared to Previous Quarter



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

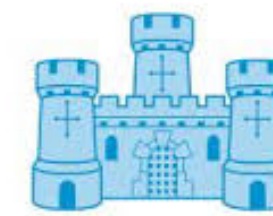




ID3.1a - Anti-Social Behaviour (ASB) cases - New cases received during the quarter		Current Status	SMART Actions if Off Target
<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24</div><div>Cllr. Gill Heesom</div><div><div>Number</div><div>400</div><div>200</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div>	99.00	Work is continuing with a range of partner agencies to address ASB efficiently and effectively and ensure that reporting is accurate.
ID3.1b - (ASB) cases - Current open cases at the end of the quarter		Current Status	SMART Actions if Off Target
<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24</div><div>Cllr. Gill Heesom</div><div><div>Number</div><div>50</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div>	12.00	We continue partnership working to reduce ASB and ensure any complaints are dealt with efficiently and effectively in a timely manner, including accurate reporting.
ID3.1c - (ASB) cases - Cases closed in the quarter		Current Status	SMART Actions if Off Target
<div>High</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Positive</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24</div><div>Cllr. Gill Heesom</div><div><div>Number</div><div>400</div><div>200</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div>	105.00	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
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2021/22 ● 2022/23 ● 2023/24</div><div>Cllr. Gill Heesom</div><div><div>Number</div><div>200</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>	155.00	Service has seen a reduced number when comparing to previous financial year by 6 referrals and is less than 2021/22 by 29 referrals.



Priority 3: Healthy, Active and Safe Communities



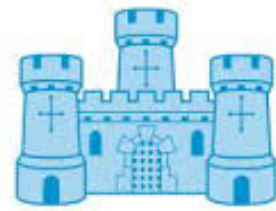
NEWCASTLE UNDER LYME
BOROUGH COUNCIL

All



High Is Good Cumulative (Per Annum) Positive Yearly Trend	ID3.3 - Number of People Accessing the Museum's collections online and in person		Current Status	SMART Actions if Off Target																									
	<div><div><div><div><div>FY</div><div>2021/22</div><div>2022/23</div><div>2023/24</div><div>Target</div></div><div><table><tr><th>Timeframe of Measure</th><th>2021/22</th><th>2022/23</th><th>2023/24</th><th>Target</th></tr><tr><td>Quarter 1 - April to June</td><td>~10K</td><td>~50K</td><td>~250K</td><td>~50K</td></tr><tr><td>Quarter 2 - April to Sept</td><td>~10K</td><td>~200K</td><td>~550K</td><td>~100K</td></tr><tr><td>Quarter 3 - April to Dec</td><td>~50K</td><td>~350K</td><td>~750K</td><td>~150K</td></tr><tr><td>Quarter 4 - April to March</td><td>~50K</td><td>~550K</td><td>-</td><td>~200K</td></tr></table></div><div>752.61K✓ Target: 138.75K</div><div>Not Required as Target Met</div></div></div></div>		Timeframe of Measure	2021/22	2022/23	2023/24	Target	Quarter 1 - April to June	~10K	~50K	~250K	~50K	Quarter 2 - April to Sept	~10K	~200K	~550K	~100K	Quarter 3 - April to Dec	~50K	~350K	~750K	~150K	Quarter 4 - April to March	~50K	~550K	-	~200K	Cllr. Craig Skelding	
	Timeframe of Measure	2021/22	2022/23	2023/24	Target																								
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Quarter 2 - April to Sept	~10K	~200K	~550K	~100K																									
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Quarter 4 - April to March	~50K	~550K	-	~200K																									
High Is Good Cumulative (Per Annum) Positive Yearly Trend	ID3.4 - J2 Membership growth		Current Status	SMART Actions if Off Target																									
	<div><div><div><div><div>FY</div><div>2021/22</div><div>2022/23</div><div>2023/24</div><div>Target</div></div><div><table><tr><th>Timeframe of Measure</th><th>2021/22</th><th>2022/23</th><th>2023/24</th><th>Target</th></tr><tr><td>Quarter 1 - April to June</td><td>~2000</td><td>~2500</td><td>~3200</td><td>~3000</td></tr><tr><td>Quarter 2 - April to Sept</td><td>~2200</td><td>~2800</td><td>~3500</td><td>~3000</td></tr><tr><td>Quarter 3 - April to Dec</td><td>~2200</td><td>~2800</td><td>~3500</td><td>~3000</td></tr><tr><td>Quarter 4 - April to March</td><td>~2500</td><td>~3000</td><td>-</td><td>~3000</td></tr></table></div><div>3.53K✓ Target: 3.00K</div><div>Not Required as Target Met</div></div></div></div>		Timeframe of Measure	2021/22	2022/23	2023/24	Target	Quarter 1 - April to June	~2000	~2500	~3200	~3000	Quarter 2 - April to Sept	~2200	~2800	~3500	~3000	Quarter 3 - April to Dec	~2200	~2800	~3500	~3000	Quarter 4 - April to March	~2500	~3000	-	~3000	Cllr. Craig Skelding	
	Timeframe of Measure	2021/22	2022/23	2023/24	Target																								
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Quarter 2 - April to Sept	~2200	~2800	~3500	~3000																									
Quarter 3 - April to Dec	~2200	~2800	~3500	~3000																									
Quarter 4 - April to March	~2500	~3000	-	~3000																									
High Is Good Per Quarter (Snapshot) Negative Yearly Trend	ID3.5 - Jubilee 2 Customer Satisfaction – Net Promotor Score		Current Status	SMART Actions if Off Target																									
	<div><div><div><div><div>FY</div><div>2021/22</div><div>2022/23</div><div>2023/24</div><div>End of Year Target</div></div><div><table><tr><th>Timeframe of Measure</th><th>2021/22</th><th>2022/23</th><th>2023/24</th><th>End of Year Target</th></tr><tr><td>Quarter 1</td><td>-</td><td>-</td><td>~45</td><td>40</td></tr><tr><td>Quarter 2</td><td>-</td><td>~45</td><td>~45</td><td>40</td></tr><tr><td>Quarter 3</td><td>-</td><td>~45</td><td>~35</td><td>40</td></tr><tr><td>Quarter 4</td><td>-</td><td>~45</td><td>-</td><td>40</td></tr></table></div><div>35.68! End of Year Target: 40.00</div><div>The NPS is collected thorough the Moving Communities questionnaire administered by Sport England. Whilst the NPS score falling below the target of 40 J2 is still well above the National NPS score of 22. To improve customer satisfaction in the areas which are currently below the national comparator work is taking place to improve the ease of on-line booking and awareness with customers that our staff are qualified.</div></div></div></div>		Timeframe of Measure	2021/22	2022/23	2023/24	End of Year Target	Quarter 1	-	-	~45	40	Quarter 2	-	~45	~45	40	Quarter 3	-	~45	~35	40	Quarter 4	-	~45	-	40	Cllr. Craig Skelding	
	Timeframe of Measure	2021/22	2022/23	2023/24	End of Year Target																								
Quarter 1	-	-	~45	40																									
Quarter 2	-	~45	~45	40																									
Quarter 3	-	~45	~35	40																									
Quarter 4	-	~45	-	40																									
Low Is Good Per Quarter (Snapshot) Negative Yearly Trend	ID3.6 - Live application on the housing register		Current Status	SMART Actions if Off Target																									
	<div><div><div><div><div>FY</div><div>2021/22</div><div>2022/23</div><div>2023/24</div></div><div><table><tr><th>Timeframe of Measure</th><th>2021/22</th><th>2022/23</th><th>2023/24</th></tr><tr><td>Quarter 1 - April to June</td><td>~1500</td><td>~1500</td><td>~2000</td></tr><tr><td>Quarter 2 - April to Sept</td><td>~1500</td><td>~1800</td><td>~2200</td></tr><tr><td>Quarter 3 - April to Dec</td><td>~1500</td><td>~1800</td><td>~2200</td></tr><tr><td>Quarter 4 - April to March</td><td>~1500</td><td>~2000</td><td>-</td></tr></table></div><div>2.26K</div><div>Live application numbers reflects the increasing demand for social housing at a time of increasing housing costs</div></div></div></div>		Timeframe of Measure	2021/22	2022/23	2023/24	Quarter 1 - April to June	~1500	~1500	~2000	Quarter 2 - April to Sept	~1500	~1800	~2200	Quarter 3 - April to Dec	~1500	~1800	~2200	Quarter 4 - April to March	~1500	~2000	-	Cllr. Gill Heesom						
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Quarter 3 - April to Dec	~1500	~1800	~2200																										
Quarter 4 - April to March	~1500	~2000	-																										

Page 53



High

Is Good

Per
Quarter
(Snapshot)

Positive

Yearly Trend

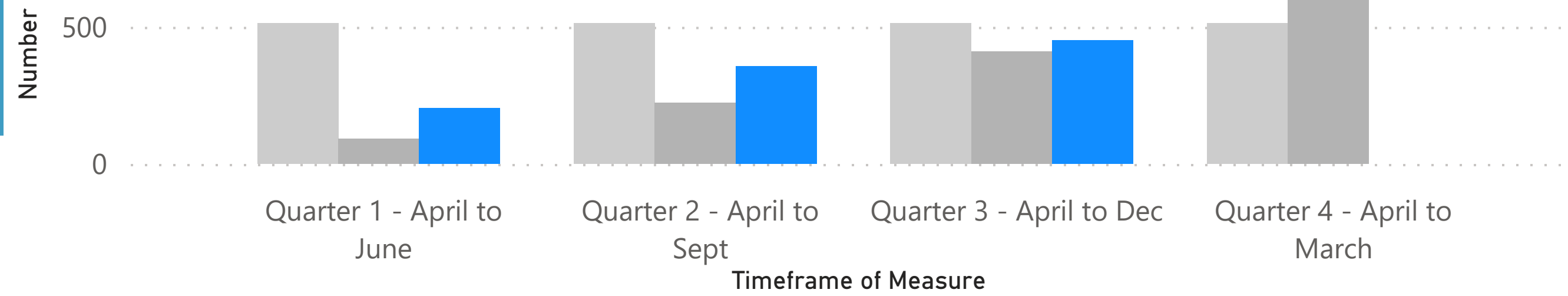
ID3.7 - Number of lets to registered providers from the housing waiting list

Current Status

SMART Actions if Off Target

FY ● 2021/22 ● 2022/23 ● 2023/24

Cllr. Gill Heesom



451.00

Depends on partnership working with registered providers in the borough

Low

Is Good

Cumulative
(Per
Annum)

Negative

Yearly Trend

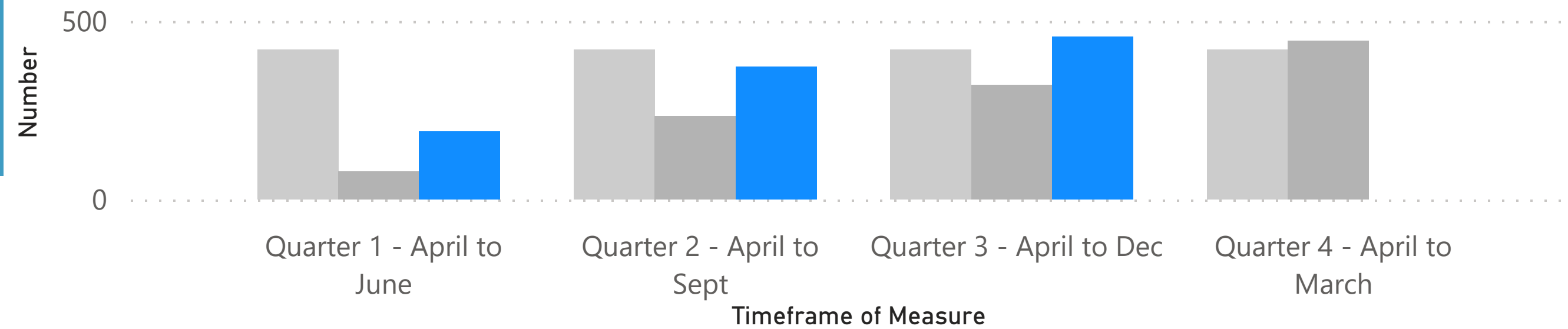
ID3.8 - Emergency homeless presentations

Current Status

SMART Actions if Off Target

FY ● 2021/22 ● 2022/23 ● 2023/24

Cllr. Gill Heesom



455.00

Number of emergency homeless presentations when looking Quarter 3 in isolation falls at 84. This is a significant drop in the number of presentations when compared to earlier in the year. Quarter 1 showed 191 and Quarter 2 showed 180, hopefully we expect this to continue into Quarter 4.

Low

Is Good

Per
Quarter
(Snapshot)

Positive

Yearly Trend

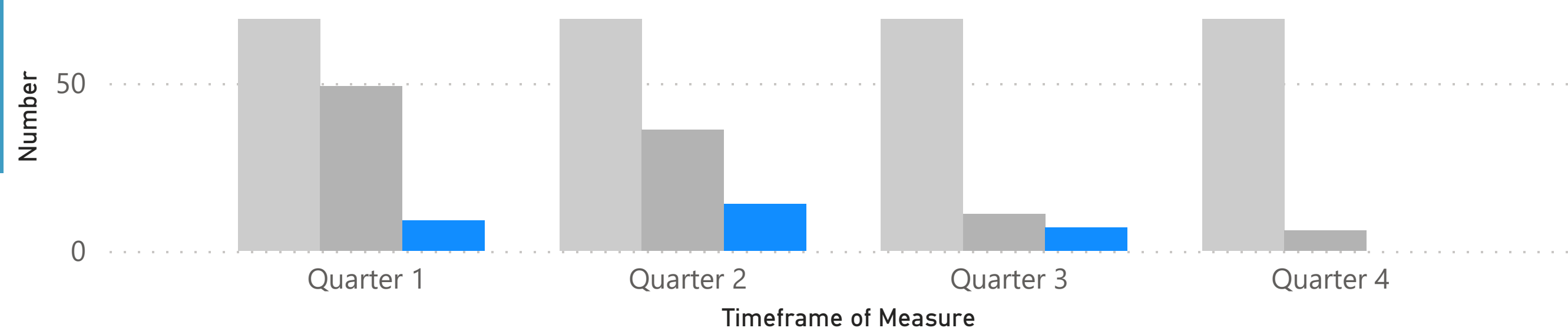
ID4.4 - Total Rough Sleepers Verified in Quarter

Current Status

SMART Actions if Off Target

FY ● 2021/22 ● 2022/23 ● 2023/24

Cllr. Gill Heesom

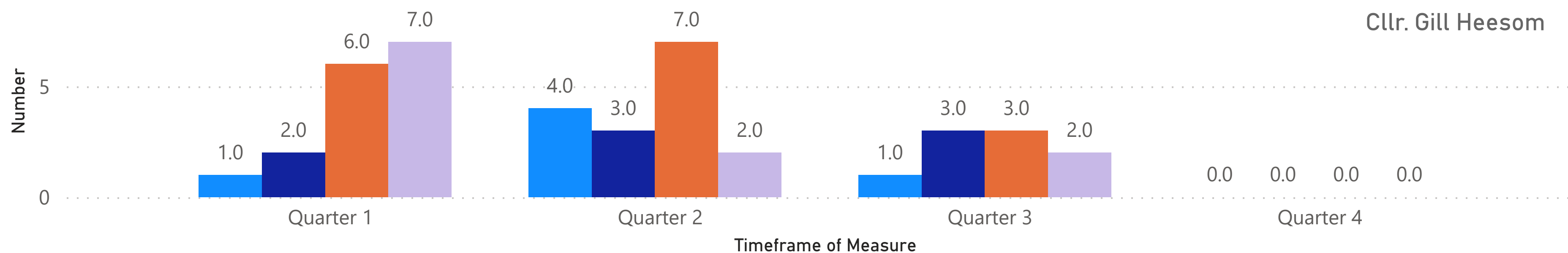


7.00

Our rough sleeper figures for a single night have increased this month. Out of the 9 rough sleeping, 5 have Stoke connection. The 6 that are entrenched are our target priority group. They have been offered accommodation outside the area, but they refuse to accept it as they only want Newcastle. They do not meet the criteria for the temporary accommodation pathway created with Aspire, as they require 24/7 staffed accommodation, something we do not have in the Borough.

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

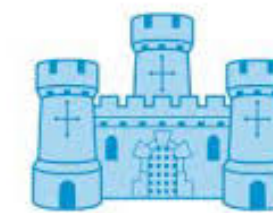
● 1. Prevented 1 - New Rough Sleepers ● 2. Non-Recurring 1 - Returning Rough Sleepers ● 3. Brief 1 - Entrenched Rough Sleepers ● 4. Prevented 2 - Rough Sleepers after ...



Cllr. Gill Heesom



Priority 3: Healthy, Active and Safe Communities



NEWCASTLE·UNDER·LYME
BOROUGH COUNCIL

Project Status Split for Priority 3.

Project/Action is Progressing as Expected

5

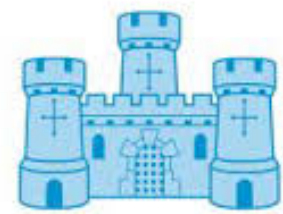
Project/Action is Not Progressi...

1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
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	Partnership working is continuing with Staffordshire Police to deliver a number of community safety initiatives, particularly in Newcastle town centre. A report was considered by the Health, Wellbeing and Environment Scrutiny Committee which highlighted that crime and ASB had reduced as a result. A successful Week of Action in Newcastle town centre was delivered in December, involving other partners such as Trading Standards and Immigration Services which resulted in a large quantity of illegal goods being seized.
Cllr. Craig Skelding	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	The museum continued to deliver a monthly programme of talks and events celebrating the 850. The plans for the legacy annual Chris Malking lecture are in place for 2024.
Cllr. David Hutchison	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	The new Neighbourhood Ranger is in post and has completed their training. They are now deployed on various tasks around the Borough's wards. The MMF Officers are deployed on various enforcement activities around the Borough.
Cllr. David Hutchison	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 Not Progressing as Expected	Recycling rates are slowly increasing, but its challenging, and the council is not alone, as nationally rates have stagnated and in some cases fallen. Much of this is connected with the current cost of living crisis which has affected citizens spending power. In terms of performance against our nearest neighbours, the Council is performing in the upper quartile, which is positive. With government now formally announcing simpler recycling requirements the council can now properly plan for the introduction of new arrangements to come into force over the next few years.
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	Through the partnership board, we are progressing working groups around vulnerability, cost of living and mental health. We also are the designated chair for Better Health Staffordshire in Newcastle and are in receipt of grant funding to impact on health inequalities.
Cllr. Craig Skelding	Neighbourhoods	Work with partners to develop effective community bodies	Support the development of community solutions to local problems	✓ Project/Action is Progressing as Expected	Work is in progress on developing a "Empowering Our Community" strategy.



Priority 4: Town Centres for All



NEWCASTLE·UNDER·LYME
BOROUGH COUNCIL

Priority 4: Performance Indicators Current Status

Target Met

2

Corporate Aim (Priority)	Number of Indicators
Priority 4: Town Centres for All	2

Smart Narrative

- There are 2 Indicators which have set targets this quarter within Priority 4.
- 100% of measures with set Target. met them within Quarter Three. One indicator which met their target also showed improvement when compared to the same time period last year; the remaining 1 indicator showed a negative trend.
- There is 1 Indicators which was not able to be supplied as data is provided by an external source. Detail of this indicator is presented within the body of the report.
- Within Priority 4, All Projects/Actions were identified to be progressing as expected.

Priority 4: Qtr.3 Summary Project Status Split

● Project/Action is Progressing as Expected

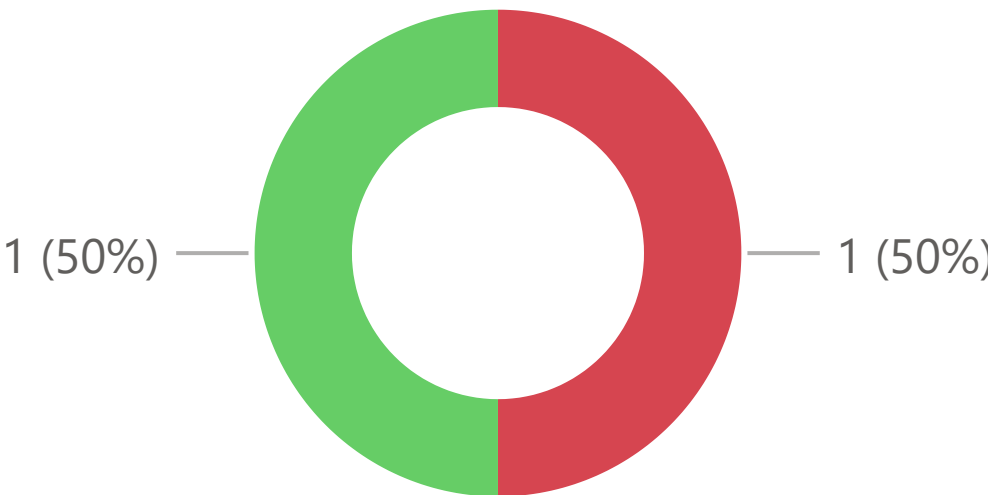


Priority 4: Qtr.3 Trend Direction of PI's Compared to Previous Quarter

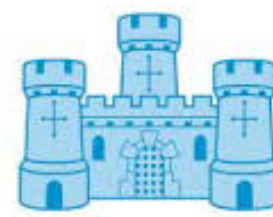


● Positive

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



● Deterioration of Previous Year ● Improvement of Previous Y...



High

Is Good

Cumulative
(Per
Annum)

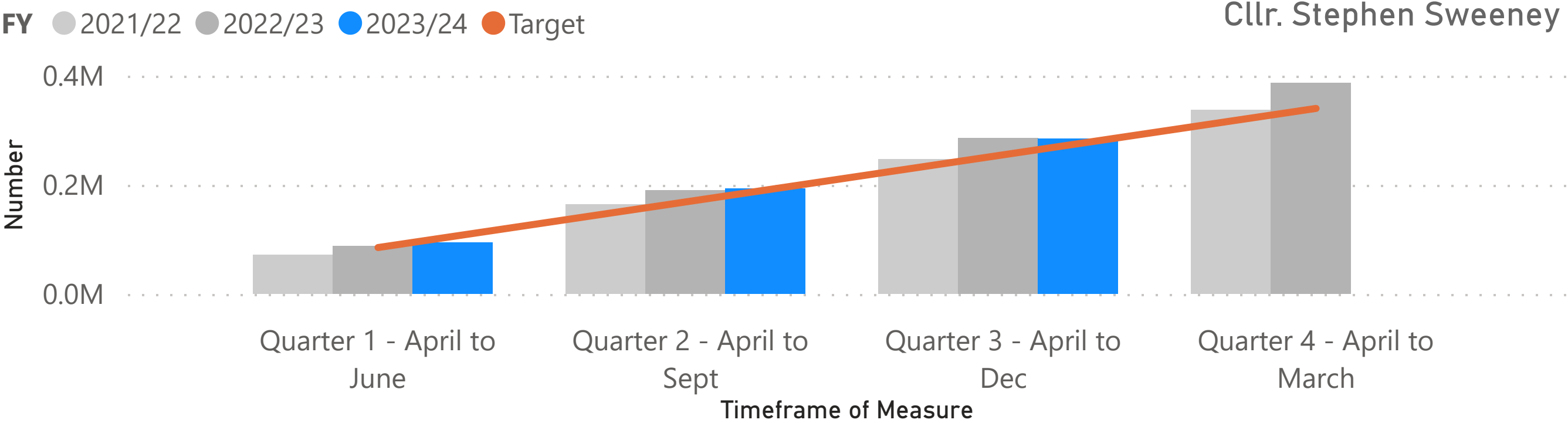
Negative

Yearly Trend

ID4.1 - Car parking usage:-Number of tickets purchased

Current Status

SMART Actions if Off Target



284.36K✓

Target:
255.00K

Not Required as Target Met

High

Is Good

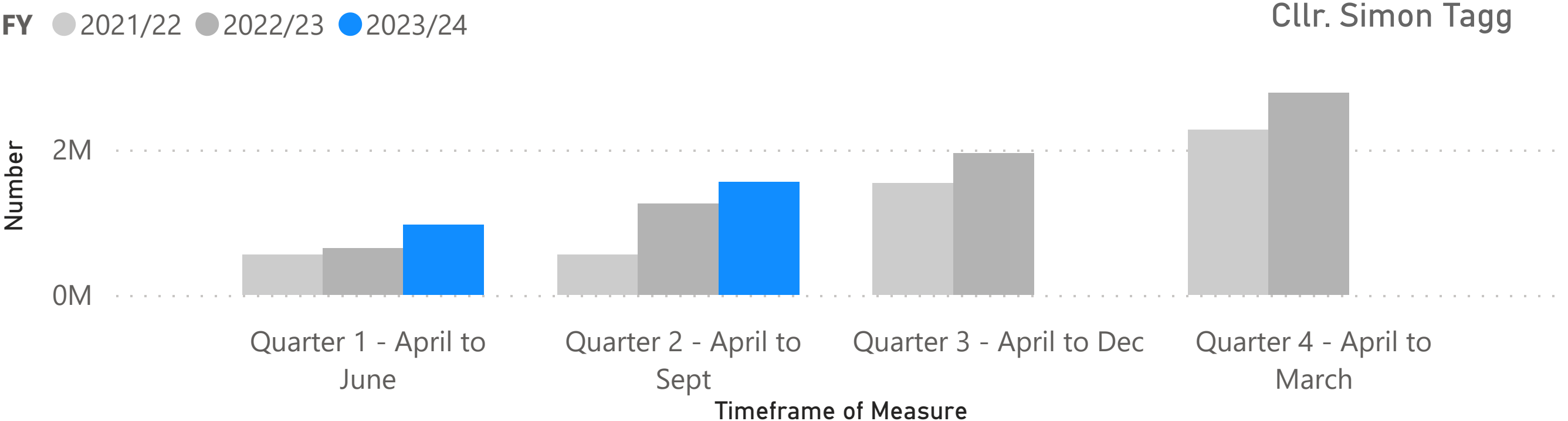
Cumulative
(Per
Annum)

Non
Return

ID4.2 - Town Centre Footfall - Newcastle

Current Status

SMART Actions if Off Target



0.00

Data for this measure is provided by the BID. Unfortunately it has not been shared for November and December and thus the Quarter 3 data is not available. This is due to an issue with the software that is used by the BID in order to collect the data; we have been informed that they are working on a fix but it has not yet been rectified. If the data for the missing months is shared in the future, it will be added to the report in Quarter 4 with a note explaining the performance of both Q3 and Q4."

High

Is Good

Cumulative
(Per
Annum)

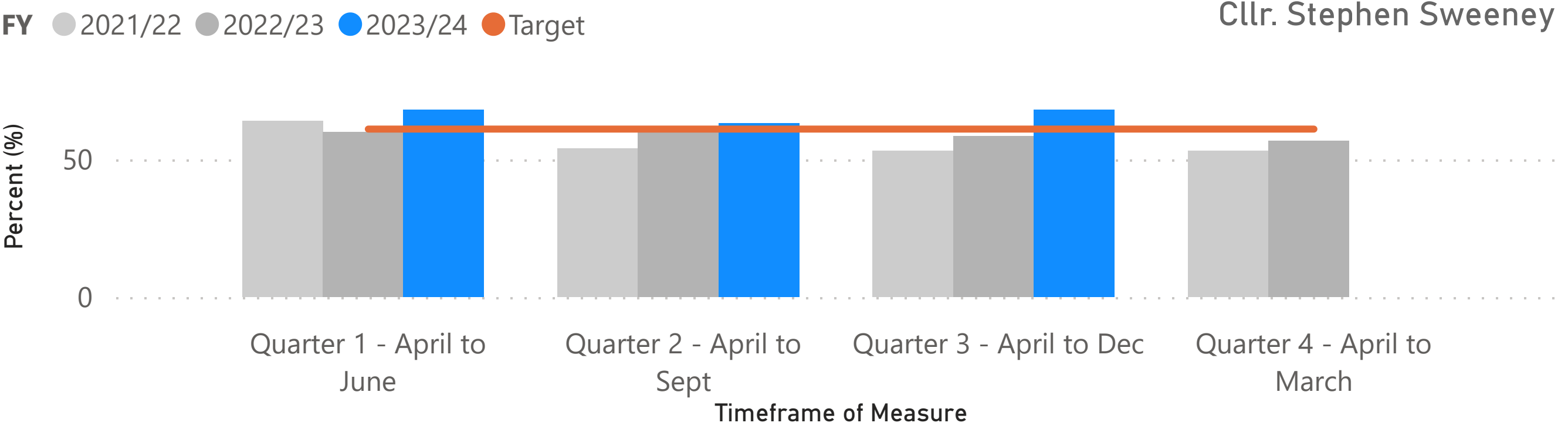
Positive

Yearly Trend

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

Current Status

SMART Actions if Off Target



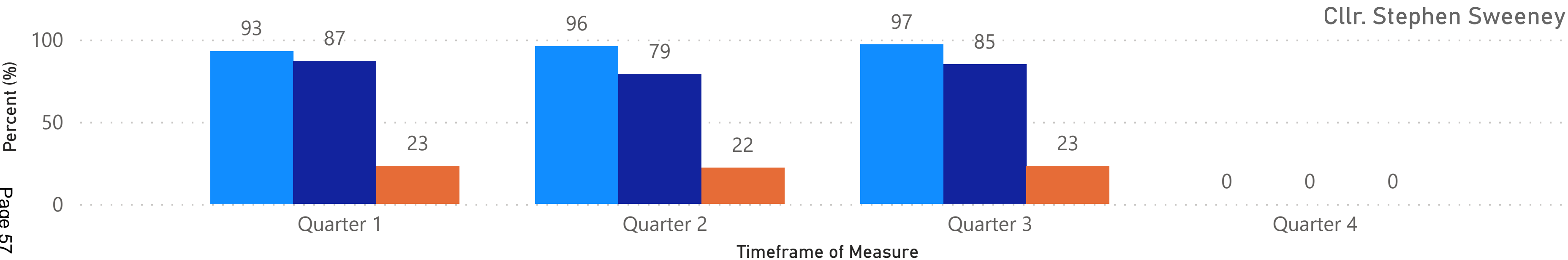
68.00✓

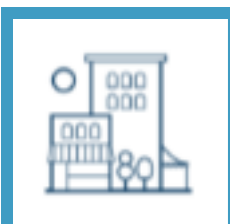
Target:
61.00

Stall occupancy for Sunday specialist markets and AFG markets on Tuesdays and Thursdays is high and above target. Occupancy rates for the general market are lower, particularly on Mondays and Wednesdays and proposals to address this are currently being scoped.

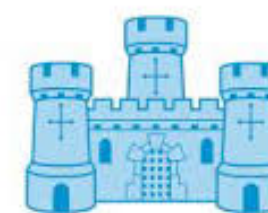
ID4.3a, 4.3b and 4.3c- Average stall occupancy rate for Specific Markets

● 1. Specialist event markets - Average stall occupancy rate for markets ● 2. Antique Forum Group Licensed Market - Average st... ● 3. General market - Average stall occu...





Priority 4: Town Centres for All



NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL

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. 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	Capital and Centric have been chosen as the developers for the site and initial surveys are underway. The intention is then to bring forward initial plans in early 2024.
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 strategy has been produced in partnership with Go Kidsgrove and Kidsgrove Town Council, and is due to be launched in January/February 2024.
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	The Council continues to work with several key partners to bring a variety of plans for different uses on the Ryecroft site, Capital and Centric have been commissioned to bring forward the plans forward by January. The development of the new multistorey car park is now commencing with site set up taking place. Accor have been selected for the new hotel and are working with Capital and Centric to bring forward the site plans.
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	Work is progressing on the relocation of businesses at York Place to enable the redevelopment of the site. Capital and Centric have been appointed as the lead developer and plans are progressing for the asbestos removal then tender and contract award for the partial demolition.
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	Work is in progress on the FHSF Market Improvement project. 5 small stalls have been removed and new canopies are ordered. A planning application has been submitted for reconfiguring the lower High Street market area and improving the public realm.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**CORPORATE LEADERSHIP TEAM'S
REPORT TO
ECONOMY AND PLACE SCRUTINY COMMITTEE**

18th March 2024

Report Title: Town Deal and Future High Street Funds Update

Submitted by: Deputy Chief Executive

Portfolios: Portfolio Holders - Finance, Town Centres and Growth

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
To update Scrutiny Committee on the Town Deal and Future High Street Funds projects.	
<u>Recommendation</u> That 1. Scrutiny Committee notes this report on the delivery of the Town Deal and Future High Street Funds projects.	
<u>Reasons</u> To update the Scrutiny Committee on the progress with the various projects that are being funded or part funded through the two Town Deals – Newcastle and Kidsgrove, and the Future High Street Funds for Newcastle Town Centre.	

1. Background

- 1.1 As reported to previous Scrutiny meetings, the Council has secured Future High Street Funding and Town Deal Funds for the redevelopment of several key regeneration sites across the Town Centre and the wider Borough.

2. Updates

2.1 Future High Street Fund

Work has been continuing in the development of the schemes for the past couple of years, and the current position regarding each is as follows:

2.1.1 Market improvements

Replacement of the fabric tops to the existing market stalls is in progress and a planning application has been submitted for the relocation / removal of some of

the stalls along the bottom end of High Street to create spaces for new removable stall and remove the under-utilised fixed stalls that have become obsolete. The new removable stalls will also be placed at the top end of the market nearer to the Guildhall. The planning application also includes public realm work to create a performance / market spill-over space, along with 'nipper parking' for quick, click and collect customers in the town, who only need up to 20 minutes of parking. Tender packages are prepared for sending out upon receipt of planning permission (Funding £397k).

2.1.2 York Place

Capital&Centric have now been appointed to develop the scheme upto a planning permission application with costs for the construction phase. These will be ready in September 2024.

Part strip out works – asbestos, windows, walls etc will begin from march onwards to expose the concrete frame in readiness for the main rebuild / redevelopment works to commence.

The design is at the early stages, but the current proposals forecast the provision of 47 modern apartments for young professionals, down sizers and families with the following room mix:

- 17,222sq.ft. of commercial space
- 24 one bed apartments
- 23 two bed apartments
- Resident amenity space will be provided in the Midway development and will be made available for residents of this building.
- Astley Performing Arts Centre is due to relocate from its existing smaller facility on Merrial Street to a larger unit within the new development.

Discussions have been continuing with Joules Brewery for the live music venue adjacent to The Bulls Head Pub and Capital&Centric have been investigating how this element of the scheme can be incorporated. Previous Cabinet approval gave authority to sell a parcel of land to Joules Brewery for the independent development of the music venue. It is essential that the Joules Brewery initiative works as part of the development as a whole and is consistent with the design values overall.

Funding £3m but anticipated to bring in a Capital receipt upon completion of the project).



Ryecroft

2.1.3 Castle Car Park

Construction has now commenced on this project with completion due in late November 2024. (Funding £12m (£3.50m from FSHF)).

2.1.4 McCarthy and Stone Residential Development

An revised area to that previously reported has now been agreed with McCarthy and Stone behind the Alice Charity former church building for a 50 unit, over 55 year old residential facility. Planning permission will be submitted shortly with an anticipated start on site target date of mid 2024. (Capital receipt to be obtained for the land sale).

2.1.5 New Hotel

Capital and Centric are continuing their design feasibility works for the whole Ryecroft site which will include the new Hotel build, which is now anticipated to be developed on the corner of Merriel St and Corporation St. For full details see section below on Capital&Centric.

2.1.6 Aspire Housing

We are continuing to work with Aspire to establish a site boundary for them to develop out residential units. It is anticipated that this will be the area of the Ryecroft site to the right of the new Car Park. For full details see section below on Capital&Centric. (Capital receipt to be obtained for the land sale).

2.2 Capital and Centric and Regeneration Projects

2.2.1 Capital&Centric have now been appointed to develop the scheme upto a planning permission application with costs for the construction phase. These will be ready in November 2024.

2.2.2 Capital&Centric have developed a revised master plan for the site which incorporates all of the constituent parts, namely:-

- The new Castle Car Park
- The McCarthy and Stone residential scheme
- A hotel including Capital&Centric commercial proposals below

- The Aspire Housing residential scheme

2.2.3 Further development of the design is required, but the current proposals suggested by Capital&Centric includes:

- Circa 10,000 sq.ft. of commercial space
- 36 houses
- 110 key hotel with associated amenity area



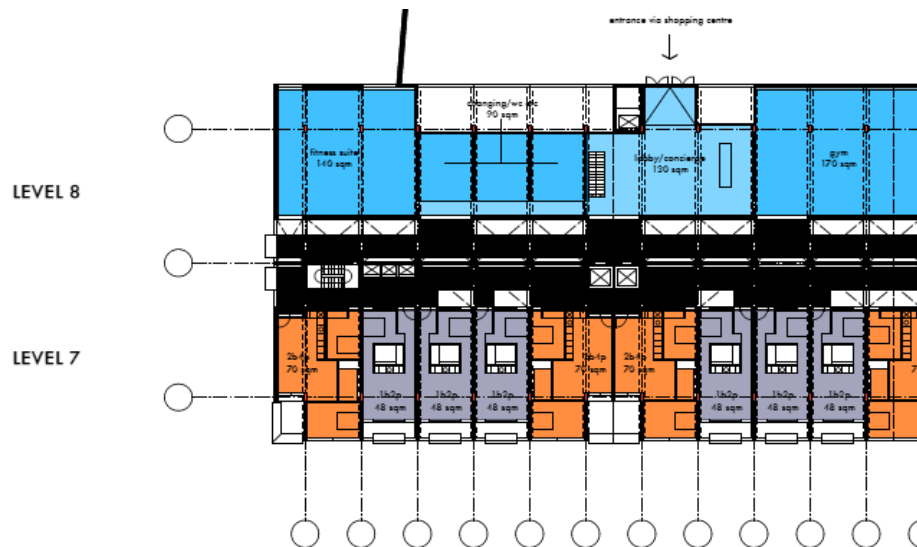
2.3 Newcastle Town Deal

Midway Car Park

2.3.1 Since their appointment in November 2023 Capital&Centric have been developing plans for the re-development of the Midway structure, based around the principle of retaining the concrete frame and floors and re-engineering the structure for residential purposes. This not only saves all the embodied carbon in the concrete frame, but also creates both time and cost savings for the development, whilst also creating an architecturally aspirational development.

2.3.2 The design is at the early stages, but the current forecasted development would deliver 106 modern apartments for young professionals, down sizers and families broken down as follows:

- 60 one bed apartments
- 44 two bed apartments
- 2 three bed apartments
- Extensive shared facilities including a gym, residents lounge and private dining. It is expected that the facilities at Midway will be used by residents on the other projects being delivered by Capital&Centric in the town.



2.3.2 Astley Performing Arts Centre



Refurbishment of the Merrial Street building is complete and The Philip Astley CIC have now taken control of the building and opened their doors in Mid-February. That will complete phase 1 delivery of this project with phase 2 due to commence in 2025. (Funding £1.81m)

2.3.3 Knutton and Chesterton

Knutton

In September 2023 Aspire Housing submitted a planning application for residential development at the High Street site, this is due to be considered in early 2024. <http://publicaccess.newcastle-staffs.gov.uk/online-applications/PLAN/23/00771/FUL>



An application for the former community centre site was submitted in January 2024. This is due to be considered in Spring 2024 <http://publicaccess.newcastle-staffs.gov.uk/online-applications/PLAN/24/00023/FUL>

Work is scheduled to start on site in March 2024 for the extension to the Enterprise Centre.

In September 2023, the Borough Council authorised officers to develop plans for a village hall at High Street in Knutton to planning application stage. It is vital however that interest is attracted in forming a committee to run the village hall if this development is to progress.

The Council was successful in securing Football Foundation funding toward development of football changing rooms at the Wammy. The Council has re-tendered for a contractor to build the changing rooms as is currently in the process of making an appointment for this project. (Funding £3.534m)

Cross Street Chesterton



Aspire Housing are continuing to deliver the earlier housing phases of this development. Town Deal funding was requested for the later phases of delivery however it has been necessary to review outputs attributable to each funding provider to ensure the correct outputs are being attributed to each funding source. The Council has worked with Aspire to finalise a Project Adjustment Request in respect of the project outputs which has been submitted to DLUHC and is currently under consideration. (Funding £2.955m)

2.3.4 Zanzibar Enterprise Units

These are to be Council owned small enterprise units to rent to small and developing businesses on North Street. Aspire and Morgan Sindall have been working on a design for the residential units and the enterprise units and we are awaiting the finalisation of this work and will update next time. The development is due to start on site in 2024 with a planned completion date in late 2025. (Funding £2.81m)

2.3.5 Walking and Cycling Provision

Works for these schemes has begun through Staffordshire County Council with cycling improvements implemented along George Street, at Gallowstree Roundabout and works will commence along Barracks Road in 2024. (Funding £950k)

2.3.6 Sustainable Travel

Work continues with the travel information totems as reported last meeting, whilst the team at Keele University are progressing plans for the new bus entrance with the aim of it being opened for the start of the 2024/25 academic year. As a result of plans for the new bus entrance, First Potteries Ltd are working with the University to put on a new X25 service between Newcastle town centre and the University. This is planned to be introduced in September 2024 for the start of the new academic year. Further development work is to be done on proposals for the new circular bus route before it can be commissioned for operation. (Funding £3.421m)

2.3.7 Digital Society – 53 Iron Market (Keele in Town)



The demolition contractor has now completed the strip out of the building and we are awaiting an update on when the fit-out contractor will commence works. Further information sessions with local businesses and residents are planned for 2024 and Keele in Town is due to launch in October 2024. (Funding £3.51m).

2.3.8 EV Charging Points

Construction of the new Castle Car Park commenced in earnest in January 2024 with the car park and new EV charging points opening in autumn 2024. The procurement of a partner for operation of the EV charging points has concluded and the supplier, installer and maintenance partner is working with Morgan Sindall around construction details so that they are in place ready for opening of the car park. (Funding £400k).

2.3.9 Digital infrastructure



A report with proposals for delivery of this project was discussed at a Town Deal Board meeting on the 14th February and it was agreed that the Council will now undertake a procurement exercise for the works to be installed by the end of 2024. A Cabinet report to authorise the procurement will be submitted to Cabinet on the 19th March 2024. (Funding £2.285m)

2.4 Kidsgrove Town Deal

2.4.1 Chatterley Valley

Work is continuing with the land owner and the end user for the Plot D unit and a further update will be provided at the next meeting.

Works to the highway / entrance works to the new site continue and are due to be complete in the summer of 2024.

2.4.2 Kidsgrove Train Station works

As reported previously there is currently an issue with the costs of car park underpinning due to mine works underground, which are being worked through. Network Rail are looking into costs and scope of works required and there is a suggestion that the HS2 cancellation will result in funds being transferred to this

issue. We are awaiting feedback on several fronts before the scheme can progress.
(Funding £3.85m)

2.4.3 Canal Pathways

Works are being developed by the Canal and Rover Trust with implementation during 2024. (Funding £420k)

2.4.4 Shared Service Hub

A site for the development has now been selected alongside the station in Kidsgrove – the Dales Garage and adjacent Car Park sites. Plans are being drawn to provide a new facility for Dales Garage and create the space for the Shared Hub. As with the Station car park the works / scope / costs are being affected by the underpinning due to mine works below the site – these are currently being surveyed.

Works are underway with a planning application submitted and a CIC to manage and operate the facility. (Funding £6.5m)

3. Recommendation

- 3.1 Scrutiny Committee notes the progress made to date and continues to receives further reports at subsequent meetings.

4. Reasons

- 4.1 Generating efficiencies and additional income by adopting a more commercial approach is a key in the Council's plans for maintaining financial sustainability in the medium to long term. The Commercial Strategy provides a framework for managing and coordinating commercial activities, it is appropriate that the Council reviews key major projects when they are at an appropriate stage of business planning and contract award.

5. Options Considered

- 5.1 The Council continues to progress a number of strategies and approaches to ensure that it can maintain a financially sustainable future and deliver the key priorities set out in the Council plan.

6. Legal and Statutory Implications

- 6.1 The Local Government Act 2000 - powers to promote the economic, social and environmental wellbeing of the Borough.
- 6.2 The Council will need to make sure that its commercial activities are legally and state aid compliant, including having regard to the Public Sector Duty within the Equality Act 2010, statutory guidance on local authority investments and The Prudential Code for Capital Finance in Local Authorities.

- 6.3 All commercial projects and investment opportunities will be examined to ensure that they are within the Council's powers and legal implications will be identified on a case-by-case basis.

7. Equality Impact Assessment

- 7.1 The development of these projects does not create any specific equality impacts.

8. Financial and Resource Implications

- 8.1 The Council was awarded Future High Streets Fund funding in June 2021 of £11.0m to progress projects to help future economic growth. The full £11.0m has now been received of which £7.0m has been spent at 26 February 2024, as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Ryecroft / Site Preparation	3,756	2,920	836
Multi Story Car Park	3,500	1,399	2,101
York Place	3,015	2,327	688
Stones Public Realm	321	-	321
Market Stalls	76	27	49
Project Management	380	293	87
Total	11,048	6,966	4,082

- 8.2 £23.6m was awarded to the Council via the Town Deals Fund for Newcastle to enable a vision to improve communications, infrastructure, and connectivity in Newcastle-under-Lyme to become a reality. £15.0m has been received to date of which £1.9m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	12	2,273
Sustainable Public Transport	3,421	-	3,421
Electric Vehicle Charging	400	-	400
Pedestrian Cycle Permeability	950	-	950
Transform Key Gateway Sites	3,810	2	3,808
Astley Centre for Circus	1,810	610	1,200
Digital Society	3,510	515	2,995
Heart into Knutton Village	3,534	215	3,319
Cross Street, Chesterton	2,955	-	2,955
Project Management	925	553	372
Total	23,600	1,907	21,693

- 8.3 £16.9m has also been awarded via the Town Deals fund for Kidsgrove to enable real and lasting economic benefits to be realised in Kidsgrove and the surrounding area. To date £10.2m has been received of which £6.8m 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	3,638	196	3,442
Shared Services Hub	6,183	126	6,054
Canal Enhancement	420	-	420
Project Management	670	475	195
Total	16,900	6,789	10,111

9. Major Risks & Mitigation

- 9.1 Management of risk is central to the Council's commercial approach and all potential activities will be assessed with due regard to the risks being taken. This will be in line with the Council's corporate approach to risk management.

10. UN Sustainable Development Goals (UNSDG)

- 10.1 These projects support the realisation of the following UNSDG objectives:-



11. Key Decision Information

- 11.1 The plans affect more than 2 wards and any future investments have the potential to have significant financial implications. These will be subject to further reports which may be key decisions.

12. Earlier Cabinet/Committee Resolutions

- 12.1 None.

13. List of Appendices

- 13.1 None.

14. Background Papers

- 14.1 None.

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, R. Lewis, A. Lawley, A. Parker, M. Stubbs, J. Tagg 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 scrutinises how the council plans for and uses its finances (including income generation) and other assets including plant and machinery, equipment, vehicles, land and buildings and staff. In scrutinising the council's performance, it will also consider how the council performs alongside the organisations it works in partnership with.

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

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

✚ Geoff Durham at geoff.durham@newcastle-staffs.gov.uk or on (01782) 742222

✚ Alexandra Bond at alexandra.bond@newcastle-staffs.gov.uk or on (01782) 742211

Planned Items

DATE OF MEETING	ITEM	NOTES
14 March 2024	<ul style="list-style-type: none"> - Q3 Finance and Performance Report 2023/24 - Commercial Strategy Update - Town Deal and Future High Street Funds Update 	
27 June 2024	<ul style="list-style-type: none"> - Q4 Finance and Performance Report 2023/24 	
5 September 2024	<ul style="list-style-type: none"> - Medium Term Financial Strategy 2025/26 - Q1 Finance and Performance Report 2024/25 - Commercial Strategy Update 	
5 December 2024	<ul style="list-style-type: none"> - Q2 Finance and Performance Report 2024/25 - Draft Savings Proposals 2025/26 	

Previous Items

DATE OF MEETING	ITEM	NOTES
30 June 2022	<ul style="list-style-type: none"> - Q4 Finance and Performance Review - Asset Management Strategy 	
8 September 2022 CANCELLED	<ul style="list-style-type: none"> - MTFS - Q1 Finance and Performance Review - Procurement Strategy - Commercial Strategy 	
8 December 2022	<ul style="list-style-type: none"> - Q1 Finance & Performance Report 2022/23 - Q2 Finance & Performance Report 2022/23 	

DATE OF MEETING	ITEM	NOTES
	<ul style="list-style-type: none"> - Commercial Strategy Update - 2023/24 Draft Savings Proposals 	
19 January 2023	<ul style="list-style-type: none"> - Revenue and Capital Budget and Strategies 2023/24 - Schedule of Fees and Charges 2023/24 	
30 March 2023	<ul style="list-style-type: none"> - Q3 Finance & Performance Report 2022/23 - One Council update 	
26 June 2023	<ul style="list-style-type: none"> - Q4 Finance & Performance Report 2022/23 - Commercial Strategy Update 	
25 September 2023	<ul style="list-style-type: none"> - Asset Management Strategy - Medium Term Financial Strategy 24/25 - Q1 Finance and Performance Report - Commercial Strategy Update - Sickness Absence Reporting 	
9 November 2023	-Ryecroft Call-in Report	
13 December 2023	<ul style="list-style-type: none"> - Q2 Finance and Performance Report - Draft Savings Proposals 24/25 - Town Deal and Future High Streets Fund Update - Technology Strategy 2023-2028 	
18 January 2024	<ul style="list-style-type: none"> - Revenue and Capital Budgets and Strategies 24/25 - Draft Schedule of Fees and Charges 24/25 	

Last updated on 7th March 2024

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