

# Public Document Pack

**Date of meeting** Thursday, 27th March, 2025  
**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**

#### **OPEN AGENDA**

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF A PREVIOUS MEETING** (Pages 3 - 10)  
To consider the Minutes of a previous meeting.
- 4 FINANCIAL AND PERFORMANCE REVIEW REPORT - THIRD QUARTER 2024/25** (Pages 11 - 48)
- 5 TOWN DEAL AND FUTURE HIGH STREET FUNDS UPDATE** (Pages 49 - 60)
- 6 COMMERCIAL STRATEGY UPDATE** (Pages 61 - 66)
- 7 WORK PROGRAMME** (Pages 67 - 70)
- 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 26<sup>th</sup> June 2025 at 7:00 pm

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

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

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

**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:	Crisp	Fox-Hewitt
	Whieldon	Wright
	Wilkes	Gorton
	Adcock	J Waring
	D Jones	

***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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# Agenda Item 3

*Finance, Assets & Performance Scrutiny Committee - 16/01/25*

## **FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE**

Thursday, 16th January, 2025  
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the debate here](#)

<b>Present:</b>	Councillor Mark Holland (Chair)		
Councillors:	Bryan J Tagg	P Waring Bettley-Smith	Stubbs Crisp
Apologies:	Councillor(s) Parker, Allport, Lewis and Lawley		
Substitutes:	Councillor David Grocott (In place of Councillor David Allport) Councillor Jill Waring		
Officers:	Simon McEneny Georgina Evans-Stadward  Craig Turner	Deputy Chief Executive Service Director - Strategy, People and Performance 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**

Apologies were shared as listed above.

### 2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

### 3. **MINUTES OF A PREVIOUS MEETING**

**Resolved:** That the minutes of the previous meeting held on 5<sup>th</sup> December 2024 be agreed as a true and accurate record.

[Watch the debate here](#)

### 4. **DRAFT REVENUE AND CAPITAL BUDGETS AND STRATEGIES 2025/26**

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the report on the Draft Revenue and Capital Budget for the year 2025-26 and 5-year Medium Term Financial Strategy 2025-30.

The Chair thanked officers for considering comments raised by members at the previous meeting of the Committee.

## **Finance, Assets & Performance Scrutiny Committee - 16/01/25**

Cllr Stubbs asked what was the basis of Appendix 1 Income I2 figure in relation to increased demand, pricing and permits for the new car park.

The Deputy Leader advised that the new car park would be much better than the previous one and the Finance Business Manager (Deputy S151 Officer) confirmed that the figures had been agreed to ensure the feasibility of the project. The budget was required for a safe car park open 24 hours a day which would likely bring more people in and attract more business around.

Cllr Stubbs raised the case of the new car park in Stoke-on-Trent which costed a lot of money and did not attract as many people as expected.

The Deputy Chief Executive responded that the car park referred to had been built as an additional facility without closing existing ones. The situation was different in Newcastle where the closure of the Midway would prompt people to use the new car park instead. Charges would be paid in the afternoon and into the evening to cover running costs.

Cllr Stubbs asked what was the basis of Appendix 1 Income I6 figure in relation to fix penalty notice for fly tipping.

The Finance Business Manager (Deputy S151 Officer) advised that this was based on actual money currently received – the target of £5,000 being indeed largely met with a current income of over £10,000. Revisiting the target to a higher figure would be worth considering in the coming year.

Cllr Stubbs enquired about the Staffing Related Efficiency S2 vacancy factor figure and how come this was even considered in a funding strategy.

The Deputy Leader expressed his support to the Finance team and their thorough work in taking into account existing sources of savings.

The Finance Business Manager (Deputy S151 Officer) stated that vacancies had been measured and ranged from 7% to 10%. The 3.5 to 4% retained was a low estimate of what to be expected for the year ahead.

Cllr Stubbs appreciated the response although reiterated his feeling of discomfort at vacancies being taken for granted.

Cllr Stubbs asked if the G5 item on the replacement of the Council Tax Support Grant with demand led contributions for parish councils would be in place at the start of the new financial year.

The Deputy Leader referred to the civic pride which was rolled out in October 2024 giving an opportunity for local councils to start delivering their own civic pride projects. The fund would provide a flexible resource for activity which enhancing the local area under the Civic Pride outcomes of making places cleaner, friendlier and safer. It was designed as an annual process to ensure that the Borough Council could direct funds to activities which met local needs and it would be based on a per Ward member allocation of £500. It was expected that Ward members would be consulted when groups develop their plans and was similar to the two schemes run by the County Council.

Cllr Stubbs felt that anyone having the opportunity to apply for those fundings meant a direct loss for parish councils passed on to tax payers.



The Deputy Leader said a guidance would be provided defining who and which projects would be eligible.

Cllr Waring wondered if it would be required to apply through Civic Pride to access the funds or if there would be other opportunities later in the year.

The Deputy Leader confirmed it would be for civic pride projects and that further information would come by the time the budget would be submitted.

Cllr Stubbs commented that parish councils were currently in the process of setting their budget and not having access to the information yet may be problematic.

The Finance Business Manager (Deputy S151 Officer) advised that parish councils had been informed in December that the Council Tax Support Grant would not be payable and that a new scheme would be communicated in due course.

Cllr Stubbs commented that the scheme seemed to have changed since the letter was sent and asked on a separate note about the £30,000 Borough wide review of the claimant's discount.

The Finance Business Manager (Deputy S151 Officer) responded that this was a single person discount review for the Council Tax undertaken every four or five years to identify people who were claiming the discount.

Cllr Stubbs wondered if this shouldn't be submitted to the Committee for it had the potential to be intrusive.

The Finance Business Manager (Deputy S151 Officer) advised that it was a County wide review and would be monitored by the Council regardless.

The Chair commented that most of the lines items in appendix 1 had been presented to the Committee at the previous meeting and there were talks of the government abolishing the single person discount across the board.

Cllr Crisp said the parish councils were in the process of adopting their own budget for the year ahead and had noted the removal of the Council Tax support grant.

The Chair confirmed that while the scheme would no longer be available there would be a competitive process in place to allocate the related fundings which had been doubled up. This would benefit non parishes areas but also meant parish councils may end up getting as much money as they were expecting to. The Committee would be scrutinizing how it operate and have the opportunity to assess the situation.

Cllr Waring reiterated the need for the information as early as possible so that parish councils could apply in good time and asked if the new scheme was intended to go forward on a yearly basis.

The Deputy Leader answered that the scheme was still being worked on but could potentially go on long term.

The Chair thanked officers for the work put into preparing the report.

**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 2025/26 to 2029/30 (Appendix 2) be noted.
3. That the strategy for ensuring a balanced revenue outturn position for 2024/25 be noted.
4. That the calculation of the Council Tax base and the Council Tax increase to be proposed for 2025/26 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 2025/26 be noted.
6. That the draft Capital Strategy (Appendix 5) for 2025/35 be noted.
7. That the draft Treasury Management Strategy (Appendix 6) for 2025/26 be noted.
8. That the draft Investment Strategy (Appendix 7) for 2025/26 be noted.
9. That the draft Commercial Strategy (Appendix 8) for 2025/26 be noted.
10. That the Asset Management Strategy (Appendix 9) for 2023/28 be noted.

[Watch the debate here](#)

**5. SCALE OF FEES AND CHARGES 2025/26**

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the report on the proposed fees and charges for 2025-26 in relation to services provided by the Council.

The Chair referred to the car parking provisions discussed in the previous item, recalling that the increase would allow for a more flexible and better offer as explained by the Deputy Chief Executive.

The Deputy Leader reiterated his comment that the charges had always been kept to the minimum and confirmed his overall support to the report.

Cllr Grocott passed on a comment from Cllr Lawley who wished for the fees to stay the same given the current economic situation.

The Deputy Leader responded that everyone would probably want the same thing and himself certainly did.

The Chair stated that all fees had been kept to the minimum.

**Resolved:** 1. Note the proposed fees and charges proposed to apply from 1 April 2025, as set out in Appendix 1.

2. Note the Charging Policy as set out in Appendix 2.

[Watch the debate here](#)

**6. TOWN DEAL AND FUTURE HIGH STREET FUNDS UPDATE**

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the Town Deal and Future High Street Fund update.

The Deputy Chief Executive presented the report which showed that all works were progressing well in the town centre in relation to the various schemes.

Cllr Stubbs asked if confirmation had been received that the Shared Service Hub and Kidsgrove Station deadlines for using the fundings would be extended and why the ground works around the station hadn't been undertaken earlier.

The Deputy Chief Executive confirmed that the deadlines to undertake the works had been extended and advised that the Council had not been able to carry out the survey earlier as permits were required from Network Rail and East Midlands Railway which were different from the ones needed when the bridge was done. The insurance issue had taken 10 months to sort out due to the level of liability requested by Network Rail.

Cllr Stubbs asked if other major projects scheduled would go through strategic planning.

The Deputy Chief Executive responded that they already had and that all schemes on the Ryecroft, Astley Place and the Midway would likely be taken to the Planning Committee so that interactions and parallels could be assessed.

**Resolved:** That the report on the delivery of the Town Deal and Future High Street Funds projects be noted.

[Watch the debate here](#)

**7. ONE COUNCIL REVIEW AND NEXT STEPS**

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the report on the One Council Programme.

The Service Director for Strategy, People and Performance presented the report including lessons learned and achievements as well as the staff survey that had been requested.

Cllr Waring commented that the amount of savings should not be underestimated.

Cllr Stubbs asked about the staff survey's data tables in relation to the positive versus neutral impact perceived of the One Council programme.

The Service Director for Strategy, People and Performance confirmed the data could be shared with members after the meeting.

The Chair requested that the data be circulated and include the split between positive and neutral.

## **Finance, Assets & Performance Scrutiny Committee - 16/01/25**

Cllr Waring commented that a neutral opinion meant no negative impact of the programme i.e. the savings had not made the matter worse and was therefore to be interpreted as a positive outcome.

Cllr Bryan argued that it also meant the savings had not made things better.

The Chair thanked officers for the comprehensive report.

Cllr Grocott asked about the 38% saying the workload had gone up and if there had been a follow up in term of both health and performance.

The Service Director for Strategy, People and Performance advised that the survey was anonymous and so this could not be tracked however team managers would be checking in with members of staff as part of the appraisal process to ensure the workload was manageable.

The Deputy Leader confirmed that the staff wellbeing was a priority and the Leader and himself would be meeting with the Unions shortly in the context of the Local Government reorganization and report back to full Council.

- Resolved:**
1. That the report and the successes evidenced be acknowledged.
  2. That the lessons learned and the need to continuously improve as the One Council programme closed be further acknowledged.
  3. That service level change and delivery of improvement would move into business as usual as teams used the skills they had learned through this process to challenge themselves and others to continue to make positive change, be noted.
  4. That the significant efforts of Council teams involved in the transformation be celebrated and endorsed.
  5. That the inclusion of Staff feedback and the intent to review aspects of service Delivery be noted.

[Watch the debate here](#)

### **8. WORK PROGRAMME**

**Resolved:** That the work programme be noted.

[Watch the debate here](#)

### **9. PUBLIC QUESTION TIME**

There were no questions received from members of the public.

### **10. URGENT BUSINESS**

There was no urgent business.

### **11. DATE OF NEXT MEETING**

**Resolved:** That the next meeting be held on 27<sup>th</sup> March 2025.

**12. DISCLOSURE OF EXEMPT INFORMATION**

**Resolved:** That the public be excluded from the meeting during consideration of the following matter because it was likely that there would be disclosure of exempt information as defined in paragraphs contained within Part 1 of Schedule 12A of the Local Government Act, 1972.

**13. TRADE REFUSE FEES AND CHARGES 2025/26**

This item was not discussed.

**Councillor Mark Holland  
Chair**

Meeting concluded at 8.06 pm

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## NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

27 March 2025

**Report Title:** Financial and Performance Review Report – Third Quarter 2024/25

**Submitted by:** Corporate Leadership Team

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

**Ward(s) affected:** All

<b><u>Purpose of the Report</u></b>	<b><u>Key Decision</u></b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
To provide the Committee with the Financial and Performance Review Report for 2024-25 (Quarter Three).	
<b><u>Recommendation</u></b>	
<b>That (Committee):</b> note the contents of the attached report and appendices and continue to monitor and challenge the Council's service and financial performance for this period.	
<b><u>Reasons</u></b>	
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 quarter by presenting performance data and progress summaries set within a financial context. The report provides broad financial information (Appendix A) and also details service performance (Appendix B) for the period to the end of quarter three in 2024/25.
- 1.2 The Council approved a General Fund Revenue Budget of £17,046,150 on 14 February 2024. Further financial information is provided in Appendix A.

## 2. **Performance**

- 2.1 The Q3 report (April 2024 to December 2024) has been produced using business intelligence tools in order to 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.
- 2.2 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.

- 2.3** 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.
- 2.4** For this report a total of 49 indicators were monitored, 20 of these indicators were contextual and had no set target. Of these contextual measures that had historic trend data available, 54% showed an improvement or maintenance when compared to the previous year's performance. Of the remaining 29 indicators, the proportion which have met their target during this period stands at 65%, with the remaining 35% falling short of target. 30% of off target measures this quarter show a positive trend when comparing to the same time period of the previous financial year. It must also be noted that a small number of these 'off target' measures have more stretching targets this year, in line with benchmarking findings and council ambition. In terms of trend data overall, with measures where there is comparable data, the proportion of indicators showing an improvement or maintenance of the previous year's performance stands at 47%.
- 2.5** Three project/actions have been classified as completed by their respective owners this quarter

### **3. Issues**

- 3.1** There are ten indicators 'off target' this quarter and officers do not feel that these give rise to serious cause for concern at present (see commentaries in Appendix B). The management of each of the service areas concerned continue to monitor and take steps to address performance improvement where feasible and appropriate.
- 3.2** Progress on delivery of planned activities is summarised for each priority with two activities/actions being amber rated in Quarter Three; both are associated with priority two.
- 3.3** The first action flagged as amber is the Walleys Quarry odour issue. Comments by the action owner are listed below;

#### LEGAL ACTION

On 29 July 2024 the Secretary of State Environment, Food and Rural Affairs responded to the Leader's request for permission to prosecute Walleys Quarry Ltd under statutory nuisance legislation. The Secretary of State granted consent for a prosecution to proceed.

On 30 September the Chief Executive provided an update stating; "there are very few precedents for taking legal action against an operator regulated by a Government agency, so there is a great deal of legal advice and preparation involved, however I believe we will be ready to take the next step by the end of October".

The work involved in preparing legal proceedings continued into November and as the legal submission was being drafted the EA served a Closure Notice on Walleys Quarry Ltd on 28 November. This in effect required the operator to stop taking waste into the site from 29 November and to take steps to initiate closure of the site as specified in the Schedule to the Notice.

On 6 December Walleys Quarry Ltd appealed against the Closure Notice to the Planning Inspectorate. Interested Parties have until 13 January 2024 to make representations on this appeal. The appeal process does not suspend the Closure Notice.

#### COMMITTEE OF INQUIRY



This action is in line with the Committee of Inquiry Report which looked at the impact on local communities from the Walleys Quarry landfill operation and recommend that the EA serve a Closure Notice to commence the process of the site being closed.

#### COMPLAINTS

Odour complaints in October to December have seen a significant upturn from the previous quarter with complaints reaching over 1,000 complaints in the months of November and December.

- 3.4** The second action flagged as amber and not progressing as expected is the Delivery the £16m Kidsgrove Town Deal, where some issues have continued regarding the delivery of the railway station project. The Town Deal Board has resolved to pause and review the Shared Service Hub project with a view to delivering a revised scheme. The Board is scheduled to meet at the end of January 2025 to decide on the preferred way forward and progress accordingly. Issues around the railway station project and insurance for a Coal Authority permit for ground investigations are close to resolution.

#### **4. Recommendation**

- 4.1** That the Committee note the contents of the report and Appendices and continue to monitor and challenge the Council's performance alongside its financial performance for the same period.

#### **5. Reasons**

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

#### **6. Options Considered**

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

#### **7. Legal and Statutory Implications**

- 7.1** The Council has a Best Value duty to provide value for money services.

#### **8. Equality Impact Assessment**

- 8.1** There are no differential equality issues arising directly from this report

#### **9. Financial and Resource Implications**

- 9.1** 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.

#### **10. Major Risks & Mitigation**

- 10.1** 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.

**10.2** 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.

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



**12. One Council**

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council

*We will make investment to diversify our income and think entrepreneurially.*

The Council captures key performance data for its commercial income streams, informing service design and opportunities for increased revenue generation.

One Digital Council

*We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.*

The performance metrics capture the digital customer journey and level of transactions both made and where digital processes have saved customers from requiring complex interventions.

One Green Council

*We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle.*

The sustainability indicators measure progress against the Council's net zero ambitions.

**13. Key Decision Information**

**13.1** This is not a key decision.

**14. Earlier Cabinet/Committee Resolutions**

14.1 Not relevant

15. **List of Appendices**

15.1 Financial information (Appendix A) and Performance Outturn (Appendix B)

16. **Background Papers**

16.1 Working papers held by officers responsible for calculating indicators.

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**2024/25**

**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 2024/25.
- 1.2 The report summarises overall financial performance for 2024/25 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 2024/25.
  - **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	2024/25 General Fund	
	Estimate £	Band D Council Tax £
Central Services	2,397,680	61.89
Cultural Services	3,555,470	91.78
Environmental Services	8,150,380	210.40
Planning	1,730,040	44.66
Transport	(270,890)	(6.99)
Housing	2,168,480	55.98
<b>Net Cost of Services</b>	<b>17,731,160</b>	<b>457.72</b>
Pensions Liabilities Account	400,000	10.33
Investment Properties	(84,510)	(2.18)
Interest and Investment Income	498,000	12.86
<b>Net Operating Expenditure</b>	<b>18,554,650</b>	<b>478.73</b>
Contribution to/(from) Revenue Reserves	273,000	7.05
Contribution to/(from) Capital Reserves	(1,771,500)	(45.73)
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>17,046,150</b>	<b>440.05</b>

- 2.2 The Council approved a General Fund Revenue Budget of £17.046m on 14 February 2024 for 2024/25. 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 £0.049m has been achieved. The projected outturn on the General Fund Revenue Account for the year is £17.037m. This represents a positive outturn of £0.009m for the year.
- 2.5 The adverse variances that have occurred at the close of the third quarter of 2024/25 include:
- a. Income shortfalls from sales, fees and charges which amount to £0.232m (forecast to be £0.353m for the financial year).
  - b. Holding costs for York Place (e.g. utilities and business rates) are expected to amount to £0.104m for the financial year, £0.096m had been incurred during the first three quarters.
  - c. A pay award of £1,290 per employee has been agreed that is in excess of the amount provided for in the budget (3.5%), this amounts to a pressure of £0.120m (£0.090m at quarter three)
  - d. Expenditure on repairs and renewals is expected to amount to £0.101m greater than the amount budgeted for the financial year (£0.084m at the close of period 9).
  - e. Temporary accommodation for the homeless is expected to amount to £0.111m greater than the amount budgeted for the financial year after the application of grant monies (£0.083m at the close of period 9).
  - f. Contributions to reserves of £0.350m have been made as a result of the favourable variance shown below in respect of interest receivable of cash that the Council holds in terms of Town Deal and Future High Street funding. £0.200m of this has been set aside to fund the inspection stage of the Local Plan. The remaining £0.150m has been contributed to the Walley's Quarry Reserve.
- 2.6 These adverse variances have been offset in full by the following favourable variances:
- a. Interest receivable on cash that the Council holds in terms of Town Deal and Future High Street funding totals £0.690m at the close of quarter three (it is forecast that this will grow to £0.750m of income by the close of the financial year).
  - b. Interest payable on borrowing has yet to be incurred due to the cash that the Council holds in terms of Town Deal and Future High Street funding. It is forecast that borrowing may be required in the final quarter of the financial year dependent upon cash flow and that interest payable will be £0.482m lower than budgeted for (£0.395m at the close of quarter three).

### **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 2024/25.
- 3.2 The Council's Medium Term Financial Strategy (approved in February 2024) included the five year (2024/25 – 2028/29) Efficiency and Savings Plan targeting savings of £6.885m.
- 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 2024/25 budget was set in February 2024 with the assumption of £2.692m of savings in the year. These savings are detailed in the table below:

Category	Amount £'000	Comments
Income	680	Additional sources of income generation and an increased demand for services that the Council charges for
One Council	230	Efficiencies to be generated from the introduction of a new Council operating model and increased performance management
Staffing Related Efficiencies	199	No redundancies are anticipated to arise from these proposals
Good Housekeeping/More Efficient Processes	489	Various savings arising from more efficient use of budgets
Tax Base Increase	424	Increased in Council Tax and Business Rates tax base
Council Tax Increase	164	An assumed 1.99% per Band D equivalent increase in Council Tax
Government Reimbursement	506	Grant in respect of New Homes Bonus and Minimum Funding Guarantee
<b>Total</b>	<b>2,692</b>	

- 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 2024.

Priority	Budget at Period 9 £'000	Actual at Period 9 £'000	Variance at Period 9 £'000
One Council Delivering for Local People	674	671	(3)
A Successful and Sustainable Growing Borough	10,652	10,673	21
Healthy, Active and Safe Communities	4,340	4,333	(7)
Town Centres for All	8,212	8,212	-
<b>Total</b>	<b>23,878</b>	<b>23,889</b>	<b>11</b>

- 4.3 A mid-year review of the Capital Programme for 2024/25 has been undertaken as part of the Efficiency Board and budget setting process in order to identify any projects that may need to be re-profiled from 2024/25 into future years. The revised Capital Programme for 2024/25 totalling £51.295m was approved by Cabinet on 3 December 2024.

- 4.4 The expected total capital receipts due to be received this year following the sale of assets amount



to £3.786m. A summary of the expected income is shown in the table below.

<b>Funding</b>	<b>Amount</b>
Proceeds from Right to Buy sales	£0.500m
Asset sales	£3.286m
<b>Total</b>	<b>£3.786m</b>

### **Major Projects Funding**

- 4.5 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 £10.9m has been spent at 31 December 2024, as shown below:

<b>Project</b>	<b>Award (£000's)</b>	<b>Spend/Ordered (£000's)</b>	<b>Remaining (£000's)</b>
Ryecroft / Site Preparation	3,756	3,675	81
Multi Story Car Park	3,500	3,500	0
York Place	3,015	3,015	0
Stones Public Realm	321	266	55
Market Stalls	76	76	0
Project Management	380	380	0
<b>Total</b>	<b>11,048</b>	<b>10,912</b>	<b>136</b>

- 4.6 £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. £14.2m has been received to date of which £7.9m has been spent as shown below:

<b>Project</b>	<b>Award (£000's)</b>	<b>Spend/Ordered (£000's)</b>	<b>Remaining (£000's)</b>
Digital Infrastructure	2,285	1,528	757
Sustainable Public Transport	3,421	279	3,142
Electric Vehicle Charging	400	0	400
Pedestrian Cycle Permeability	950	359	591
Transform Key Gateway Sites	3,810	755	3,055
Astley Centre for Circus	1,810	637	1,173
Digital Society	3,510	1,369	2,141
Heart into Knutton Village	3,534	1,721	1,813
Cross Street, Chesterton	2,955	583	2,372
Project Management	925	668	257
<b>Total</b>	<b>23,600</b>	<b>7,899</b>	<b>15,701</b>

- 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 £13.4m has been received of which £6.9m has been spent as shown below:

<b>Project</b>	<b>Award (£000's)</b>	<b>Spend/Ordered (£000's)</b>	<b>Remaining (£000's)</b>
Kidsgrove Sports Centre	2,328	2,328	0
Chatterley Valley West	3,661	3,661	0
Kidsgrove Station	3,638	225	3,413
Shared Services Hub	6,183	174	6,009
Canal Enhancement	420	0	420
Project Management	670	566	104
<b>Total</b>	<b>16,900</b>	<b>6,954</b>	<b>9,946</b>

4.9 The Council has been awarded £4.8m (all of which has now been received), 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. Total spend at 31 December 2024 amounted to £3.5m as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
CML Community Hubs	6	6	0
Newcastle 850 Anniversary	16	16	0
Nature and Wellbeing	21	20	1
Canal Connectivity	106	106	0
Clough Hall Park	234	19	215
Mental Health Worker	88	78	10
Nature Recovery	250	122	128
Epicentre for Circus	100	100	0
Homelessness Hub	1226	661	565
Beat The Street	20	20	0
New Vic Theatre - 850 Event	10	10	0
Kidsgrove Workshop	108	108	0
Community Connector	67	67	0
Promotional Videos/Photos	25	14	11
Honeybox	55	55	0
Volunteering for all	72	72	0
Discharge Officer	88	77	11
BES Enterprise Coaching	82	82	0
Kidsgrove Town Hall	260	260	0
Security Marshalls	33	33	0
Flourishing Keele (KU)	466	352	114
Moving Ahead (KU)	277	277	0
Advanced Digital Technologies	409	306	103
Chamber Growth Hub	28	28	0
Brampton Wedding Venue	44	44	0
Work innovation conference	21	0	21
Community Connects	55	55	0
Feasted	45	44	1
Business Connects	9	5	4
Brampton Business Development	10	5	5
Technical Innovation Upskilling	159	86	73
Disadvantaged Upskill Project	28	8	20
Green Projects	167	167	0
To Be Confirmed	58	0	58
Project Management	193	169	24
<b>Total</b>	<b>4,836</b>	<b>3,472</b>	<b>1,364</b>

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 2024 amounted to £21.250m. Interest earned on these investments at the close of quarter three amounted to £0.690m. The average level of funds available for investment between 1 April 2024 and 31 December 2024 was £19.375m.
- 5.3 The Council has not budgeted to receive investment income in 2024/25. This was due to the expectation that borrowing would have taken place earlier in the financial year, however due to projects being delayed for a number of reasons, funding has remained in the Council's bank account and in turn generated interest. A surplus of £0.750m is anticipated for the financial year due to the cash that the Council holds in terms of Town Deal and Future High Street funding.

### ***Borrowing***

- 5.4 Borrowing is likely to be required during the final quarter of 2024/25 to fund the capital programme.
- 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 – 76.60% of Council Tax was collected by 31 December 2024, compared to a target at the close of quarter three of 73.13%.

- Business Rates – 81.0% of Business Rates was collected by 31 December 2024, compared to a target at the close of quarter three of 73.05%.

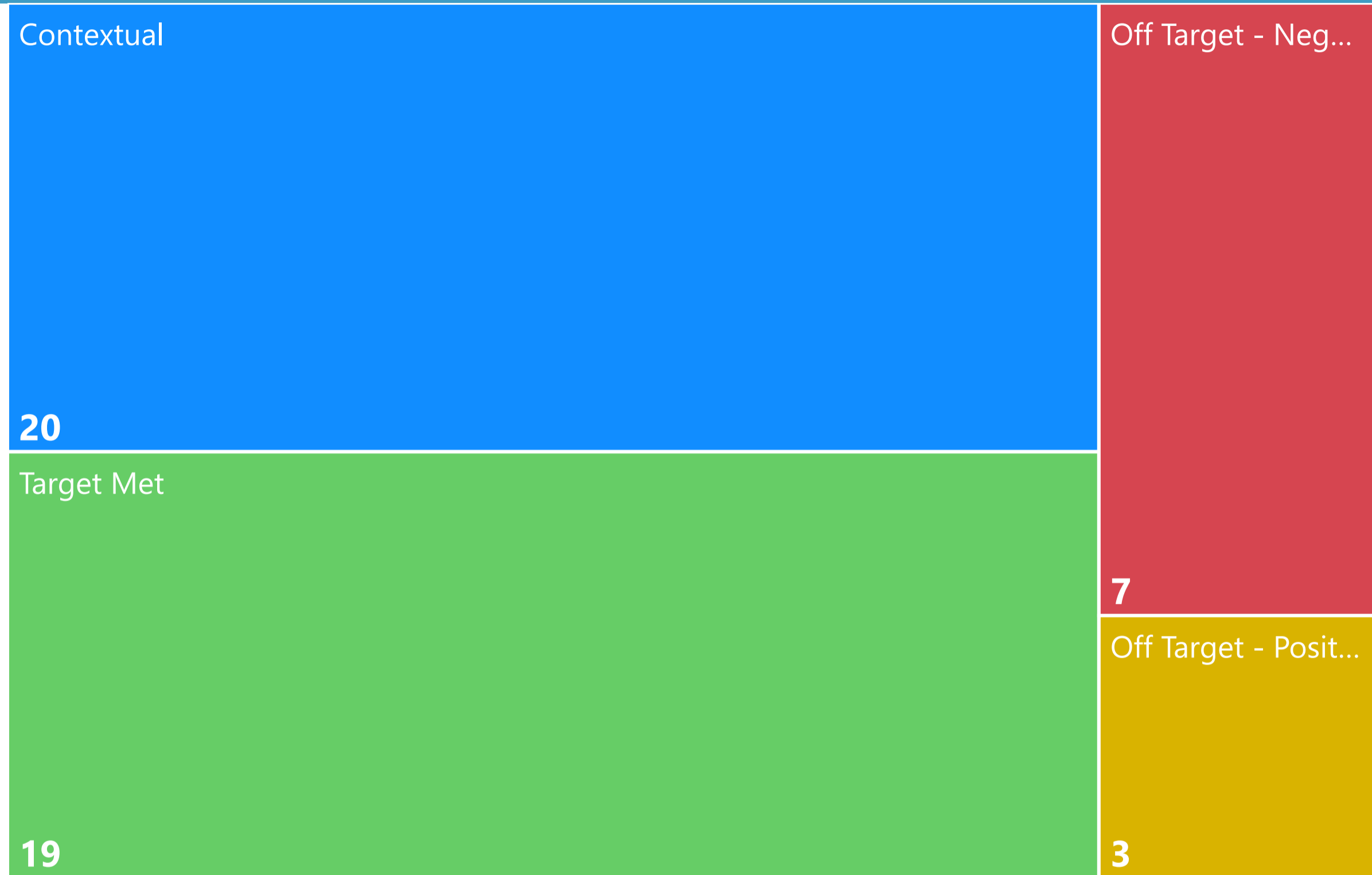
6.4 The current forecast of tax receipts and Section 31 grant are shown below:

<b>Tax</b>	<b>Forecast (Surplus)/Deficit at 31.12.24</b>	<b>Council's Share</b>
Council Tax	(£0.004m)	(£0.001m) (11%)
Business Rates	(£4.114m)	(£1.645m) (40%)
Business Rates Section 31 Grant	(£0.349m)	(£0.140m) (40%)
<b>Total</b>	<b>(£4.467m)</b>	<b>(£1.786m)</b>



# Quarter 3 - April 2024 to December 2024

## All Performance Indicators Current Status



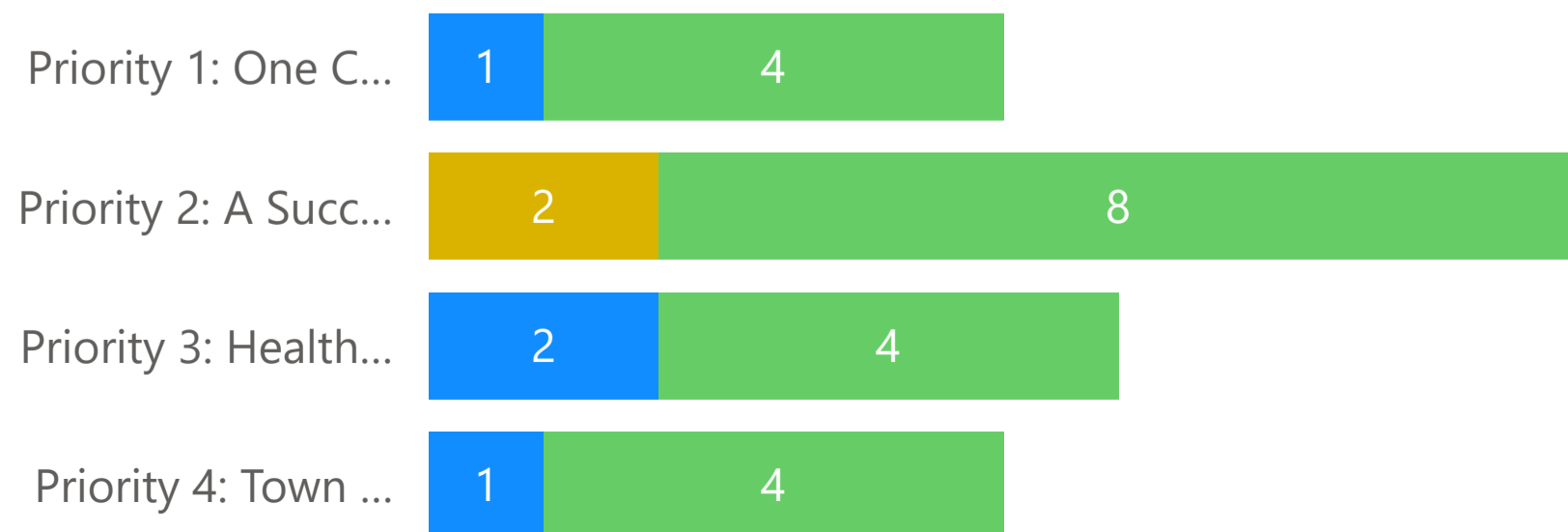
Corporate Aim (Priority)	Count
Priority 1: One Council delivering for Local People	16
Priority 2: A Successful and Sustainable Growing Borough	6
Priority 3: Healthy, Active and Safe Communities	24
Priority 4: Town Centres for All	3
<b>Total</b>	<b>49</b>

### Smart Narrative

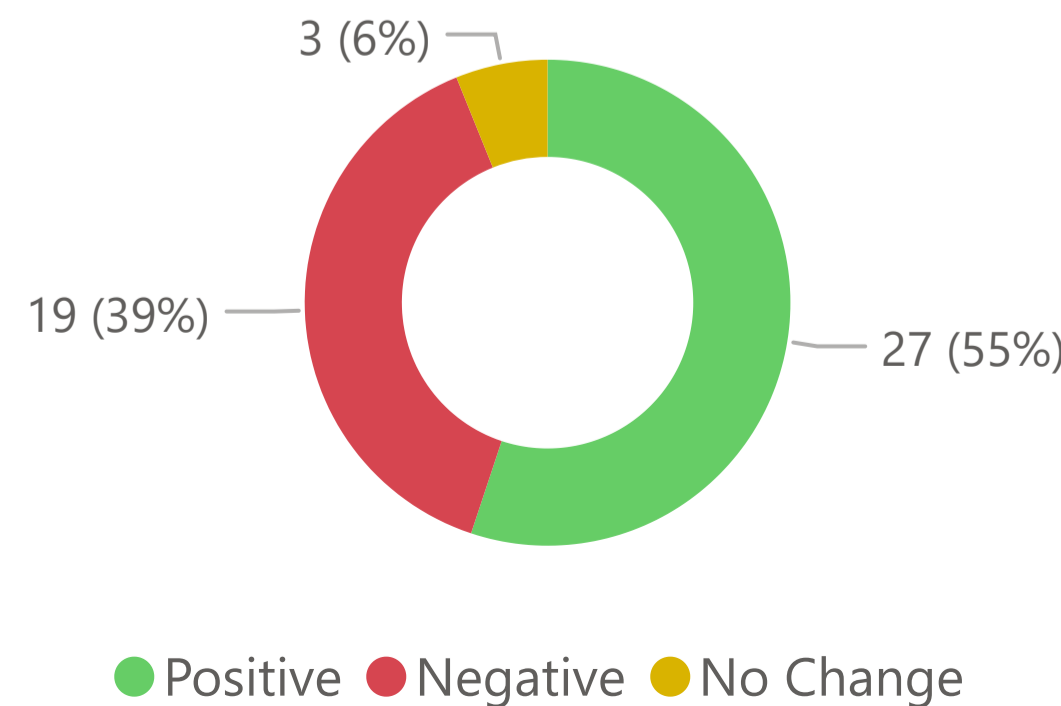
- There are 29 Indicators which have set targets this quarter.
- 65% met their targets within Quarter Three. 7 Indicators which met their target also showed improvement when compared to the same time period last year. 9 Indicators which met their target showed a negative trend when being compared to last year. 3 Indicators showed no change.
- 35% of Indicators were off target this quarter. 3 of these indicators showed an improvement when compared to last year and 7 indicators showed a negative trend.
- There are 20 Indicators which are contextual this quarter and do not have a target to meet. When compared to last year 7 measures showed an improved trend with 6 of the contextual measures showing a negative trend. 7 measures did not have any historic data to compare against.
- There are 4 Projects/Actions that have been classified as completed being split between Priority 1, 3 and 4. Priority 2 has 2 Project/Action's that have been identified as not progressing as expected - detail of these is provided in this report.

## Summary Project Status Split

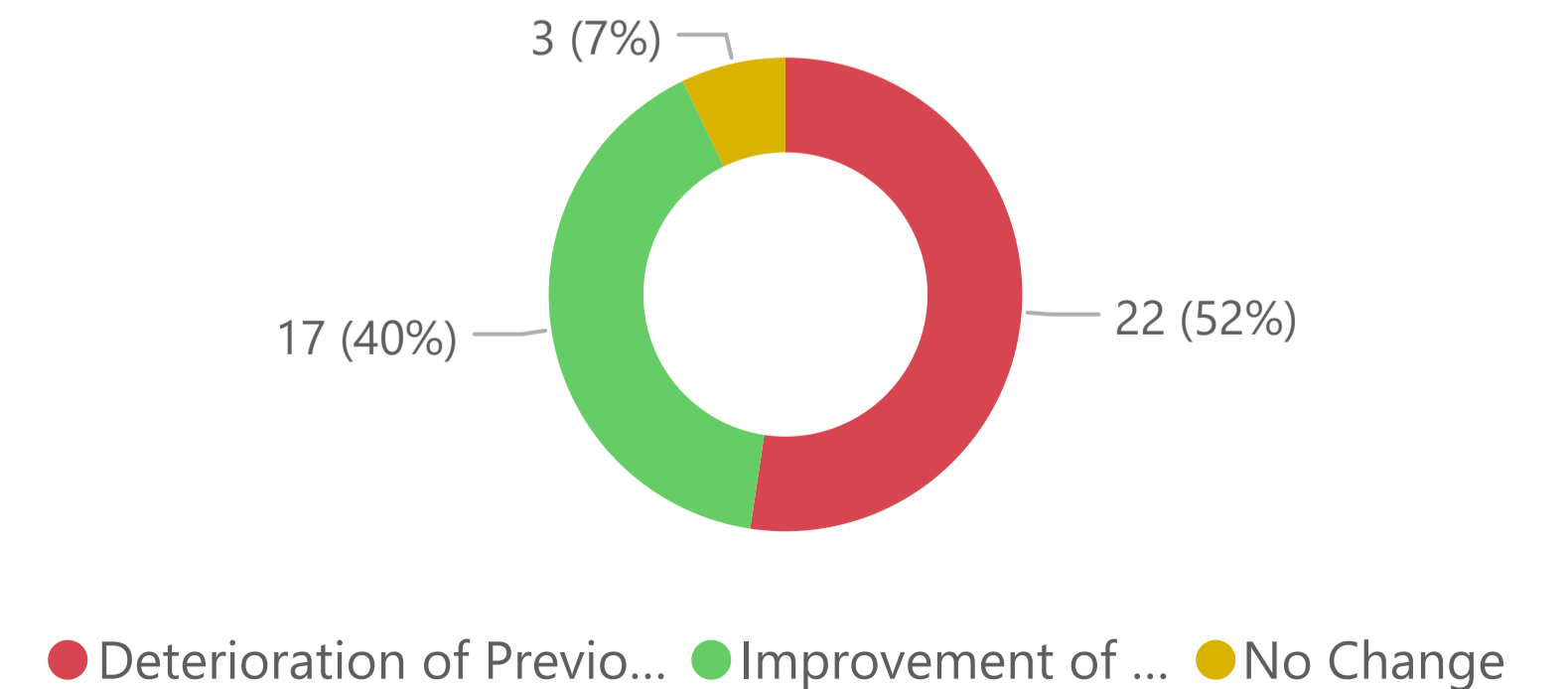
● Project/Action is Completed ● Project/Action is Not Progr... ● Project/Action is Progr...



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

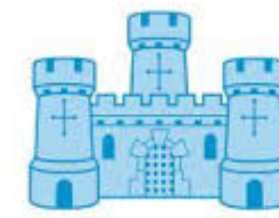


## All Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





Priority 1: One Council delivering for Local People



NEWCASTLE-UNDER-LYME  
BOROUGH COUNCIL

Priority 1: Performance Indicators Current Status



Corporate Objective	Count
Deliver services to a high standard every day	3
Develop professional talent across the Council and provide opportunities for staff to grow their careers	4
Ensure our services are efficient and accessible	7
Ensure strong financial discipline across the Council	2
<b>Total</b>	<b>16</b>

Smart Narrative

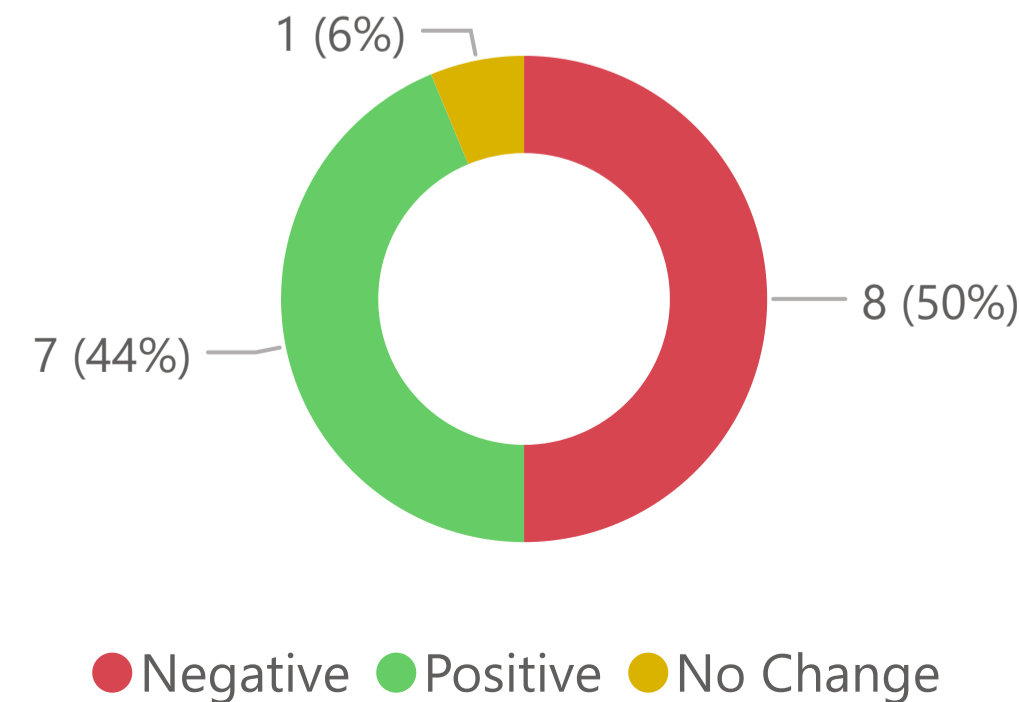
- There are 11 Indicators which have set targets this quarter within Priority 1.
- 45% met their targets within Quarter Three. 1 Indicators which met their target also showed improvement when compared to the same time period last year. 4 Indicators which met their target showed a negative trend when being compared to last year.
- 55% of Indicators were classed as off target this quarter. 2 of these indicators showed a positive trend when compared to last year and 4 showed an negative performance on the year previous.
- There are 5 Indicators which are contextual this quarter and do not have a target to meet. When compared to last year, 1 of these measures showed a negative trend, 3 measure demonstrated an improvement and 1 measure did not have any historic data to compare against.
- There has been one Project/Action that has been classed as completed in Priority 1, this being the Delivery of the One Council Programme. All other Projects/Actions within Priority 1 are classed to be progressing as expected.

Priority 1: Summary Project Status Split

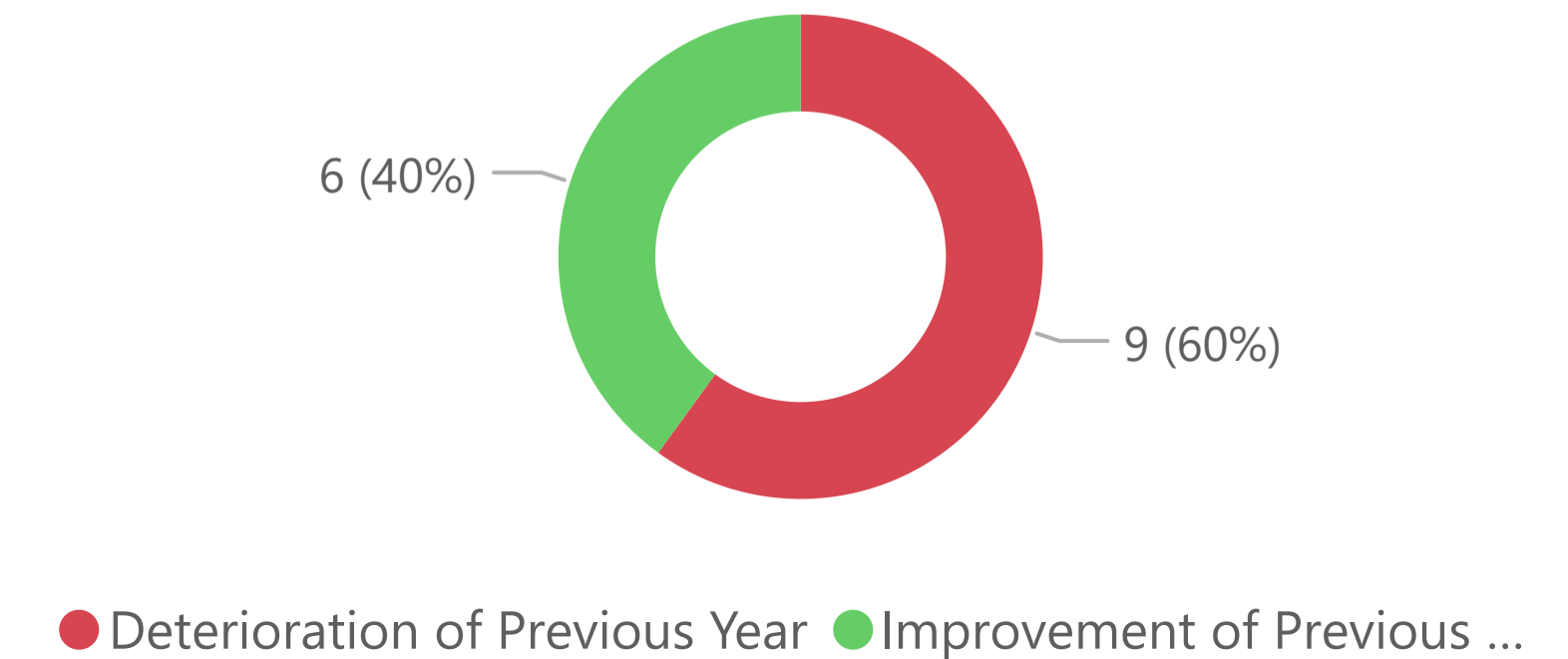
● Project/Action is Completed ● Project/Action is Progressing as Expected



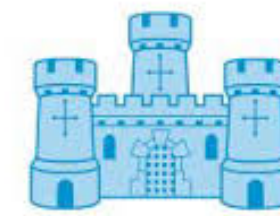
Priority 1: Qtr.3 Trend Direction of PI's Compared to Previous Quarter



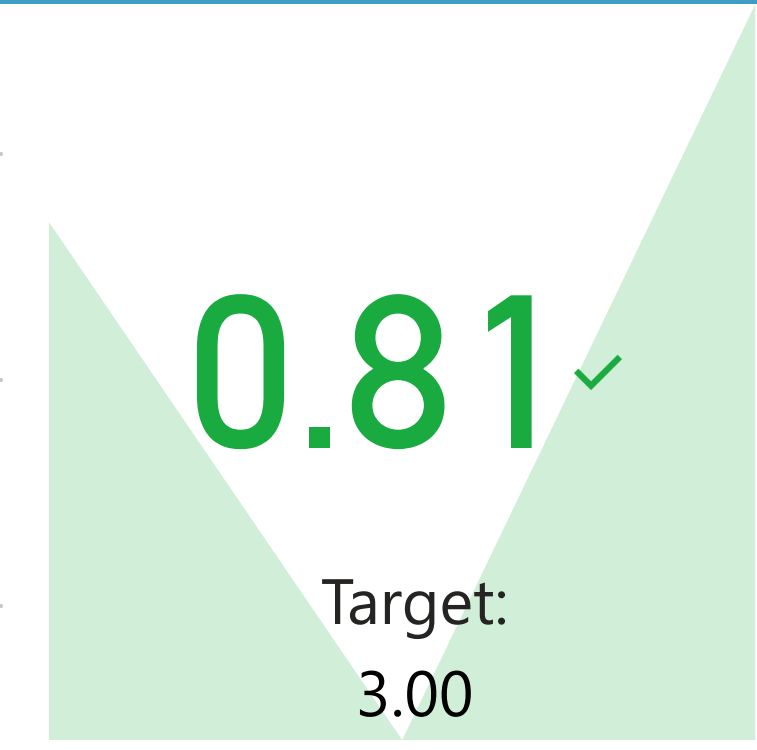
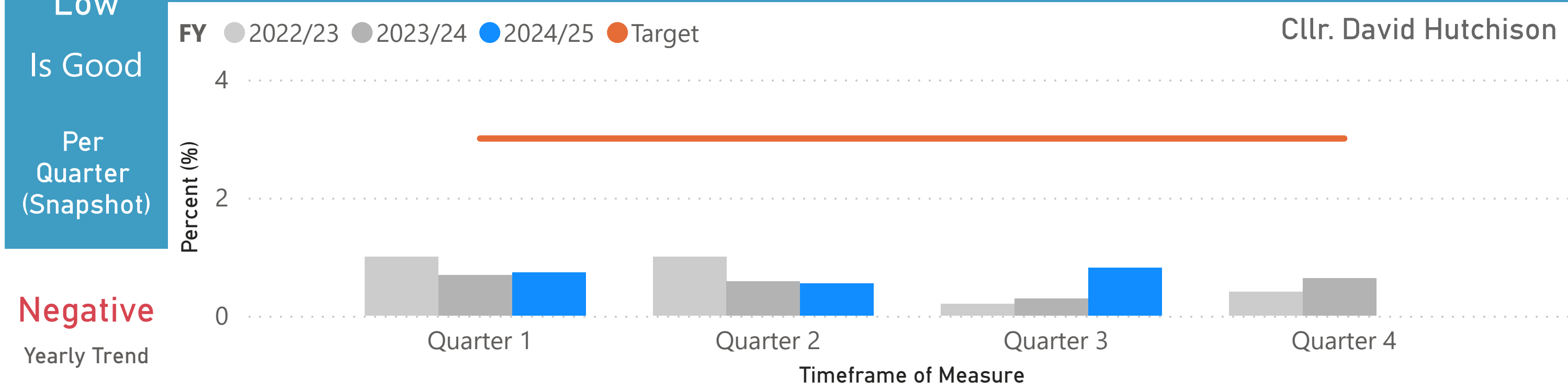
Priority 1: Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year







Low Is Good Per Quarter (Snapshot) ID1.1 - Percentage of food premises that have a zero or one national food hygiene rating Current Status SMART Actions if Off Target

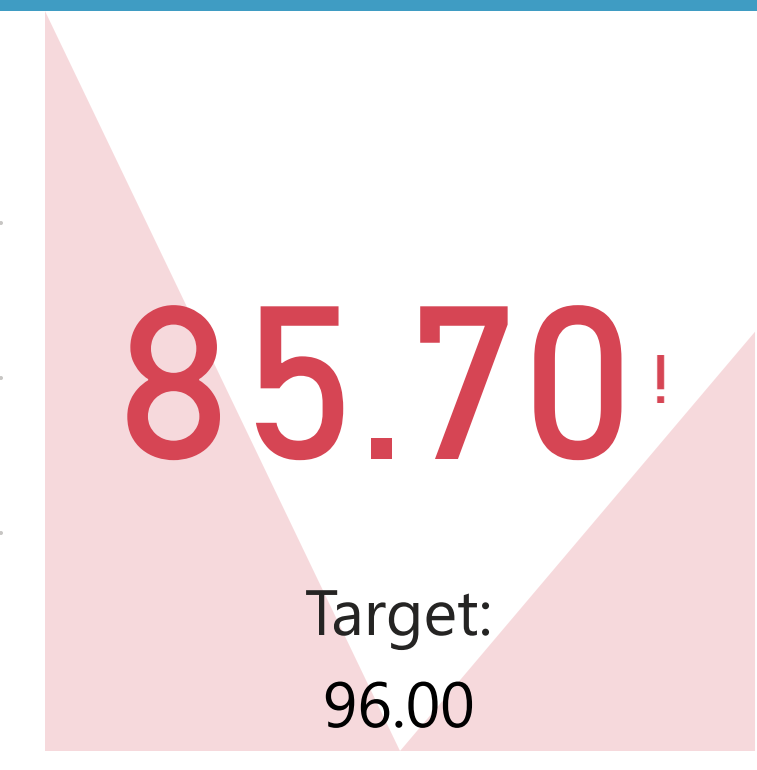
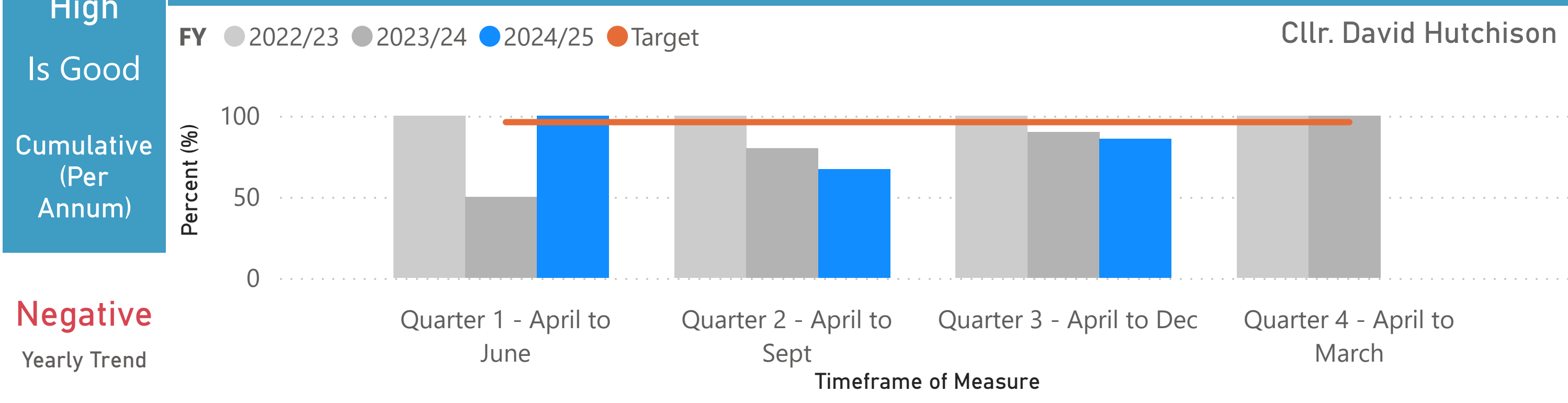


SMART Actions if Off Target  
Not Required as Target Met

Negative Yearly Trend

Deliver services to a high standard every day

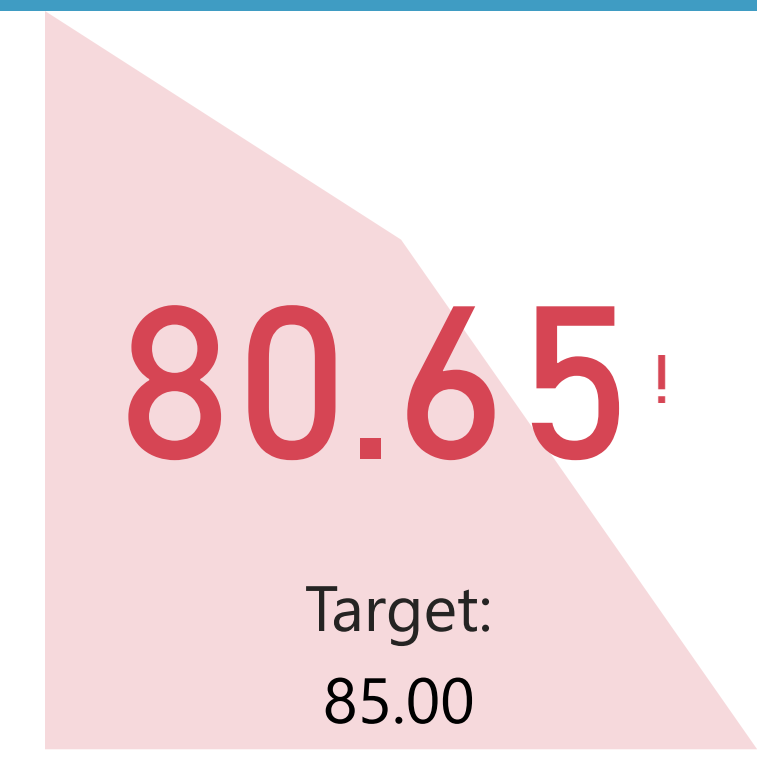
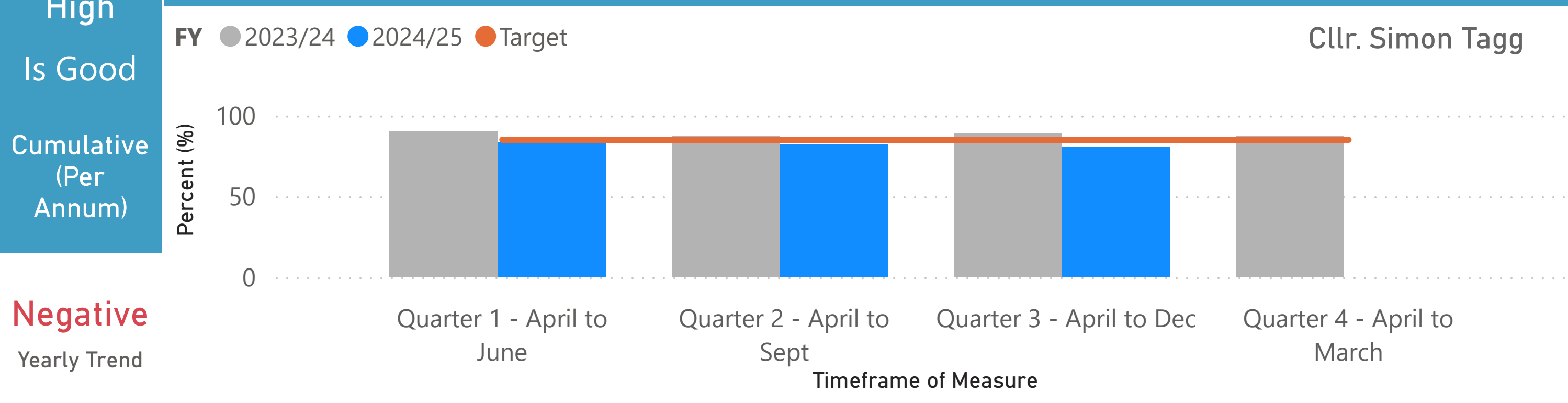
High Is Good Cumulative (Per Annum) ID1.2 - Percentage of category A and B food business inspections completed on time Current Status SMART Actions if Off Target



SMART Actions if Off Target  
Between Apr-Dec 12 of 14 inspections had been completed on time, during Quarter 3 in isolation all inspections were completed on time which increased overall percentage, however value remains below target of 96%. The late inspections within quarter 2 have affected the yearly figure.

Negative Yearly Trend

High Is Good Cumulative (Per Annum) ID1.16 - Percentage of Stage 1 complaints processed in time being 20 working days Current Status SMART Actions if Off Target

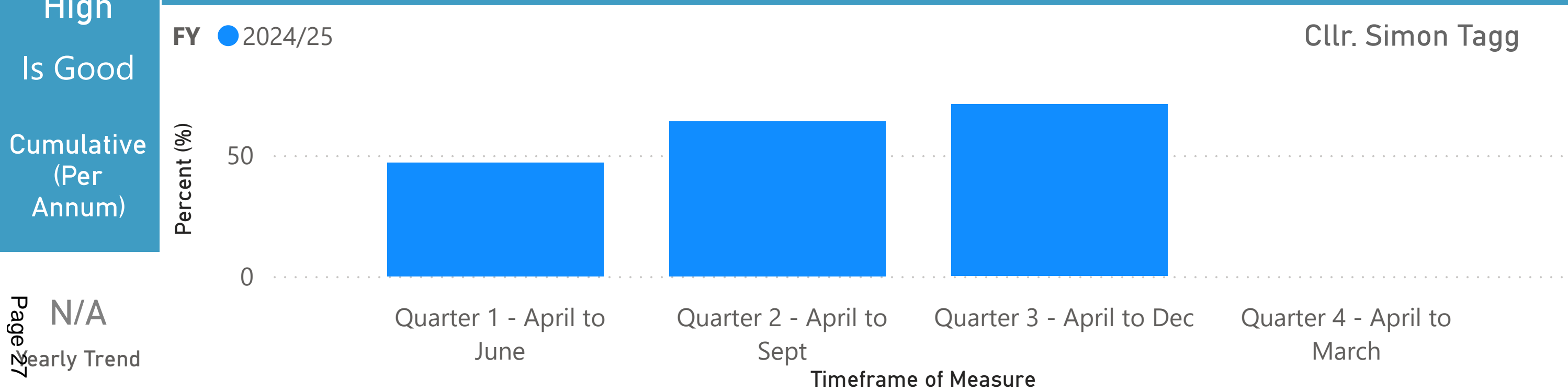


SMART Actions if Off Target  
Q3 in isolation shows 22 due 17 responded within 20 working days. As part of the complaints review we have spoken about the introduction of staff training to heighten the importance of complaints and learning from complaints – making sure any learning has been followed up.

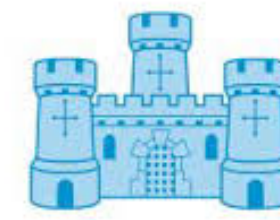
Negative Yearly Trend

Ensure our services are efficient and accessible

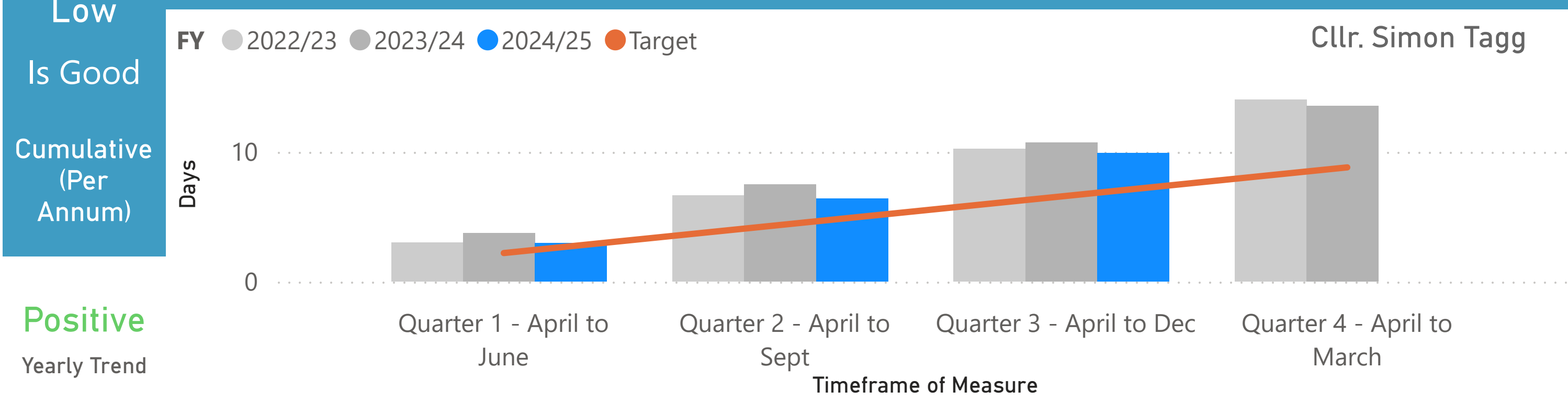
High Is Good Cumulative (Per Annum) ID1.17 - Percentage of FOI's dealt with in time being 20 working days Current Status SMART Actions if Off Target



SMART Actions if Off Target  
Q3 in Isolation shows 87% achieved - 137 due, 119 achieved 20 day target



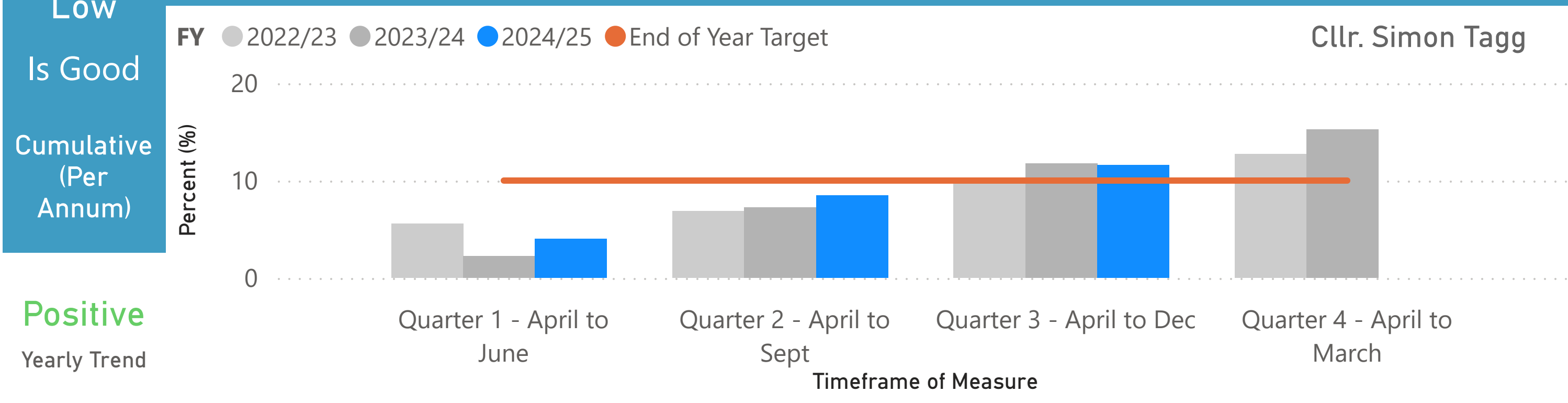
**ID1.13 - Average number of days per employee lost to sickness - Per Employee** Current Status SMART Actions if Off Target



**9.91!**  
Target: 6.60

Sickness reduced significantly in December, to the lowest level since April 24. December can be a lower month for sickness due to a larger number of holiday days, however it is also lower than December 23 and 22. The main reduction was in long term sickness absence and some of the longest runnign cases of sickness were resolved in December so hopefully this will continue into January.

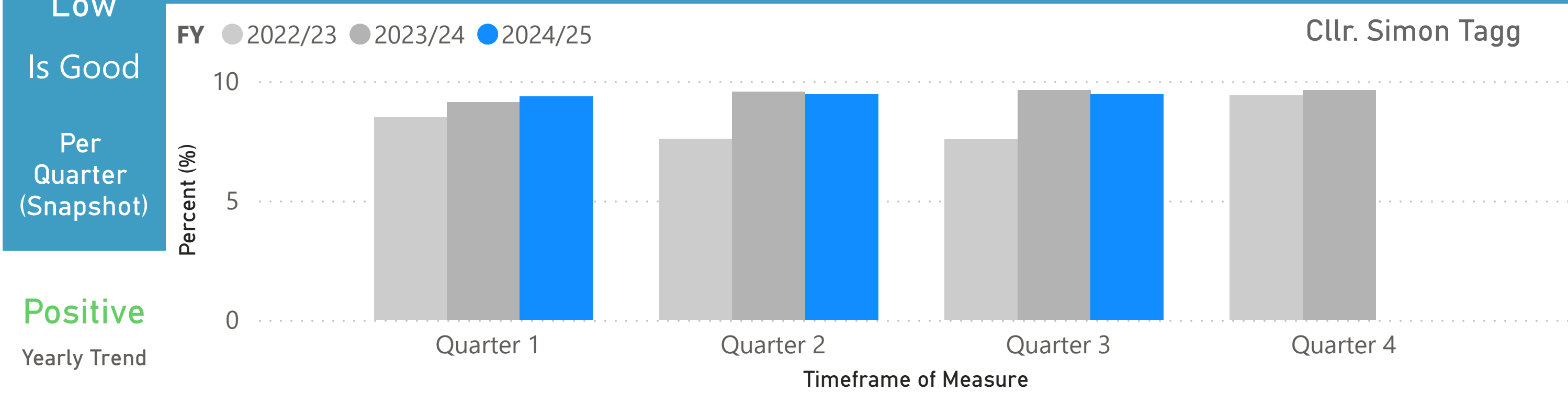
**ID1.14 - Staff Turnover** Current Status SMART Actions if Off Target



**11.58!**  
End of Year Target: 10.00

Turnover is above target but this needs to be considered in the context of reasons for leaving, there have been a number of fixed term contracts and retirements this year so the resignation figure is much lower.

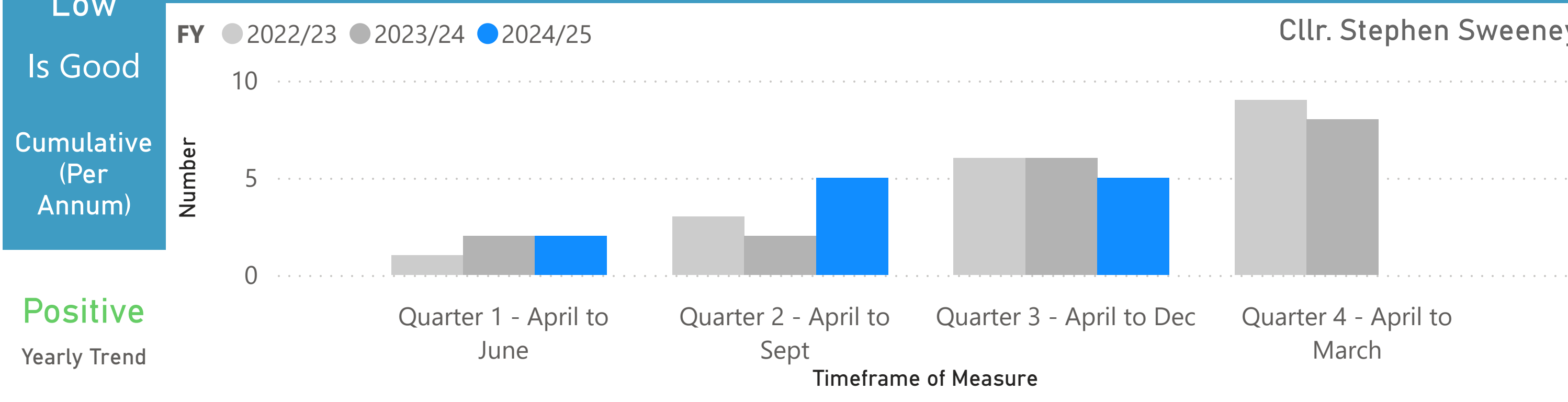
**ID1.15 - Staff Vacancy Rate** Current Status SMART Actions if Off Target



**9.43**

Vacancy rates remain stable, and slightly higher in December compared to the previous month. Some posts are mid-recruitment and others are being covered by agency in the short term. There are a small number of hard to recruit specialist posts which have not been filled substantively for some time.

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

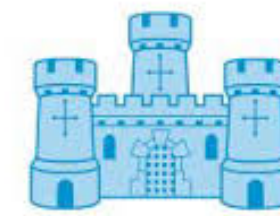


**5**

Delayed reporting from members of the public resulted in two late submissions for the initial quarter. A lack of reportable incidents in the third quarter is positive but should not be viewed in isolation, the overall year will provide more objective data.

Develop professional talent across the Council and provide opportunities for staff to grow their careers





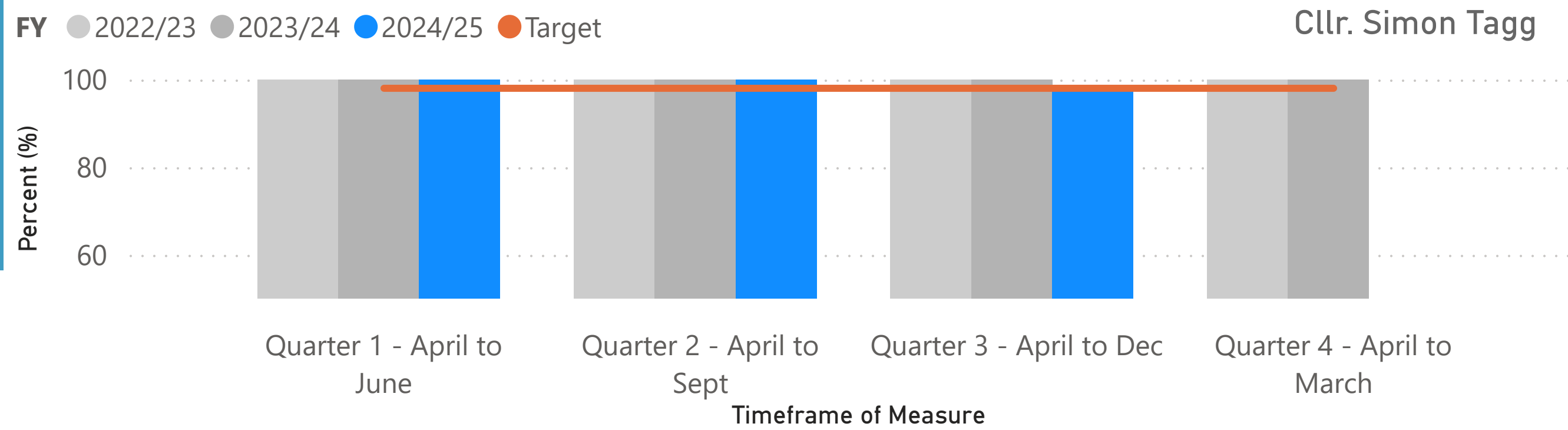
High  
Is Good  
Cumulative (Per Annum)

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

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



98.60✓

Target: 98.00

Not Required as Target Met

Ensure our services are efficient and accessible

Negative  
Yearly Trend

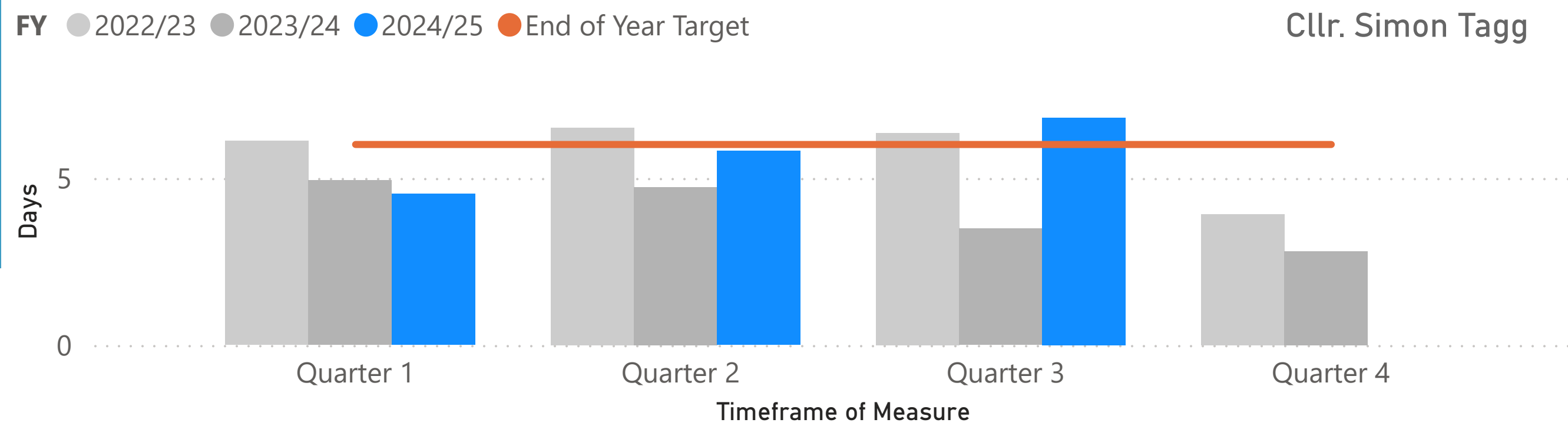
Low  
Is Good  
Cumulative (Per Annum)

### ID1.10 - Time taken to process Housing Benefit new claims/change events (Days)

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



6.80•

Target: 6.00

Measure impacted by Housing Benefit Change of Circumstances. This is slightly off target due to staff resources distracted by the Subsidy Audits for 2021/22 and 2022/23 and now impacts on 2023/24. This has not been controllable as very reliant on External Auditors. However, we are targeting the work that has the biggest impact to performance, subsidy and overpayments.

Deliver services to a high standard every day

Negative  
Yearly Trend

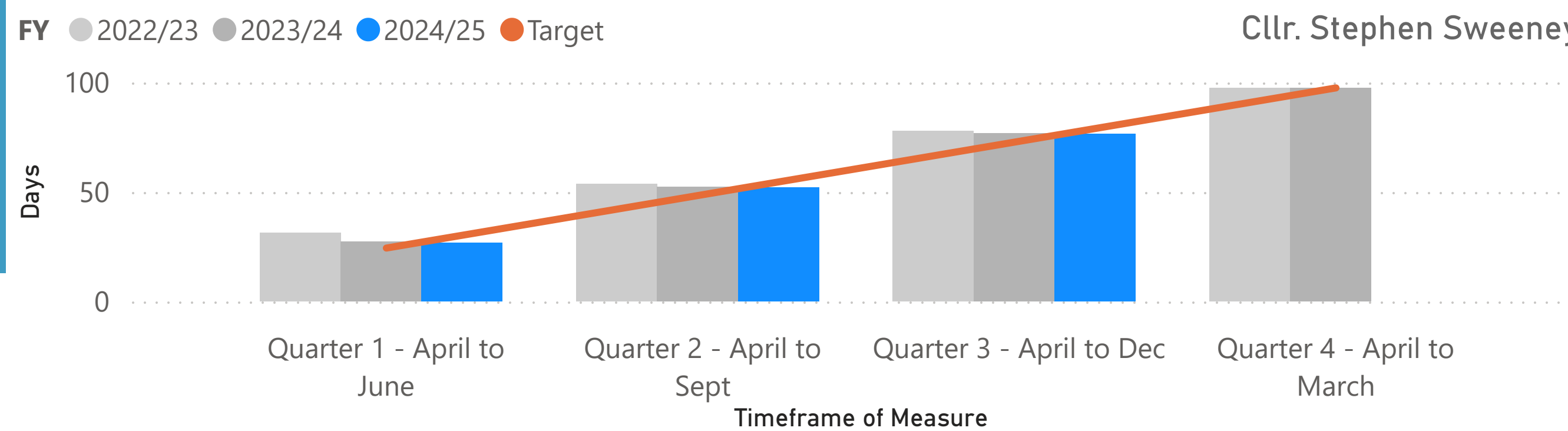
High  
Is Good  
Cumulative (Per Annum)

### ID1.11 - Percentage of Council Tax collected

Current Status

SMART Actions if Off Target

Cllr. Stephen Sweeney



76.60✓

Target: 73.13

Not Required as Target Met

Ensure strong financial discipline across the Council

Negative  
Yearly Trend

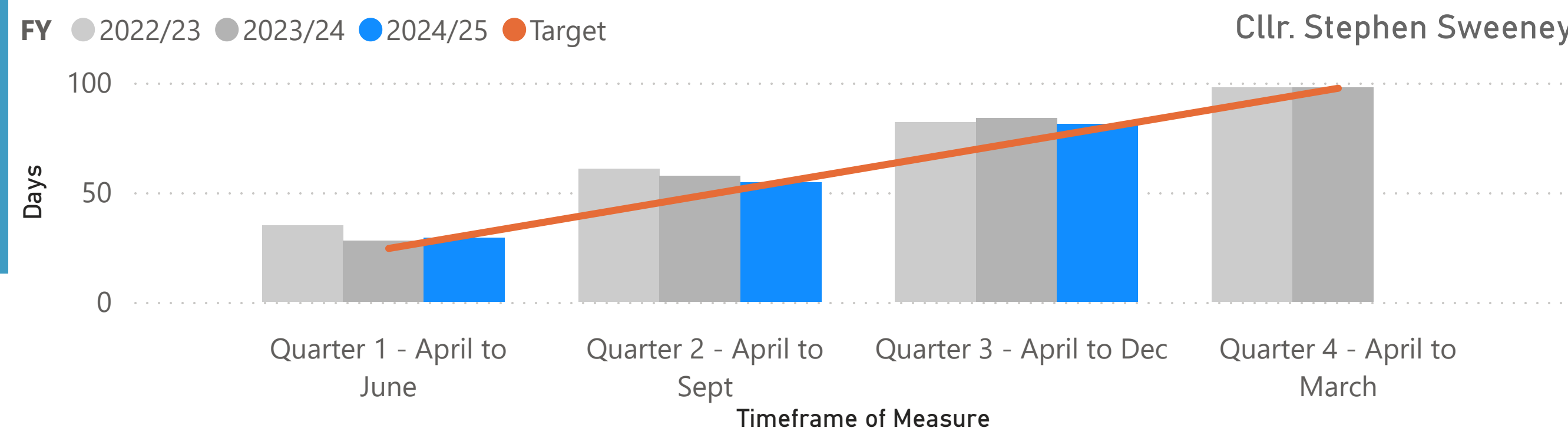
High  
Is Good  
Cumulative (Per Annum)

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

Current Status

SMART Actions if Off Target

Cllr. Stephen Sweeney

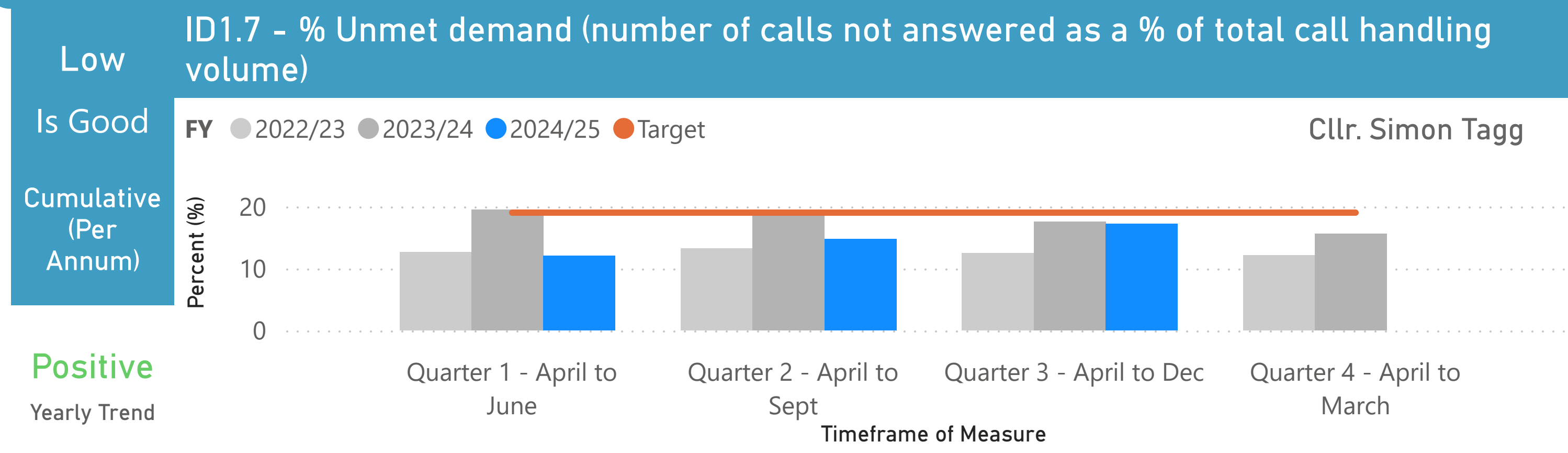
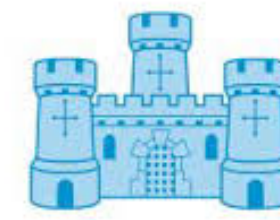


81.00✓

Target: 73.05

Not Required as Target Met

Negative  
Yearly Trend



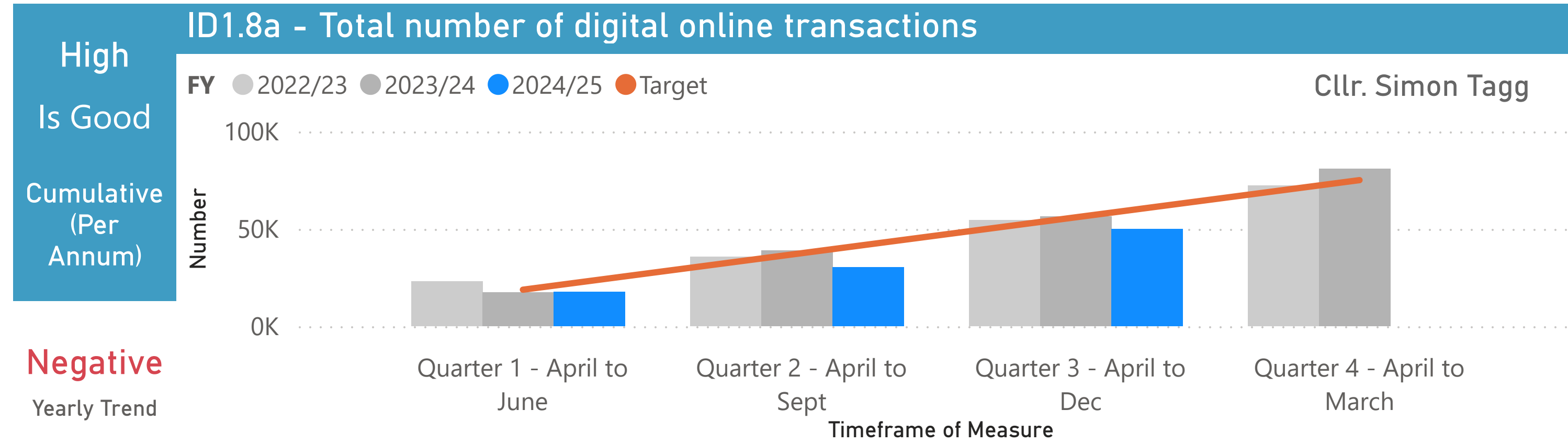
Current Status

**17.20** ✓

Target: 19.00

SMART Actions if Off Target

Not Required as Target Met



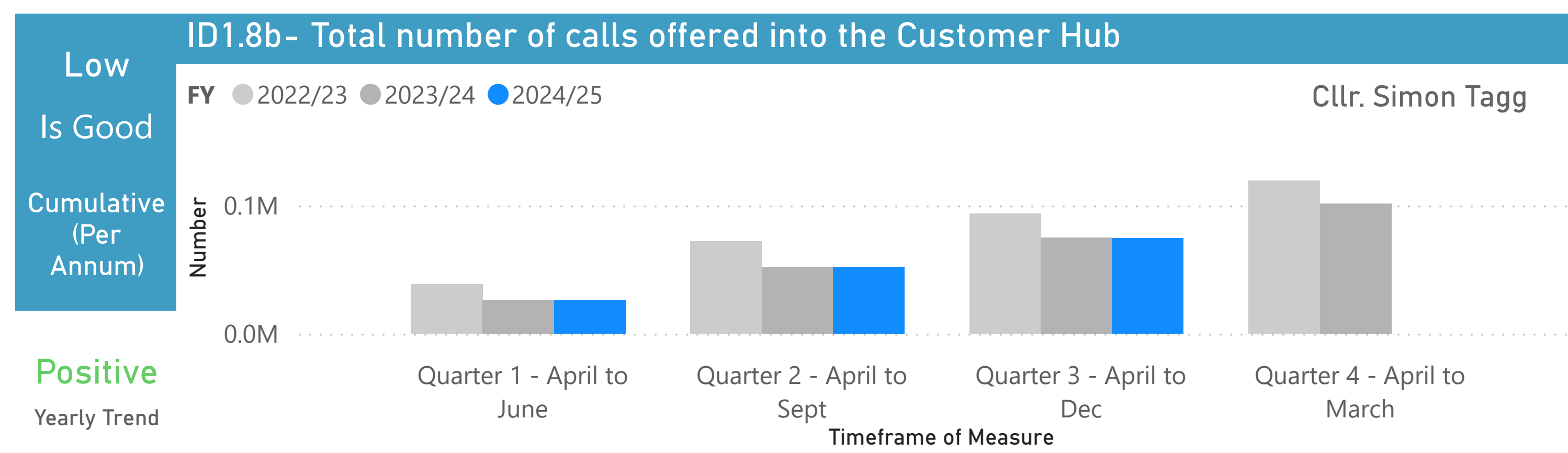
Current Status

**49,964** !

Target: 56,250

SMART Actions if Off Target

Ongoing changes to update the information, advice and guidance available to residents through the website is continuing to have a decreasing effect on the number of completed forms. Due it directing the resident to the correct authority responsible for the enquiry.

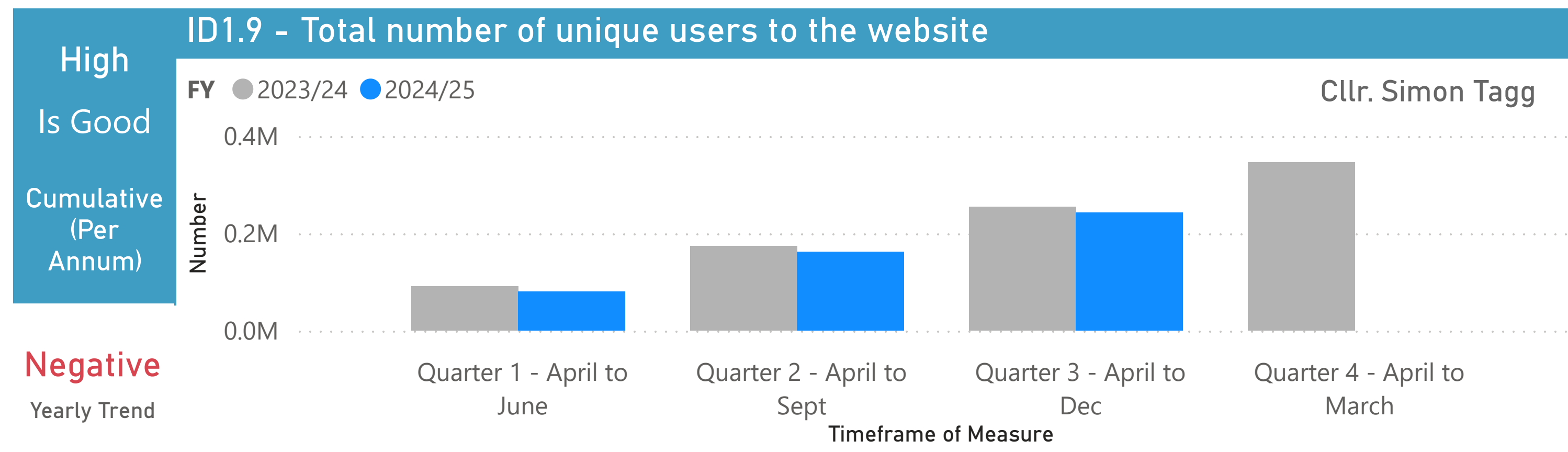


Current Status

**74,530**

SMART Actions if Off Target

No set target and used to compare different types of demand



Current Status

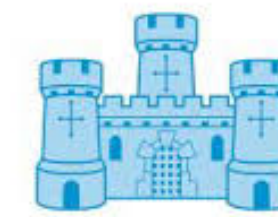
**242,401**

SMART Actions if Off Target

11,541 less unique users by end of quarter 3 from the previous financial year. Drop in number have been impacted by the reduced figure seen in Quarter 1 and numbers overall for Quarter 2 & Quarter 3 in isolation remain relatively close to that seen last year. Continued monitoring of the measure will take place as the year progresses

Ensure our services are efficient and accessible





Project Status Split for Priority 1.

Project/Action is Progressing as Expected

4

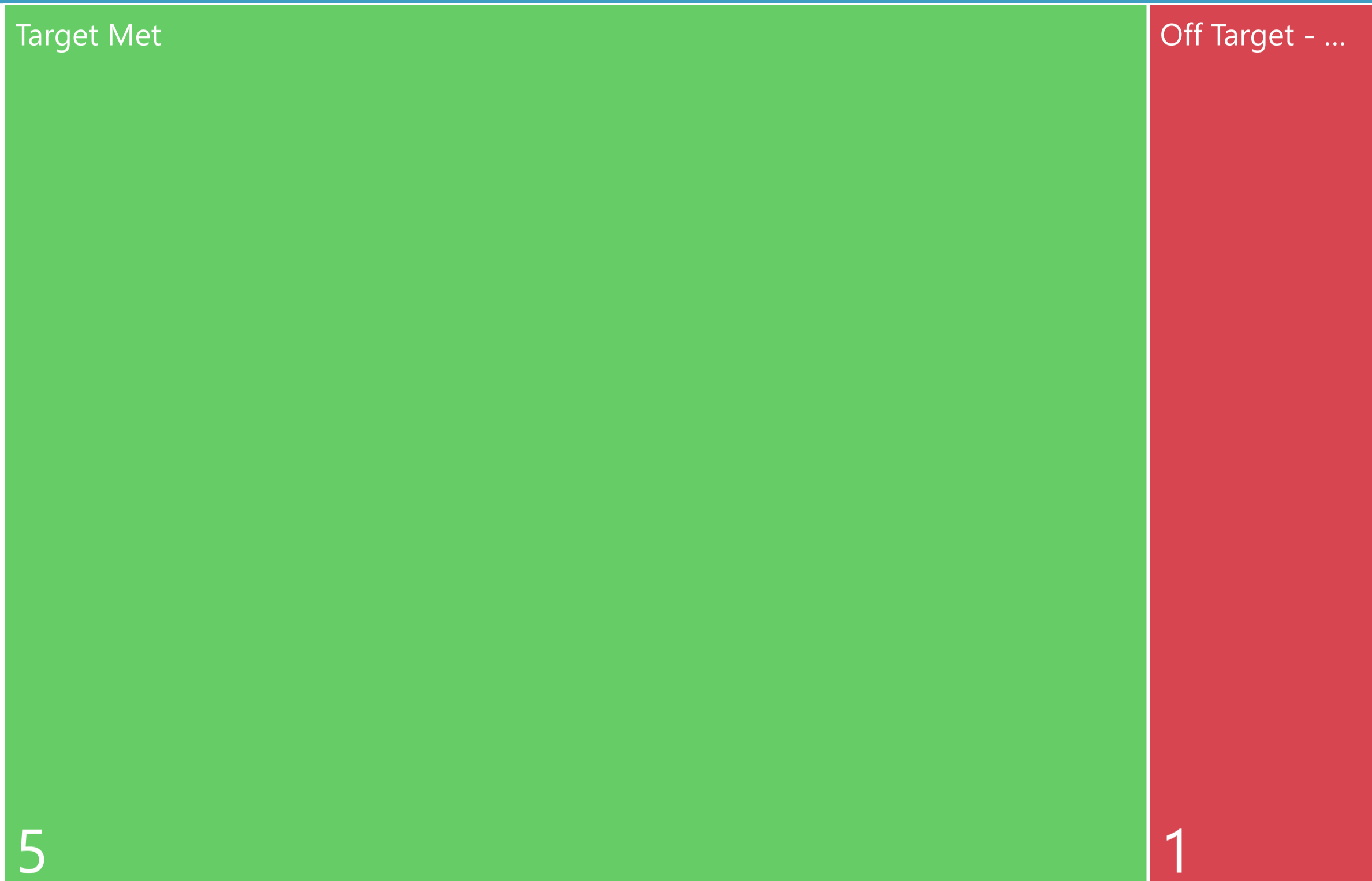
Project/Action is Completed

1

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	Strategy in place and work continues on progressing the themes and actions
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 Completed	Project/Action has been completed.
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	Officers are beginning a new programme to investigate commercialisation opportunities across the Council, in the next quarter a new Commercialisation Board will be established.
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	Ongoing partnership work continues. 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	Ongoing partnership work continues. Partnership working continues to be a strength for the organisation with positive outcomes in regard to Community Safety , Town Centre experience and ease of access to council services. Significant progress is being achieved in relation to Better Health outcomes as the Active Referral scheme is embedded



Priority 2: Performance Indicators Current Status



Corporate Objective	Count
A strong and sustainable economy where everyone benefits	1
Protecting our communities by improving how we use our enforcement powers.	1
Support the sustainable development of our towns and villages	4
<b>Total</b>	<b>6</b>

Smart Narrative

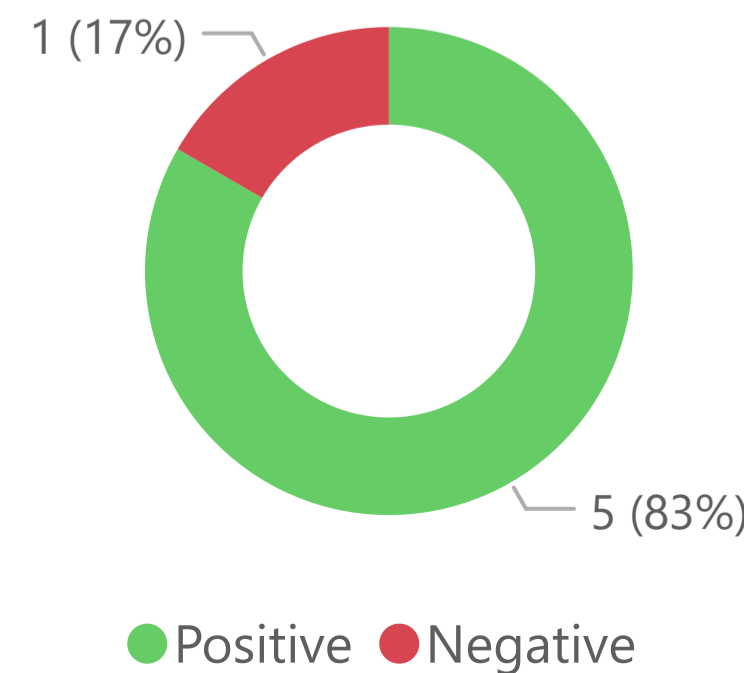
- There are 6 Indicators which have set targets this quarter within Priority 2.
- 83% met their targets within Quarter Three. 2 Indicators which met their target showed improvement when compared to the same time period last year. 2 Indicators which met their target showed a negative trend when being compared to last year. 1 Indicator showed no change when compared to the previous year.
- Within Priority 2, there are 2 Projects/Actions that have been raised to not be progressing as expected and relate to the following; "Secure a Successful Resolution to Walleys Quarry" and "Delivering the £16m Kidsgrove Town Deal" Further detail in regards to this project/action is supplied within the body of the report.

Priority 2: Summary Project Status Split

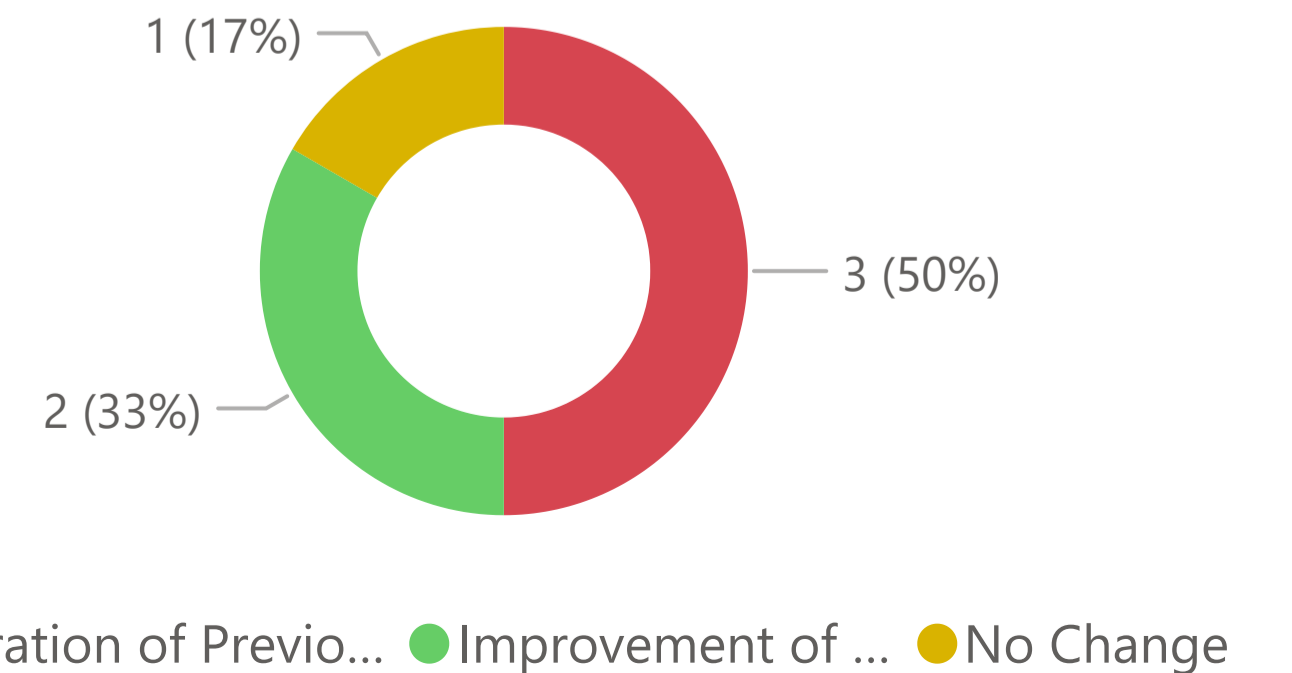
● Project/Action is Not Progressing as Expected ● Project/Action is Progressing as Expe...



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 Status

SMART Actions if Off Target

Low

Is Good

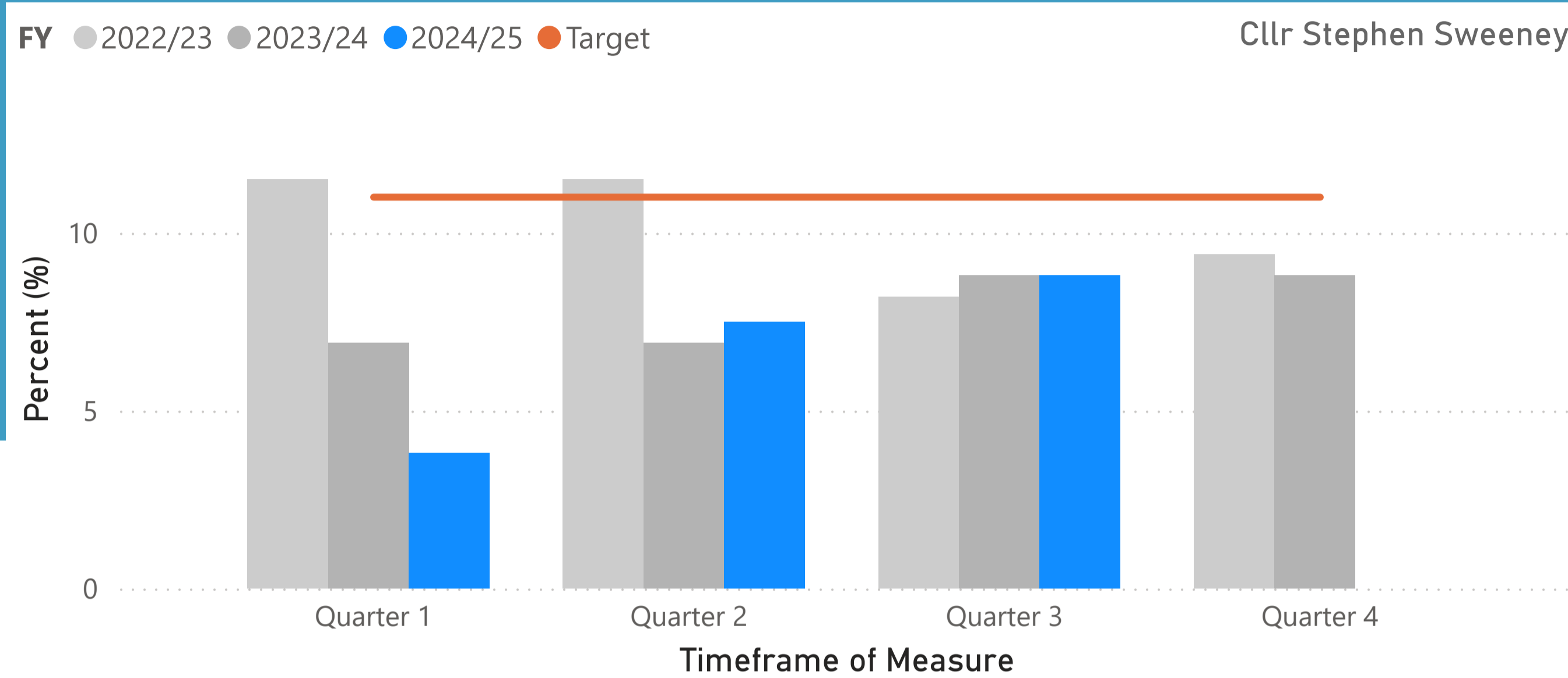
Per Quarter (Snapshot)

No Change

Yearly Trend

FY 2022/23 2023/24 2024/25 Target

Cllr Stephen Sweeney



Not Required as Target Met

A strong and sustainable economy where everyone benefits

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

Current Status

SMART Actions if Off Target

High

Is Good

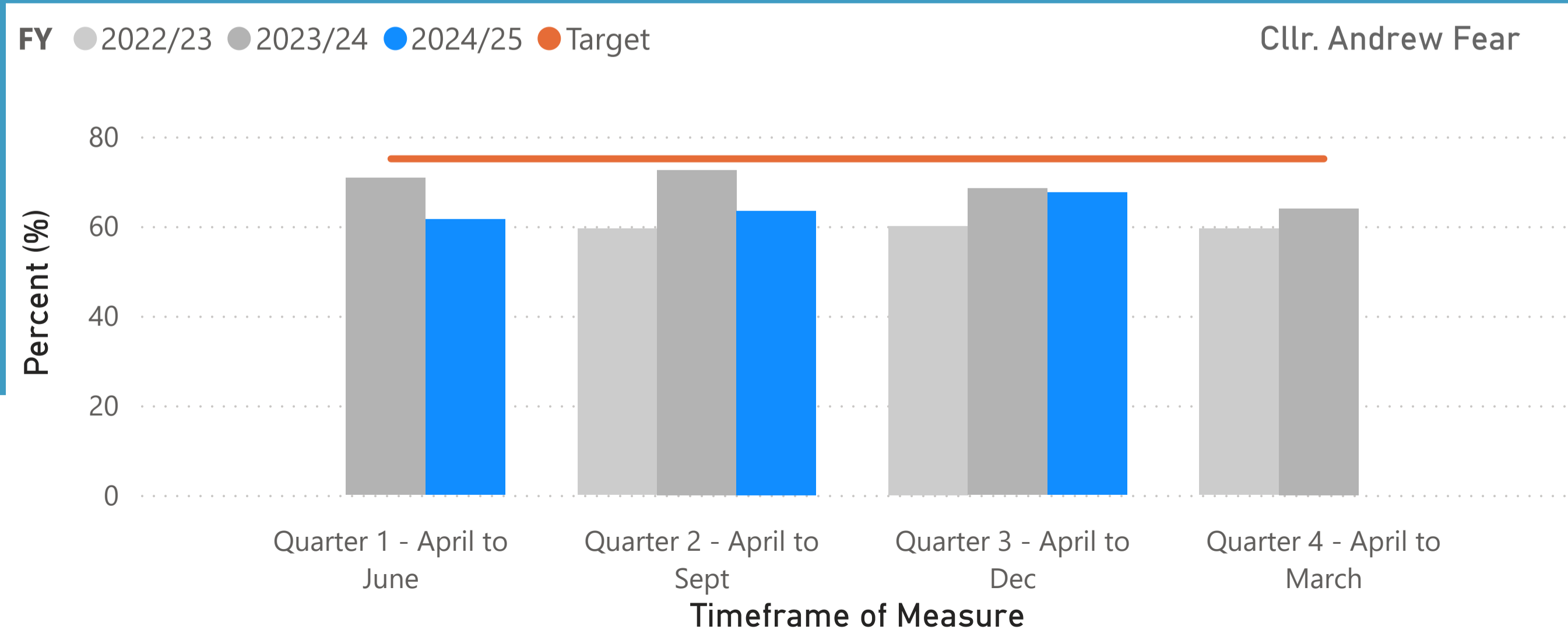
Cumulative (Per Annum)

Negative

Yearly Trend

FY 2022/23 2023/24 2024/25 Target

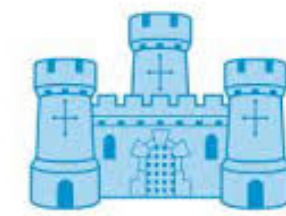
Cllr. Andrew Fear



A significant difference in like for like performance compared with Q2, with 76.5% complainants responded to within the relevant timescales. However, notwithstanding this the overall cumulative figure for the year to date remains below the 75% target. As previously issues around complexity of cases, work absences and capacity have impacted. The improvement in performance reflects a more rigorous performance management approach and monitoring which will be continued going forward.

Protecting our communities by improving how we use our enforcement powers.





High

Is Good

Planning

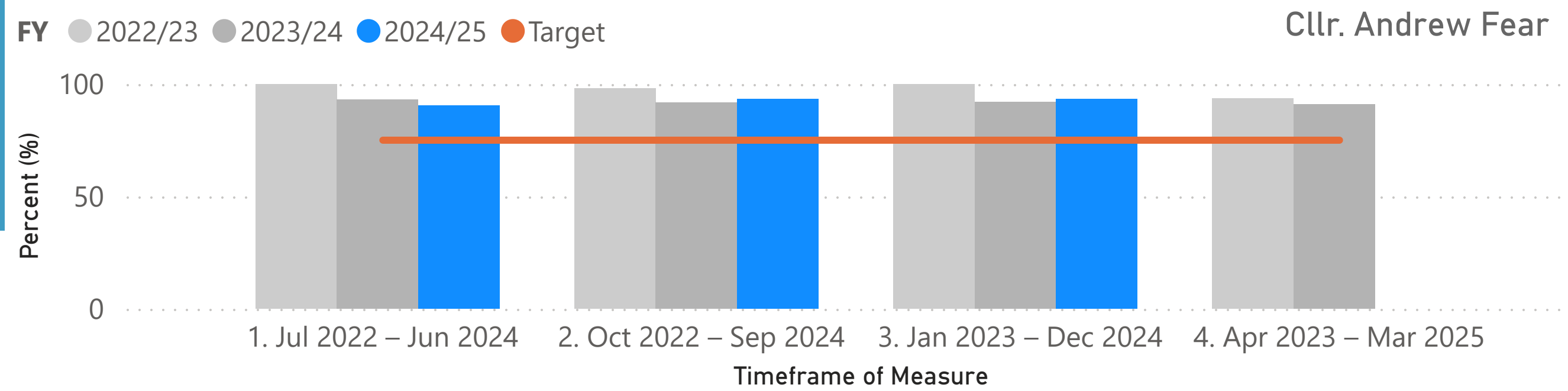
Positive

Yearly Trend

### 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



93.30✓

Target: 75.00

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 2023 – December 2024

Low

Is Good

Planning

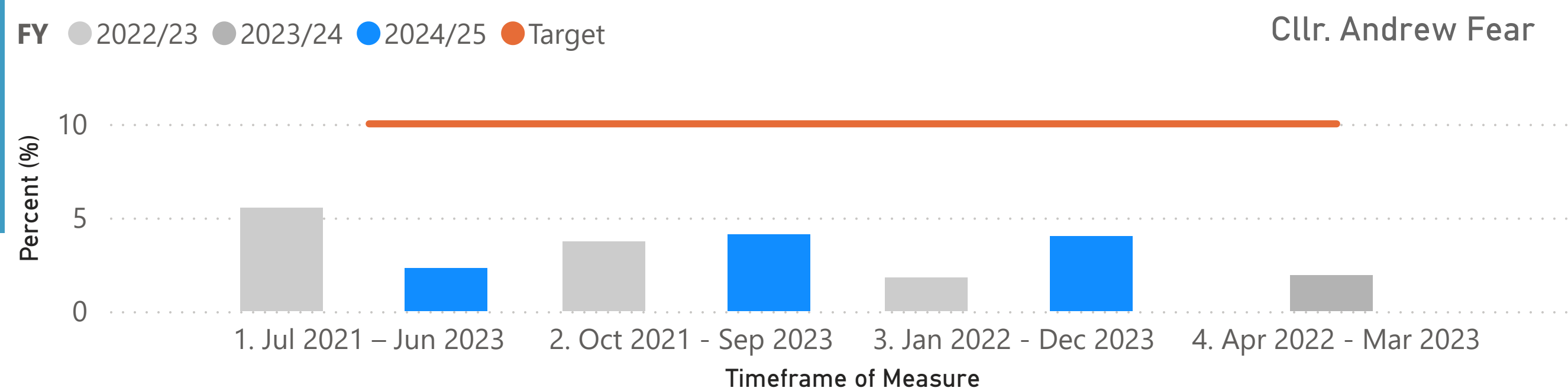
Negative

Yearly Trend

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

#### Current Status

#### SMART Actions if Off Target



4.00✓

Target: 10.00

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 January 2022 – December 2023

High

Is Good

Planning

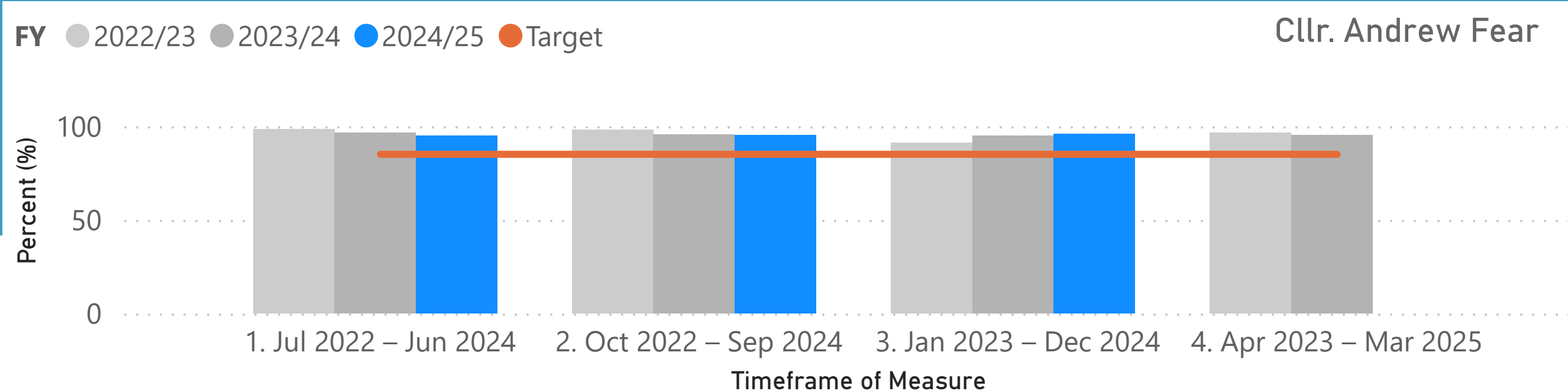
Positive

Yearly Trend

### 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



95.80✓

Target: 85.00

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 2023 – December 2024

Low

Is Good

Planning

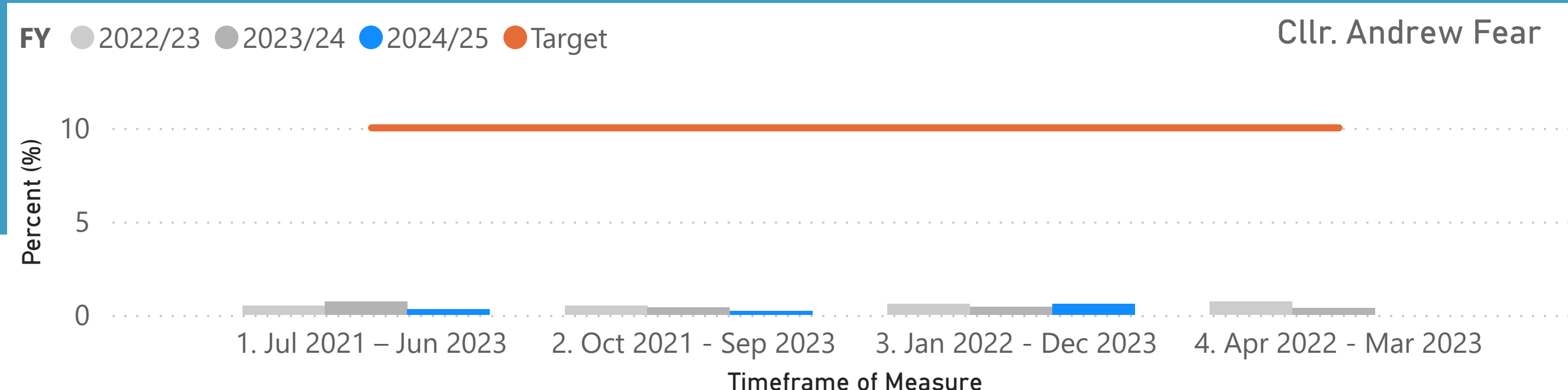
Negative

Yearly Trend

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

#### Current Status

#### SMART Actions if Off Target

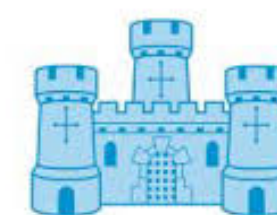
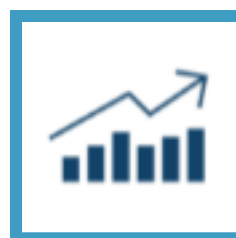


0.60✓

Target: 10.00

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 January 2022 – December 2023

Support the sustainable development of our towns and villages



Project Status Split for Priority 2.

Project/Action is Progressing as Expected

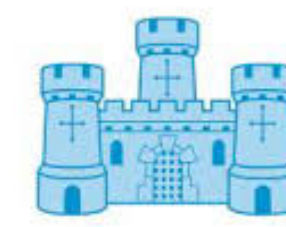
8

Project/Action is Not Progressing as E...

2

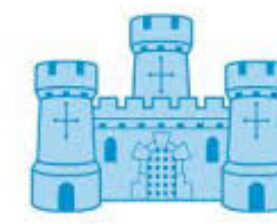
Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Gill Heesom	1. Regulatory 2. Legal & Governance	Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live	Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live	✔ Project/Action is Progressing as Expected	A busy quarter for Housing Standards dealing with 129 resident service requests, including 18 relating to disrepair, 19 relating to house in multiple occupation licence applications, 8 to house in multiple occupation regulatory inspections and 5 relating to empty homes.
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	<p><b>LEGAL ACTION</b></p> <p>On 29 July 2024 the Secretary of State Environment, Food and Rural Affairs responded to the Leader's request for permission to prosecute Walleys Quarry Ltd under statutory nuisance legislation. The Secretary of State granted consent for a prosecution to proceed.</p> <p>On 30 September the Chief Executive provided an update stating; "there are very few precedents for taking legal action against an operator regulated by a Government agency, so there is a great deal of legal advice and preparation involved, however I believe we will be ready to take the next step by the end of October".</p> <p>The work involved in preparing legal proceedings continued into November and as the legal submission was being drafted the EA served a Closure Notice on Walleys Quarry Ltd on 28 November. This in effect required the operator to stop taking waste into the site from 29 November and to take steps to initiate closure of the site as specified in the Schedule to the Notice.</p> <p>On 6 December Walleys Quarry Ltd appealed against the Closure Notice to the Planning Inspectorate. Interested Parties have until 13 January 2024 to make representations on this appeal. The appeal process does not suspend the Closure Notice.</p> <p><b>COMMITTEE OF INQUIRY</b></p> <p>This action is in line with the Committee of Inquiry Report which looked at the impact on local communities from the Walleys Quarry landfill operation and recommend that the EA serve a Closure Notice to commence the process of the site being closed.</p> <p><b>COMPLAINTS</b></p> <p>Odour complaints in October to December have seen a significant upturn from the previous quarter with complaints reaching over 1000 complaints in the months of November and December.</p>
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	Phase 6 of the Borough Tree Planting Strategy has been tendered and tree planting will take place in February/March 2025, with selected sites designated as Carbon Capture Areas in the Local Plan



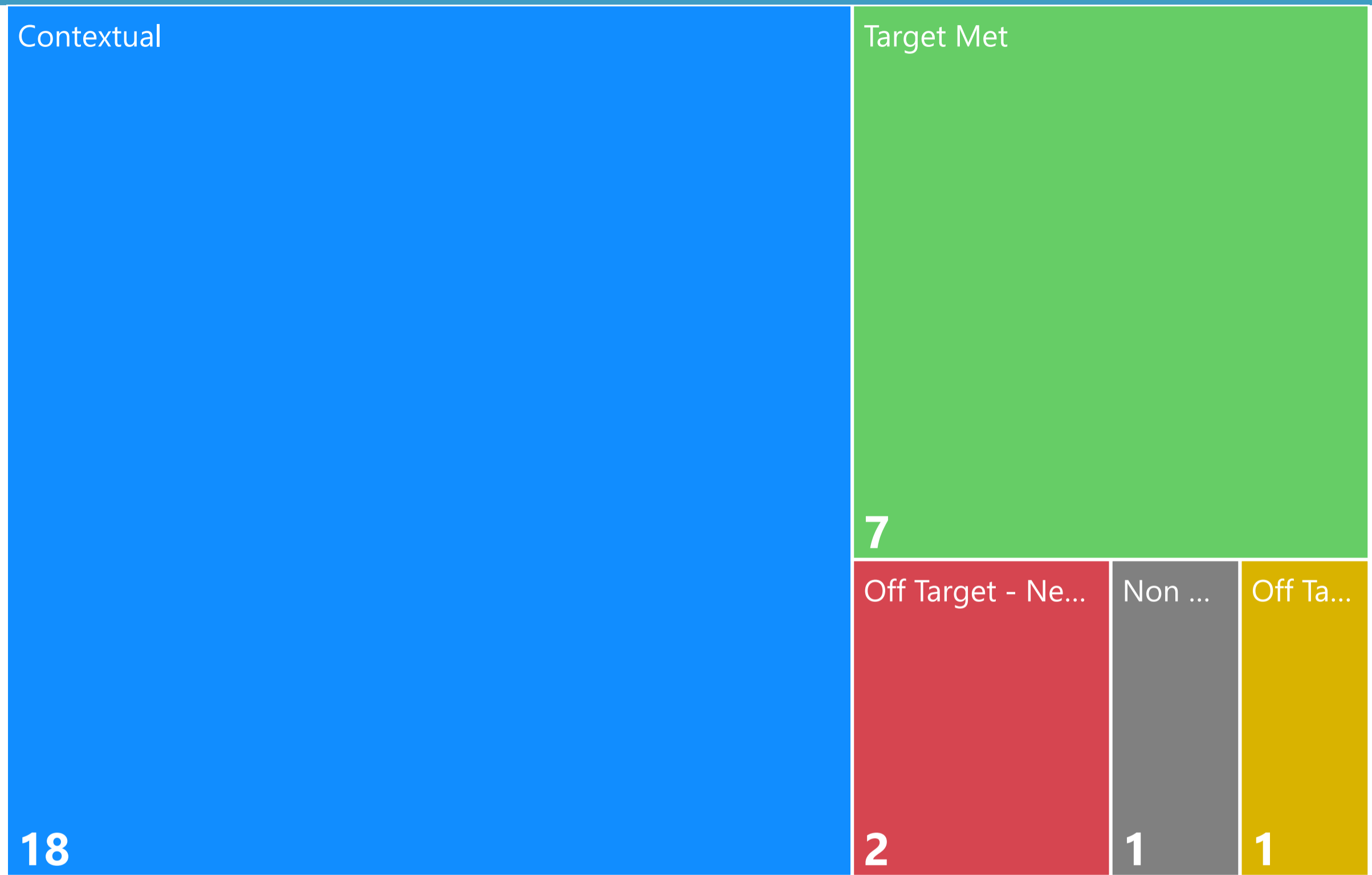


Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Strategy, People and Performance 3. Finance	Continue to bid for government funding to support the borough's ambitions, including the further development of Keele Science and Innovation Park and the University Growth Corridor.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	Delivery on current funding programmes is progressing at pace. The Council has been notified of a further 1 year allocation for the Shared Prosperity Fund.
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	good progress continues to be made in delivery of the Councils SES. All directorates now have agreed action plans with positive work being undertaken which will contribute to the Councils Net Zero Goal. Over the last 12 months the Council has reduced its Carbon emissions by 35% and by 68.37% from 2009/10.
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	Two of the five projects are complete. Kidsgrove Town Deal Board has resolved to pause and review the Shared Service Hub project with a view to delivering a revised scheme. The Board is scheduled to meet at the end of January 2025 to decide on the preferred way forward and progress accordingly. Issues around the Railway Station project and insurance for a Coal Authority permit for ground investigations are close to resolution.
Cllr. Stephen Sweeney	Commercial Delivery	Delivering the £23m Newcastle Town Deal, including: Development of key gateway sites including the 'Zanzibar' and Midway; Connecting residents and businesses to skills training for the digital world; Improving bus, cycling and walking infrastructure; Delivering a circus-themed performing arts Centre; Building more than 400 homes in Knutton and Chesterton.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	All projects are in delivery. A contract has been signed with ITS to deliver a fibre network in the Newcastle Town Deal area. Delivery of sustainable transport projects is underway with some elements complete. Work has started on site on the housing sites for both Knutton and Cross Heath. Development of a football pavilion at the Wammy is expected to be complete in early 2025. Keele in Town is nearing completion with a planned opening in January 2025. A planning application has been submitted for redevelopment of the Midway multi storey car park.
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	During the 3rd quarter the UKSPF grant funding is approaching its final funding of this 1st phase and we have seen over 33 projects funded with 3 projects reaching its completed stages. The successes include over 30 new jobs created with over 10 online digital courses supporting adult learning and created support for over 212 people in terms of job searching which includes CV writing and basic English and Maths qualifications. We have hosted nearly 24 Community network events supported by over 100 individual business representatives. Demonstrating the need for informal communications with our local business network. The projects have supported 12 businesses to submit applications for innovation funding and over 60 businesses have received one to one business support or housed a student placement for a minimum period of 100 hours. The knowledge transfer from Education to Business has improved and this has generated a business to education network which has seen improvement on curriculum delivery. In the community theme we have seen volunteering in the open spaces improve with a gardening club at the Brampton and Philip Astley Centre receiving support with the facility.
Cllr. Andrew Fear	1. Planning 2. Legal & Governance	Delivering the Newcastle Local Plan	Support the sustainable development of our towns and villages	✔ Project/Action is Progressing as Expected	The Borough Local Plan was submitted to the Planning Inspectorate for examination on the 20th December 2024. The examination is anticipated to start in early 2025. Future timings are dependent on the appointed Inspector and progress during the examination process.
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 provide positive contributions to the SSB, with the majority of the ten base pledges for this year delivered.





Priority 3: Performance Indicators Current Status



Corporate Objective	Count
Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.	1
Ensure that our most vulnerable residents are supported through the impact of the rising cost of living.	1
Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live	10
Further increasing recycling rates across the borough with a particular focus on food waste	4
Reduce anti-social behaviour and crime in our communities	5
Secure a step change in street cleanliness and the quality of the public domain	6
Support the development of community solutions to local problems	2
<b>Total</b>	<b>29</b>

Smart Narrative

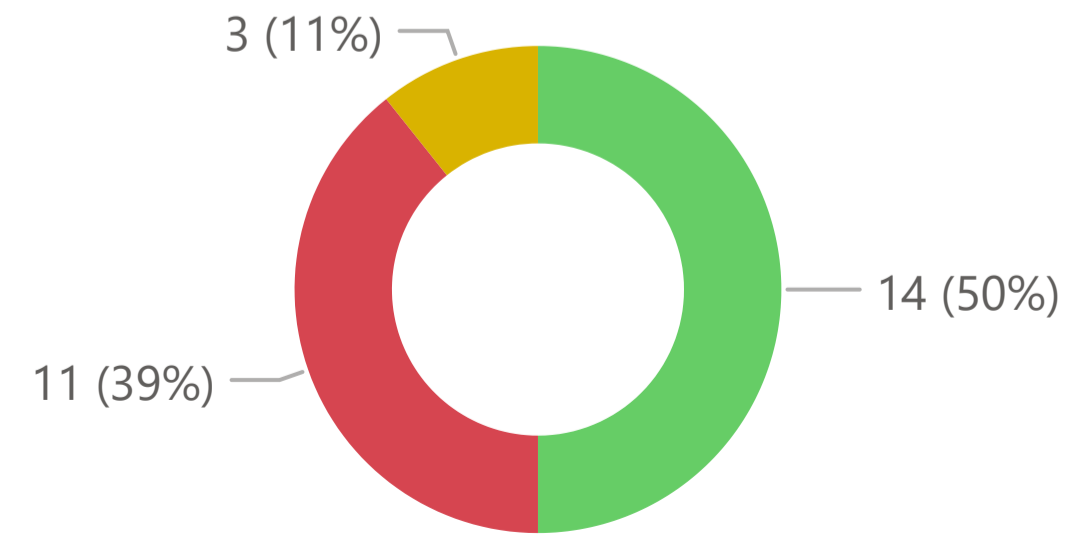
- There are 10 Indicators which have set targets this quarter within Priority 3.
- 70% met their targets within Quarter Three. 3 Indicators which met their target also showed improvement and 2 measures showed a negative trend. 2 measures did not show any change in their trend when comparing to the previous year.
- 1 measure which relates to Food % participation is unavailable due adverse weather impacting service delivery.
- There are 18 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, 7 measures demonstrated an improvement when comparing to 23/24, 1 measure show no change and 5 contextual measure did not have any historic data to compare against.
- Within Priority 3, there were 2 Projects/Actions which was been classed as completed, these being "Expansion of the street warden scheme and the creation of neighbourhood delivery teams." and "Delivery the 850 Anniversary in 2030". All other Projects remain are shown to be progressing as expected.

Priority 3: Summary Project Status Split

● Project/Action is Completed ● Project/Action is Progressing as Expected

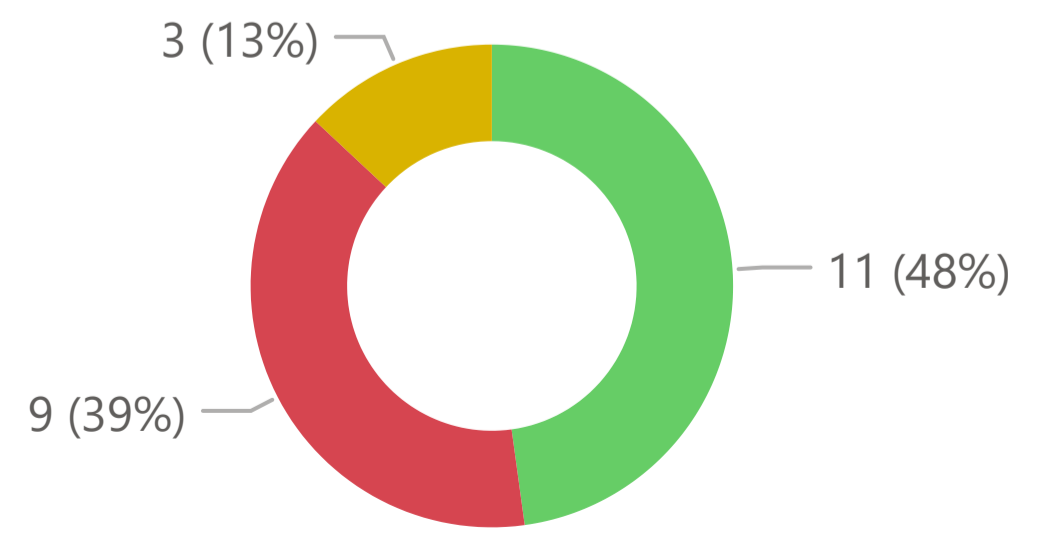


Priority 3: Qtr.3 Trend Direction of PI's Compared to Previous Quarter

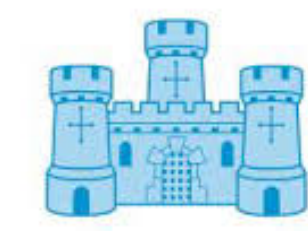


● Positive ● Negative ● No Change

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

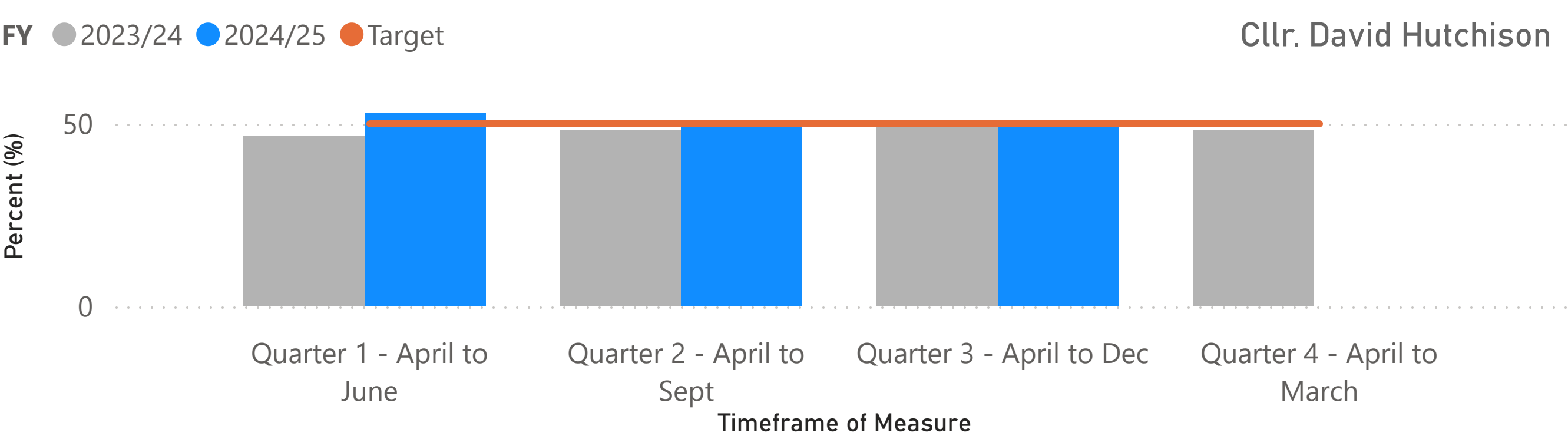


● Improvement of Previous ● Deterioration of Previous ● No Change



**High** ID1.4a - Total % of materials collected for recycling and composting verified via WDF **Current Status** **SMART Actions if Off Target**

Is Good  
Cumulative (Per Annum)



**49.25!**

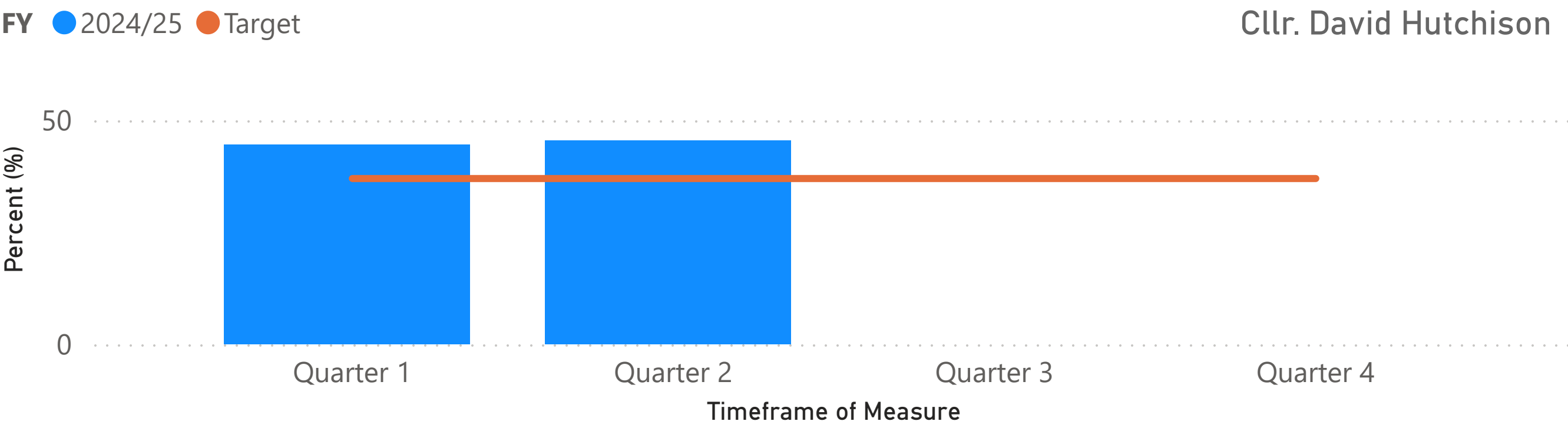
Target: 50.00

Garden waste tonnages down for December, resulting in performance dipping under 50%. Work is ongoing with targeted communications to improve recycling rates.

Positive  
Yearly Trend

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

Is Good  
Per Quarter (Snapshot)



**0.00!**

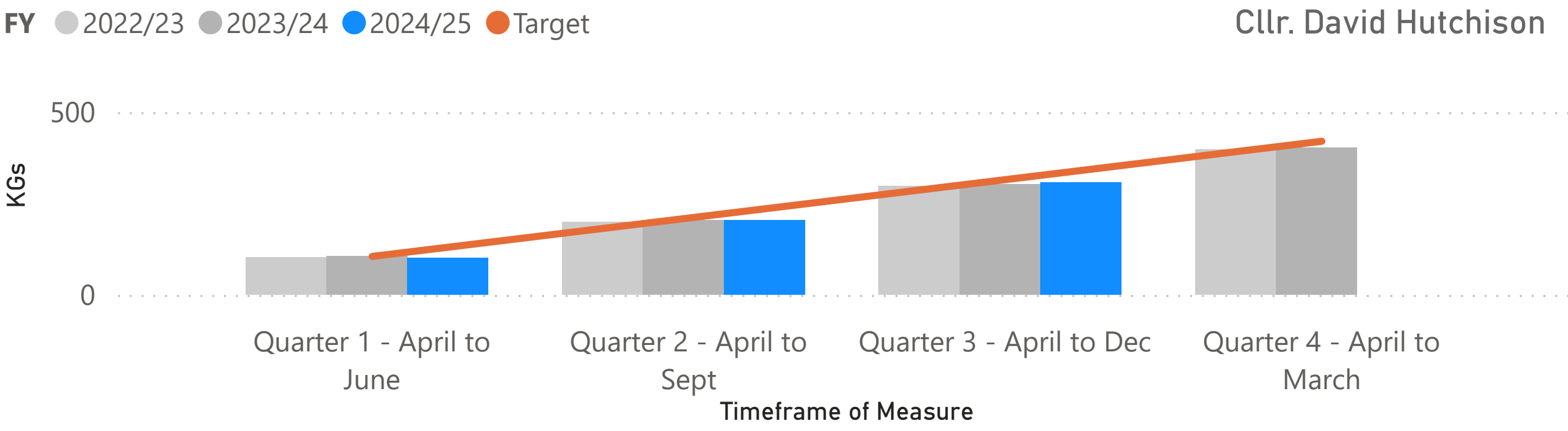
Target: 37.00

Currently dealing with significant disruption due to the adverse weather which is likely to impact the service for another week, potentially two. Recording of the data takes two full collection cycles (2 weeks) so as it's so manually intensive. Likely to be unavailable until much closer to Quarter 4.

N/A  
Yearly Trend

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

Is Good  
Cumulative (Per Annum)



**307.30✓**

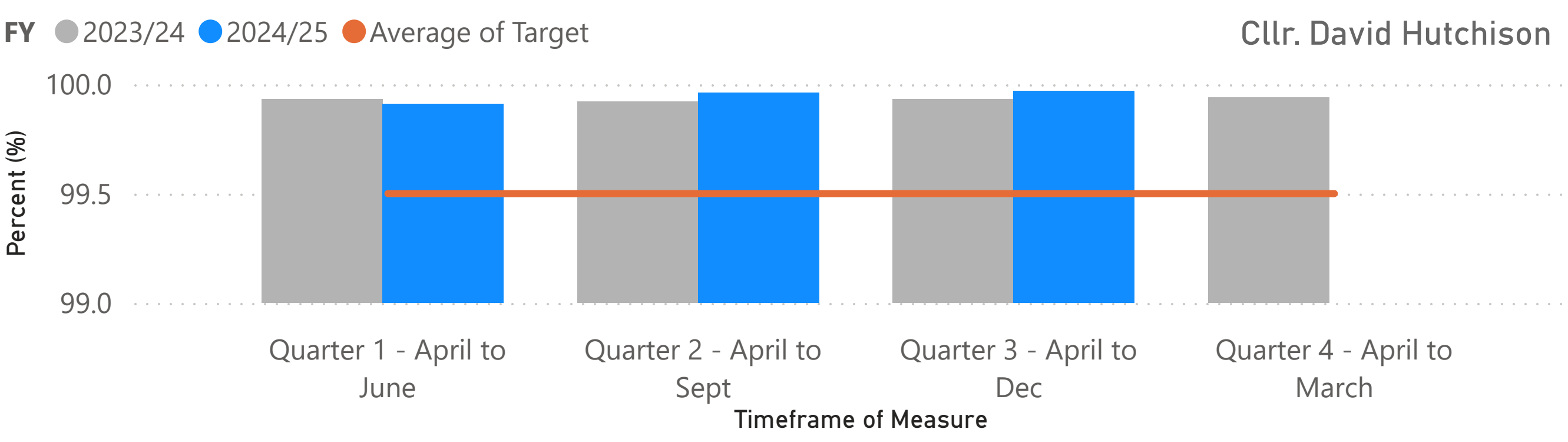
Target: 315.00

Not Required as Target Met

Positive  
Yearly Trend

**High** ID1.4d - Percentage of Successful Collections **Current Status** **SMART Actions if Off Target**

Is Good  
Cumulative (Per Annum)



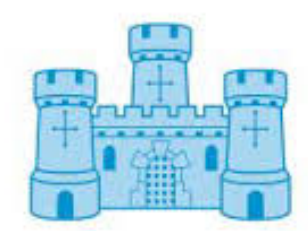
**99.97✓**

Target: 99.50

Not Required as Target Met

Positive  
Yearly Trend

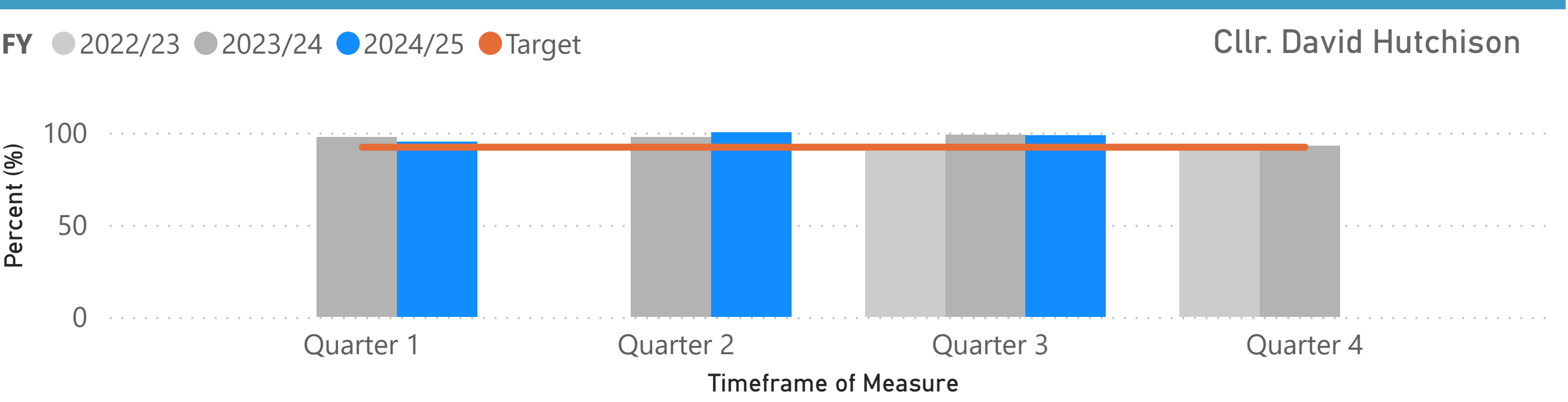
Further increasing recycling rates across the borough with a particular focus on food waste



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

Is Good  
Per Quarter (Snapshot)

Negative  
Yearly Trend



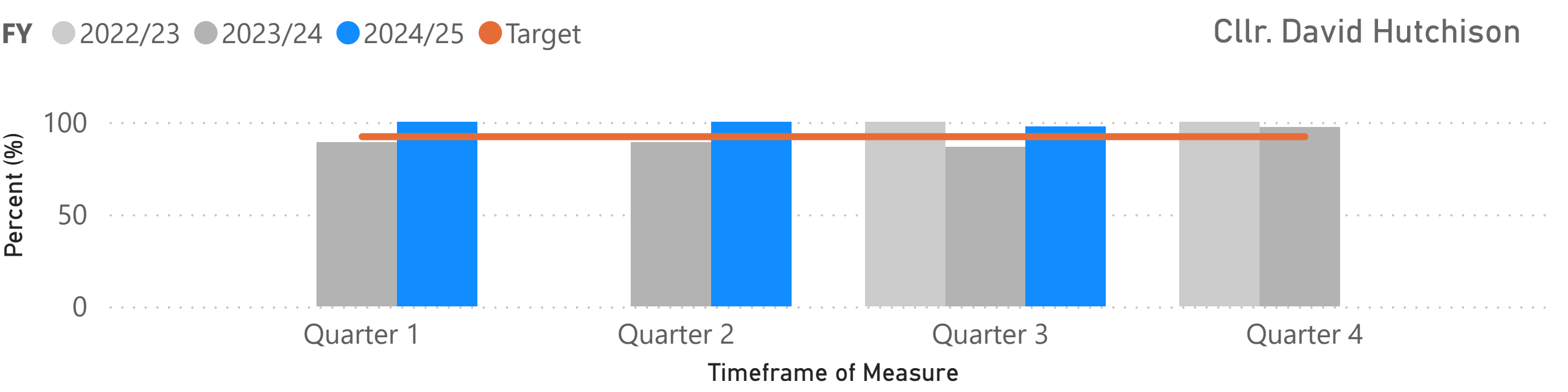
Current Status SMART Actions if Off Target

98.33 ✓  
Target: 92.00  
Not Required as Target Met

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

Is Good  
Per Quarter (Snapshot)

Positive  
Yearly Trend



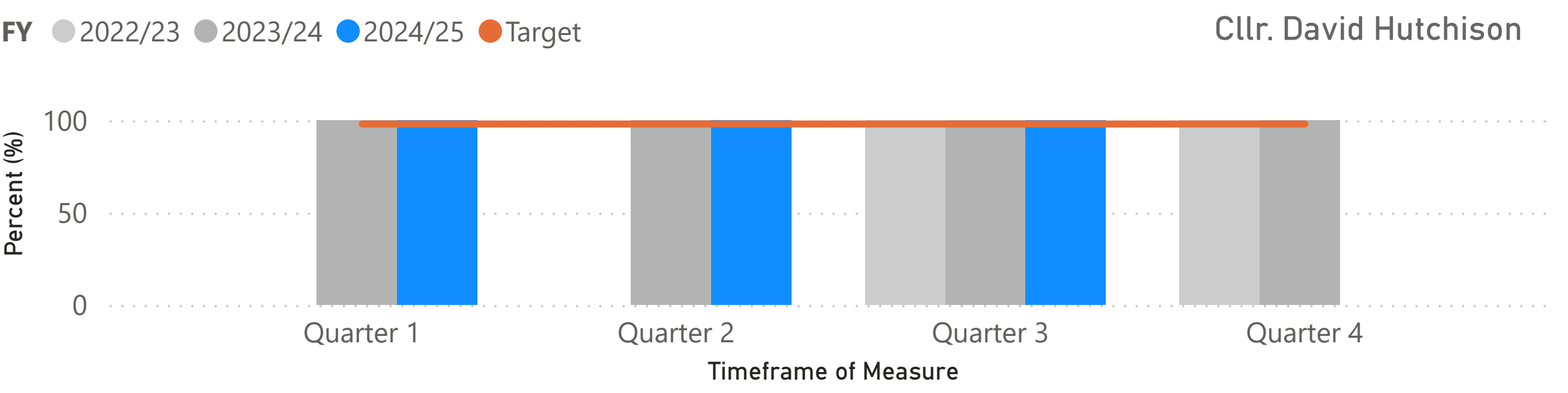
Current Status SMART Actions if Off Target

97.50 ✓  
Target: 92.00  
Not Required as Target Met

High ID1.5c - d environment cleanlin\_Levels of street aness (LAMS survey) free / predominantly free of graffiti

Is Good  
Per Quarter (Snapshot)

No Change  
Yearly Trend



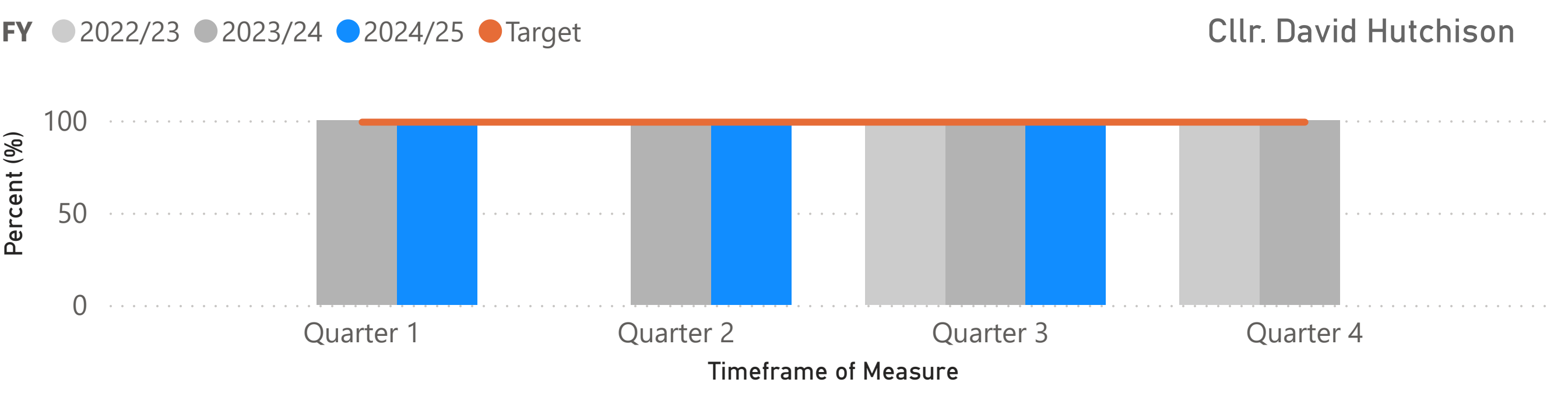
Current Status SMART Actions if Off Target

100.00 ✓  
Target: 98.00  
Not Required as Target Met

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

Is Good  
Per Quarter (Snapshot)

No Change  
Yearly Trend

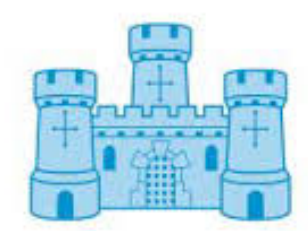


Current Status SMART Actions if Off Target

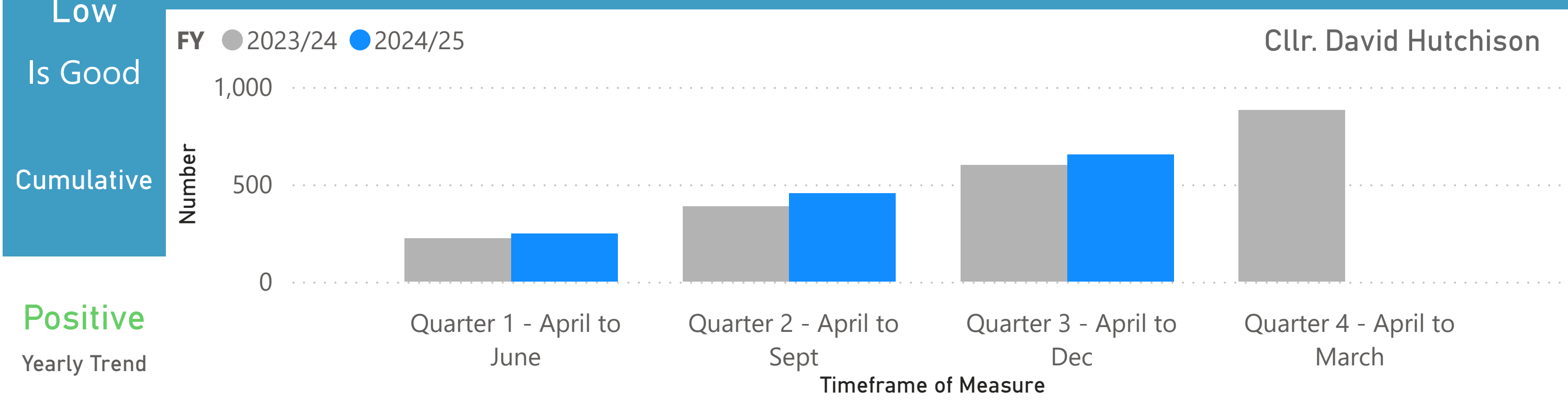
100.00 ✓  
Target: 99.00  
Not Required as Target Met

Secure a step change in street cleanliness and the quality of the public domain





**ID3.11 - Number of Fly-Tipping Incidents (as per national measure)** Current Status SMART Actions if Off Target

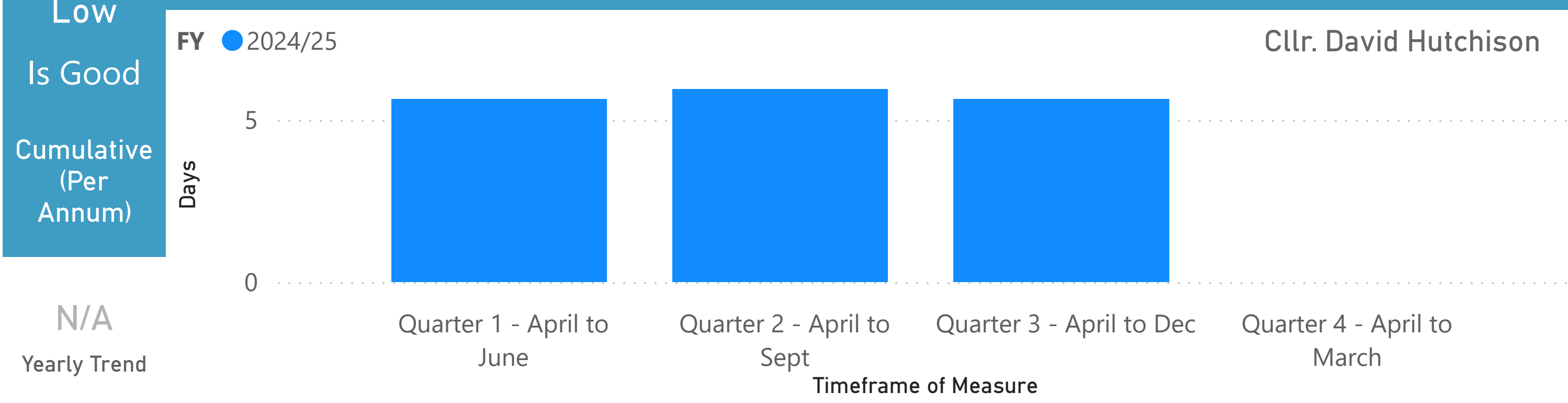


651

This is a new measure to scope number of fly tips that are reported. These are fly tipping reports made directly to the Council for us to action. Streetscene to respond initially to clear the fly tip. Neighbourhood Delivery to then follow this up with enforcement if relevant.

Secure a step change in street cleanliness and the quality of the public domain

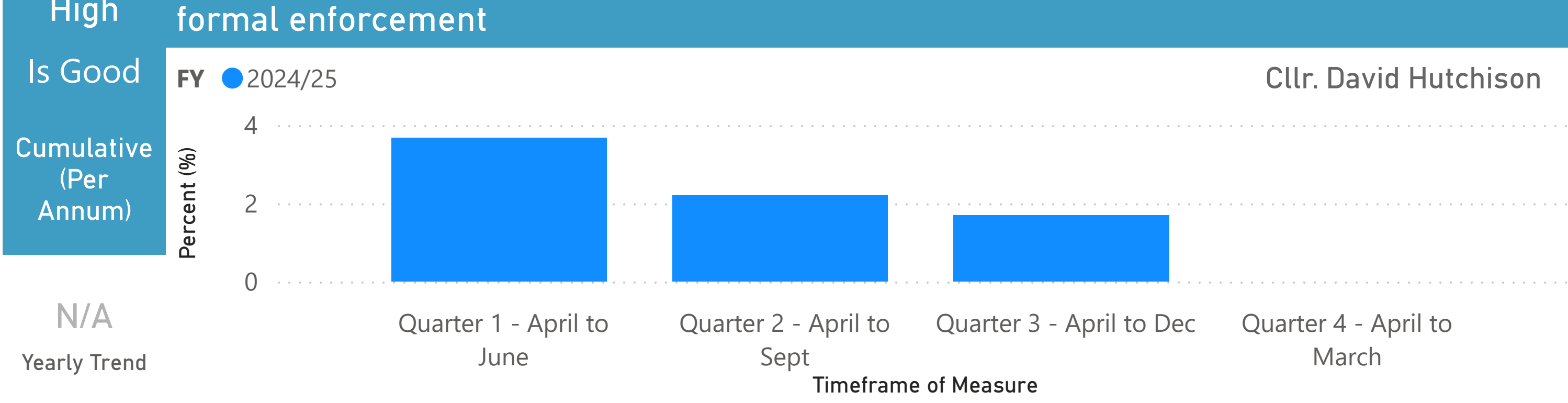
**ID3.12 - Average number of days from report of fly-tipping to clear-up (Case closed)** Current Status SMART Actions if Off Target



5.64

Measure has shown an increase from previous month but has remained under the average value seen in the year. Currently reporting at 5.64 days from Jadu Report to Case Closed. Measure will be monitored throughout the year to understand trends.

**ID3.13 - % of fly-tipping incidents where sufficient evidence gathered to proceed to formal enforcement** Current Status SMART Actions if Off Target

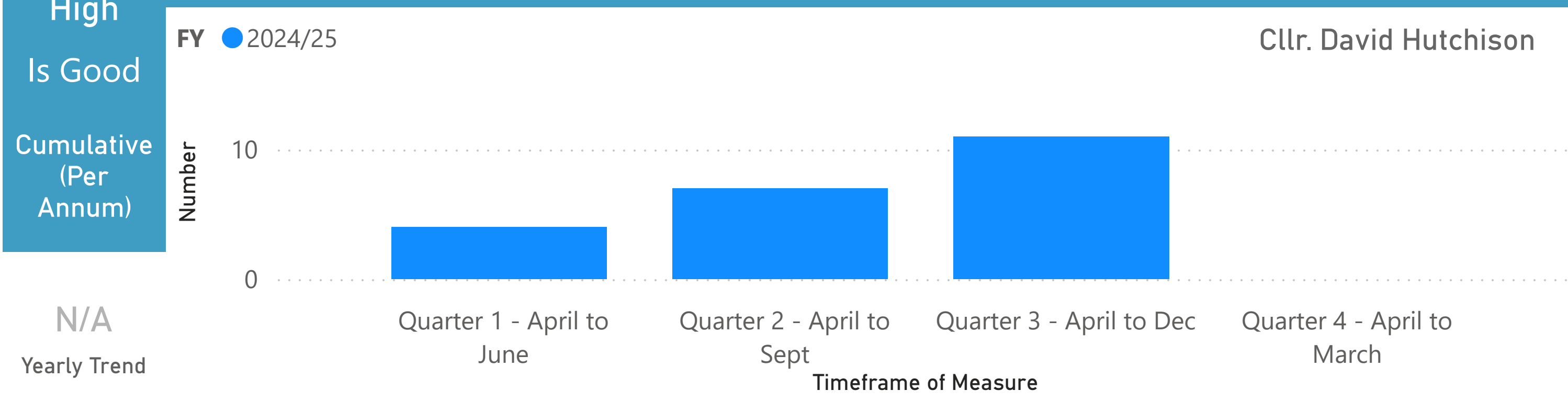


1.69

This measure demonstrates the percentage of fly tipping incidents where evidence has been retrieved by Streetscene operatives and passed to Neighbourhood delivery. This is a new measure and a new code has been added onto APP to allow us to effectively report on the number of cases where this is relevant.

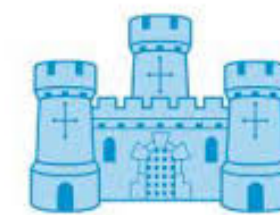
Reduce anti-social behaviour and crime in our communities

**ID3.14 - Number of Fly-tipping FPNs issued** Current Status SMART Actions if Off Target



11

Total number of FPN's served against those cases where evidence has been seized. This includes offences such as fly tipping and duty of care offences. Data amended now incorporating DOC + Flytipping offences

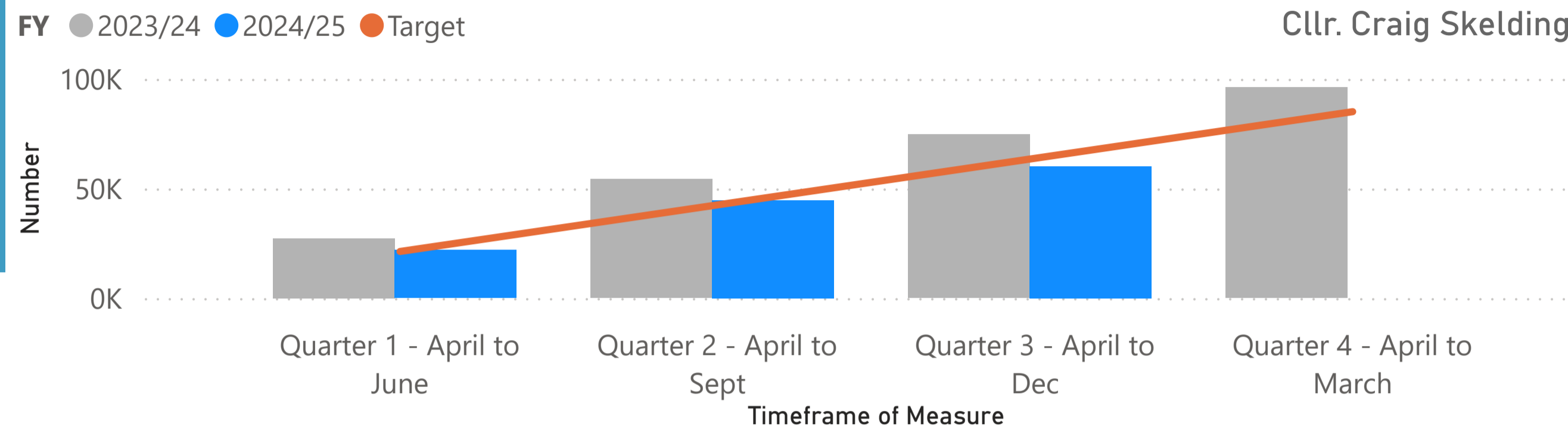


High  
Is Good  
Cumulative  
(Per  
Annum)

### ID3.3 - Number of People Accessing the Museum's collections in person only

Current Status

SMART Actions if Off Target



60,069!  
Target: 63,750

Numbers were down on December 2023 but up on December 2022. 2023 was unusual in that we were celebrating the 850, the museum's profile was high and ran an number of extra activities and also externally funded events at that time. The weather in December was poor, which affects turnout.

Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.

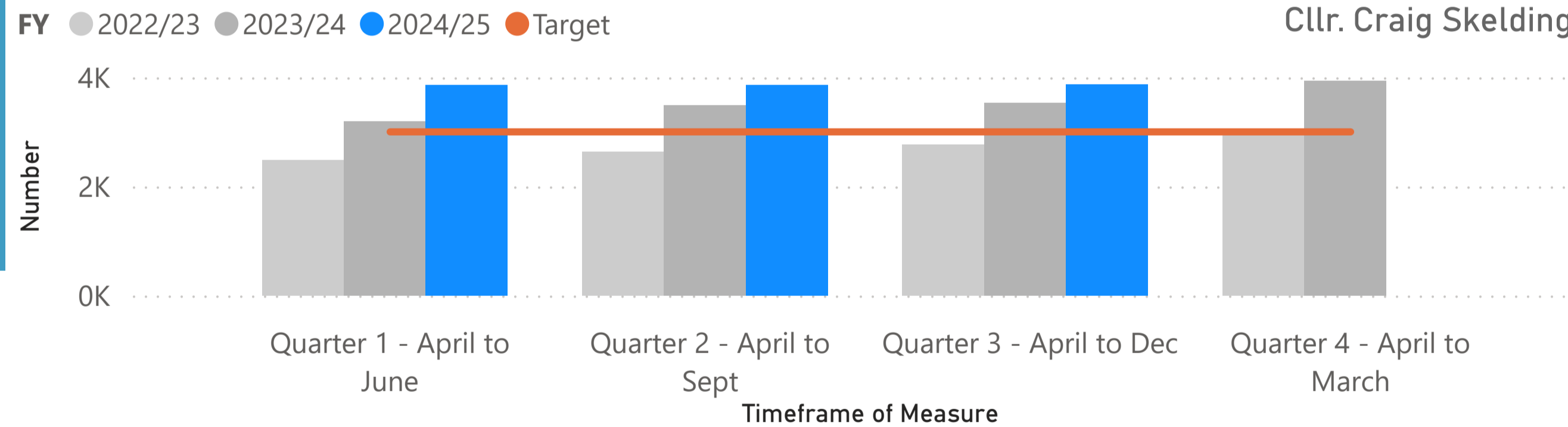
Negative  
Yearly Trend

High  
Is Good  
Cumulative  
(Per  
Annum)

### ID3.4 - J2 Membership growth

Current Status

SMART Actions if Off Target



3,869✓  
Target: 3,000

Not Required as Target Met

Support the development of community solutions to local problems

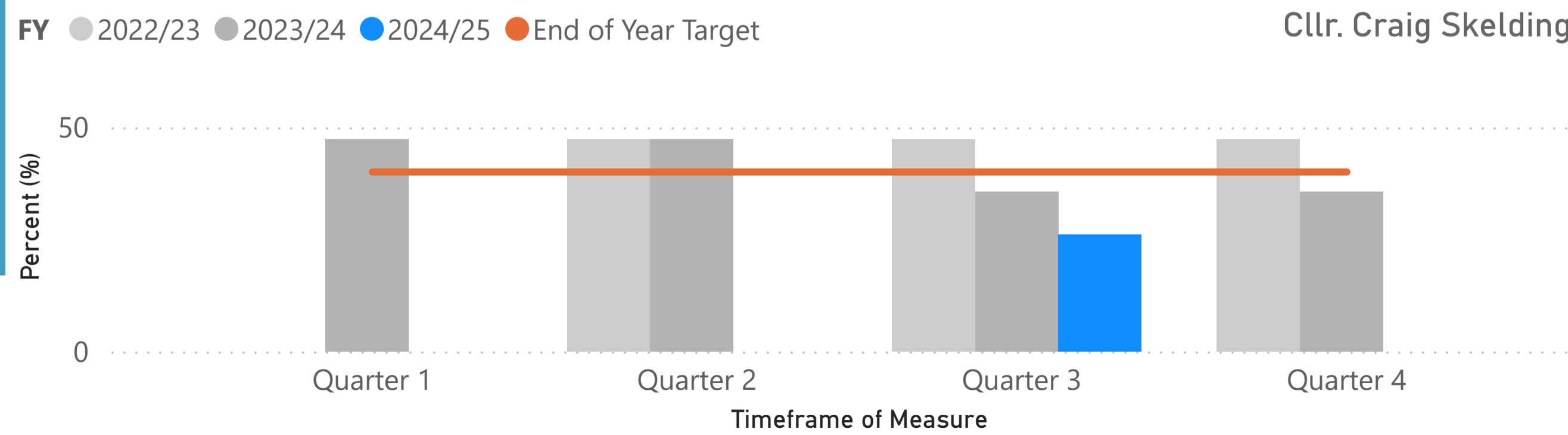
Positive  
Yearly Trend

High  
Is Good  
Per  
Quarter  
(Snapshot)

### ID3.5 - Jubilee 2 Customer Satisfaction – Net Promotor Score

Current Status

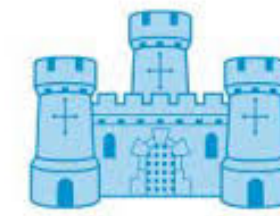
SMART Actions if Off Target



26.09!  
End of Year Target: 40.00

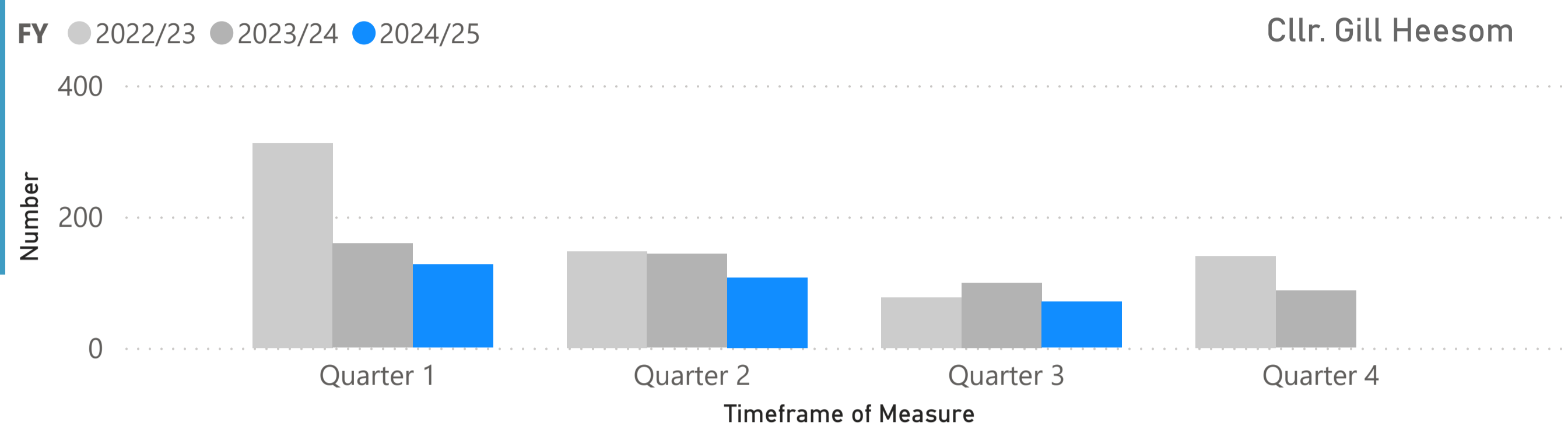
Whilst the Net Promoter Score (NPS) did not meet the target of 26 it is comparable with the national picture provided by Sport England NPS average of 28 in 2024. Sport England also recognises that the NPS score reached a peak in 2021 with an average of 35 across the sector, which mirrors the picture at Jubilee2. This PI is to be reviewed for 2025 and could be replaced by a more simplified customer satisfaction figure.

Negative  
Yearly Trend



**ID3.1a - Anti-Social Behaviour (ASB) cases - New cases received during the quarter** Current Status SMART Actions if Off Target

Low  
Is Good  
Per Quarter (Snapshot)  
Positive  
Yearly Trend

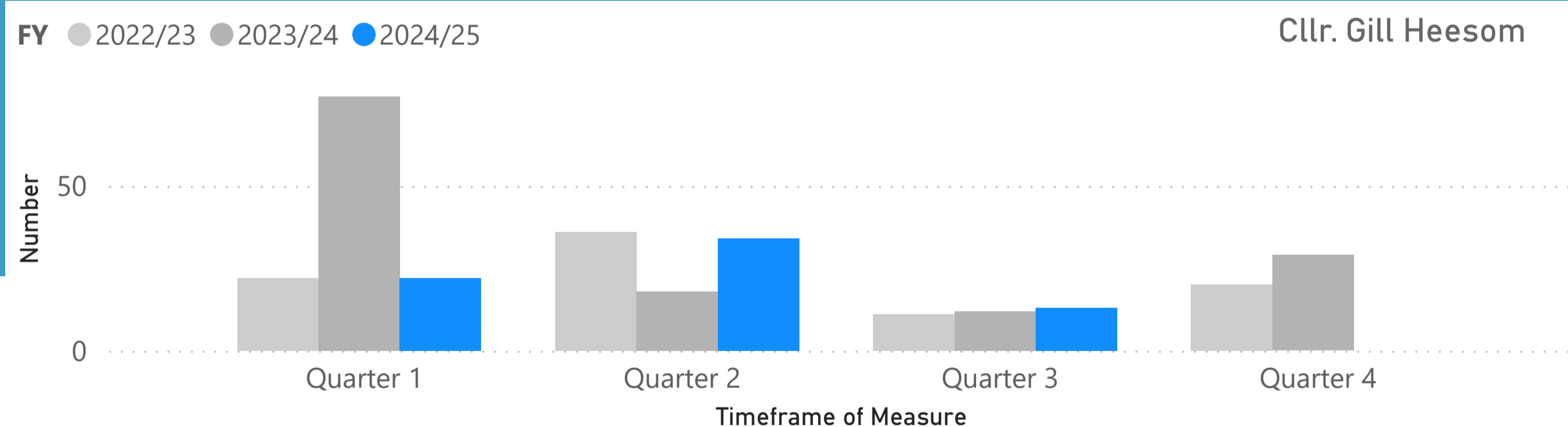


127

Training has recently been undertaken by professionals in regards to ASB - and how we can effectively triage, assess ASB cases. We are also contributing to a County wide ASB policy which will outline the what members of the public can expect from each of the respective partners.

**ID3.1b - (ASB) cases - Current open cases at the end of the quarter** Current Status SMART Actions if Off Target

Low  
Is Good  
Per Quarter (Snapshot)  
Negative  
Yearly Trend



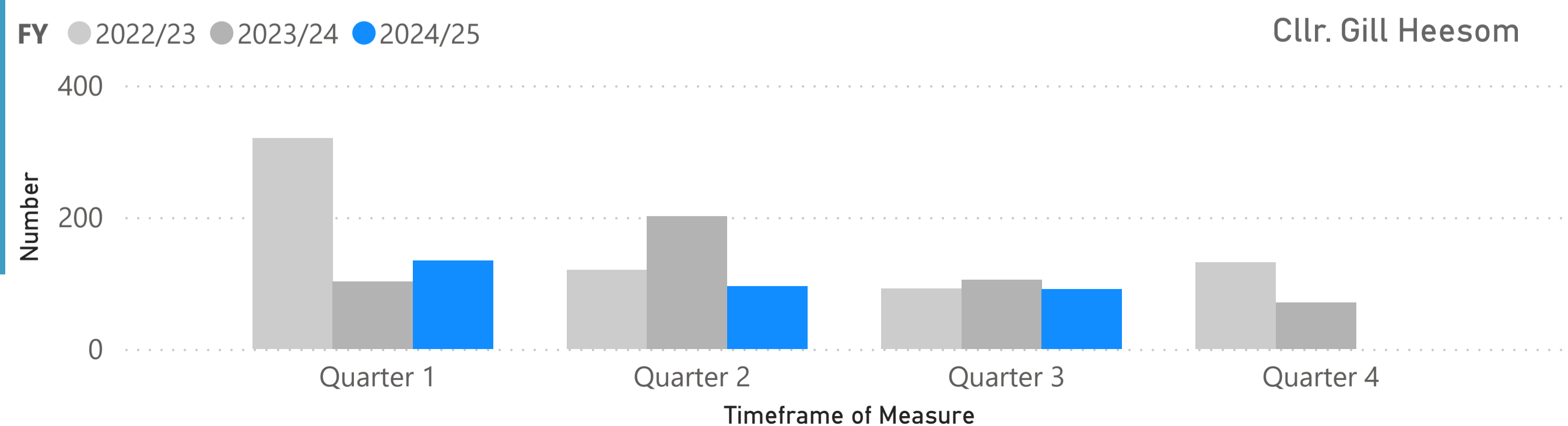
22

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

Reduce anti-social behaviour and crime in our communities

**ID3.1c - (ASB) cases - Cases closed in the quarter** Current Status SMART Actions if Off Target

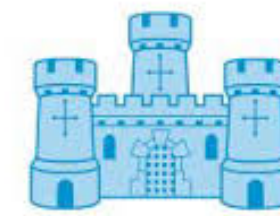
High  
Is Good  
Per Quarter (Snapshot)  
Negative  
Yearly Trend



134

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.



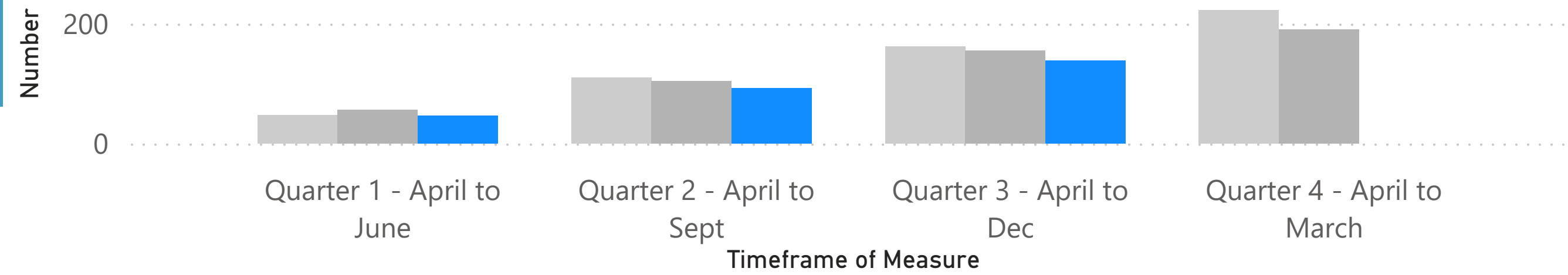


Low  
Is Good  
Cumulative (Per Annum)

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

FY ● 2022/23 ● 2023/24 ● 2024/25

Cllr. Gill Heesom



Current Status

138

SMART Actions if Off Target

We continue to work with a high number of cases on the vulnerability hub. Whilst the hoarding project has finished, we have worked with Aspire to get a smaller amount of funding to work with Reaching again. This is more on a consultative basis, we continue to see an increase in hoarding cases and people living in very poor conditions, some with no heating or usable cooking facilities. This is a real concern when we have cold weather, as we do at the moment.

We are looking at options to continue the role of the safe Recovery Officer who will be partly funded through the Locality Deal Funding in 25/26. The Safe Recovery Officer is pivotal to the work of the vulnerability hub, we will work with partners on this.

Ensure that our most vulnerable residents are supported through the impact of the rising cost of living.

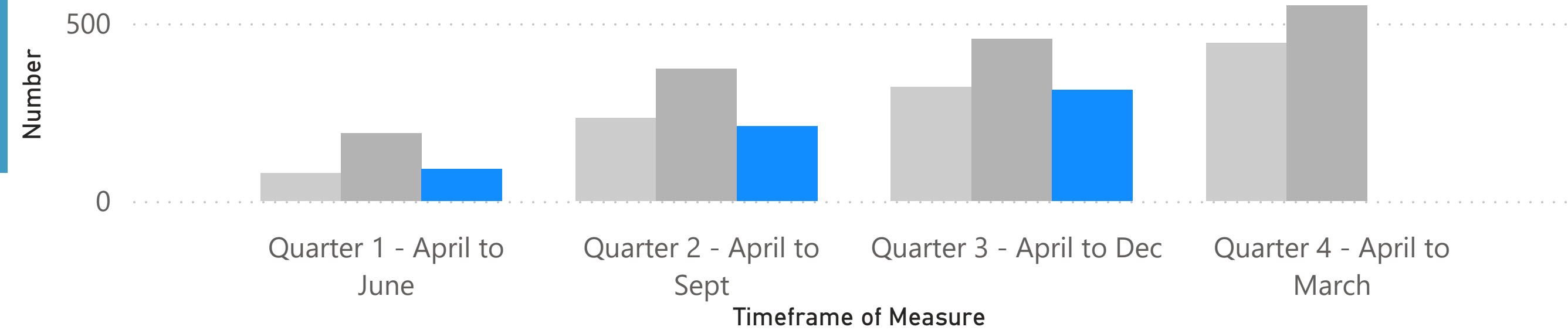
Positive  
Yearly Trend

Low  
Is Good  
Cumulative (Per Annum)

### ID3.8 - Emergency homeless presentations

FY ● 2022/23 ● 2023/24 ● 2024/25

Cllr. Gill Heesom



Current Status

313

SMART Actions if Off Target

Homeless presentations dropped from previous quarter when looking in isolation. They have also improved when compared to previous year for the same time period. Outturn target is to reduce from last year which we are currently on track to achieve.

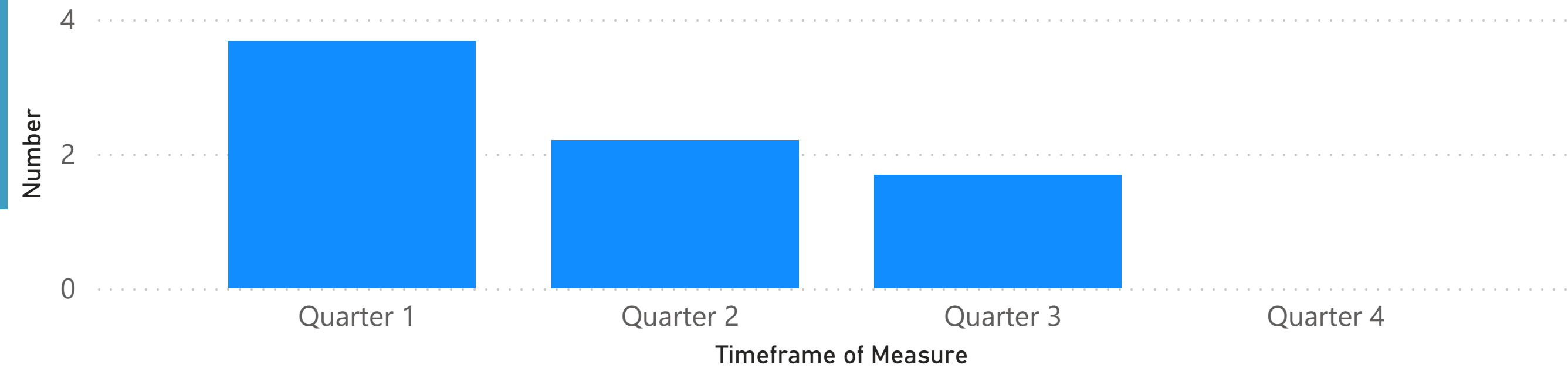
Positive  
Yearly Trend

Low  
Is Good  
Per Quarter (Snapshot)

### ID3.9 - Number of open Disabled Facilities Grant enquiries

FY ● 2024/25

Cllr. Gill Heesom



Current Status

173

SMART Actions if Off Target

This measures the number of open disabled facility grant enquiries, the aim is to achieve a consistent number of open applications to ensure they are progressing efficiently but also that budget is available for all cases. When the service transferred in house in April 2023 there were 315 open applications, the service has been working to bring this to a manageable level.

Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live

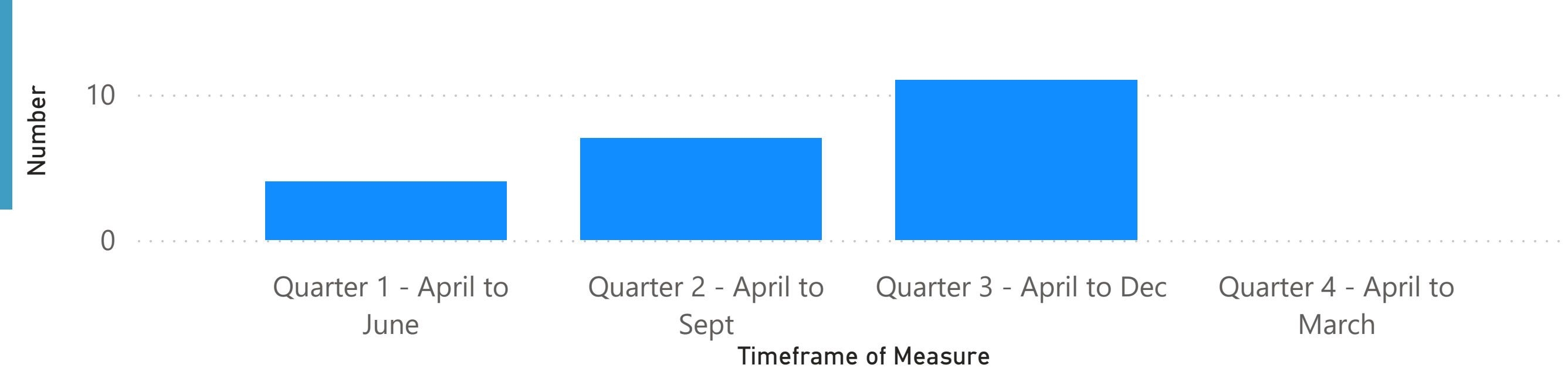
N/A  
Yearly Trend

High  
Is Good  
Cumulative (Per Annum)

### ID3.10 - Number of Disabled Facilities Grants completed

FY ● 2024/25

Cllr. Gill Heesom



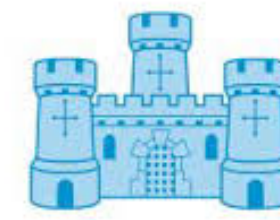
Current Status

129

SMART Actions if Off Target

These grants are an investment to support disabled residents to live independently at home or be cared for at home, the aim is to complete grant applications efficiently and to fully utilise the Government allocated budget. This measure is different to RS10 as it reports the number of adaptations, some homes may have more than one adaptation ie a through floor lift and a level ...

N/A  
Yearly Trend



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

Low Is Good Cllr. Gill Heesom

Per Quarter (Snapshot)

**Negative** Yearly Trend

FY ● 2022/23 ● 2023/24 ● 2024/25

Timeframe of Measure	2022/23	2023/24	2024/25
Quarter 1 - April to June	~1,200	~1,800	~2,200
Quarter 2 - April to Sept	~1,500	~2,000	~2,200
Quarter 3 - April to Dec	~1,600	~2,100	~2,200
Quarter 4 - April to March	~1,800	~2,200	-

**2,558**

Trend increasing, data will be compared against previous year as we progress, new review module implemented

**ID3.7 - Number of lets to registered providers from the housing waiting list** Current Status SMART Actions if Off Target

High Is Good Cllr. Gill Heesom

Per Quarter (Snapshot)

**Negative** Yearly Trend

FY ● 2022/23 ● 2023/24 ● 2024/25

Timeframe of Measure	2022/23	2023/24	2024/25
Quarter 1 - April to June	~100	~200	~150
Quarter 2 - April to Sept	~200	~350	~250
Quarter 3 - April to Dec	~350	~450	~350
Quarter 4 - April to March	~550	~550	-

**350**

Monitoring nominations received from the housing providers, measure will be monitored as year progresses

**ID4.4 - Total Rough Sleepers Verified in Quarter** Current Status SMART Actions if Off Target

Low Is Good Cllr. Gill Heesom

Per Quarter (Snapshot)

**Positive** Yearly Trend

FY ● 2022/23 ● 2023/24 ● 2024/25

Timeframe of Measure	2022/23	2023/24	2024/25
Quarter 1	~45	~10	~10
Quarter 2	~35	~15	~15
Quarter 3	~15	~10	~10
Quarter 4	~10	~10	-

**6**

In November we carried out the annual count. This process is done jointly with Stoke-on-Trent City Council. On previous years we have done an evidence-based estimate, but on this occasion, we carried out a count-based estimate. This was based on ensuring the process and figures collected were the most accurate as our funding allocations from MHCLG is based around these. Our annual figures for 2024 were 7. For previous years we have had:  
2024 – 7  
2023 – 10  
2022 – 6  
2021 – 7  
2020 – 9  
Our figures have decreased by 3 from 2023

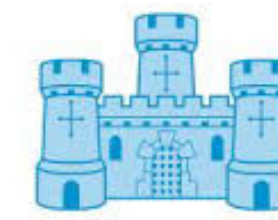
**ID4.4a, 4.4b, 4.4c and 4.4d - Breakdown of Rough Sleepers Verified in Quarter** Cllr. Gill Heesom

● 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 ...

Timeframe of Measure	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 ...
Quarter 1	2	2	4	0
Quarter 2	0	1	2	2
Quarter 3	0	2	3	1
Quarter 4	0	0	0	0

Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live





Project Status Split for Priority 3.

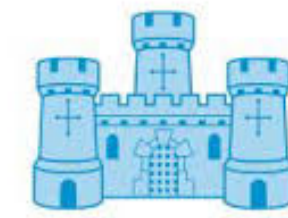
Project/Action is Progressing as Expected

4

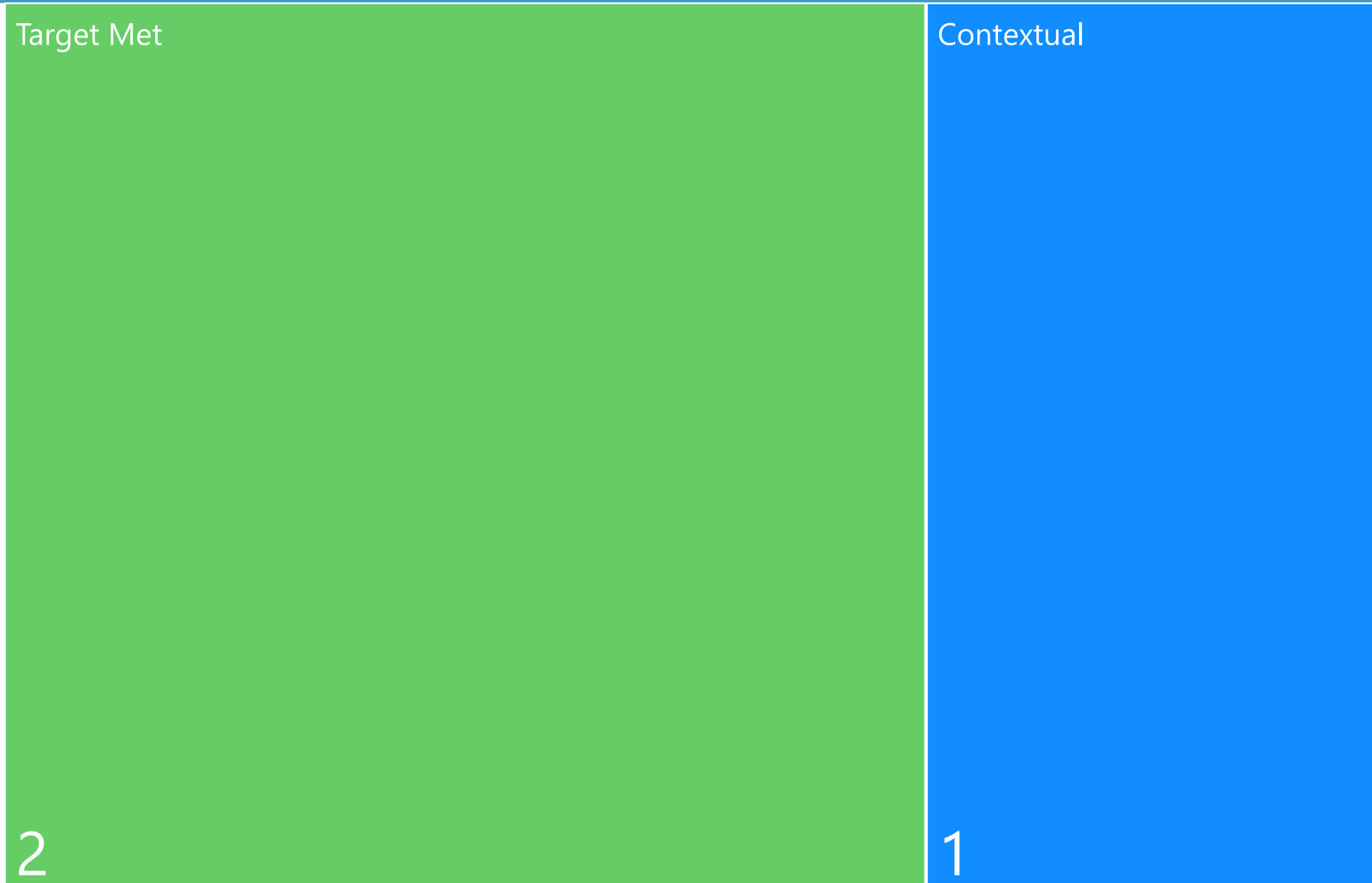
Project/Action is Completed

2

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 work is ongoing with the Local Policing Team in Newcastle, with data sharing and analysis informing the prioritisation and deployment of resources. Statistics are showing that Crime and ASB is reducing, particularly in Newcastle town centre which is a priority area for Precision Policing based on the Strategic Assessment.
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 Completed	The statue of the late Queen Elizabeth continues to receive positive feedback as
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 Completed	Project/Action has been completed.
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 Progressing as Expected	Recycling levels have increased over the last twelve months, with recycling from flats being rolled out and performing well. Food waste to flats is currently being rolled out, and the Council will be providing recycling and separate food collections to businesses from April 2025.
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	Ongoing partnership work continues. Through the partnership board, we are progressing working groups around vulnerability, employability, 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	The Civic Pride initiative has been launched and a programme drafted for 2025 to enable engagement with communities across the Borough on the themes of clean, safe, green and welcoming.



Priority 4: Performance Indicators Current Status



Corporate Objective	Count
Increasing the number of people living, working and using Newcastle town Centre	3
<b>Total</b>	<b>3</b>

Smart Narrative

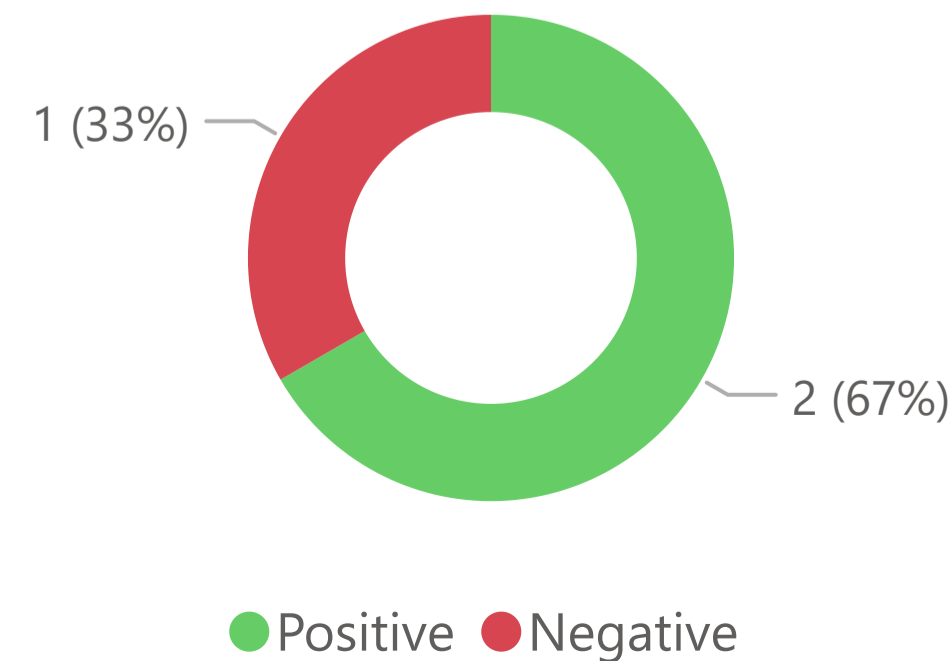
- There are 2 Indicators which have set targets this quarter within Priority 4.
- Both the indicators that have had data shared have met their respective targets. One of these also showed an improvement when compared to Quarter Three of the previous year, the other showed a negative trend when comparing the same time period from the previous year.
- There is 1 Indicator which is contextual this quarter and does not have a target to meet. This measure relates to the Town Centre Footfall. The data provided only shows Quarter 2 & Quarter 3 with no data provided for Quarter 1. This has meant the measure did not have any historic data to compare against so no trend data has been provided.
- Within Priority 4, One project/action has been classed as completed; this being "Developing a Town Centre Strategy for Kidsgrove". All other Projects/Actions were identified to be progressing as expected.

Priority 4: Summary Project Status Split

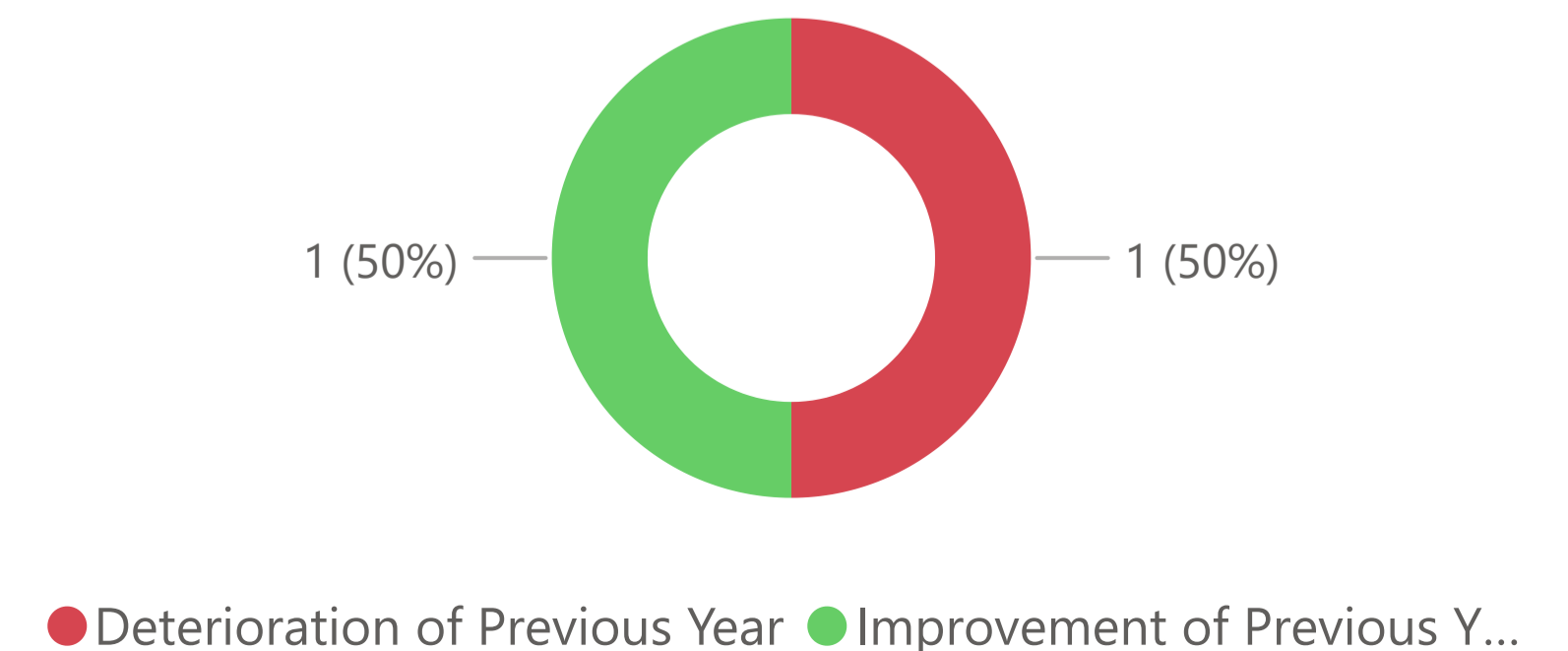
● Project/Action is Completed ● Project/Action is Progressing as Expected



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



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





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

Current Status

SMART Actions if Off Target

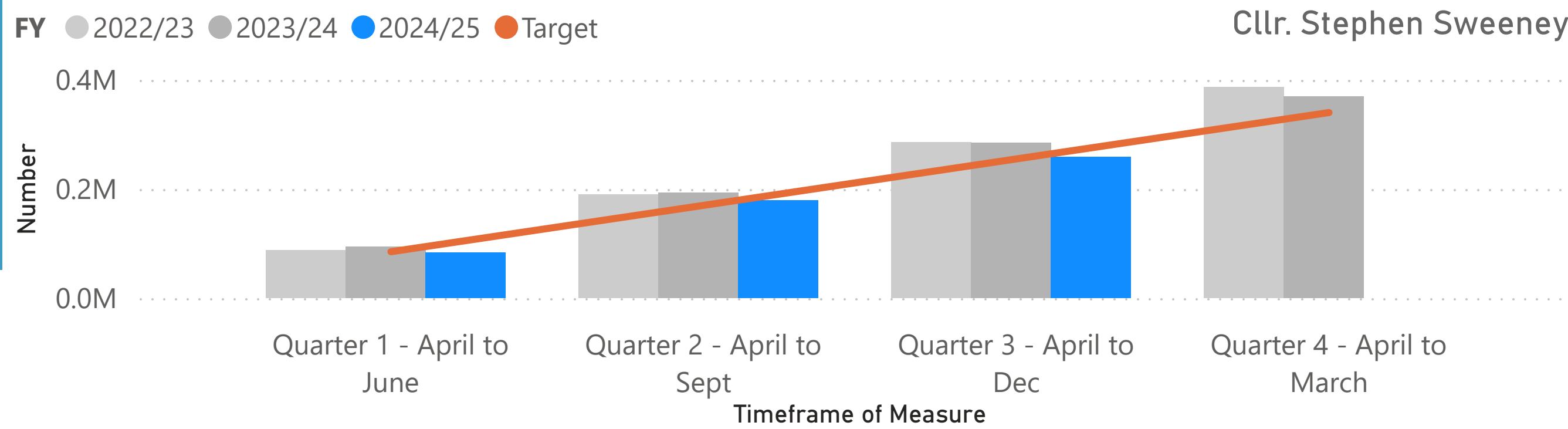
High

Is Good

Cumulative (Per Annum)

Negative

Yearly Trend



Cllr. Stephen Sweeney

258,637 ✓

Target: 255,000

Not Required as Target Met

### ID4.2 - Town Centre Footfall - Newcastle

Current Status

SMART Actions if Off Target

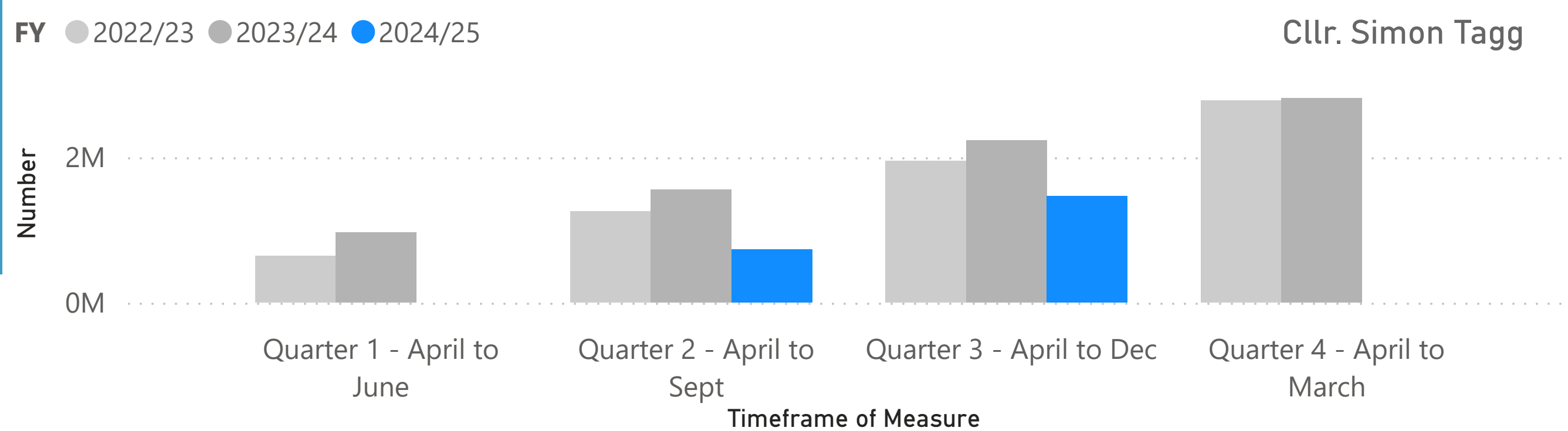
High

Is Good

Cumulative (Per Annum)

N/A

Yearly Trend



Cllr. Simon Tagg

1,466,057

Data shown is for Q2 & Q3 only. Data was not provided by the BID for Q1. Due to only showing these two quarters, comparison between financial years is not available. Footfall in isolation for Quarter 3 has improved when comparing the same period from 2023/24.

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

Current Status

SMART Actions if Off Target

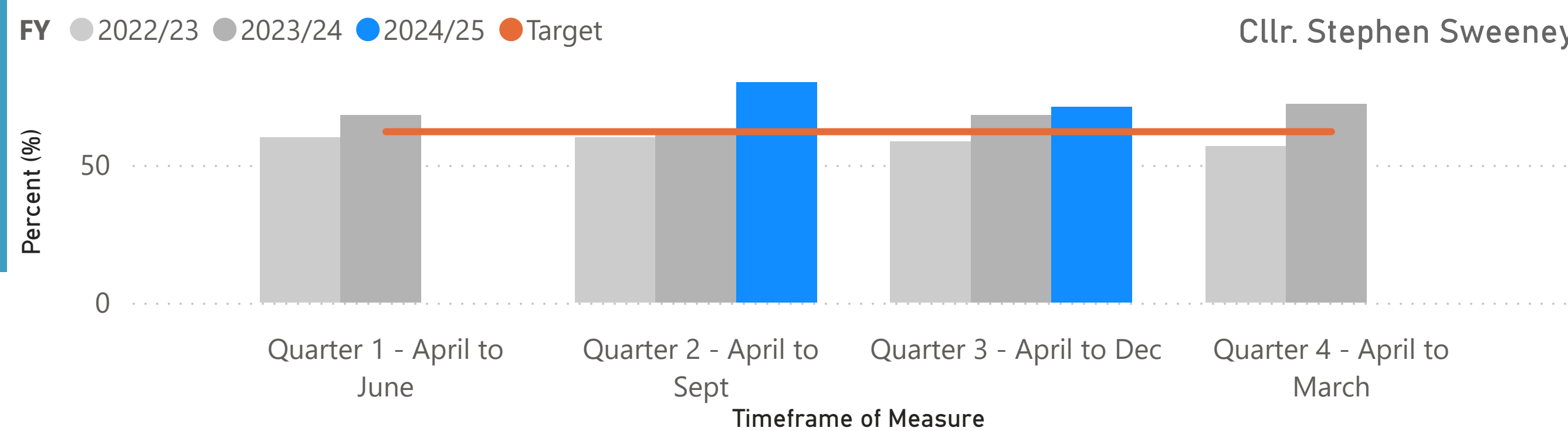
High

Is Good

Cumulative (Per Annum)

Positive

Yearly Trend



Cllr. Stephen Sweeney

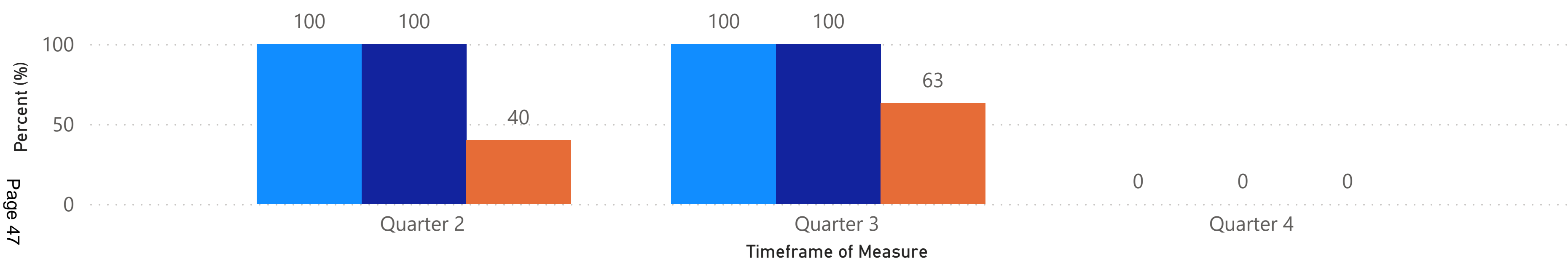
71.00 ✓

Target: 62.00

Seasonal fluctuations at the outdoor market follow national trends. This is evidenced by the reduction of the number of outdoor events, held predominantly in the Summer months. PIs for stall occupancy are now collected following a Market remodelling project, which reduced numbers of fixed stalls from 40 to 27.

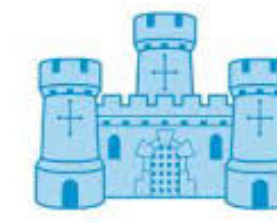
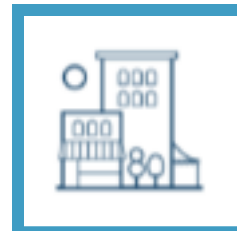
### ID4.3a, 4.3b and 4.3c- Average stall occupancy rate for Specific Markets

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



Increasing the number of people living, working and using Newcastle town Centre





## Project Status Split for Priority 4.

Project/Action is Progressing as Expected

4

Project/Action is Completed

1

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	A planning application has been submitted for the redevelopment of the Midway car park into residential accommodation and is expected to be determined in early 2025.
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 Completed	Project/Action has been completed.
Cllr. Stephen Sweeney	Commercial Delivery	Redevelopment of Ryecroft Site	Continuing to work with key partners to deliver the redevelopment of opportunities across the borough	✔ Project/Action is Progressing as Expected	Planning applications have now been received from Capital&Centric and McCarthy Stone for key elements of the Ryecroft redevelopment scheme. These Development of Castle Car Park is nearing completion with a planned opening in early 2025.
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	Stripping back of the existing structure to the concrete frame is well under way. A planning application has been submitted for the redevelopment of York Place and is expected to be determined in early 2025.
Cllr. Stephen Sweeney	Neighbourhoods	Further enhance the historic market and public realm and boost our signature specialist market programme	Further enhance the historic market and public realm and boost our signature specialist market programme	✔ Project/Action is Progressing as Expected	The final phase of the Public Realm and Market Improvement project is scheduled for completion in March 2025, and the programme of event markets for 2025 is being compiled with specialist providers.



**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

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

**27<sup>th</sup> March 2025**

**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

<b><u>Purpose of the Report</u></b>	<b><u>Key Decision</u></b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
To update Scrutiny Committee on the Town Deal and Future High Street Funds projects.	
<b><u>Recommendation</u></b>	
That:-	
1. <b>Scrutiny Committee notes this report on the delivery of the Town Deal and Future High Street Funds projects.</b>	
<b><u>Reasons</u></b>	
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

Planning permission has now been received for the large digital screen and the Traffic Regulation Order for the 'Nipper Parking' has been agreed for implementation on the

ground. Works to the project (including benching and planters) will be complete by the end of March 2025 in line with the funding deadline for spend.



### 2.1.2 Astley Place

The demolition / strip out contract for the removal of the building fabric, exposing the framework for future development has practically completed and the planning application for the new development will be considered at a special meeting in April alongside all Town Centre regeneration schemes. Cabinet will consider the contract award to Capital&Centric at its March 18<sup>th</sup> meeting with a view to works on site commencing in early summer. Completion is expected by the end of 2026.







### Merrial Street / Red Lion Square

Part of the new square created within the development will be a new small scale music venue which will be supported by Joules Brewery and a newly created CIC, with the aim of hiring out the facility for new and upcoming music acts, exercise classes, performance activities and art-based functions.

## Ryecroft / Rye Park

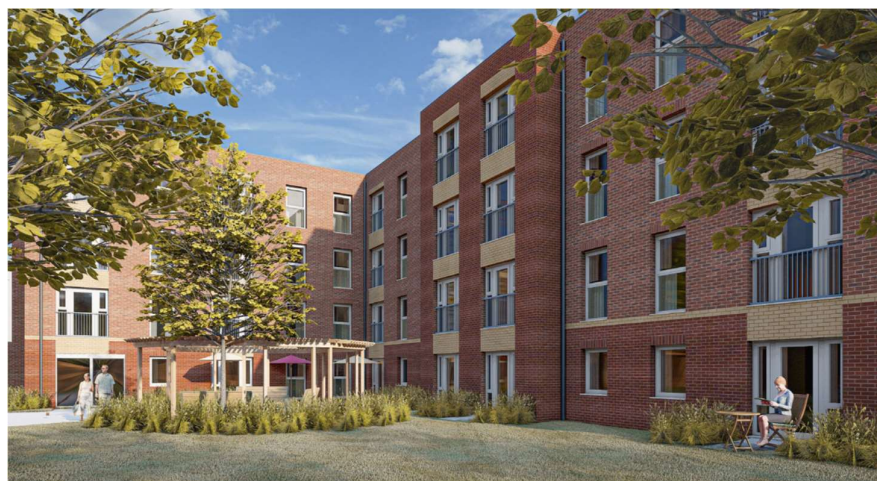
### 2.1.3 Castle Car Park

The new car park has now opened and is fully operational. There were a few teething problems, as with all new developments, but the facility is now being used regularly by visitors to the Town Centre.



### 2.1.4 McCarthy and Stone Residential Development

McCarthy and Stone's planning application will be considered at the upcoming special planning committee in April. Works are expected to commence in the summer of 2025 with completion in later 2026.



### 2.1.5 Aparthotel

Capital and Centric's planning application for the Merrial Street end of the Ryecroft development will be considered at the upcoming planning committee at a special meeting in April alongside all Town Centre regeneration schemes. Works are not due to start on this section until later in 2026. The residential element for Aspire will



commence in the summer of 2025 and be complete by late 2026. The remainder of the site works will follow on accordingly.



Aparthotel and apartment layout along Merriel St



Aspire Residential Development





## Capital&Centric Residential Development

### 2.2 Newcastle Town Deal

#### 2.2.1 Midway Car Park / Carpark

Capital&Centric's planning application will be considered at the upcoming planning committee at a special meeting in April alongside all Town Centre regeneration schemes. Works are expected to start in the summer of 2025 and be completed by the summer of 2027.



### 2.2.2 Astley Performing Arts Centre

The Newcastle Town Deal has now agreed that the second phase of capital works for the Philip Astley CIC will not be allocated and that the funding will be allocated to the new music venue to be created inside the new Astley Place development, where it is anticipated that the CIC will be able to use the space created but not wholly responsible for the running of the venue.

### 2.2.3 Knutton and Chesterton

#### Knutton

The sale of land to Aspire Housing is now complete and a Section 106 agreement is complete. This allows Aspire to commence works on the residential development at High Street.

Also, as above, the former community centre site development by Aspire is due to commence at the same time.

Whilst work on the extension to the Enterprise Centre Is now substantially complete it is awaiting connection to a sub station before the units can be occupied.

The plans for a village hall at High Street in Knutton were considered by the planning committee in September 2024 and approved. Support Staffs are currently sourcing a group to act as tenant / operators – there are several interests being considered. Procurement of a contractor for build of the village hall will be commencing shortly.

The development of the football changing rooms at the Wammy continues and will be complete in March 2025.

#### Cross Street Chesterton

The groundworks for phase 2 are now complete.

### 2.2.4 Zanzibar Enterprise Units

A planning application for the development is expected by the end of February 2025, through Aspire's development partner Capital&Centric, with construction starting in spring / summer 25 and completion of the units by the end of 2025.

### 2.2.5 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 summer 2025.

### 2.2.6 Sustainable Travel

We are awaiting confirmation of the commencement date of the works to the new bus entrance to Keele University. Agreements with SCC Highways have now been agreed and the contractor is working on final pricing of works for a start of site date as soon as possible with completion estimated for July 2025.

### 2.2.7 Digital Society – 53 Iron Market (Keele in Town)

Works to Keele in now fully open and operational.



### 2.2.8 EV Charging Points

These works form part of the new Castle Car Park project and are now fully operational.

### 2.2.9 Digital infrastructure

A procurement exercise has completed and an infrastructure provider, ITS Technology Group Ltd, has been appointed. ITS is developing a delivery programme for installation of the fibre. Initial contact has been made with community centres in the Newcastle Town Deal area and so far the response back has been positive. Next steps are to commence installation of the fibre and procurement of an internet service provider.

## 2.3 Kidsgrove Town Deal

### 2.3.1 Chatterley Valley

This element of the Town Deal project is complete.

### 2.3.2 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. Survey works have been costed and are due to be discussed / agreed at an upcoming Kidsgrove Town Deal Board.

### 2.3.3 Canal Pathways

Works by the Canal and Rover Trust have now commenced and will be completed in late Spring 2025. An extension to the scope are currently been looked into as part of the revised scope for the Sharded Service Hub. These will be considered by the Kidsgrove Town Deal Board shortly.

### 2.3.4 Shared Service Hub

The Kidsgrove Town Deal Board considered various options for a revised scope of works for this funding allocation, due to the original scheme not being deliverable. It was agreed that business cases would be worked up for future consideration and agreement by the Board for various substitute schemes / scopes of work. The new scopes include a community learning hub on the Kings Academy site, some small scale enterprise units on the Meadows, canal pathway and access improvements (see above), highway improvements at The Meadows / Station Road, and Market St / The Avenue / Heathcote St, along with public realm improvements by Kings Street parade. This work is currently underway and will be considered by the Kidsgrove Town Deal Board shortly.

## 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 £11.0m has been spent at 27 February 2025, as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Ryecroft / Site Preparation	3,756	3,776	(20)
Multi Story Car Park	3,500	3,495	5
York Place	3,015	3,015	0
Stones Public Realm	321	266	55
Market Stalls	76	71	5
Project Management	380	380	0
<b>Total</b>	<b>11,048</b>	<b>11,003</b>	<b>45</b>

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. £16.0m has been received to date of which £9.0m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	1,547	738
Sustainable Public Transport	3,421	287	3,134
Electric Vehicle Charging	400	400	-
Pedestrian Cycle Permeability	950	359	591
Transform Key Gateway Sites	3,810	906	2,904
Astley Centre for Circus	1,810	640	1,170
Digital Society	3,510	1,369	2,141
Heart into Knutton Village	3,534	2,226	1,308
Cross Street, Chesterton	2,955	583	2,372
Project Management	925	688	237
<b>Total</b>	<b>23,600</b>	<b>9,005</b>	<b>14,595</b>

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 £14.5m has been received of which £7.1m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Kidsgrove Sports Centre	2,328	2,328	0
Chatterley Valley West	3,496	3,496	0
Kidsgrove Station	3,638	236	3,402



Shared Services Hub	6,183	264	5,919
Canal Enhancement	420	0	420
Project Management	835	761	74
<b>Total</b>	<b>16,900</b>	<b>7,085</b>	<b>9,815</b>

## 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. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council

*We will make investment to diversify our income and think entrepreneurially.*

One Digital Council

*We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.*

One Green Council

*We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle.*

## 12. Key Decision Information

12.1 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.

## 13. Earlier Cabinet/Committee Resolutions

13.1 None.

## 14. List of Appendices

14.1 None.

**15. Background Papers**

15.1 None.

**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

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

27 March 2025

**Report Title:** Commercial Strategy Update

**Submitted by:** Deputy Chief Executive and Service Director for Finance (S151 Officer)

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

**Ward(s) affected:** All

<b><u>Purpose of the Report</u></b>	<b><u>Key Decision</u></b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
To update Scrutiny Committee on the delivery of the Commercial Strategy as major projects develop.	
<b><u>Recommendation</u></b>	
That:	
1. The Finance Assets and Performance Scrutiny Committee notes the updated Commercial Strategy and progress to date.	
<b><u>Reasons</u></b>	
The Council adopted a Commercial Strategy in 2019, this was updated in 2024 and Full Council approved a further update in February 2025. This report outlines the progress to date on the various schemes as a half yearly update.	

**1. Background**

1.1 The Council's Commercial Strategy was adopted by Cabinet in October 2019, updated and approved by Full Council in February 2024 and then again in February 2025. 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 Strategy outcomes are defined as:

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.

1.3 The primary objective is to use the Council's resources as effectively and efficiently as possible when delivering the Council Plan. 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
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
One Commercial Council	Delivery of digital screen including a small proportion of time dedicated to advertising	Advertising to pay for the running costs of the screen and therefore supporting cultural events and community messaging in Newcastle town centre

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

The new Castle car park is open and providing town centre users with an improved facility.

Capital&Centric are developing plans for the remaining areas on the site. The Aspire Housing development and the Capital&Centric residential developments are subject to further legal agreements to take them to the next stage. (further details are available in the March Cabinet report). The planning applications have been submitted and are currently out to consultation prior to formal Planning Committee consideration. It is intended that the planning committee, will meet for a special meeting in April 2025.

A further portion of the site (behind the Church) has been sold to McCarthy and Stone, in August 2024, to develop an over 55 year old residential development. The planning application for the site was submitted in November 2024 and it is anticipated that this will also be considered by the planning committee at its special meeting in late April.

### 2.2.2 York Place Shopping Centre

Capital&Centric are progressing well with the partial demolition and strip out works to expose the existing concrete frame to be developed into a new commercial and residential development. The planning application for the final development has been submitted and is due to be considered by Planning Committee in April 2025. The scheme is also subject to a further report to Cabinet in March and then Full Council in April.

### 2.2.3 Midway Car Park

The Midway is now surplus to operational requirements and therefore alternative uses will need to be considered. Capital&Centric has submitted a planning application for the redevelopment of the concrete structure and is due to be considered by Planning Committee, alongside the other Town Centre developments that are subject of this report, at a special meeting in April 2025.

The scheme is also subject to a further report to Cabinet in March and then Full Council in April.

### 2.2.4 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. Since the last Scrutiny update Capital and Centric have been appointed by the land owner, Aspire Housing, and are currently working up design concepts for the residential element of the development.

2.3 Following One Council a three themed programme has been implemented; One Commercial Council, One Digital and One Green Council. The Commercial Council will follow the same management approach with a One Commercial Council Board, the first of these is arranged for April. In preparation for this officers will be formulating a list of possible commercial opportunities to be considered and prioritised for delivery. Ideas and proposals will then need to be reviewed in more detail to decide if to progress to a business case and where necessary review any up front investment of resources.

## 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. Significant projects with financial implications are subject to separate Cabinet reports.

## 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.

12.3 Full Council 12 February 2025 approved the updated Commercial Strategy.

**13. List of Appendices**

13.1 None.

**14. Background Papers**

14.1 Commercial Strategy 2025/6.



## FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE



### Work Programme 2024/25

<b>Chair</b>	Cllr M. Holland
<b>Vice-Chair</b>	Cllr A. Bryan
<b>Members</b>	Cllrs D. Allport, R. Bettley-Smith, R. Lewis, A. Lawley, A. Parker, M. Stubbs, J. Tagg, P. Waring and N Crisp
<b>Scrutiny Champion</b>	Sarah Wilkes
<b>Portfolio Holders within the Committee's remit</b>	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](mailto:geoff.durham@newcastle-staffs.gov.uk) or on (01782) 742222
- ✚ Alexandra Bond at [alexandra.bond@newcastle-staffs.gov.uk](mailto:alexandra.bond@newcastle-staffs.gov.uk) or on (01782) 742211

**Planned Items**

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>NOTES</b>
16 January 2025	<ul style="list-style-type: none"> <li>- Revenue and Capital Budget and Strategies 2025/26</li> <li>- Schedule of Fees and Charges 2025/26</li> <li>- Town Deal and Future High Street Funds Update</li> <li>- One Council Review and Next Steps</li> </ul>	
27 March 2025	<ul style="list-style-type: none"> <li>- Q3 Finance and Performance Report 2024/25</li> <li>- Commercial Strategy Update</li> <li>- Town Deal and Future High Street Funds Update</li> </ul>	
26 June 2025	<ul style="list-style-type: none"> <li>- Q4 Finance and Performance Report 2024/25</li> <li>- Town Deal and Future High Street Funds Update</li> </ul>	
4 <sup>th</sup> September 2025	<ul style="list-style-type: none"> <li>- Medium Term Financial Strategy 2026/27</li> <li>- Q1 Finance and Performance Report 2025/26</li> <li>- Commercial Strategy update</li> <li>- Town Deal and Future High Street Fund Update</li> </ul>	
4 <sup>th</sup> December 2025	<ul style="list-style-type: none"> <li>- Q2 Finance and Performance Report 2025/26</li> <li>- Town Deal and Future High Street Fund Update</li> <li>- First Draft Savings Proposals 2026/27</li> </ul>	

**Previous Items**

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>NOTES</b>
25 September 2023	<ul style="list-style-type: none"> <li>- Asset Management Strategy</li> <li>- Medium Term Financial Strategy 24/25</li> </ul>	

DATE OF MEETING	ITEM	NOTES
	<ul style="list-style-type: none"> <li>- Q1 Finance and Performance Report</li> <li>- Commercial Strategy Update</li> <li>- Sickness Absence Reporting</li> </ul>	
9 November 2023	-Ryecroft Call-in Report	
13 December 2023	<ul style="list-style-type: none"> <li>- Q2 Finance and Performance Report</li> <li>- Draft Savings Proposals 24/25</li> <li>- Town Deal and Future High Streets Fund Update</li> <li>- Technology Strategy 2023-2028</li> </ul>	
18 January 2024	<ul style="list-style-type: none"> <li>- Revenue and Capital Budgets and Strategies 24/25</li> <li>- Draft Schedule of Fees and Charges 24/25</li> </ul>	
14 March 2024	<ul style="list-style-type: none"> <li>- Q3 Finance and Performance Report 2023/24</li> <li>- Commercial Strategy Update</li> <li>- Town Deal and Future High Street Funds Update</li> </ul>	
27 June 2024	<ul style="list-style-type: none"> <li>- Q4 Finance and Performance Report 2023/24</li> <li>- Town Deal and Future High Street Funds Update</li> </ul>	Simon McEneny
18 September 2024	<ul style="list-style-type: none"> <li>- Medium Term Financial Strategy 2025/26</li> <li>- Q1 Finance and Performance Report 2024/25</li> <li>- Commercial Strategy Update</li> <li>- Town Deal and Future High Street Funds Update</li> <li>- Staff Turnover Report</li> </ul>	Requested at FAPS on 27/06/24
5 December 2024	<ul style="list-style-type: none"> <li>- Q2 Finance and Performance Report 2024/25</li> <li>- Draft Savings Proposals 2025/26</li> <li>- Town Deal and Future High Street Funds Update</li> </ul>	

Last updated on the 8/01/2025

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