

Public Document Pack

Date of meeting Thursday, 4th December, 2025
Time 7.00 pm
Venue Astley Room - Castle
Contact Geoff Durham 742222



Finance, Assets & Performance Scrutiny Committee

AGENDA

OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF A PREVIOUS MEETING** (Pages 3 - 8)
To consider the minutes of a previous meeting
- 4 REVENUE AND CAPITAL BUDGET 2026/27 - FIRST DRAFT SAVINGS PLANS** (Pages 9 - 34)
- 5 FINANCIAL AND PERFORMANCE REVIEW REPORT - SECOND QUARTER 2025/26** (Pages 35 - 70)
- 6 TOWN DEAL AND FUTURE HIGH STREET FUNDS UPDATE** (Pages 71 - 82)
- 7 WORK PROGRAMME** (Pages 83 - 86)
- 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 15th January 2026 (7:00pm)

Members: Councillors Holland (Chair), Bryan (Vice-Chair), Parker, Turnock, P Waring,

Bettley-Smith, Stubbs, Allport, Lawley, Grocott and Dean

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:	Whieldon	J Tagg
	Beeston	D Jones
	Wilkes	Wright
	Adcock	Gorton
	Crisp	Lewis

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

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

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FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 4th September, 2025
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the debate here](#)

Present:	Councillor Mark Holland (Chair)		
Councillors:	Bryan Turnock P Waring	Stubbs Allport Grocott	Dean
Apologies:	Councillor(s) Parker, Bettley-Smith and Lawley		
Substitutes:	Deputy Mayor. Councillor Joan Whieldon Deputy Mayoress. Councillor Susan Beeston		
Officers:	Roger Tait Sarah Wilkes Simon McEneny Georgina Evans- Stadward Craig Turner	Service Director - Neighbourhood Delivery Service Director - Finance / S151 Officer 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 meeting held on 26th June 2025 be agreed as a true and accurate record.

4. **MEDIUM TERM FINANCIAL STRATEGY 2026/27 TO 2030/31**

The Deputy Leader introduced the Medium Term Financial Strategy including the financial pressures facing the Council for the period 2026/27 to 2030/31.

Cllr Stubbs asked what the money put aside for the Local Government Reorganisation was going to be spent on and how much of the Central Government related funding had been received.

The Finance Director (S151 Officer) advised that the money was going to be used on consultancy in respect of data gathering and producing the business case for Central Government at the end of November, as well as supporting staff and providing for any training needs they may require in the next couple of years prior to the new organisation taking over.

She also advised that the Council would be receiving 1/10 of the funding provided to Staffordshire from Central Government.

- Resolved:**
1. That the funding pressures of £1.777m in 2026/27 and £3.069m over the 5-year period covered by the Medium-Term Financial Strategy (MTFS) be noted.
 2. That the approach regarding the development of savings and income generation proposals in the medium-term be noted.
 3. That the continued uncertainty regarding the medium-term impact of local government funding be noted.
 4. That the letter sent to the Chancellor of the Exchequer (Appendix B) from the Portfolio Holder for Finance, Town Centres and Growth requesting further funding in respect of Temporary Accommodation, be noted.

5. NUL QUARTERLY PERFORMANCE REVISIONS 2025/28

The Service Director for Strategy, People and Performance introduced the Quarterly Performance Revisions for 2025-28 and invited members to ask questions as she went through the sections.

Cllr Stubbs asked what metrics would be used instead of the number of unique users to the website and why the latter had been removed as performance indicator given the importance of reviewing and recording progress as the Council was moving towards more digital services.

The Service Director for Strategy, People and Performance responded that what would be measured was people interacting with the Council / engaging in an actual digital transaction as opposed to visitors who could have come there just clicking on a link with no intention to visit the site or bots.

Cllr Stubbs challenged the change in respect of J2 'Net Promotor Score' Performance Indicator and asked why the Council was moving away from the national benchmark.

The Service Director for Strategy, People and Performance advised that not being able to rely on and understand the figures due to the fluctuations in requirements from one year to another made it difficult to use them. The goal was to make performance accessible and understandable and the balance of that simplicity outweighed that of benchmarking.

Cllr Whieldon wondered if Cllr Stubbs suggestion that the Council was marking their homework could not be rephrased as setting targets they wish to achieve.

The Chair clarified that the administration was doing their homework and the Scrutiny Committee was marking it using metrics they could understand.

Cllr Stubbs asked for confirmation that the Waste Deposit Return Scheme would happen by 2027-28 as scheduled.

The Service Director for Strategy, People and Performance responded that this is what was currently anticipated and would be re-evaluated next year.

Cllr Stubbs requested that a response be provided at the next meeting and included in the next Cabinet Financial and Performance Monitoring Report.

The Chair acknowledged the request.

Cllr Bryan asked for an update on the implementation of the new CRM system.

The Service Director for Neighbourhood Delivery advised that he would submit the question to the Service Director for Information and Technology.

The Chair recalled that the latter was due to attend a meeting of the Committee and could provide a response then.

The Deputy Leader added that the Service Director for Information and Technology was currently on leave which is why he hadn't been able to join the present meeting.

Resolved: That the report be noted.

[Watch the debate here](#)

6. FINANCIAL AND PERFORMANCE REVIEW REPORT - FIRST QUARTER 2025/26

The Chair introduced the Financial and Performance Review report, welcoming the addition of a purple trend for off target indicators.

The Chair invited portfolio holders and members to comment on red indicators.

Total number of online digital transactions

The Deputy Leader / Portfolio Holder and Finance, Town Centres and Growth said that as discussed at previous meetings the figures were neither good or bad and indicated that more people were getting the information they were after without engaging into a digital transaction.

The Service Director for Strategy, People and Performance commented that those performance indicators needed to be used in conjunction with others.

The Chair added that the number of calls offered into the Customer Hub seemed to confirm that customers were receiving responses to their questions in other ways.

Total % of materials collected for recycling and composting verified via WDF

The Deputy Leader / Portfolio Holder and Finance, Town Centres and Growth commented that the Summer had been drier than the previous year, resulting in less grass cutting and therefore less garden waste being produced.

Number of working days from occupational health referral to completion of works for stairlifts provided by a DFG

The Chair enquired about this purple indicator.

The Service Director for Strategy, People and Performance advised that this related to the disabled facilities grant as opposed to internal staff occupational health.

- Resolved:**
1. That the contents of the report and appendices be noted, and that the Committee continue to monitor and challenge the Council's service and financial performance for this period.
 2. That the movement in reserves under section 7 of the Finance Appendix A (£100k to the Planning Appeals Reserve, £150k to the Local Plan Support Fund and £150k to the Budget and Borrowing Support, be approved.

[Watch the debate here](#)

7. COMMERCIAL STRATEGY UPDATE

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the report on the Commercial Strategy Update.

Cllr Stubbs asked for clarification that the Zanzibar site would feature both commercial and residential units as originally suggested.

The Deputy Chief Executive confirmed that was the case.

The Chair added that the commercial end had already been through the planning process and the residential elements were now being considered.

- Resolved:** That the continuation of the current Commercial Strategy be supported, minor updates approved and progress to date on key projects noted.

[Watch the debate here](#)

8. CIVIC PRIDE (EMPOWERING OUR COMMUNITIES) STRATEGY 2025/28

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the report on the draft Civic Pride (Empowering Our Communities) Strategy 2025-28 aiming to create a strong sense of belonging to and pride in the borough. The Strategy was coming in response to feedback from residents and as a call to arms for people of all ages to get involved.

The Service Director for Neighbourhood Delivery outlined the Strategy and details of the consultation and adoption process.

Cllr Grocott asked if the communication around the Civic Pride Strategy could be improved and more information sent out to residents and organisations such as schools and community centres.

The Service Director for Neighbourhood Delivery advised that the project was still in its infancy and events had been taking place to try and get this engagement started.

Going forward once the Strategy would be formally adopted and delivered there would be more opportunities for communities and groups to be involved as the goal was indeed for them to take ownership.

The Chair thanked officers for the report and shared his satisfaction over the launching events that took place in Westland and Clayton, which he attended with the Deputy Leader.

Resolved: That the draft Civic Pride (Empowering Our Communities) Strategy 2025 – 28 be considered and feedback in advance of adoption be provided.

[Watch the debate here](#)

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

The Deputy Leader went through the Town Deal and Future High Street Fund Update report noting that most projects had now been delivered or were on their way to be completed.

Cllr Grocott reiterated his request from the previous meeting that photos of the new houses in Chesterton be put in the next update report.

The Chair seconded the request.

Cllr Waring noted that the works had started at Kidsgrove including the refurbishment of the toilets which was welcomed.

Cllr Whieldon commended everyone involved in the delivery of projects.

Cllr Waring shared that a consultation would take place on 18th October between 11am and 2pm in the former Brown's Garage.

Resolved: That the report on the delivery of the Town Deal and Future High Street Funds projects be noted and pictures of the works completed in Chesterton be shared at the next meeting.

[Watch the debate here](#)

10. **WORK PROGRAMME**

The Chair advised that the date of the meeting featuring a Q&A session with the Service Director for Information and Technology would be confirmed.

Resolved: That the work programme be noted.

[Watch the meeting here](#)

11. **PUBLIC QUESTION TIME**

The following question had been received from a member of the public and was read out by the Deputy Leader:

"Commercial Strategy Update

Finance, Assets & Performance Scrutiny Committee - 04/09/25

Energy costs for UK businesses are the highest in the developed world.

Several local businesses, or businesses employing residents of Newcastle-under-Lyme, have closed, or faced closure, in part due to the cost of energy.

The Silverdale and Apedale mines and collieries have long since closed as generators of wealth and employment in the area.

While the aim of rehabilitating the sites as country parks is laudable, the parks have recently become littered with drug paraphernalia, broken bottles and antisocial behaviour.

There may be an opportunity to return the land to a use in keeping with its heritage: generation of energy and wealth. The modern colliery is the wind or solar farm.

I would like the council to carry out an assessment of the economic viability of investing in wind and solar generation at the Silverdale and Apedale sites (preserving the Heritage Centre) to generate income for the Council, and, in particular to use a portion of the revenue to offer grants to local energy intensive businesses to defray energy costs in order to retain and attract investment and employment.

Thank you for your consideration.”

The Deputy Chief Executive answered that the sites referred to were not owned by the Borough Council but by Staffordshire County Council.

[Watch the debate here](#)

12. URGENT BUSINESS

There was no urgent business.

13. DATE OF NEXT MEETING

The Deputy Leader noted that the current Service Director for Finance (S151 Officer) would not be attending the next meeting of the Committee as she was leaving the organisation.

The Chair and the Deputy Leader thanked the Service Director for her work and good service to the Committee.

Resolved: That the next meeting be held on 4th December 2025.

[Watch the debate here](#)

**Councillor Mark Holland
Chair**

Meeting concluded at 7.53 pm

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO

Finance Assets and Performance Scrutiny Committee 04 December 2025

Report Title: Revenue and Capital Budget 2026/27 – First Draft Savings Plans

Submitted by: Service Director for Finance (Section 151 Officer)

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<p>To present the refreshed Medium Term Financial Strategy including the first draft savings proposals being considered to balance the 2026/27 revenue budget and the proposed capital programme for 2026/27 to 2028/29.</p>			
<p><u>Recommendations</u></p> <p>That Committee:</p> <ol style="list-style-type: none"> 1. Note the first draft savings proposals as set out in Appendix A and Appendix B to the report. 2. Note the revised Medium Term Financial Strategy (MTFS) funding gap (Appendix C). 3. Note the commencement date of the Budget Consultation period as mid-November to mid-December 2025. 4. Note the Mid-Year Capital Estimates for 2025/26. 5. Note the proposed setting of Council Tax at 1.99 per cent for 2026/2027 			
<p><u>Reasons</u></p> <p>To ensure that the Council meets its statutory duty to set a balanced budget for the financial year 2026/27.</p>			

1. **Background**

- 1.1 The funding pressures facing the Council for the period 2026/27 to 2030/31 were presented to Cabinet on 2 September 2025. The report indicated that there would be a budget 'gap' of £1.777m in respect of 2026/27 (£3.069m over the 5 year period of the MTFS) and that this will need to be closed in order to produce a balanced budget.

2. Issues

- 2.1 The MTFS provides an overarching framework for the allocation of resources to the Council's key priorities as set out in the Council Plan. The Council Plan for 2022-2026 was approved by Cabinet on 6 September 2022 and noted by Full Council on 28 September 2022.
- 2.2 The financial strategy will continue to focus on the need for the Council to become self-sustaining through developing a strong and growing tax base, making best use of its resources, promoting an "everyone's responsibility" culture in which there is widespread ownership of the Council's financial position, a robust financial position and a fair funding settlement for Newcastle-under-Lyme.
- 2.3 The MTFS funding gap is constantly reviewed and assumptions made are challenged and amended as circumstances dictate. A small number of changes have been made to the budget 'gap' for 2026/27 of £1.777m reported to Cabinet on 2 September 2025 resulting in a revised budget 'gap' of £1.752m. The revised budget 'gap' therefore amounts to £1.752m for 2026/27 and £3.879m over the 5 year period of the MTFS (Appendix C).

Proposed Savings and Funding Strategies

- 2.4 A number of savings and funding strategies have been identified as being both feasible and sustainable, via a vigorous Financial Efficiency Board process including challenge sessions for each of the Cabinet Portfolios involving Cabinet Members, the Corporate Leadership Team, Service Directors and the Finance Manager.
- 2.5 The proposed savings for 2026/27 and indicative funding strategies identified to date for the period of the MTFS, have enabled a balanced financial position to be proposed for 2026/27 and for a surplus position to be recognised in each of the remaining years of the MTFS, giving an opportunity to make one off contributions to increase the resilience of reserves or to further invest into the Council's priority services. Further details for 2026/27 are shown in Appendix A.

Detail	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Income	87	119	50	50	50
Staffing Related	638	-	-	-	-
Good Housekeeping	66	75	50	50	50
Tax Base	308	350	432	409	361
Council Tax Increase	179	182	186	190	193
Other Financing	474	-	-	-	-
TOTAL SAVINGS	1,752	726	718	699	654
UPDATED MTFS GAPS	1,752	496	488	534	608
REMAINING GAP/(SURPLUS)	-	(130)	(430)	(65)	(46)

- 2.6 The savings and fundings strategies are provided using current intelligence around the Local Government Finance Settlement which is subject to the Fair Funding Review 2.0 (notification is due in December), estimates are provided regarding likely funding but may be subject to change.

- 2.7 Funding received and Business Rates retained by the Council in 2025/26 that are subject to redistribution under the Fair Funding Review amount to £9.360m, for 2026/27 it is anticipated through comprehensive modelling that this will amount to £8.396m – a reduction in funding of £0.964m.
- 2.8 As part of the 2025/26 budget setting £0.500m was set aside to contribute to this anticipated reduction, as such a gap of £0.464m remains and has been included as a pressure to be addressed for 2026/27.
- 2.9 It is anticipated that over the course of the expected 3 year Local Government Finance Settlement that funding will reach £9.466m by 2028/29, after the initial reset, largely relating to Business Rates retained in 2026/27.

Capital

- 2.10 The Capital Programme for 2026/27 to 2028/29 (Appendix B) is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2022-26. These schemes total £109.946m including major investment into the Borough via external funding in terms of the Town Deals Fund for both Newcastle and Kidsgrove.
- 2.11 The Capital Programme will require to be financed by borrowing, primarily for cash flow purposes, whilst assets are procured and constructed, after which time significant capital receipts are expected. The associated borrowing costs have been factored into the MTFs. The Capital Financing Requirement is set to increase to £31.278m by 2028/29 based on the 3 year Capital Programme for 2026/27 to 2028/29, the Capital Financing Requirement at 31 March 2025 (£19.893m) and the Capital Financing Requirement for capital expenditure during the current financial year and the financial years 2026/27 to 2028/29 (£11.385m).
- 2.12 The Capital Programme for 2026/27 to 2028/29 includes an estimate for the development of York Place, this assumes spend of £18.136m over the period 2025/26 to 2027/28 and a subsequent capital receipt of the same value plus capitalised interest during 2028/29. This is subject to the business case that is currently being developed.
- 2.13 The Capital Programme for this period also includes an estimate for the redevelopment of the Midway Carpark and assumes spend of £36.350m over the period 2025/26 to 2028/29 and a subsequent capital receipt of the same value plus capitalised interest during 2029/30. This is subject to the business case that is currently being developed.
- 2.14 In addition, the Capital Programme also includes an estimate for an Aparthotel on the Ryecroft site of £33.712m over the period 2025/26 to 2029/30 together with a subsequent capital receipt of the same value plus capitalised interest in 2030/31. Again, this is subject to the business case that is currently being developed.
- 2.15 A mid-year review of the Capital Programme for 2025/26 has been undertaken in order to identify any projects that may need to be re-profiled from 2025/26 into future

years. The revised Capital Programme for 2025/26 totalling £35.635m can be seen at Appendix B.

2.16 The table below sets out the key dates of the events to take place before the budget for 2026/27 is finally approved:

Event	Committee	Date
Budget consultation	Mid November to mid December	
Scrutiny of first draft savings proposals	FAPSC	4 December 2025
Approval of final MTFS & consideration of draft budget proposals	Cabinet	13 January 2026
Scrutiny of draft budget proposals	FAPSC	15 January 2026
Final budget proposals recommended for approval by Full Council	Cabinet	3 February 2026
Full Council to approve budget	Full Council	11 February 2026

3. **Recommendations**

- 3.1 That Committee note the first draft savings proposals as set out in Appendix A and Appendix B to the report.
- 3.2 That Committee note the revised Medium Term Financial Strategy (MTFS) funding gap (Appendix C).
- 3.3 That Committee note the commencement date of the Budget Consultation period as mid November to mid December 2025.
- 3.4 That Committee note approve the Mid-Year Capital Estimates for 2025/26.
- 3.5 That Committee note the proposed setting of Council Tax at 1.99 per cent for 2026/27

4. **Reasons**

- 4.1 The Council has a statutory duty to set a balanced budget by February 2026. Best practice is for financial planning to take place over a 5 year period in the form of a Medium Term Financial Strategy that sets out how the Council plans to allocate resources to meet its objectives.

5. **Options Considered**

- 5.1 None.

6. **Legal and Statutory Implications**

- 6.1 The MTFS is not a statutory document but it is considered best practice.

7. **Equality Impact Assessment**

- 7.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably due to

protected characteristics. It is important to consider the potential impact on such groups and individuals when designing or delivering services and budgets. Budget proposals requiring changes or new services and policies will be subject to Equality Impact Assessments including consultation with affected people and organisations.

8. **Financial and Resource Implications**

8.1 These are addressed in the body of the report.

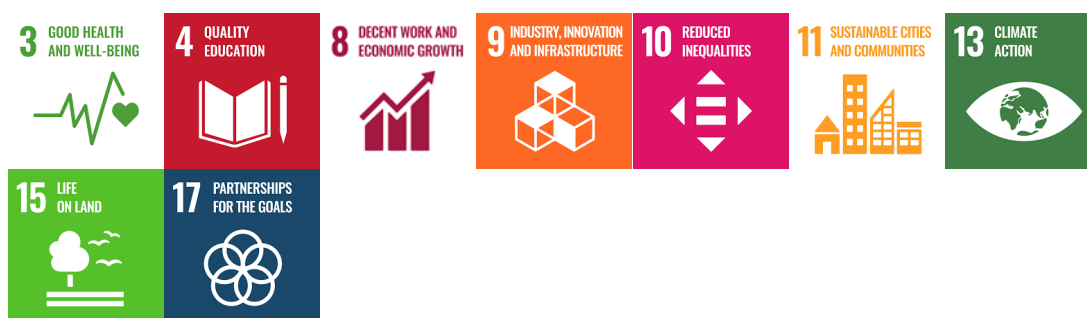
9. **Major Risks and Mitigation**

9.1 Section 25 of the Local Government Acts 2003 places a duty on the Section 151 Officer to report on the robustness of the budget. The main risks to the budget include spending in excess of budget; income falling short of the budget (including capital receipts from disposal of assets); and unforeseen elements such as changes to Government funding. In the context of uncertainty regarding Government funding reforms there are significant budget risks that will need to be managed. It will be essential the Council has sufficient reserves to call on if required.

9.2 It should be noted that a number of assumptions and proposals are provisional or draft, and as such the opinion of robustness will be confirmed in the Revenue and Capital Budgets and Council Tax 2026/27 reports to Cabinet on 3 February 2026 and to Council on 11 February 2026.

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

10.1 In shaping detailed budget proposals consideration will be given to the need for investment in order to deliver the Council's Sustainable Environment Action Plan and the regeneration projects detailed in the Council Plan.



11. **One Council**

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

One Commercial Council ☒

Commercial activities have been considered and included within the budget preparation.

One Digital Council ☒

The digital agenda has been considered when setting the budget and investment in this area has been included within the capital programme.

One Green Council ☒

The sustainability agenda also forms part of the budget, including energy saving initiatives in order for the Council to achieve its goal of being carbon neutral by 2030. Funding for this is included within the capital programme.

12. **Key Decision Information**

12.1 Final approval of the MTFS as part of the budget setting process will be a key decision.

14. **List of Appendices**

- 14.1 Appendix A – 2026/27 MTFS Funding Strategy
- 14.2 Appendix B – 2026/27 to 2028/29 Capital Programme
- 14.3 Appendix C – MTFS ‘Gaps’
- 14.4 Appendix D – MTFS 2026/27 to 2030/31

15. **Background Papers**

15.1 None

Appendix A – 2026/27 MTFS Funding Strategy

Ref	Service Area	Description	£000's	Detail
Income				
I1	Regulatory Services	Navigation House Rent	8	Rent contribution from contractor
I2	Commercial Delivery	Pet Cremations	10	Initial net income from the introduction of pet cremations
I3	Commercial Delivery	Museum Rent	10	Rental income from the Museum café
I4	Commercial Delivery	Electrical Works	12	Recharging of time spent by Electrician at non Council managed buildings
I5	Planning	Fees	15	Introduction of new fees and cost recovery for pre-planning application advice
I6	Neighbourhood Delivery	Digital Screen Advertising	8	Net income from advertising on Town Centre digital screen
I7	Sustainable Environment	Food Waste Transfer Station	19	Operating charge to users of the Waste Transfer Station
I8	Legal and Governance	Legal Costs	5	Recharging of legal costs relating to deeds of variation and Section 106 agreements
			87	
Staffing Related Efficiencies				
S1	Finance	Pension Contributions	601	Reduction in primary and secondary contributions to reflect improved funding levels
S2	Neighbourhood Delivery	Markets	37	Restructure of Markets and Events team following changes to the Markets operating model
			638	
Good Housekeeping/More Efficient Processes				
G1	Corporate	Printing and Postage	14	Reduction in printing and postage across the Council
G2	Legal and Governance	Contract Register Review	32	Savings from review of contracts including janitorial supplies, software, cash collections and licences
G3	Sustainable Environment	Sustainable Bedding Plants	20	Saving in bedding contract costs following the introduction of sustainable bedding plants
			66	
Alternative Sources of Finance/Other				
A1	Corporate	Tax base – Council Tax	112	Increase in tax base based on market housing supply requirement and current year tax base forecasts
A2	Corporate	Tax base – Business Rates	196	Assumed increase in tax base of 3%
A3	Corporate	Council Tax increase	179	Assumed increase of 1.99% per Band D property
A4	Corporate	Contribution from the Budget and Borrowing Support Fund	200	Contribution from the Budget and Borrowing Support Fund towards the costs of Local Government Re-organisation
A5	Sustainable Environment	Extended Producer Responsibility	274	Additional funding to be received during 2026/27, this enables a continued contribution of £200k to the Waste Reserve
			961	
Grand Total			1,752	



CAPITAL PROGRAMME	2025/26 MID YEAR	2026/27	2027/28	2028/29	TOTAL 2026/27 to 2028/29
	£	£	£	£	£
PRIORITY – One Council Delivering for Local People					
Service Area – Council Modernisation	922,120	705,000	80,000	351,000	1,136,000
Total	922,120	705,000	80,000	351,000	1,136,000
PRIORITY – A Successful and Sustainable Growing Borough					
Service Area – Housing Improvements	3,474,641	3,421,363	2,095,000	2,095,000	7,611,363
Service Area – Managing Property & Assets	14,183,389	18,997,888	42,758,904	16,028,979	77,785,771
Total	17,658,030	22,419,251	44,853,904	18,123,979	85,397,134
PRIORITY – Healthy, Active and Safe Communities					
Service Area – Streetscene	536,760	542,419	130,000	130,000	802,419
Service Area – Bereavement Services	164,200	141,950	5,000	5,000	151,950
Service Area – Recycling and Fleet	3,717,650	3,049,661	6,279,419	2,323,428	11,652,508
Service Area – Leisure and Cultural	475,763	1,604,998	1,373,936	-	2,978,934
Service Area – Engineering	310,600	200,000	-	-	200,000
Total	5,204,973	5,539,028	7,788,355	2,458,428	15,785,811
PRIORITY – Town Centres for All					
Public Realm	10,000	-	-	-	-
Town Deals – Newcastle	8,040,484	3,432,755	-	-	3,432,755
Town Deals – Kidsgrove	3,318,343	1,955,030	1,239,313	-	3,194,343
Total	11,368,827	5,387,785	1,239,313	-	6,627,098
CONTINGENCY (assumes unspent contingency is carried forward from 2026/27)	480,954	1,000,000	-	-	1,000,000
TOTAL	35,634,904	35,051,064	53,961,572	20,933,407	109,946,043
FUNDING					
Capital Receipts	1,530,000	5,050,000	4,350,000	4,350,000	13,750,000
Regeneration Receipts	-	-	-	12,655,881	12,655,881
External Contributions	26,590,251	16,907,528	4,196,155	2,000,000	23,103,683
Borrowing	7,514,653	1,633,832	3,216,988	(979,519)	3,871,301
Regeneration Borrowing	-	11,459,704	42,198,429	2,907,045	56,565,178
TOTAL	35,634,904	35,051,064	53,961,572	20,933,407	109,946,043

Appendix C – 2026/27 to 2030/31 MTFS ‘Gaps’

Detail	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Description
Employees:						
Increments	68	45	17	4	-	Employees due an increment
Pay awards	396	465	479	494	509	3% pay award assumed for all years (2026/27 includes 2025/26 difference)
Members pay awards	8	9	9	9	10	3% pay award assumed for all years
Superannuation increases	108	107	104	104	106	20.9% of salary increases
Superannuation lump sum increases	-	27	28	29	30	Net increase of lump sum pension payment
National Insurance	78	77	74	75	76	15% of salary increases
Premises:						
Business Rates	28	23	24	25	25	Inflationary increase in business rates payable (per CPI)
Utilities	37	30	31	32	33	Inflationary increase in gas and electric (per CPI)
Transport:						
Fuel	21	17	17	18	18	Inflationary increase in fuel/HVO (per CPI)
Financing:						
Borrowing costs	90	175	38	(4)	363	Borrowing costs regarding the financing of capital expenditure
New Pressures:						
ICT software	10	10	10	10	10	ICT costs re. systems maintenance and software licences
Restructuring	25	-	-	-	-	Potential additional resource requirements
Inflationary Pressures (contracts)	50	50	50	50	50	Inflationary uplifts allowance
Local Government Re-organisation	400	-	(200)	-	-	One off costs re. re-organisation (£400k in 2026/27 includes one off contribution from reserves in 2026/27, spend reduced to £200k in 2027/28 and nil in 2028/29)
Recycling	-	195	250	-	-	Potential loss of recycling credits and income if contractor disposal undertaken by the County Council
Contributions to reserves	-	100	100	100	(300)	Contribution to reserves to increase resilience
Income:						
Fees and charges	(364)	(299)	(308)	(317)	(326)	Inflationary increase in fees and charges assumed for all years (per CPI)
Settlement Funding Assessment baseline funding level	464	(535)	(535)	(95)	(95)	The Council currently receives £9.36m from Business Rates Retention and grants that are to be rolled into a new Settlement Funding Assessment for 2026/27 onwards. Initial forecasts estimate that this will amount to £8.40m in 2026/27 with increases of £0.535m in 2027/28 and 2028/29. £0.5m has already been included in the base budget for 2025/26 to allow for part of this reduction in 2026/27, a further allowance of £0.464m in 2026/27 is therefore required.
National Insurance reimbursement	233	-	-	-	-	Shortfall in grant re. National Insurance rises
Contribution to reserves	-	-	-	-	-	Enables a contribution to reserves to increase financial sustainability
Income pressures	100	100	100	100	100	General income shortfalls
TOTAL GAPS	1,752	596	288	634	608	

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Medium Term Financial Strategy

2026/27 – 2030/31



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Medium Term Financial Strategy 2026/27 to 2030/31

1. Corporate Plan

- 1.1 The Council Plan for 2022-2026 sets out the Council's priorities and serves to focus the work of everyone at the Council.
- 1.2 The Council Plan is shaped around our four key priorities:
 - One Council Delivering for Local People
 - A Successful and Sustainable Growing Borough
 - Healthy, Active and Safe Communities
 - Town Centres for All
- 1.3 The Council Plan sets out how we will work to make Newcastle-under-Lyme a better place for everyone who lives here or comes here to work, to study or for leisure. Our aims can only be achieved by taking advantage of every opportunity available and developing further opportunities through innovation and collaborative working.
- 1.4 The Council is committed to strong and sustainable economic growth for the borough, focusing on opportunities around Keele University, Newcastle Town Centre and Kids Grove.
- 1.5 The Council has worked hard to secure significant grant income from government programmes aimed at boosting the economic fortunes of areas such as ours. This plan includes a transformational portfolio of major projects but also reflects our ambition to attract yet more funding and take this work even further.

2. Financial Strategy

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

Financially Sustainable Council

- 2.3. The change in the balance of funding to local authorities has shifted over the last ten years. The reduced Revenue Support Grant awarded by Government has been replaced by income from retained Business Rates and Council Tax. This has led to a need for local authorities to increase self-financing with a need to promote and grow the local economy and Council Tax bases to provide prosperity and reduce need alongside delivering efficiencies and generating more income.
- 2.4 Newcastle-under-Lyme has a growing population, but in recent decades it has seen low levels of house building which have not kept up with housing demand. The resulting affordability gap for residents influenced by the cost of living puts pressure on our homelessness and temporary accommodations services but also has the risk of dampening council tax income.

- 2.5 Newcastle-under-Lyme's industrial and retail sectors have remained healthy in recent times and the business rates base has grown significantly (rateable value of £102.912m for 2025/26) since the borough joined the Staffordshire business rates pool in 2013/14 (rateable value of £83.842m).
- 2.6 Alongside the growth in the tax base the rates need to keep base with the Council's inflationary and demand pressures, whilst also reflecting the financial pressures facing our residents. Accordingly the MTFS assumes annual inflationary increases in the tax base.

Value for Money

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

Culture

- 2.8 The Council's finances need to be everyone's responsibility. It is not the sole responsibility of the Council's Section 151 Officer. Ownership is required across the entire Council. This has increasingly been the case through years of austerity and the financial impacts of the Covid-19 and Cost of Living crises and the continued uncertainty around Local Government funding.

Robust Financial Position

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

considers this wider, long term context. This Strategy will set out how this approach can be taken further forward.

Fair Funding Review

- 2.14 The Fair Funding Review 2.0 will be implemented ahead of the 2026/27 financial year. The review refreshes the methodology for distributing a fixed pot of funding between local authorities covered by the local government finance settlement.
- 2.15 The last time the underlying distribution methodology was refreshed through changes to formulae and data was in 2013, at the time of the establishment of the business rates retention system. The major share of the settlement funding assessment was split 60/40 between Revenue Support Grant and the 50% value of locally raised business rates (Baseline Funding Level).
- 2.16 Subsequently, the Revenue Support Grant was reduced to deliver reductions to Council funding while the Baseline Funding Level grew in line with the change in the business rates multiplier (where multiplier changes were capped, Councils received a compensation grant for funding which would otherwise have been delivered through this baseline increase).
- 2.17 Since 2013/14 the Council has increased its locally raise business rates significantly when compared to the Baseline Funding Level determined by Central Government. This, coupled with the benefits generated from pooling has resulted in £3.174m of funding above the baseline being retained by the Council.
- 2.18 Funding received and retained by the Council in 2025/26 that is subject to redistribution under the Fair Funding Review amounts to £9.360m, including the benefits referred to at 2.17, for 2026/27 it is anticipated through comprehensive modelling that this will amount to £8.396m – a reduction in funding of £0.964m. As part of the 2025/26 budget setting £0.500m was set aside to contribute to this anticipated reduction, as such a gap of £0.464m remains and has been included as a pressure to be addressed for 2026/27.
- 2.19 It should be noted that the comprehensive modelling includes a number of assumptions, including most significantly the assumption that the Social Care Grant will be rolled into the Settlement Funding Assessment for re-distribution. The Fair Funding Review 2.0 consultation suggests that this will be the case, however if the Social Care Grant is not included the national amounts for redistribution would decrease, as would the Council's monetary share of this.
- 2.20 Finally the Council has been successful in ensuring that significant resources required to regenerate the borough have been secured via Town Deals and Future High Street Fund (a number of projects are completed or well underway). The Council will continue to work to secure inward investment in the borough to drive growth and employment opportunities for local people.

3. Economic Context (at October 2025)

- 3.1 UK inflation (CPI) increased over the period, rising from 2.6% in March to 3.8% in August. This is well above the Bank of England's 2% target. Core inflation for general goods rose from 3.4% to 3.8% between March and July, before falling back to 3.6% in August. Services inflation decreased from 5% in July to 4.7% in August.
- 3.2 Labour market data continued to soften throughout the period, with the unemployment rate rising and earnings growth easing, but probably not to an extent that would make the more hawkish MPC members comfortable with further rate cuts. In addition, the employment rate rose while the economic inactivity rate and number of vacancies fell.

- 3.3 The Bank of England's Monetary Policy Committee reduced interest rates from 4.5% to 4.25% in May and to 4.0% in August after an unprecedented second round of voting. The final 5-4 vote was for a 0.25% cut, with the minority wanting no change. In September, seven MPC members voted to hold rates, while two preferred a 0.25% cut. The Committee's views still differ on whether the upside risks from inflation expectations and wage setting outweigh downside risks from weaker demand and growth.
- 3.4 The August BoE Monetary Policy Report highlighted that after peaking in Q3 of 2025, inflation is projected to fall back to target by mid-2027. GDP is expected to remain weak in the near term, while over the medium-term outlook will be influenced by domestic and global developments.
- 3.5 Arlingclose, the Council's treasury adviser, maintained its central view that interest rates would be cut further as the Bank of England focused on weak growth more than higher inflation. One more cut is currently expected during 2025/26, taking interest rates down to 3.75%. The risks to the forecast are balanced in the near-term, but weighted to the downside further out as weak consumer sentiment and business confidence and investment continue to constrain growth. There is also considerable uncertainty around the Autumn Budget and the impact this will have on the outlook.
- 3.6 Against a backdrop of uncertain US trade policy and pressure from President Trump, the US Federal Reserve held interest rates steady for most of the period, before cutting rates to 4.00%-4.25% in September. Fed policymakers also published their new economic projections at the same time. These pointed to 0.5% lower rate by the end of 2025 and 0.25% lower in 2026, alongside GDP growth of 1.6% in 2025, inflation of 3% and an unemployment rate of 4.5%.
- 3.7 After the sharp declines seen early in the period, sentiment in financial markets improved, but risky assets have remained volatile. Early in the period bond yields fell, but ongoing uncertainty, particularly in the UK, has seen medium and longer yields rise.
- 3.8 Over the period, the 10-year UK benchmark gilt yield started at 4.65% and ended at 4.7%. However, these six months saw significant volatility with the 10-year yield hitting a low of 4.45% and a high of 4.82%. It was a broadly similar picture for the 20-year gilt which started at 5.18% and ended at 5.39%, with a low and high of 5.10% and 5.55% respectively. The Sterling Overnight Rate (SONIA) averaged 4.19% over the six months to 30th September.

4. Borough Profile

- 4.1 Newcastle-under-Lyme has a population of 127,700 (2024 mid year estimate), an increase of 4,700, or 3.8%, since the 2021 mid year estimate. This is a larger increase than for Staffordshire as a whole (3.3%) and similar to England (3.7%) and the West Midlands region (3.9%).
- 4.2 In the ten years from 2014-2024, the percentage of the borough's population aged 70+ increased from 14% to 16%, keeping this rate higher than across the West Midlands region (14%) and England (14%), though slightly lower than Staffordshire's rate of 17%.

- 4.3 The overall population has increased by 3.4% over the past decade (2014-2024), but with the number of residents over 65s increasing by 12%, lower than the Staffordshire increase of 17%, the England increase of 16% and the West Midlands increase of 13%.
- 4.4 The 2024 median age for the borough is 42 years, higher than for the West Midlands (40) and England and Wales (41) but lower than Staffordshire (43). The borough's median is the same as it was in 2010.
- 4.5 It is estimated that the number of households in the Borough will increase to 59,200 by 2029, and to 62,100 by 2039.
- 4.6 Measured through the average rank for IMD 2019, Newcastle-under-Lyme is the 150th most deprived local authority in England, out of 317 overall. Newcastle's ranking compared with other local authorities in England has improved slightly from 156th in 2015. In terms of Health Deprivation and Disability the borough is the 80th most deprived local authority but 197th most deprived in terms of Barriers to Housing and Services.
- 4.7 Parts of the borough including Cross Heath and Knutton are in the 10% most deprived areas in England. Further parts of Holditch and Chesterton, Kidsgrove and Ravenscliffe, Crackley and Red Street, Town and Westlands are also in the 20% most deprived. However, parts of Loggerheads, Westbury Park and Northwood, Madeley and Betley and Westlands are in the top 10% least deprived parts of England, with parts of Clayton, Crackley and Red Street, Thistleberry, Westlands, Bradwell, Madeley and Betley, Newchapel and Mow Cop in the top 20% least deprived.
- 4.8 Across the borough in 2024, the annual mean gross weekly pay for full-time workers was £675. This was lower than for the West Midlands (£690) and Great Britain £730).

(Gross weekly pay for full-time workers)

	Newcastle-under-Lyme	West Midlands	Great Britain
Females	£665	£635	£673
Males	£695	£727	£778
Overall	£675	£690	£730

- 4.9 In the year up to December 2024, an estimated 75% of residents aged 16-64 were classed as 'in employment', slightly higher than the West Midlands (74%) and very similar to Great Britain (75.3%).
- 4.10 As of 2023, a little over two-thirds (68.2%) of residents' jobs were full-time, with the remaining 31.8% part-time. This is very similar to the rate for the West Midlands (68.5%) and Great Britain (68.8%).
- 4.11 According to official crime summary data, the number of recorded crimes for headline offences in Newcastle-under-Lyme between April 2024 and March 2025 was 8,002, down from 8,287 for the previous 12 month period.
- 4.12 The crime rate for headline offences from April 2024 to March 2025 was 64 per 1,000 residents, lower than the Staffordshire rate of 75 per 1,000 people and significantly lower than for the West Midlands (85) and England and Wales (87).
- 4.13 In Newcastle-under-Lyme the three most common types of recorded crime in 2024/25 were:
- Violence against the person (3,479)

- Theft offences (2,120)
 - Stalking and harassment (1,422)
- 4.14 The latest available local estimates from the ONS (Life Expectancy at Birth 2023) suggest that life expectancy at birth for males born in Newcastle-under-Lyme is 79.2 years, which is broadly similar to the Staffordshire (79.7 years) and the England average (79.2 years). Female life expectancy is 82.1 years, slightly lower than that for Staffordshire (82.9 years) and England (83.0 years).
- 4.15 Across the borough, the age-standardised mortality rate (avoidable mortality) of 337 was higher than the Staffordshire rate of 313 and England's 331, but lower than the West Midlands rate of 347.
- 4.16 There are circa 58,500 homes in the borough (2024). At the 2021 Census housing tenure was as follows:
- Owned outright 38%
 - Owned with mortgage/loan 30%
 - Social rented 17%
 - Private rented 15%
- 4.17 Across 2024, the local housing affordability ratio i.e. median house price compared to median gross income was 6.1, lower than in all of the other Staffordshire districts except East Staffordshire. Across the West Midlands the ratio is 6.9, and across England it is 7.7.
- 4.18 In 2024, 86% of residents of working age had qualifications at level RQF1 or above, slightly lower than the 87% across the West Midlands and the Great Britain average of 89%. However, an estimated 47% of adults aged 16-64 were qualified to level RQF4 or above – higher than the West Midlands rate of 43% and the same as the Great Britain rate of 47%.
- 4.19 The unemployment claimant count for the borough of 3% as at July 2025 was slightly higher than Staffordshire's rate of 2.8%, but lower than Great Britain's 4%. As with most of the country, there has been an increase from March 2020 when the rate was 2.4%. There is some variance across the borough – in four wards the rate is higher than the national average, in four wards it is lower than half that rate.

5. Refresh of Financial Assumptions

- 5.1 Council agreed a five year Medium Term Financial Strategy in February 2025 covering the period 2025/26 to 2029/30. For 2025/26 Net Expenditure of £19.730m on services was budgeted for with a Council Tax Requirement of £8.879m. There is a Council Tax Base of 39,807 and a Band D Council Tax of £223.04. There was a balanced budget for 2025/26 but a forecast gap of £3.385m across the period 2026/27 to 2029/30.
- 5.2 The MTFS gaps have been rolled forward a year to cover 2030/31, this was reported to Cabinet on 2 September 2025 and the assumptions updated, further updates will be reported to Cabinet on 2 December 2025, on 13 January 2026 and finally on 3 February 2026. The budget setting process cumulates in an updated gap being reported to Council on 11 February 2026.
- 5.3 The MTFS has been revised to reflect current information and includes an estimate of pressures that have both a short and medium term impact on the tax base for Council Tax and Business Rates.

- 5.4 Overall, rolling forward a year the Council is forecast to have a funding gap of £3.879m over the next five years. £1.752m of this is in 2026/27 and whilst the overall strategy is to have a balanced five year plan the focus of attention will be on this first year.

Detail	2026/27 (£000's)	2027/28 (£000's)	2028/29 (£000's)	2029/30 (£000's)	2030/31 (£000's)	Total (£000's)
Income	433	(634)	(643)	(212)	(622)	(1,677)
Expenditure	1,319	1,230	931	846	1,230	5,556
Gap	1,752	596	288	634	608	3,879

Income

- 5.5 A provision for income losses of £0.100m has been built in for each year of the MTFS. An assumed annual increase in fees and charges has also been included of 3.8% for 2026/27 and 3% for each year thereafter.

Detail	2026/27 (£000's)	2027/28 (£000's)	2028/29 (£000's)	2029/30 (£000's)	2030/31 (£000's)	Total (£000's)
National Insurance	233	-	-	-	-	233
Settlement Funding Assessment	464	(535)	(535)	(95)	(96)	(796)
Fees and Charges	(364)	(299)	(308)	(317)	(326)	(1,614)
Contributions to/from reserves	-	100	100	100	(300)	-
Income Pressures	100	100	100	100	100	500
Total	433	(634)	(643)	(212)	(622)	(1,677)

Government Grant

- 5.6 Please refer to 2.14 to 2.20. Funding received and retained by the Council in 2025/26 that is subject to redistribution under the Fair Funding Review amounts to £9.360m, including the benefits referred to at 2.17, for 2026/27 it is anticipated through comprehensive modelling that this will amount to £8.396m – a reduction in funding of £0.964m. As part of the 2025/26 budget setting £0.500m was set aside to contribute to this anticipated reduction, as such a gap of £0.464m remains and has been included as a pressure to be addressed for 2026/27.

Business Rates

- 5.7 There have been significant impacts to Business Rates as a result of the Covid-19 crisis. Firstly, there have been a wide range of interventions from Government with extensive discounts and also provision of grant to small businesses. These discounts have been matched with Section 31 grant and have therefore not impacted the Council's bottom line.
- 5.8 The MTFS currently assumes an inflationary increase of 2.5% in each year in terms of collectable Business Rates resulting from development within the Borough.

Council Tax

- 5.9 The Council has a housing market supply requirement of 3,718 properties over the 5 year period of the MTFS. The MTFS assumes that the requirement will be met per the trajectory in the draft Local Plan, thus increasing the tax base accordingly. The MTFS assumes a Council Tax increase of 1.99% per Band D property for all years.

- 5.10 The Council operates a Council Tax Support scheme, introduced following the localisation of support by Government at the start of austerity. Increased levels of Council Tax Support were awarded during 2020/21 in the midst of the Covid-19 pandemic. The MTFS forecast assumes that the levels of support have now returned to pre-pandemic levels, however this will continually be reviewed.

Savings/Income Generation

- 5.11 To date savings of £1.752m have been identified for 2026/27 enabling a balanced position to be proposed. A further £2.397m has been identified to close the gap for the remainder of the MTFS.

Detail	2026/27 (£000's)	2027/28 (£000's)	2028/29 (£000's)	2029/30 (£000's)	2030/31 (£000's)	Total (£000's)
Income	87	119	50	50	50	356
Staffing Related	638	-	-	-	-	638
Good Housekeeping	66	75	50	50	50	291
Tax Base	308	350	432	409	361	1,860
Council Tax Increase	179	182	186	190	193	930
Other Financing	474	-	-	-	-	474
Total	1,752	726	718	699	654	4,549

Expenditure

- 5.12 Employee pressures relate to assumed pay awards of 3%, pension contributions at a rate of 20.9% of salaries (reduced from 22%) and national insurance contributions at a rate of 15% of salaries for 2026/27 and for all years thereafter. For 2025/26 a pay award of 3.5% was assumed, the actual pay award has been confirmed as 3.2% resulting in a saving of £0.054m, this has been reflected in the MTFS.
- 5.13 Changes to Employers National Insurance Contribution rates and the associated thresholds for 2025/26 amounted to a pressure of £0.403m, it was confirmed on 3 February 2025 that only £0.170m of this will be reimbursed by Central Government, as such a pressure of £0.233m for 2026/27 has been recognised.
- 5.14 A small number of new pressures facing the Council in 2026/27 have also been provided for, these include an allowance for costs associated with Local Government Re-organisation amounting to £0.400m (decreasing to £0.200m in 2027/28 and nil in 2028/29).

Detail	2026/27 (£000's)	2027/28 (£000's)	2028/29 (£000's)	2029/30 (£000's)	2030/31 (£000's)	Total (£000's)
Employees	658	730	711	715	731	3,545
Premises	65	53	55	56	58	288
Transport	21	17	17	18	18	91
Financing	90	175	38	(4)	363	662
Pressures	485	255	110	60	60	970
Total	1,319	1,230	931	846	1,230	5,556

Inflation

- 5.15 Provision for price increases is made in line with the Bank of England target for CPI (Consumer Price Index) where appropriate.

Investment

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

Capital financing

- 5.17 The proposed Capital Programme for 2026/27 to 2028/29 is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2022-26. These schemes total £109.946m including major investment into the Borough via external funding in terms of the Town Deals Fund for both Newcastle and Kidsgrove and associated projects.
- 5.18 The Capital Programme will require to be financed by borrowing, primarily for cash flow purposes, whilst assets are procured and constructed, after which time significant capital receipts are expected. The associated borrowing costs have been factored into the MTFS. The Capital Financing Requirement is set to increase to £31.278m by 2027/28 based on the 3 year Capital Programme for 2026/27 to 2028/29, the Capital Financing Requirement at 31 March 2025 (£19.893m) and the Capital Financing Requirement for capital expenditure during the current financial year and the financial years 2026/27 to 2028/29 (£11.385m).

Other financing adjustments

- 5.19 The Council has eliminated reliance on capital receipts to finance revenue expenditure.

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

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

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

7. Approach

- 7.1 The following section sets out the central approach to developing the Medium Term Financial Strategy for 2026/27 to 2030/31.

Foundation analysis

- 7.2 Over the summer and early autumn the groundwork for the MTFS has been undertaken which is primarily the review of the Borough Profile, assessment of the Cost of Living Crisis, a full benefit opportunity assessment and benchmarking to give a clear context in which to identify areas for investment and redirection of resources, opportunities for efficiency and income generation and service reconfiguration. Service level benchmarking has primarily been based on the MHCLG Revenue Outturn data focussed on the Council's CIPFA statistical "nearest neighbours" and Staffordshire geographical near neighbours. Spend has also been mapped to strategic priorities and outcomes.

One Council

- 7.3 The One Council Programme has completed the initial 3 year programme of works. The programme has been successful in realising £1.173m of reoccurring savings, has implemented process improvements, and had a positive impact on the culture of the Council through seeking continuous improvement to services. This approach of improvement and change is now embedded within service provision.
- 7.4 Due to the success of the One Council Programme, three further workstreams have commenced. These workstreams will focus on the sustainable agenda (One Green Council) the digital agenda (One Digital Council) and the commercial strategy (One Commercial Council).
- 7.5 The One Green Council will focus on the Sustainable Environment Strategy in order to achieve the Council's Net Zero target in 2030 and the Borough's Net Zero target in 2050.
- 7.6 The One Digital Council will focus on the delivery of the Digital Agenda and the continuous improvement of services via technology.
- 7.7 The One Commercial Council will concentrate its activity on the Commercial Strategy, reviewing commercial options in order to generate additional income for the Council whilst improving service delivering and organisational efficiency.

Commercial

- 7.8 The Council's Commercial Strategy was updated and approved by Full Council in February 2025. The 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.
- 7.9 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.
- 7.10 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:
- 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

7.11 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.

Property

7.12 The Council's updated Asset Management Strategy for 2023-2028 was approved by Council in February 2025 as part of the 2025/26 budget setting process. The Asset Management Strategy provides a clear framework for understanding the value and condition of property owned by the Council so that, in turn, investment decisions can be taken to optimise the use of the said land/property to meet the needs of the Borough's residents, businesses and visitors.

7.13 The Asset Management Strategy directs the Council's disposal of surplus land and property assets, it also sets out the approach to managing the Council's assets, both those that are operational and those that are commercial.

7.14 A key element of this is ensuring that all buildings and land holdings continue to meet the needs of our users and are effective to manage. The Council needs to ensure that assets maximise income where they are commercial assets to ensure that the Council generates income to support operational costs and investment plans.

8. Reserves

8.1 Forecast balances for the Council's reserves as at 31 March 2026 and 31 March 2027 are as follows:

Reserve/Fund	Balance 31.3.25 (£'000's)	Forecast Balance 31.3.26 (£'000's)	Forecast Balance 31.3.27 (£'000's)
General Fund	2,007	2,007	2,007
Walleys Quarry Reserve	591	500	400
Budget and Borrowing Support Fund	503	300	300
Budget Support Fund (Local Plan)	185	150	-
Budget Support Fund (Homelessness)	324	200	-
Borough Growth Fund	19	-	-
Conservation & Heritage Fund	31	20	10
Mayor's Charity Fund	7	-	-
Museum Purchases Fund	34	45	30
Business Rates Reserve	1,363	2,675	1,445
Elections Reserve	129	179	-
Small Repairs Reserve	28	-	-
Maintenance Fund	283	283	200
Waste & Recycling Reserve	-	374	200
Local Government Re-organisation Fund	-	25	-
Planning Appeals Reserve	-	100	100
Clayton Community Centre Fund	13	18	10
Totals	5,517	6,876	4,702

- 8.2 A full reserves risk assessment is completed as part of the 2026/27 budget preparation. Based on a preliminary assessment it is considered that the current balance of the general fund reserve provides sufficient cover for foreseeable risks.
- 8.3 It should be noted that the balance of the Business Rates reserve is to be held to mitigate against future collection fund losses and as a contingency in the event that the Fair Funding Review varies significantly from the Council's estimates. A deficit relating to 2024/25 and 2025/26 will be repayable by the Council in 2026/27 – the reduced forecast balance at 31 March 2027 of the reserve reflects this repayment.

9. Capital Strategy

- 9.1 The Council agreed its Capital Strategy and ten year Capital Programme 2025/26 to 2034/35 in February 2025, this is refreshed on an annual basis as part of the budget setting process. The Capital Strategy explains how the Council invests its capital funds and the various sources of funding and how this facilitates the delivery of its objectives.
- 9.2 The main governance of the Capital Strategy is through the Capital, Assets and Commercial Investment Review Group which:
- Reviews and recommends to Cabinet all new General Fund Capital projects
 - Ensures capital resources are viewed corporately with a clear link to corporate objectives
 - Ensures any revenue costs are identified and considered in the Treasury Management Strategy and the Council's MTFS
 - Develops a Capital Strategy which supports the Council's corporate objectives
 - Oversees the development and implementation of the asset management and commercial strategies
 - Reviews new capital project and on behalf of Cabinet.
- 9.3 As part of the Efficiency Board process every capital scheme and in-year capital commitment has been reviewed.
- 9.4 The draft ten year Capital Programme for the period 2026/27 to 2035/36 provides for investment into the Borough. This programme will be funded by capital receipts, significant external contributions (Town Deals) and borrowing. The revenue impact of borrowings has been included within the MTFS.

10. Treasury Management Strategy

- 10.1 The Council agreed its Treasury Management Strategy for 2025/26 in February 2025, the strategy for 2026/27 will be updated alongside the proposed budget and capital programme as part of the 2026/27 budget setting process.
- 10.2 As referred to in the above section, the Council will be required to borrow to fund the draft Ten Year Capital Programme. The PWLB and Council to Council borrowing are the primary borrowing options that the Council is currently reviewing to fund borrowing in relation to the capital programme.
- 10.3 The Capital Financing Requirement is set to increase to £31.278m by 2028/29 based on the 3 year Capital Programme for 2026/27 to 2028/29, the Capital Financing Requirement at 31 March 2025 (£19.893m) and the Capital Financing Requirement for capital expenditure during the periods below (£11.385m).

Funding Stream	Capital Receipts (£000's)	External Contributions (£000's)	Borrowing (£000's)	Regeneration Borrowing (£000's)	Total (£000's)
2025/26	1,530	26,590	7,515	-	35,635
2026/27	5,050	16,908	1,633	11,460	35,051
2027/28	4,350	4,196	3,217	42,198	53,961
2028/29	17,006	2,000	(980)	2,907	20,933
Total	27,936	49,694	11,385	56,565	145,580

11. Budget Preparation Timetable

- 11.1 Work on the development of budget proposals for 2026/27 is at an advanced stage. The final revenue budget and Council Tax proposals, along with the Capital Strategy, Capital Programme and Treasury Management Strategy will be presented for approval at Council in February 2026.
- 11.2 An Efficiency Board chaired by the Leader of the Council plays a key role in shaping the MTFS and providing input and challenge to savings and investment proposals.
- 11.3 The decision making timetable is as follows:

Event	Committee	Date
Budget consultation	Mid November to mid December	
Scrutiny of first draft savings proposals	FAPSC	5 December 2024
Approval of final MTFS & consideration of draft budget proposals	Cabinet	9 January 2025
Scrutiny of draft budget proposals	FAPSC	16 January 2025
Final budget proposals recommended for approval by Full Council	Cabinet	4 February 2025
Full Council to approve budget	Full Council	12 February 2025

Appendix A – Summary of Refreshed MTFS Assumptions

Detail	2026/27 (£000's)	2027/28 (£000's)	2028/29 (£000's)	2029/30 (£000's)	2030/31 (£000's)	Total (£000's)
Employees	658	730	711	715	731	3,545
Premises	65	53	55	56	58	288
Transport	21	17	17	18	18	91
Financing	90	175	38	(4)	363	662
Pressures	485	255	110	60	60	970
Income	433	(634)	(643)	(212)	(622)	(1,677)
Total	1,752	596	288	634	608	3,879
Savings						
Income	87	119	50	50	50	356
Staffing Related	638	-	-	-	-	638
Good Housekeeping	66	75	50	50	50	291
Tax Base	308	350	432	409	361	1,860
Council Tax Increase	179	182	186	190	193	930
Other Financing	474	-	-	-	-	474
Total	1,752	726	718	699	654	4,549
Gap/(Surplus)	-	(130)	(430)	(65)	(46)	(670)

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

04 December 2025

Report Title: Financial and Performance Review Report – Second Quarter 2025/26

Submitted by: Corporate Leadership Team

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

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To provide the Committee with the Financial and Performance Review Report for 2025-26 (Quarter Two).			
<u>Recommendation</u>			
That (Cabinet):			
1. 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.			
<u>Reasons</u>			
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 two in 2025/26.
- 1.2 The Council approved a General Fund Revenue Budget of £19.730m on 12 February 2025. Further financial information is provided in Appendix A.

2. **Performance**

- 2.1 The Q2 report (April 2025 to September 2025) 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 the reasons behind the performance and what steps are being taken to ensure improvement in the future.
- 2.4** For this report a total of 51 indicators were monitored, 17 of these indicators were contextual and had no set target. Of these contextual measures that had historic trend data available, 62% showed an improvement or maintenance when compared to the previous year's performance. Of the remaining 34 indicators, the proportion which have met their target during this period stands at 82%, with the remaining 18% falling short of target. Five off target measures this quarter show a negative trend when comparing to the same time period of the previous financial year with one of the off-target measures not having any historical data to compare against. 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 61%.
- 2.5** Four project/actions have been classified as completed by their respective owners this quarter

3. Issues

- 3.1** There are five 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 one activity/action being amber rated in Quarter Two associated with Priority 3.
- 3.3** The action flagged as amber relates to Recycling rates across the borough. Comments by the action owner are listed below;

"The roll out of additional recycling provision to flats including separate food waste is progressing on track. With this complete the Council will have met all of its statutory commitments under Simpler Recycling far earlier than the 2027 deadline. That said recycling rates have not increased as hoped, largely due to lower garden waste tonnage following the hot summer. Dry Recycling and food waste continue to perform well."

4. Recommendation

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

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.

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.

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.



2025/26

**Quarter Two
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 second report for 2025/26.
- 1.2 The report summarises overall financial performance for 2025/26 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	2025/26 General Fund	
	Estimate £	Band D Council Tax £
Central Services	2,449,120	61.52
Cultural Services	3,513,630	88.27
Environmental Services	8,701,440	218.59
Planning	1,673,670	42.04
Transport	(238,330)	(5.99)
Housing	2,326,630	58.45
Net Cost of Services	18,426,160	462.88
Pensions Liabilities Account	400,000	10.05
Investment Properties	(101,270)	(2.54)
Interest and Investment Income	588,000	14.77
Net Operating Expenditure	19,312,890	485.16
Contribution to/(from) Revenue Reserves	2,683,000	67.40
Contribution to/(from) Capital Reserves	(2,266,000)	(56.92)
Amount to be met from Government Grant and Local Taxpayers	19,729,890	495.64

- 2.2 The Council approved a General Fund Revenue Budget of £19.730m on 12 February 2025 for 2025/26. 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 two a positive variance of £0.069m has been achieved. The projected outturn on the General Fund Revenue Account for the year is £19.711m. This represents a positive outturn of £0.019m for the year.
- 2.5 The adverse variances that have occurred at the close of the second quarter of 2025/26 include:
- a. Income shortfalls at the close of quarter two from car parking (£0.104m), trade waste (£0.048m) and bereavement services (£0.096m). It is forecast that these will total £0.398m for the financial year.
 - b. Use of overtime, casual and agency staff within the Waste and Recycling Service along with increased contractor disposal payments has resulted in an overspend of £0.147m at the close of quarter two. It is forecast that this will amount to an overspend of £0.294m for the financial year.
- 2.6 These adverse variances have been offset in full by the following favourable variances:
- a. Income from planning applications at the close of quarter two amounts to £0.452m more than budgeted, it is anticipated that income for the remainder of the financial year will remain in line with that budgeted and that the variance for the financial year will stay at £0.452m.
 - b. Interest receivable on cash that the Council holds in terms of Town Deal funding totals £0.123m at the close of quarter two. It is forecast that interest receivable will amount to £0.144m for the financial year.
 - c. Interest payable on borrowing has not been incurred due to the cash that the Council holds in terms of Town Deal funding, this has saved £0.302m. It is anticipated that borrowing may commence during the third quarter, as such is it estimated that this saving may amount to £0.352m for the financial year.

3. Efficiency and Savings Plan

- 3.1 This section of the report considers the financial performance of the Council's Efficiency and Savings Plan in 2025/26.
- 3.2 The Council's Medium Term Financial Strategy (approved in February 2025) identified pressures amounting to £5.275m for the period 2025/26 to 2029/30.
- 3.3 The Efficiency and Savings Plan to address these pressures aims to both reduce expenditure and increase income. The need to grow income continues to be a priority as the Council moves towards becoming 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 2025/26 budget was set in February 2025 with the assumption of £1.890m of savings in the year. These savings are detailed in the table below:

Category	Amount £'000	Comments
Income	235	Additional sources of income generation and an increased demand for services that the Council charges for
Staffing Related Efficiencies	156	No redundancies are anticipated to arise from these proposals
Good Housekeeping/More Efficient Processes	167	Various savings arising from more efficient use of budgets
Tax Base Increase	425	Increased in Council Tax and Business Rates tax base
Council Tax Increase	175	An assumed 1.99% per Band D equivalent increase in Council Tax
Government Reimbursement	732	Grant in respect of Extended Producer Responsibility
Total	1,890	

- 3.5 At the end of quarter two, all savings have been achieved or are on target to be achieved throughout the remainder of the financial year.

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 30 September 2025.

Priority	Budget at Period 6 £'000	Actual at Period 6 £'000	Variance at Period 6 £'000
One Council Delivering for Local People	258	259	1
A Successful and Sustainable Growing Borough	1,537	1,562	25
Healthy, Active and Safe Communities	3,249	3,261	12
Town Centres for All	2,772	2,773	1
Total	7,816	7,855	39

- 4.3 A Capital Programme totalling £23.731m was approved for 2025/26, excluding contingency. In addition £23.553m was brought forward from the 2024/25 Capital Programme, including projects planned under the Town Deals funds that will continue to be progressed during 2025/26 (£18.354m), resulting in a total Capital Programme of £48.233m for 2024/25 (including a top up of £0.949m to re-establish a £1.000m contingency).
- 4.4 The expected total capital receipts due to be received this year following the sale of assets amount to £1.530m. A summary of the expected income is shown in the table below.

Funding	Amount
Proceeds from Right to Buy sales	£0.500m
Asset sales	£1.030m
Total	£1.530m

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 been received, all of which has been spent at 31 March 2025.
- 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. All £23.6m has been received, of which £12.1m has been spent as shown below:

Project	Award (£000's)	Spend (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	1,258	1,027
Sustainable Public Transport	3,421	1,033	2,388
Electric Vehicle Charging	400	400	0
Pedestrian Cycle Permeability	950	359	591
Transform Key Gateway Sites	3,810	1,201	2,609
Astley Centre for Circus	1,810	640	1,170
Digital Society	3,510	2,992	518
Heart into Knutton Village	3,534	2,502	1,032
Cross Street, Chesterton	2,955	987	1,968
Project Management	925	767	158
Total	23,600	12,139	11,461

- 4.7 £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 £15.7m has been received of which £7.6m has been spent as shown below:

Project	Award (£000's)	Spend (£000's)	Remaining (£000's)
Kidsgrove Sports Centre	2,328	2,328	0
Chatterley Valley West	3,496	3,496	0
Kidsgrove Station	3,658	261	3,397
Shared Services Hub	6,183	389	5,794
Canal Enhancement	400	335	65
Project Management	835	806	29
Total	16,900	7,615	9,285

- 4.8 The Council was awarded £4.8m (all of which has now been received and spent), over a 3 year period, of Phase 1 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.
- 4.9 A further £1.6m of Phase 2 UK Shared Prosperity Funding has been received in full by the Council for the financial year 2025/26. To date £0.6m has been spent as detailed below:

Project	Award (£000's)	Spend/ Ordered (£000')	Remaining (£000')
Outreach Mental Health Worker	45	25	20
Cultural Offer	85	0	85
Philip Astley Project (PAP)	30	3	27
Navigation House – Homeless Hub	292	301	(9)
Volunteering for all in Newcastle	30	7	23
Discharge Officer	45	26	19
Health Initiative	50	22	28

Homecoming	15	0	15
Natural Environment Project	50	25	25
Street Medic	16	0	16
Brampton Business Development	6	0	6
Honeybox	53	11	42
Promotional Work	37	3	34
Work Innovation Festival	30	0	30
Business Community Connects	23	9	14
Business Enterprise Coaching	33	3	30
Beauhurst Database	10	10	0
Flourishing Keele (KU)	141	44	97
Moving Ahead (KU)	82	0	82
Advanced Digital innovation (SU)	123	10	113
SSLEP Growth Hub	15	2	13
Carbon output calculator	15	15	0
Newcastle Community Connector	32	16	16
Training Academy	87	7	80
Digital Initiative & AI	50	0	50
NSCG Technical Innovation	36	0	36
Project Management	54	33	21
Contingency	97	0	97
Total	1,582	572	1,010

- 4.10 Several projects within the Town Deals and Future High Streets Fund (e.g. Ryecroft Development, York Place and Chatterley Valley) 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 Investments and cash held at the bank on the 30 September 2025 amounted to £4.199m. Interest earned amounted to £0.123m at the close of quarter two. The average level of funds available for investment between 1 April 2025 and 30 September 2025 was £6.416m.
- 5.3 The Council has not budgeted to receive investment income in 2025/26. 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.

Borrowing

- 5.4 External borrowing has not yet been required during 2025/26 to fund the capital programme, it is anticipated that this will be required.
- 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 external borrowing. 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 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 two collection rate was as follows:
- Council Tax – 52.0% of Council Tax was collected by 30 September 2025, compared to a target at the close of quarter two of 48.75%.
 - Business Rates – 56.9% of Business Rates was collected by 30 September 2025, compared to a target at the close of quarter two of 48.75%.
- 6.4 The current forecast of Council Tax and Business Rates receipts and Section 31 grant is shown below:

Tax	(Surplus)/Deficit at 30.9.25	Council's Share
Council Tax	£1.207m	£0.131m (11%)
Business Rates (2025-26 only)	£0.458m	£0.183m (40%)
Business Rates (2024-25 balance)	£2.291m	£0.916m (40%)
Business Rates Section 31 Grant	(£0.159m)	(£0.064m) (40%)
Total	£3.797m	£1.166m

- 6.5 The deficit position on the Council Tax collection fund will improve during the remainder of the financial year to reflect the inclusion in the tax base of properties being built throughout the Borough.
- 6.6 The Business Rates deficit in relation to 2024/25 reflects a change between the estimated surplus declared in January 2025 and the actual position calculated at 31 March 2025, largely relating to significant changes in rateable value agreed by the Valuation Office during the interim period. An amount to compensate for this is held in the Business Rates Reserve.

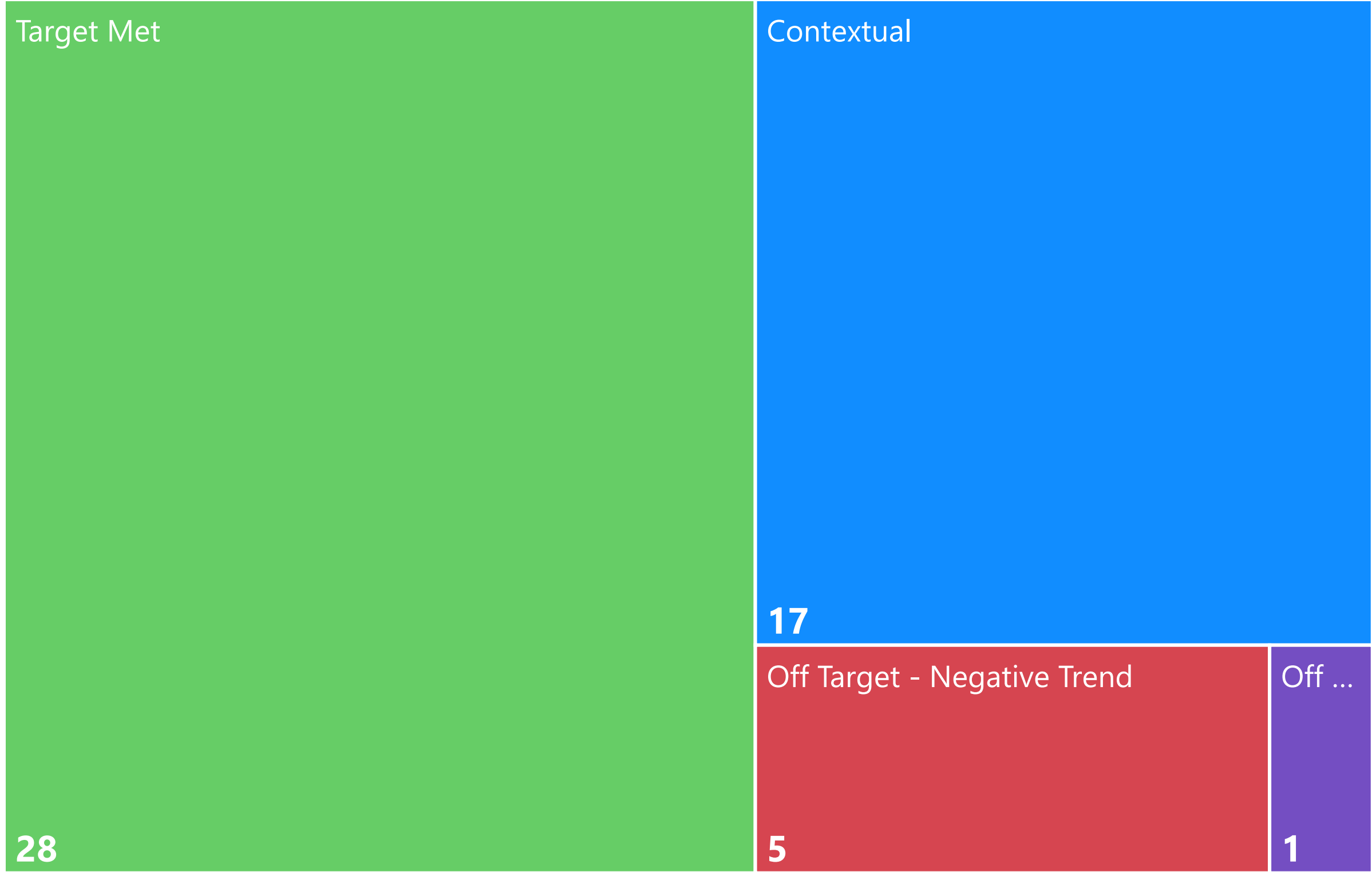
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Quarter 1 - April 2025 to September 2025



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	7
Priority 3: Healthy, Active and Safe Communities	25
Priority 4: Town Centres for All	3
	51

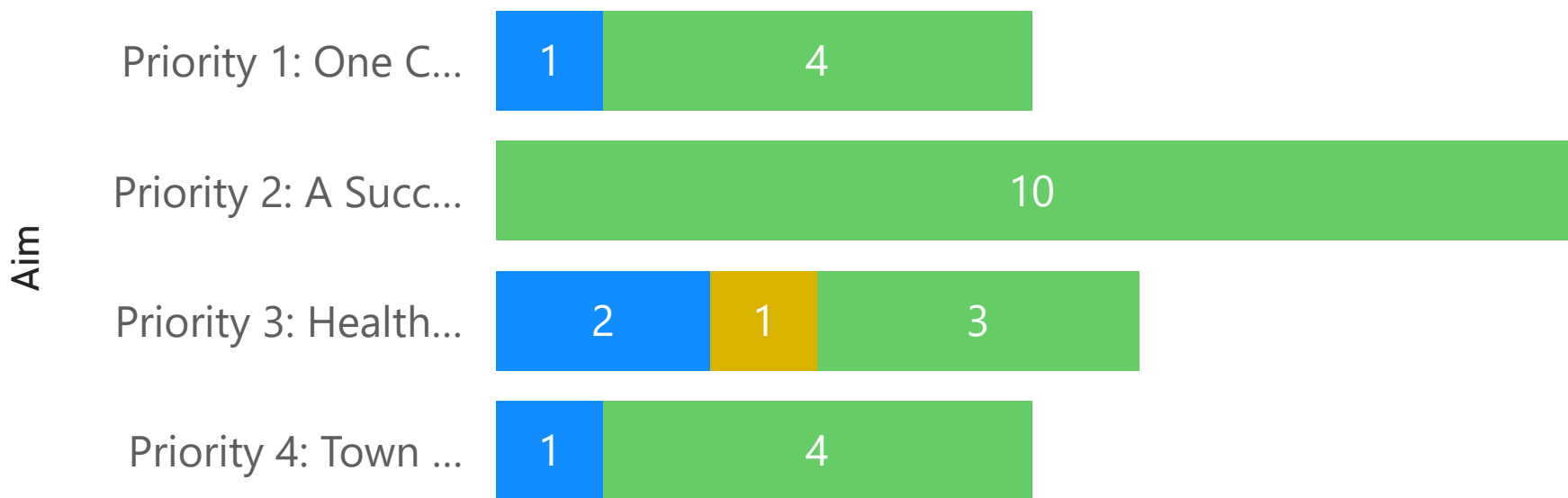
Smart Narrative

- A total of **34** measures were assigned targets this quarter. Of these, **82% achieved their targets**.
- 11** measures not only met their targets but also showed improvement compared to the same period last year. **6** met their targets but showed a negative year-on-year trend. **5** showed no change. **7** had no historical data available for comparison.
- The remaining **18%** did not meet their set targets this quarter.
- Of these, **5** demonstrated a negative trend compared to the same period last year. **1** lacked historical data for comparative analysis - these are shown in purple in the status visual.
- An additional **17 measures were contextual** and therefore did not have set targets.
- 8** showed improvement. **5** showed a decline. **4** lacked historical data for comparison.

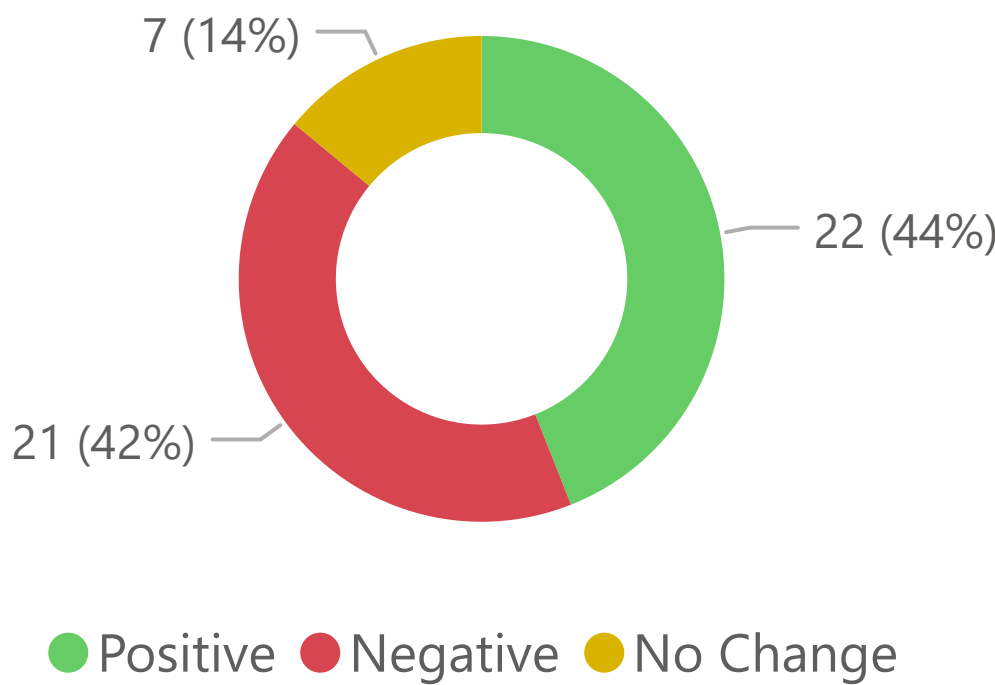
4 projects/actions have been completed, across **Priority 1, 3 and 4**. **Priority 3** has **1 projects/actions** identified as **not progressing as expected**, with further details provided within this report.

Summary Project Status Split

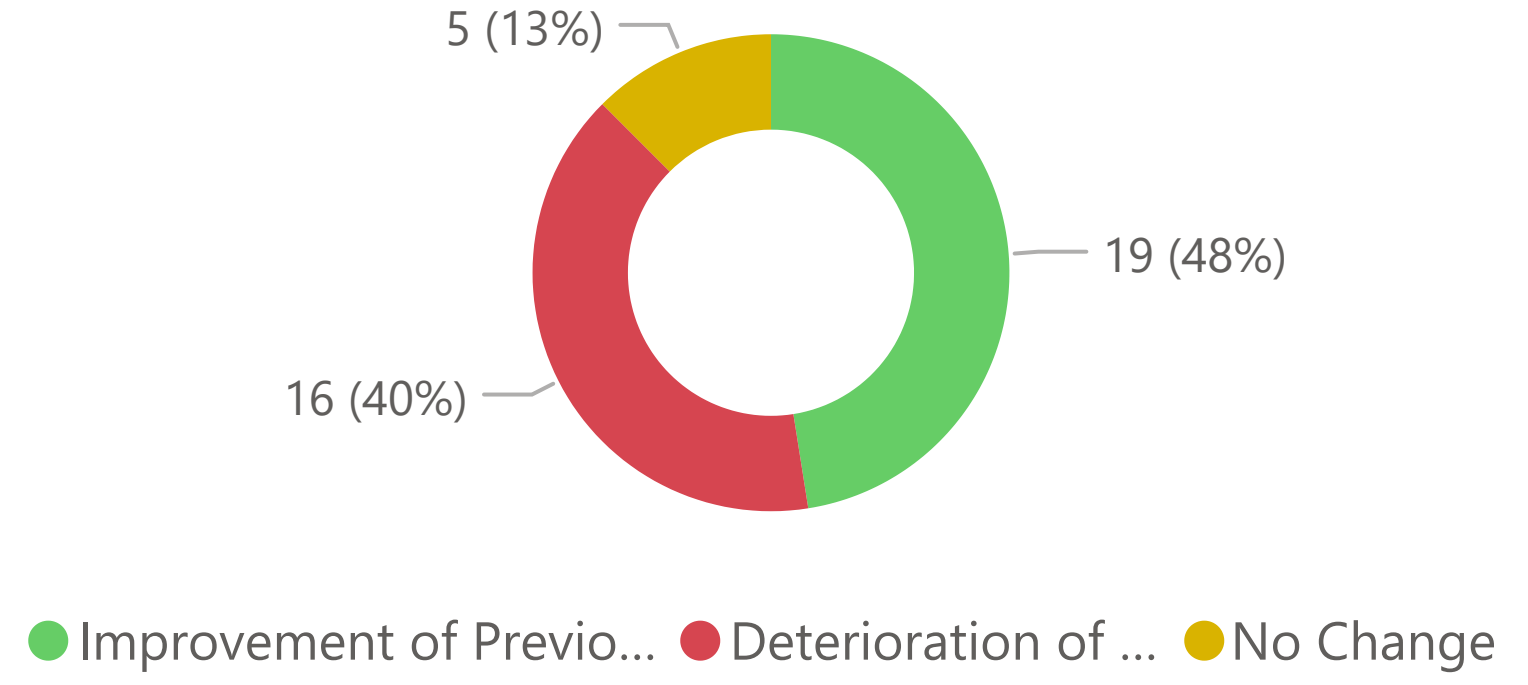
● Project/Action is Completed ● Project/Action is Not Progressing ● Project/Action is Progressing

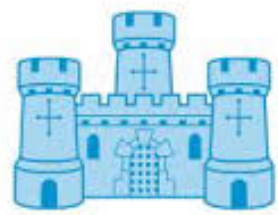


All Qtr.2 Trend Direction of PI's Compared to Previous Quarter



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





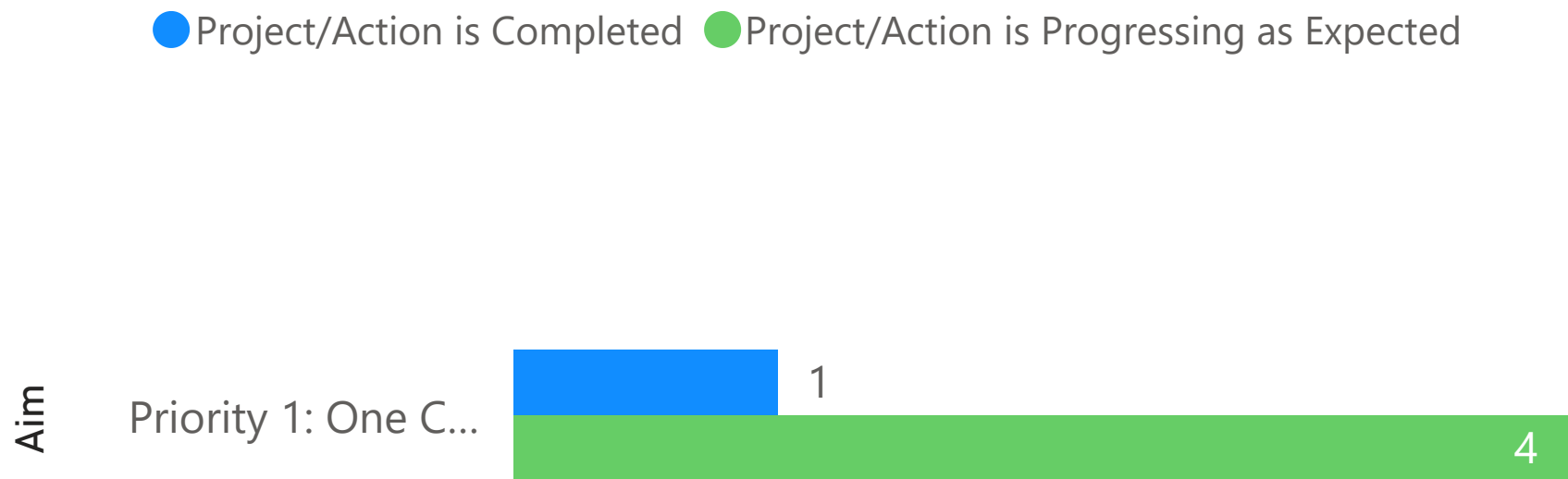
Priority 1: Performance Indicators Current Status



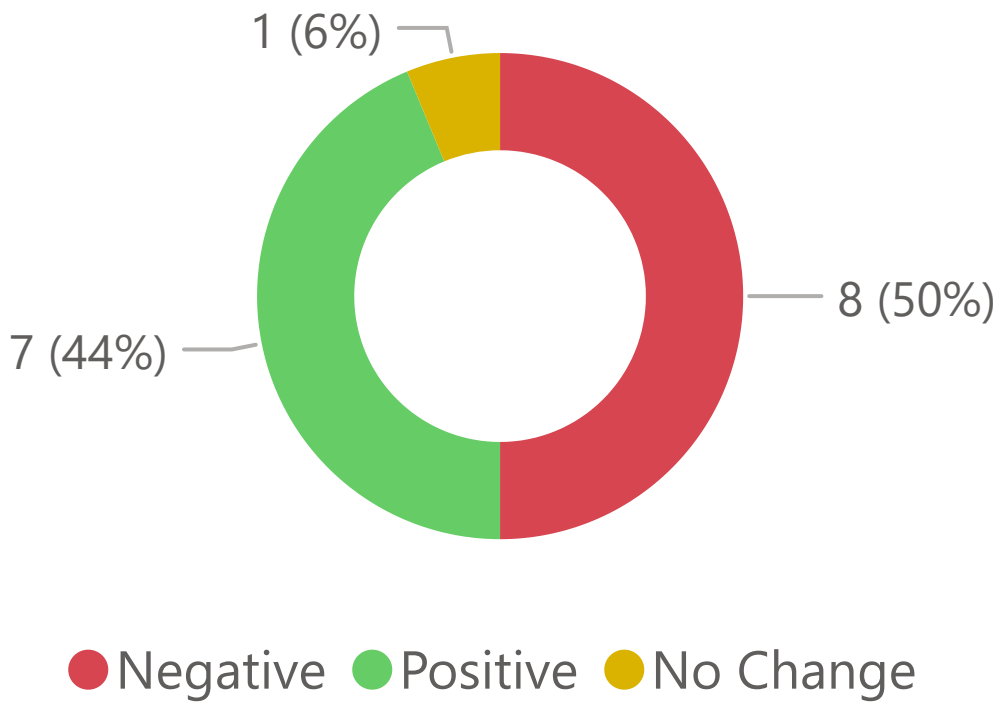
Corporate Objective	Count
Deliver services to a high standard every day	3
Develop professional talent across the Council and provide opportunities for staff to grow their careers	5
Ensure our services are efficient and accessible	6
Ensure strong financial discipline across the Council	2
Total	16

- Smart Narrative**
- A total of **10** measures were assigned targets this quarter. Of these, **80% achieved their targets**.
 - **6** measures not only met their targets but also showed improvement compared to the same period last year. **1** met their targets but showed a negative year-on-year trend. **1** showed no change.
 - The remaining **20%** did not meet their set targets this quarter.
 - Both of theses measures showed year-on-year negative trend compared to the same period last year.
 - An additional **6 measures were contextual** and therefore did not have set targets.
 - **3** showed improvement. **3** lacked historical data for comparison.
 - **1 projects/actions** has been completed, with all other project/actions progressing as expected this quarter, with further details provided within this report.

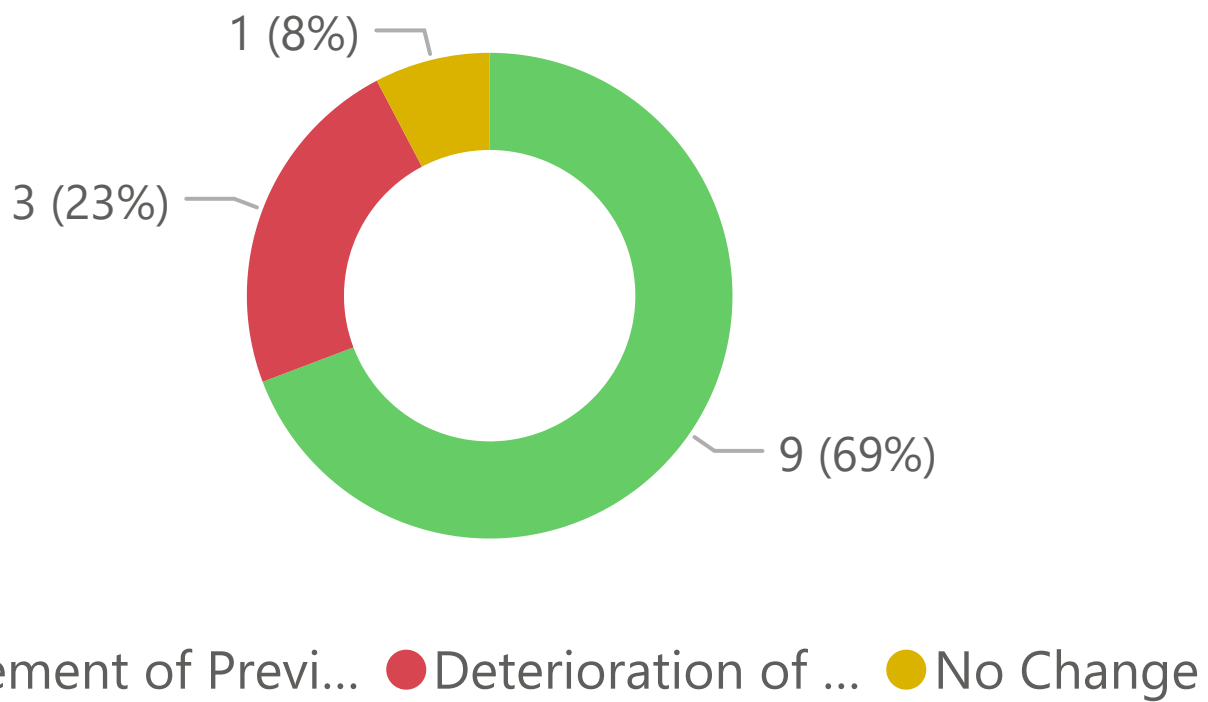
Priority 1: Summary Project Status Split

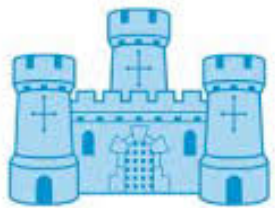


Priority 1: Qtr.2 Trend Direction of PI's Compared to Previous Quarter



Priority 1: Qtr.2 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year

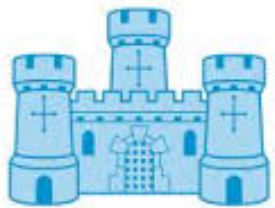




<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.1 - Percentage of food premises that have a zero or one national food hygiene rating			Current Status	SMART Actions if Off Target
	<div><div>FY</div><div><div>2023/24</div><div>2024/25</div><div>2025/26</div><div>Target</div></div></div> <div>Cllr. David Hutchison</div> <div><div>Percent (%)</div><div><div>2</div><div>1</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div>			<div>0.71✓</div> <div>Target: 2.00</div>	Not Required as Target Met
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.2 - Percentage of category A and B food business inspections completed on time			Current Status	SMART Actions if Off Target
	<div><div>FY</div><div><div>2023/24</div><div>2024/25</div><div>2025/26</div><div>Target</div></div></div> <div>Cllr. David Hutchison</div> <div><div>Percent (%)</div><div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>			<div>100.00✓</div> <div>Target: 97.00</div>	Not Required as Target Met
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.16 - Percentage of Stage 1 complaints processed in time being 20 working days			Current Status	SMART Actions if Off Target
	<div><div>FY</div><div><div>2023/24</div><div>2024/25</div><div>2025/26</div><div>Target</div></div></div> <div>Cllr. Simon Tagg</div> <div><div>Percent (%)</div><div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>			<div>96.36✓</div> <div>Target: 85.00</div>	Target Met - (APR) 7 responses were due and 7 were processed on time. (MAY) 9 responses were due and 8 were processed on time, 1 (Leisure) was processed 3 days over SLA date. (June) All responses were processed in time. (July) All responses were processed in time. (Aug) All responses were processed in time. (Sept) 7 responses were due 6 were processed on time, 1 (Housing) was processed 2 days over SLA date.
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.17 - Percentage of FOI's dealt with in time being 20 working days			Current Status	SMART Actions if Off Target
	<div><div>FY</div><div><div>2024/25</div><div>2025/26</div><div>Target</div></div></div> <div>Cllr. Simon Tagg</div> <div><div>Percent (%)</div><div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>			<div>89.00✓</div> <div>Target: 85.00</div>	Target Met - continue to show strong commitment to completing FOI's within the Statutory timeframe 89% achieved

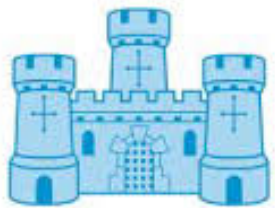
Deliver services to a high standard every day

Ensure our services are efficient and accessible



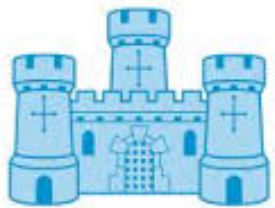
ID1.13 - Average number of days per employee lost to sickness - Per Employee		Current Status	SMART Actions if Off Target
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div><div>Cllr. Simon Tagg</div><div><div>Days</div><div><div>10</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>	6.89!	September continued to see a small downward trend much like August after July showed one of the highest peaks in the last four years . A review of the absence details shows we have a few long term absentees due to bereavement, surgery, cancer treatment and depression/anxiety as well as some MSK. We are proactively managing all cases with all support mechanisms available and are hopeful that the downward trend will continue. We currently have two employees awaiting Ill Health Retirement decisions and one who is sadly terminally ill, none of whom are likely to be able to return but will continue to contribute to the long term sickness figures for the next couple of months.
		Target: 4.40	
ID1.14 - Staff Turnover		Current Status	SMART Actions if Off Target
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div><div>Cllr. Simon Tagg</div><div><div>Percent (%)</div><div><div>20</div><div>10</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>	4.54✓	Turnover for September increased slightly but is tracking where it would be expected to, a number of our leisure staff are students who tend to leave for University in late August/early September. Please see below information on adjusted turnover to account for natural leavers where the same applies, the voluntary turnover remains significantly lower than overall turnover, which is to be expected when we have a number of seasonal workers (many who will finish in September/October)
		Target: 5.00	
ID1.14b - Voluntary Staff Turnover		Current Status	SMART Actions if Off Target
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>N/A</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2025/26</div><div>Cllr. Simon Tagg</div><div><div>Percent (%)</div><div><div>4</div><div>2</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>	3.68	Voluntary turnover removes leavers who left due to end of FTC, dismissal or TUPE . This is a new measure designed to give context to the turnover figure by showing which of the leavers have left by choice (resigned/retired) so that a more rounded view of retention can be obtained.
ID1.15 - Staff Vacancy Rate		Current Status	SMART Actions if Off Target
<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Positive</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26</div><div>Cllr. Simon Tagg</div><div><div>Percent (%)</div><div><div>10</div><div>5</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div></div>	8.48	Vacancy rates remain consistent, with regular reviews of vacant posts to ensure efficiency. Very few posts remain hard to fill

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



High Is Good Cumulative (Per Annum) N/A Yearly Trend	ID1.6 - Percentage of Customer Hub requests resolved at first point of contact			Current Status	SMART Actions if Off Target	Ensure our services are efficient and accessible
	<div><div><div>FY</div><div>● 2025/26</div></div><div><div><div>Cllr. Simon Tagg</div></div></div><div><div><div>Percent (%)</div><div>80</div><div>60</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>			97.50	Since the start of the financial year, all data has been captured exclusively via Anywhere 365. The software provides enhanced visibility into specific call queues and customer demand. First time right has remained around 97% with the measure slightly improving in quarter 2 by 0.5%. Phase two of the telephony system is scheduled to roll out in the coming months, aiming to further improve performance by enabling more accurate routing—ensuring customers are connected to the right service the first time.	
Low Is Good Cumulative (Per Annum) Positive Yearly Trend	ID1.10 - Time taken to process Housing Benefit new claims/change events (Days)			Current Status	SMART Actions if Off Target	Deliver services to a high standard every day
	<div><div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● End of Year Target</div></div><div><div><div>Cllr. Simon Tagg</div></div></div><div><div><div>Days</div><div>5</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div></div>			4.40✓ Target: 6.00	Not Required as Target Met	
High Is Good Cumulative (Per Annum) No Change Yearly Trend	ID1.11 - Percentage of Council Tax collected			Current Status	SMART Actions if Off Target	Ensure strong financial discipline across the Council
	<div><div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div></div><div><div><div>Cllr. Stephen Sweeney</div></div></div><div><div><div>Days</div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>			52.00✓ Target: 48.75	Not Required as Target Met	
High Is Good Cumulative (Per Annum) Positive Yearly Trend	ID1.12 - Percentage of National non-domestic rates collected			Current Status	SMART Actions if Off Target	
	<div><div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div></div><div><div><div>Cllr. Stephen Sweeney</div></div></div><div><div><div>Days</div><div>100</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>			56.90✓ Target: 48.75	Not Required as Target Met	

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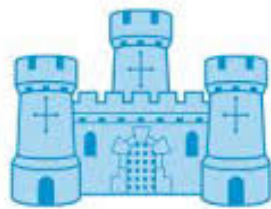


<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>N/A</div> <div>Yearly Trend</div>	ID1.7 - % Unmet demand (number of calls not answered as a % of total call handling volume)		Current Status	SMART Actions if Off Target
	<div>FY 2025/26</div> <div>Cllr. Simon Tagg</div> <div><div>Percent (%)</div><div><div><div>20</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>		22.80	Since the beginning of the financial year, all data has been collected exclusively via Anywhere 365. Quarter 2 has continued the positive trend seen in the first Quarter with unmet demand decreasing by 4.2% from the start of the financial year, indicating the team's growing effectiveness in responding to incoming calls.
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.8a - Total number of digital online transactions		Current Status	SMART Actions if Off Target
	<div>FY 2023/24 2024/25 2025/26 Target</div> <div>Cllr. Simon Tagg</div> <div><div>Number</div><div><div><div>100K</div><div>50K</div><div>0K</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>		28,760!	Year to date figure for Jadu form usage is 2400 less than this time last year, reflect the work we have done enhance IAG on the website. Form usage has significantly decreased which is expected this time of year until Garden Subscriptions are launched.
			Target: 37,500	
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.8b- Total number of calls offered into the Customer Hub		Current Status	SMART Actions if Off Target
	<div>FY 2023/24 2024/25 2025/26</div> <div>Cllr. Simon Tagg</div> <div><div>Number</div><div><div><div>0.1M</div><div>0.0M</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>		37,187	Call volumes have continued to reduce into Quarter 2 with 14,945 fewer calls recorded when compared to the end of same period last financial year. This reduction may be attributed to a combination of factors, including enhanced system functionality, improved service delivery, and evolving customer demand patterns.
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.3 - No. Accidents/Incidents reported (RIDDOR)		Current Status	SMART Actions if Off Target
	<div>FY 2023/24 2024/25 2025/26</div> <div>Cllr. Stephen Sweeney</div> <div><div>Number</div><div><div><div>10</div><div>5</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div>		5	3 RIDDORs, All RIDDORs were employees of the waste and recycling department, with no common root cause.
				Develop professional talent across the Council and provide opportunities for staff to grow their careers

Ensure our services are efficient and accessible



Priority 1: One Council delivering for Local People

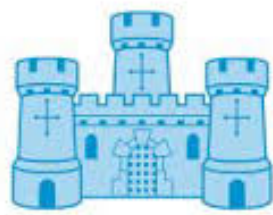


NEWCASTLE·UNDER·LYME
BOROUGH COUNCIL

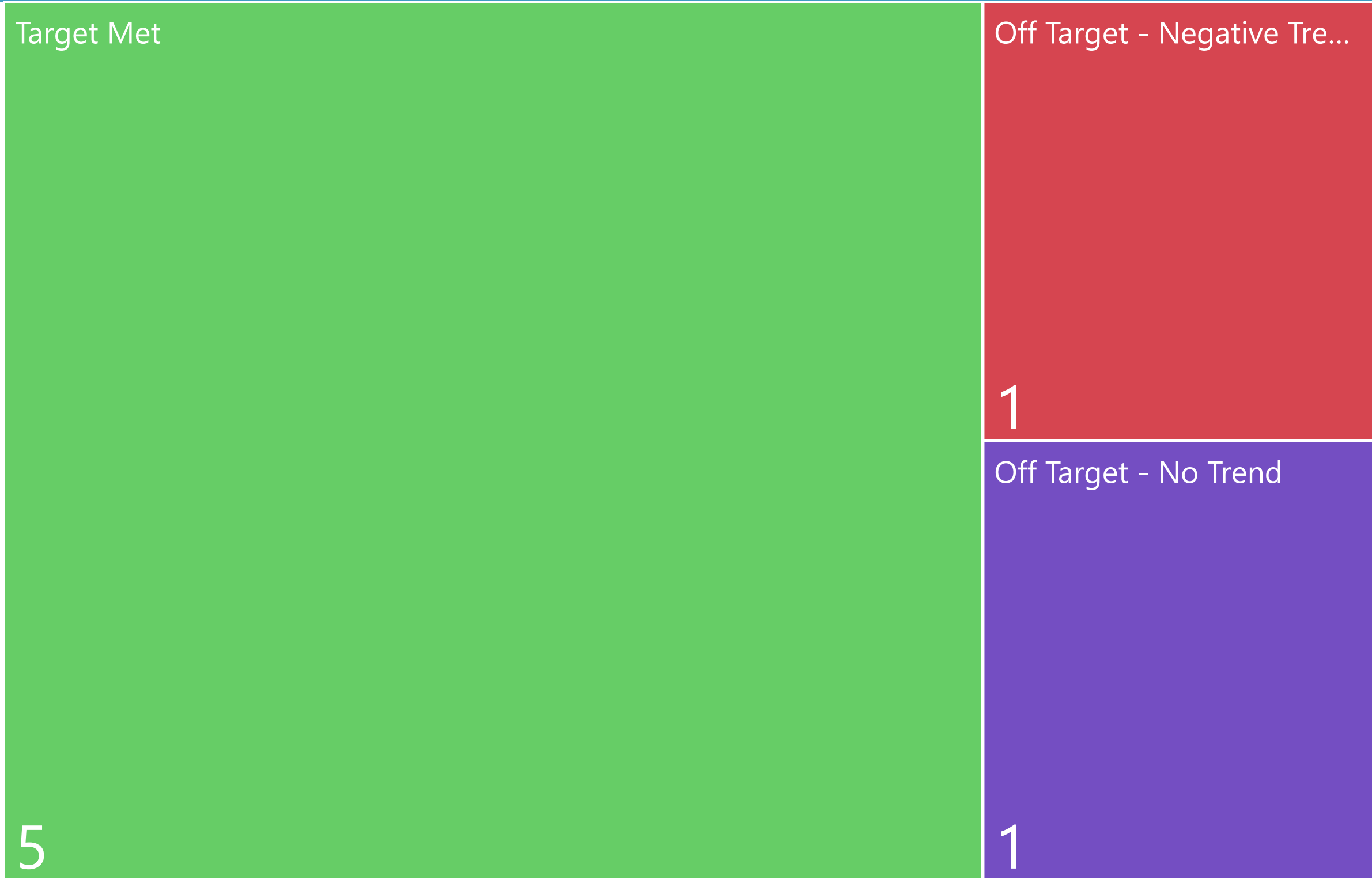
Project Status Split for Priority 1.

Project/Action is Progressing as Expected	Project/Action is Completed
4	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 in progress.
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	Contracts continue to be reviewed through the Commercial Council approach and savings delivered. Following approval to the principle of a pet cremation service, Architects have been appointed to produce the plans for the pet cremation service in advance of a planning application.
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	we continue to work with our local communities and understand their needs. Recent consultations include stakeholder surveys and focus groups on the subject of Local Government Reorganisation as well as the continuing work regarding the local plan which includes resident perspectives.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. neighbourhoods 3. Regulatory	Work with partners to deliver the best for our communities	Work with partners to deliver the best for our communities	✔ Project/Action is Progressing as Expected	Partnership working remains strong and productive with positive relationships across sectors including policing, and voluntary sectors. The Better Health Newcastle partnership brings partners from health, voluntary organisations and local authorities to approach and improve the health of our communities.



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.	2
Support the sustainable development of our towns and villages	4
Total	7

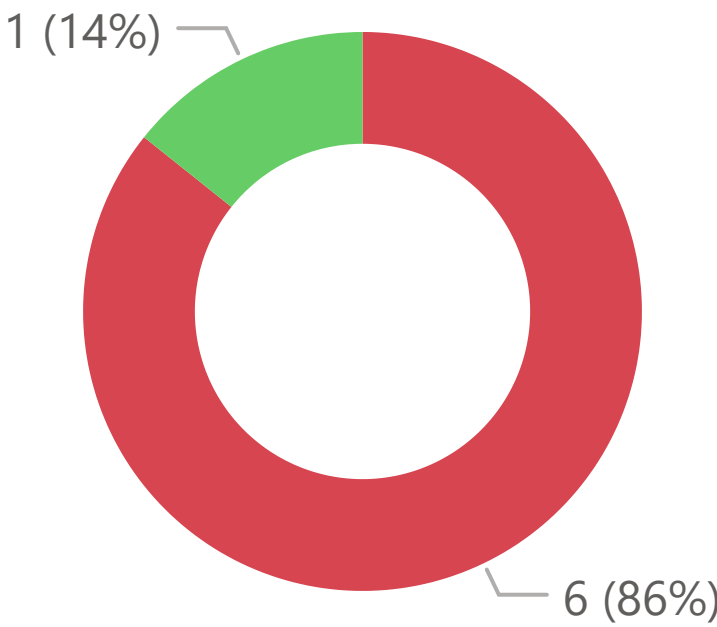
Smart Narrative

- A total of **7** measures were assigned targets this quarter. Of these, **71% achieved their targets**.
- **3** measures not only met their targets but also showed improvement compared to the same period last year. **2** met their targets but showed a negative year-on-year trend.
- The remaining **29%** did not meet their set targets this quarter.
- Of these, **1** measures showed year-on-year improvement. **1** lacked historical data for comparative analysis.
- There are no **contextual** measures within this priority.
- **All projects/actions** are now progressing as expected this quarter, with further details provided within this report.

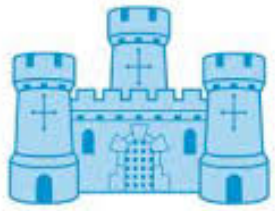
Priority 2: Summary Project Status Split

Priority 2: Qtr.1 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year

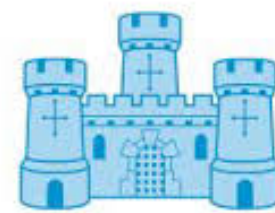
● Project/Action is Progressing as Expected



● Deterioration of Previous Year ● Improvement of Previous Year



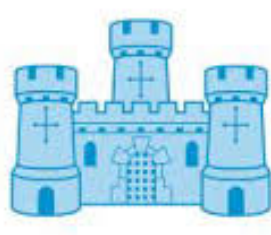
<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	ID2.1 - Percentage of investment portfolio vacant (NBC owned)			Current Status	SMART Actions if Off Target	<div>A strong and sustainable economy where everyone benefits</div>
	<div><div>FY</div><div>2023/242024/252025/26Target</div></div> <div><div>Cllr Stephen Sweeney</div><div><div>Percent (%)</div><div>10</div><div>5</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div>			<div>9.40✓</div> <div>Target: 11.00</div>	Not Required as Target Met	
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID2.6a - Year to Date - 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	<div>(Blank)</div>
	<div><div>FY</div><div>2023/242024/252025/26Target</div></div> <div><div>Cllr. Andrew Fear</div><div><div>Percent (%)</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>			<div>50.00!</div> <div>Target: 75.00</div>	Performance in this period was lower than the target. Twice as many complaints were received in Q2 (95) compared with Q1(47) with many cases raising issues which required detailed investigation and research. This together with pressures to progress planning applications within agreed timescales impacted officers ability to meet deadlines.	
<div>High</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>N/A</div> <div>Yearly Trend</div>	ID2.6b - Quarter in Isolation - Percentage of complainants informed within the required timescales of any action to be taken about alleged breaches of planning control			Current Status		<div>(Blank)</div>
	<div><div>FY</div><div>2025/26Target</div></div> <div><div>Cllr. Andrew Fear</div><div><div>Percent (%)</div><div>50</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div>			<div>50.50</div> <div>Target: 75.00</div>		



High Is Good Planning	ID2.2 - Speed of major development applications (P151a - 12 Month Rolling Period up to End of Each Quarter)				Current Status		SMART Actions if Off Target	
	FY ● 2025/26 ● Target				Cllr. Andrew Fear		The updated "Improving Planning Performance: Criteria for Designation" document has changed the assessment period for speed of decision-making for both major and non-major applications from 24 months to 12 months - because of this no annual comparison is available this year. Measure shown is the % within 13 weeks or within agreed time - Central Gov metric which measures a rolling time period of 12 months - Newest metric showing up until the end of September 2025	
	<div><div>Percent (%)</div><div><div><div>100</div><div>50</div><div>0</div></div><div><div>1. April 2024 – March 2025</div><div>2. Aug 2024 – June 2025</div><div>3. Oct 2024 – Sept 2025</div><div>4. Jan 2025 – Dec 2025</div></div><div>Timeframe of Measure</div></div></div>				100.00✓			
N/A				Target: 92.00				
Low Is Good Planning	ID2.3 - Quality of major development applications (P152a - 24 Month Rolling Period - See SMART Actions)				Current Status		SMART Actions if Off Target	
	FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target				Cllr. Andrew Fear		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 October 2022 – September 2024.	
	<div><div>Percent (%)</div><div><div><div>10</div><div>5</div><div>0</div></div><div><div>1. Jul 2022 – Jun 2024</div><div>2. Oct 2022 - Sep 2024</div><div>3. Jan 2023 - Dec 2024</div><div>4. Apr 2023 - Mar 2025</div></div><div>Timeframe of Measure</div></div></div>				6.80✓			
Negative				Target: 10.00				
High Is Good Planning	ID2.4 - Speed of non-major development applications (P153 - 12 Month Rolling Period up to End of Each Quarter)				Current Status		SMART Actions if Off Target	
	FY ● 2025/26 ● Target				Cllr. Andrew Fear		The updated "Improving Planning Performance: Criteria for Designation" document has changed the assessment period for speed of decision-making for both major and non-major applications from 24 months to 12 months - because of this no annual comparison is available this year. Measure shown is the % within 13 weeks or within agreed time - Central Gov metric which measures a rolling time period of 12 months - Newest metric showing up until the end of September 2025	
	<div><div>Percent (%)</div><div><div><div>100</div><div>50</div><div>0</div></div><div><div>1. April 2024 – March 2025</div><div>2. Aug 2024 – June 2025</div><div>3. Oct 2024 – Sept 2025</div><div>4. Jan 2025 – Dec 2025</div></div><div>Timeframe of Measure</div></div></div>				94.70✓			
N/A				Target: 90.00				
Low Is Good Planning	ID2.5 - Quality of non-major development applications (P154 - 24 Month Rolling Period - See SMART Actions)				Current Status		SMART Actions if Off Target	
	FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target				Cllr. Andrew Fear		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 October 2022 – September 2024.	
	<div><div>Percent (%)</div><div><div><div>10</div><div>5</div><div>0</div></div><div><div>1. Jul 2022 – Jun 2024</div><div>2. Oct 2022 - Sep 2024</div><div>3. Jan 2023 - Dec 2024</div><div>4. Apr 2023 - Mar 2025</div></div><div>Timeframe of Measure</div></div></div>				0.87✓			
Negative				Target: 10.00				

Support the sustainable development of our towns and villages

Support the sustainable development of our towns and villages

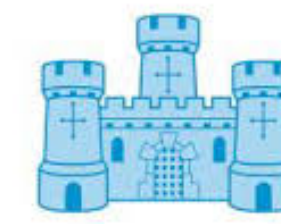


Project Status Split for Priority 2.

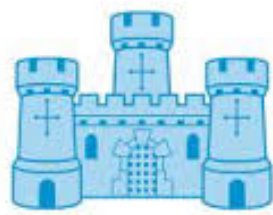
Project/Action is Progressing as Expected

10

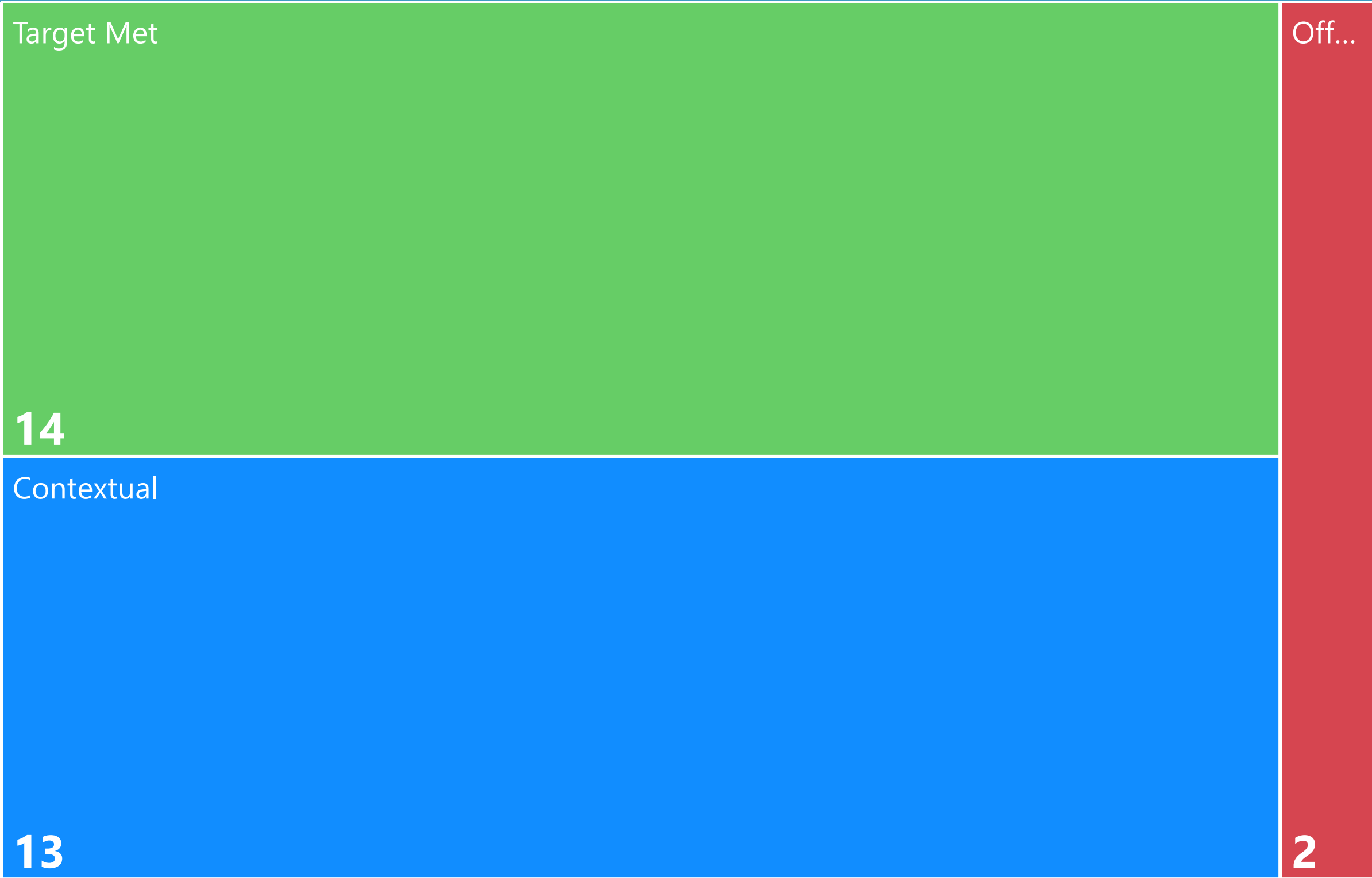
Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. David Hutchison	1. Sustainable Environment 2. All	Deliver the Sustainable Environment Strategy	Ensuring that the Council's operations are carbon neutral by 2030	✔ Project/Action is Progressing as Expected	Delivery of the SES continues to progress well. All of the Councils directorates have action / delivery plans in place, and there are a number of inovative projects being taken forward. The contract for detailed design work on the decarbonisation project for J2 has been signed and forms an important milestone for this project which the Coucil was awarded nearly £3million Salix funding.
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 7 of the Borough Tree Planting Strategy is being designed ready for consultation. It is proposed to plant up a further 8 sites by March 2026, subject to the outcome of consultation and funding bids.
Cllr. David Hutchison	1. Sustainable Environment 2. All	Play an active role in the Staffordshire Sustainability Board	Secure a carbon neutral Borough by 2050	✔ Project/Action is Progressing as Expected	The Council continues to play a leading role in SSB, having completed all agreed base pledges.
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 Local Plan examination hearing sessions were held in May and June 2025. The Inspector issued her post hearing views on the 01 August 2025. The Council has responded to matters raised by the Inspector in her post hearing views on the 23 September and now awaiting guidance on next steps on the Local Plan from the Inspector.
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 Progressing as Expected	<p>Walleys Quarry Ltd entered into liquidation in February 2025. This process is ongoing.</p> <p>CLP EnviroGas Ltd continue to monitor and maintain the gas infrastructure onsite.</p> <p>The Environment Agency continue to use their discretionary powers to arrange for steps to be taken to remove the risk of serious pollution. Works include:</p> <ul style="list-style-type: none">- the import of clay material to remedy depressions in the surface of the landfill to help prevent odorous emissions onsite.- planned works to access the leachate wells to service the pumps and to decommission any damaged wells.- installation of automated pumps in the void area to manage surface water that may accumulate following rainfall. <p>In Quarter 2, the data shows:</p> <ul style="list-style-type: none">- odour complaints reported to NULBC trended downwards from 18 complaints in July , 4 complaints in August, to 1 complaint in September.- there has been no weekly exceedance of the World Health Organisation [WHO] odour annoyance guideline for hydrogen sulphide in Quarter 1 and Quarter 2
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	Work has been ongoing through quarter 2 to research and develop our Housing and Homelessness Strategy 2025 – 2028 for consultation. The Strategy will be accompanied by an action plan with annual reporting.



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	Awaiting Homes England decision on a grant contribution to town centre redevelopment projects.
Cllr. Stephen Sweeney	Commercial Delivery	Delivering the £16m Kidsgrove Town Deal, including: Facilitating the Chatterley Valley Enterprise Zone development to deliver 1700 quality jobs for local people; Enhancing Kidsgrove Railway Station and access to the local canal network; Developing a Shared Service Hub with key partners.	A strong and sustainable economy where everyone benefits	✓ Project/Action is Progressing as Expected	Two projects have been completed and the remaining projects are proceeding to plan following revisions that were agreed with the Kidsgrove Town Deal Board.
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	Projects are progressing to plan with the majority of projects well into delivery stage or nearing completion.
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	<p>As we progress through the interim year of UKSPF funding, the programme has been strategically refocused to prioritise economic growth and resilience across the borough. To date, over 22 projects have been re-commissioned, each adapted to reflect evolving local and national priorities.</p> <p>Strategic Investment and Partnership Development</p> <ul style="list-style-type: none"> • Keele University and Staffordshire University have been awarded grant funding to deliver targeted support to more than 20 local businesses, utilising student expertise to foster innovation, enhance productivity, and strengthen university-business collaboration. • The Newcastle and Stafford College Group has received funding to expand adult learning provision, supporting residents in acquiring new skills and improving employability. • The Staffordshire Growth Hub has been supported through grant funding to enhance its business advisory capacity, enabling more comprehensive support for SMEs navigating current economic challenges. <p>Community Engagement and Cultural Development</p> <ul style="list-style-type: none"> • Funding has been allocated to the Philip Astley Centre and Support Staffordshire to promote volunteering and cultural awareness, contributing to community cohesion and the enrichment of local heritage. <p>Forthcoming Activity: Creative Industries Programme</p> <p>In the next quarter, a new programme focused on the Creative Industries will be initiated. This will include the development of a detailed action plan to establish a Creative Hub, designed to align with the Local Industrial Strategy and address the specific needs of the sector. This initiative aims to stimulate innovation, attract investment, and support the growth of creative enterprises within the borough.</p>



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
Total	29

Smart Narrative

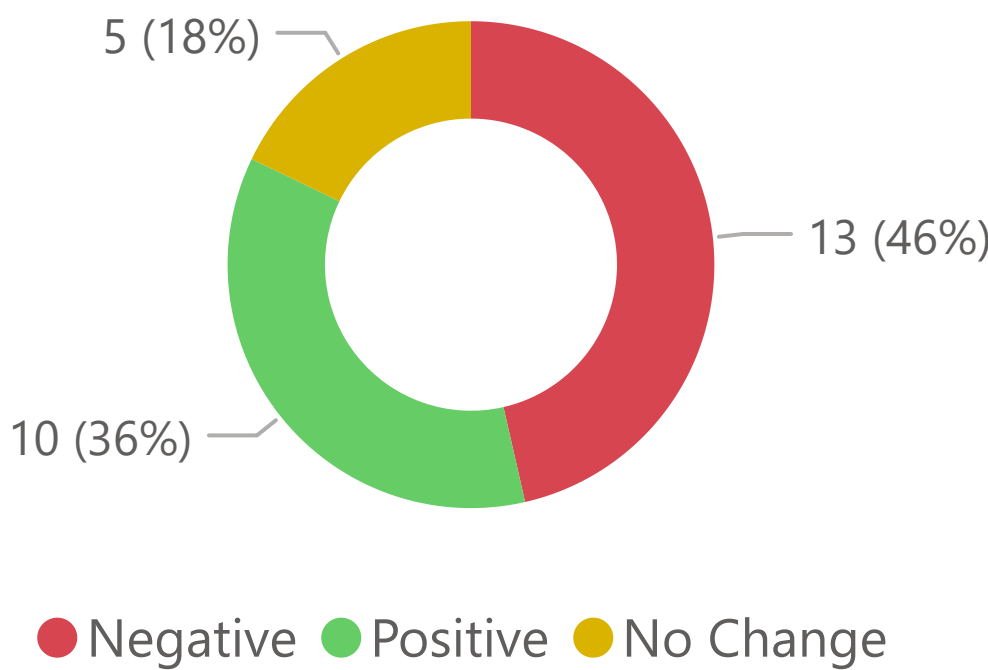
- A total of **16** measures were assigned targets this quarter. Of these, **88% achieved their targets**.
- **4** measures not only met their targets but also showed improvement. **2** met their targets but showed a negative year-on-year trend. **4** showed no change. **6** had no historical data available for comparison.
- The remaining **12%** did not meet their set targets this quarter.
- Of these, **2** demonstrated a negative trend compared to the same period last year.
- An additional **13 measures were contextual** and therefore did not have set targets.
- **6** showed improvement. **7** showed a decline.
- **2 projects/actions** has been completed, **1 projects/actions** identified as **not progressing as expected**, with further details provided within this report. All other project/actions progressing as expected this quarter.

Priority 3: Summary Project Status Split

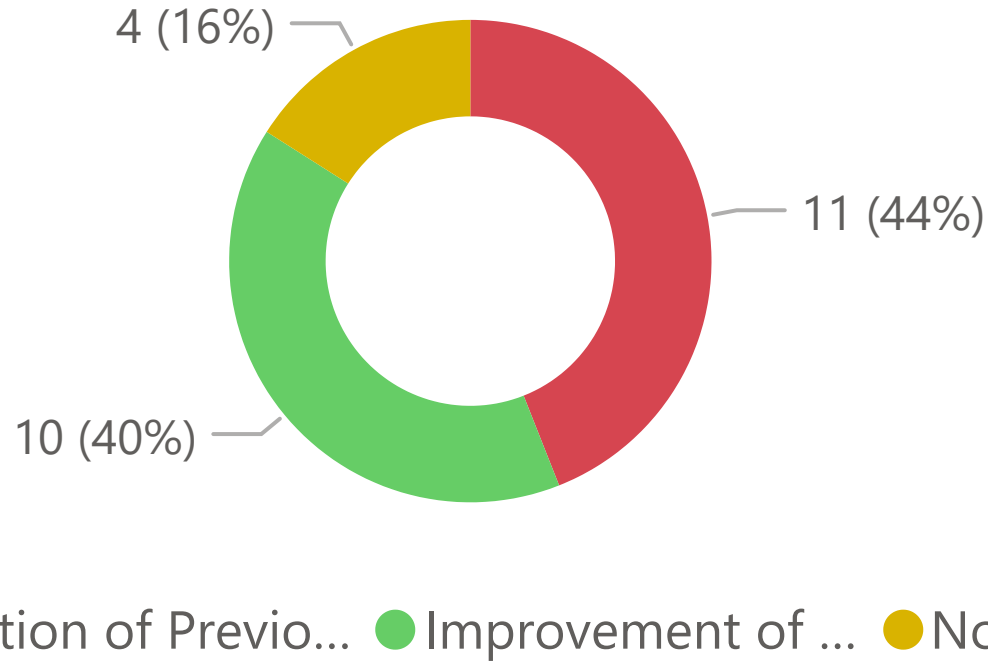
● Project/Action is Completed ● Project/Action is Not Progr... ● Project/Action is Pro...

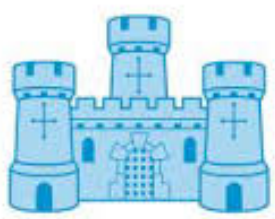


Priority 3: Qtr.2 Trend Direction of PI's Compared to Previous Quarter



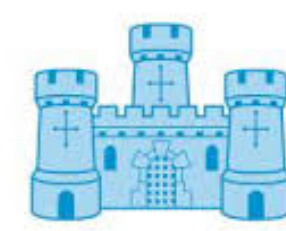
Priority 3: Qtr.2 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.4a - Total % of materials collected for recycling and composting verified via WDF		Current Status	SMART Actions if Off Target
	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div><div>Cllr. David Hutchison</div><div><div>Percent (%)</div><div>50</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>		<div>49.34!</div> <div>Target: 51.00</div>	<div>By the end of Quarter 2, the measure was 1.66% below the newly increased target set for the current year. The performance during this quarter also presented a negative trend when compared to the same period in the previous financial year with a reduction by 1.44%.</div>
<div>High</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.4b - Food:- Household collections from the kerbside (%)		Current Status	SMART Actions if Off Target
	<div><div>FY</div><div>● 2024/25 ● 2025/26 ● Target</div><div>Cllr. David Hutchison</div><div><div>Percent (%)</div><div>50</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div>		<div>44.84✓</div> <div>Target: 37.00</div>	<div>Not Required as Target Met</div>
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.4c - Residual Waste per household:- Household collections from the kerbside (Kgs)		Current Status	SMART Actions if Off Target
	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div><div>Cllr. David Hutchison</div><div><div>KGs</div><div>500</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>		<div>188.05✓</div> <div>Target: 207.50</div>	<div>Not Required as Target Met</div>
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.4d - Percentage of Successful Collections		Current Status	SMART Actions if Off Target
	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● Average of Target</div><div>Cllr. David Hutchison</div><div><div>Percent (%)</div><div>100.0</div><div>99.5</div><div>99.0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>		<div>99.97✓</div> <div>Target: 99.60</div>	<div>Not Required as Target Met</div>

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



High Is Good Per Quarter (Snapshot) No Change Yearly Trend	ID1.5a - Litter: Levels of street and environment cleanliness (LAMS survey) free / predominantly free of litter		Current Status	SMART Actions if Off Target
	FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target Cllr. David Hutchison			
			100.00✓ Target: 94.00 Not Required as Target Met	
	Percent (%) Timeframe of Measure			
High Is Good Per Quarter (Snapshot) No Change Yearly Trend	ID1.5b - Detritus: Levels of street and environment cleanliness (LAMS survey) free / predominantly free of detritus		Current Status	SMART Actions if Off Target
	FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target Cllr. David Hutchison			
			100.00✓ Target: 95.00 Not Required as Target Met	
	Percent (%) Timeframe of Measure			
High Is Good Per Quarter (Snapshot) No Change Yearly Trend	ID1.5c -d environment cleanlin_Levels of street aness (LAMS survey) free / predominantly free of graffiti		Current Status	SMART Actions if Off Target
	FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target Cllr. David Hutchison			
			100.00✓ Target: 98.00 Not Required as Target Met	
	Percent (%) Timeframe of Measure			
High Is Good Per Quarter (Snapshot) No Change Yearly Trend	ID1.5d - Fly-Posting: Levels of street and environment cleanliness (LAMS survey) free / predominantly free of fly-posting		Current Status	SMART Actions if Off Target
	FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target Cllr. David Hutchison			
			100.00✓ Target: 99.00 Not Required as Target Met	
	Percent (%) Timeframe of Measure			

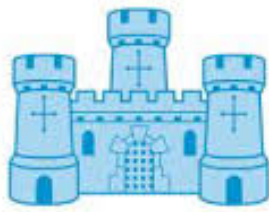
Secure a step change in street cleanliness and the quality of the public domain

Page 61

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



Priority 3: Healthy, Active and Safe Communities

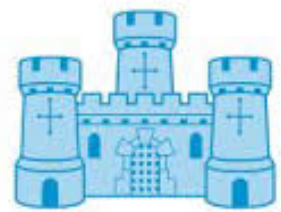


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<div>Low</div> <div>Is Good</div> <div>Cumulative</div> <div>Negative</div> <div>Yearly Trend</div>	ID3.11 - Number of Fly-Tipping Incidents (as per national measure)		Current Status	SMART Actions if Off Target
	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26</div><div>Cllr. David Hutchison</div></div>		582	Quarter 2 recorded a rise in fly-tipping incidents compared to the same period in the previous financial year, with 128 more cases reported since April. While the month-on-month trend has shown a consistent increase, recent data suggests a potential shift, with numbers beginning to decline as we head towards the winter months.
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID3.12 - Average number of days from report of fly-tipping to clear-up (Case closed)		Current Status	SMART Actions if Off Target
	<div><div>FY</div><div>● 2024/25 ● 2025/26 ● Target</div><div>Cllr. David Hutchison</div></div>		4.62✓ Target: 6.00	Not Required as Target Met
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID3.13 - % of fly-tipping incidents where sufficient evidence gathered to proceed to formal enforcement		Current Status	SMART Actions if Off Target
	<div><div>FY</div><div>● 2024/25 ● 2025/26 ● Target</div><div>Cllr. David Hutchison</div></div>		1.37! Target: 1.50	All incidents of fly tipping are investigated at the point of clearing the waste. However, only a small proportion of fly- tips will have evidence in the waste that will allow Officers to proceed with enforcement. Where evidence is present within the waste or where an offence has been witnessed, officers will then proceed to formal enforcement. Throughout the quarter, the measure has fluctuated around the target value but ultimately fell marginally short by 0.13% which has been primarily due to low case volumes within the quarter.
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID3.14 - Number of Fly-tipping FPNs issued		Current Status	SMART Actions if Off Target
	<div><div>FY</div><div>● 2024/25 ● 2025/26 ● Target</div><div>Cllr. David Hutchison</div></div>		8✓ Target: 5.00	Not Required as Target Met

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

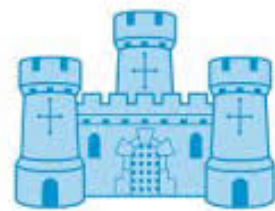
Reduce anti-social behaviour and crime in our communities



<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>N/A</div> <div>Yearly Trend</div>	ID3.3 - Number of People Accessing the Museum’s collections in person only	Current Status	SMART Actions if Off Target	<div>Delivering an economic and cultural legacy from the celebration of the borough’s 850th anniversary in 2023.</div>
	<div>Cllr. Craig Skelding</div> <div><div><div>FY</div><div><div>● 2025/26</div><div>● Target</div></div></div><div><div>Number</div><div>50K</div><div>0K</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>	<div>39,247✓</div> <div>Target: 30,000</div>	Not Required as Target Met	
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID3.4 - J2 Membership growth	Current Status	SMART Actions if Off Target	<div>Support the development of community solutions to local problems</div>
	<div>Cllr. Craig Skelding</div> <div><div><div>FY</div><div><div>● 2023/24</div><div>● 2024/25</div><div>● 2025/26</div><div>● Target</div></div></div><div><div>Number</div><div>5K</div><div>0K</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div>	<div>4,184✓</div> <div>Target: 4,000</div>	Not Required as Target Met	
<div>High</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>N/A</div> <div>Yearly Trend</div>	ID3.5 - Jubilee 2 Customer Satisfaction – Overall Visitor Experience	Current Status	SMART Actions if Off Target	
	<div>Cllr. Craig Skelding</div> <div><div><div>FY</div><div><div>● 2025/26</div><div>● End of Year Target</div></div></div><div><div>Percent (%)</div><div>50</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div>	<div>79.25✓</div> <div>End of Year Target: 75.00</div>	Not Required as Target Met	



Priority 3: Healthy, Active and Safe Communities



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

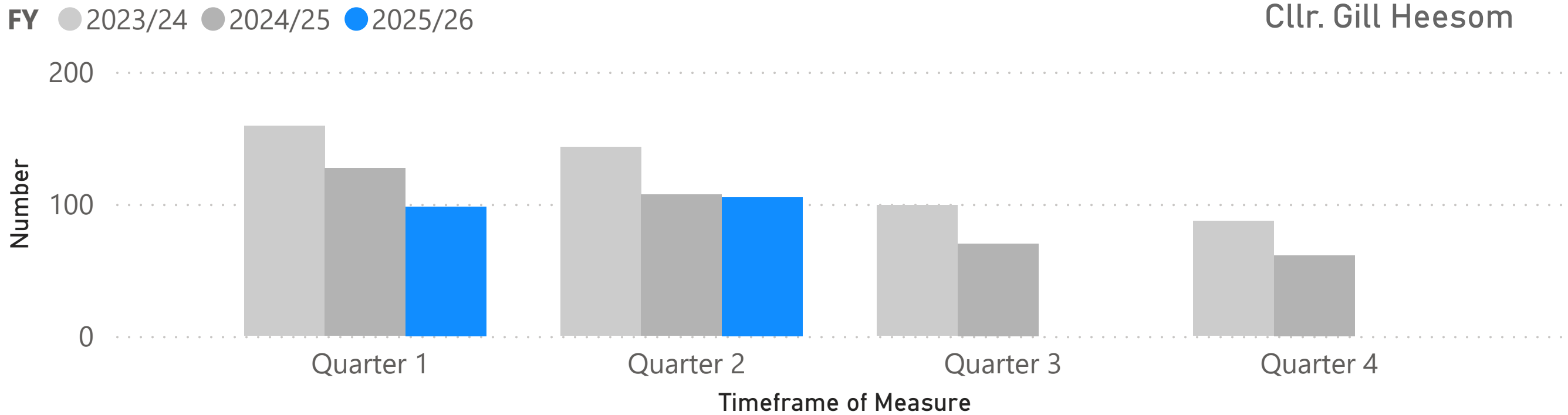
Current Status

SMART Actions if Off Target

Low
Is Good

Per
Quarter
(Snapshot)

Positive
Yearly Trend



98

In Quarter 2, two fewer cases were received compared to the same period in the previous financial year. Targeted training has recently been delivered to professionals to strengthen the triage and assessment of Anti-Social Behaviour (ASB) cases, improving both the quality and consistency of responses. Furthermore, we are actively involved in shaping a county-wide ASB policy that will establish clear expectations for the public and ensure alignment across all partner organisations.

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

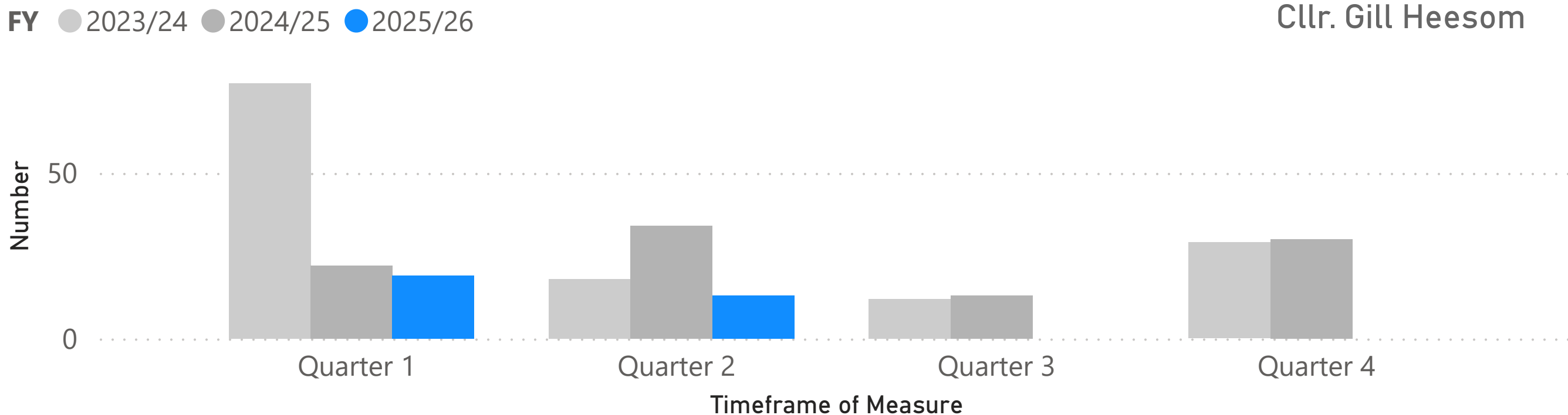
Current Status

SMART Actions if Off Target

Low
Is Good

Per
Quarter
(Snapshot)

Positive
Yearly Trend



19

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

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

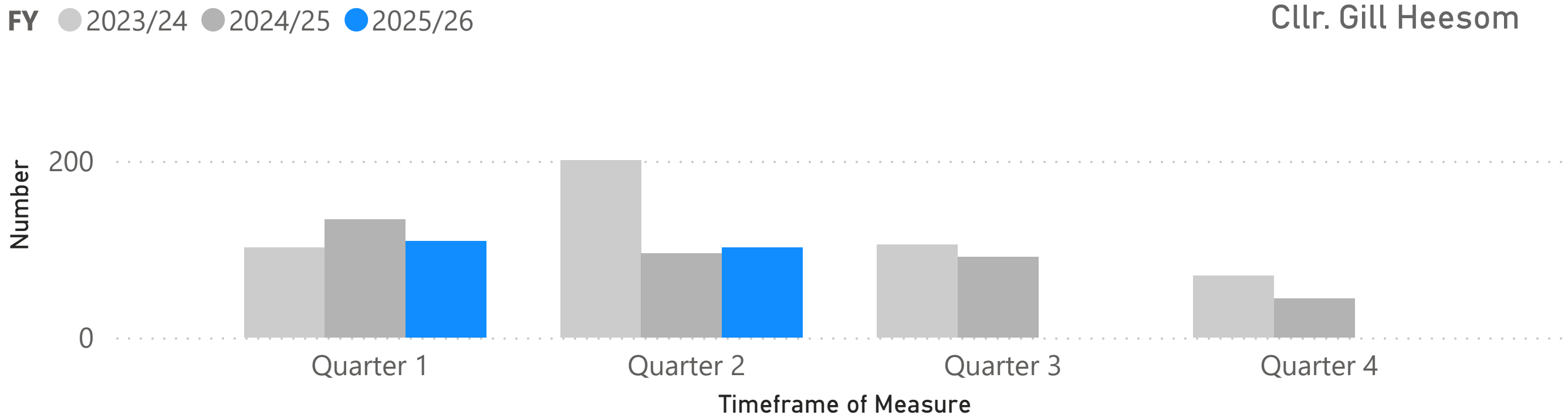
Current Status

SMART Actions if Off Target

High
Is Good

Per
Quarter
(Snapshot)

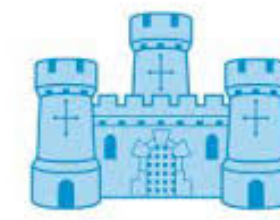
Positive
Yearly Trend



109

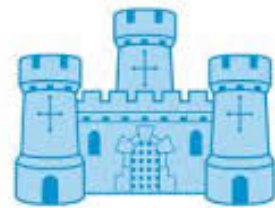
We continue partnership working to reduce ASB and ensure any complaints are dealt with efficiently and effectively in a timely manner.

Reduce
anti-social
behaviour
and crime in
our
communities



<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID3.2 - Number of referrals made regarding vulnerability by participating organisations at the Daily Hub		Current Status	SMART Actions if Off Target	<div>Ensure that our most vulnerable residents are supported through the impact of the rising cost of living.</div>
	<div>FY</div> <div>● 2023/24 ● 2024/25 ● 2025/26</div> <div>Cllr. Gill Heesom</div> <div></div> <div>40</div>		The vulnerability Hub continues to have a high number of complex cases with a broad range of vulnerabilities. The Hub partners are going to consider putting on a 'Vulnerability' Day to try and raise awareness on the range of issues people are facing with a view to accessing support earlier, we will look at this ahead of the winter.		
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID3.8 - Emergency homeless presentations		Current Status	SMART Actions if Off Target	<div>Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live</div>
	<div>FY</div> <div>● 2023/24 ● 2024/25 ● 2025/26</div> <div>Cllr. Gill Heesom</div> <div></div> <div>286</div>		All Homeless tonight presentations are monitored. A focus on earlier intervention.		
<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>N/A</div> <div>Yearly Trend</div>	ID3.9 - The average number of working days from occupational health referral to completion of works for stairlifts provided by a DFG		Current Status	SMART Actions if Off Target	<div>Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live</div>
	<div>FY</div> <div>● 2025/26 ● Target</div> <div>Cllr. Gill Heesom</div> <div></div> <div>120✓</div> <div>Target: 130.00</div>		This relates to 15 stairlifts completed in quarter 1 and 2.		
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>N/A</div> <div>Yearly Trend</div>	ID3.10 - Percentage of non-complex Disabled Facilities Grants completed in 120 days from occupational health referral		Current Status	SMART Actions if Off Target	<div>Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live</div>
	<div>FY</div> <div>● 2025/26 ● Target</div> <div>Cllr. Gill Heesom</div> <div></div> <div>78✓</div> <div>Target: 65.00</div>		11 out of 14 DFGs under £5000 completed within 120 working days		

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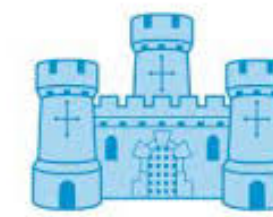
Low Is Good Per Quarter (Snapshot) Positive Yearly Trend	ID3.6 - Live application on the housing register			Current Status	SMART Actions if Off Target
	<div><div>FY</div><div><div>2023/24</div><div>2024/25</div><div>2025/26</div></div><div><div>Cllr. Gill Heesom</div><div><div><div>2K</div><div>0K</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div></div>			<div>1,728</div> <div>Trend increasing however compared to the previous year shows a reduction. Review module now in place.</div>	
High Is Good Per Quarter (Snapshot) Negative Yearly Trend	ID3.7 - Number of lets to registered providers from the housing waiting list			Current Status	SMART Actions if Off Target
	<div><div>FY</div><div><div>2023/24</div><div>2024/25</div><div>2025/26</div></div><div><div>Cllr. Gill Heesom</div><div><div><div>500</div><div>0</div></div><div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div><div>Timeframe of Measure</div></div></div></div>			<div>230</div> <div>Nominations are monitored through Lettings Forum meetings. Nomination targets (75% for Aspire / 50% other providers)</div>	
Low Is Good Per Quarter (Snapshot) Negative Yearly Trend	ID4.4 - Total Rough Sleepers Verified in Quarter			Current Status	SMART Actions if Off Target
	<div><div>FY</div><div><div>2023/24</div><div>2024/25</div><div>2025/26</div></div><div><div>Cllr. Gill Heesom</div><div><div><div>10</div><div>0</div></div><div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div><div>Timeframe of Measure</div></div></div></div>			<div>15</div> <div>The last rough sleeper count took place on 12th September 2025 and 15 individuals were verified. The annual rough sleeper count will take place on 14th November 2025 and we will be conducting a full count this year.</div>	
ID4.4a, 4.4b, 4.4c and 4.4d - Breakdown of Rough Sleepers Verified in Quarter					
<div><div><div>1. Prevented 1 - New Rough Sleepers</div><div>2. Non-Recurring 1 - Returning Rough Sleepers</div><div>3. Brief 1 - Entrenched Rough Sleepers</div><div>4. Prevented 2 - Rough Sleepers after ...</div></div><div><div>Cllr. Gill Heesom</div><div><div><div>10</div><div>5</div><div>0</div></div><div><div>3</div><div>3</div><div>3</div><div>1</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div></div><div>Timeframe of Measure</div></div></div></div>					

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



Priority 3: Healthy, Active and Safe Communities



NEWCASTLE UNDER LYME
BOROUGH COUNCIL

Project Status Split for Priority 3.

Project/Action is Progressing as Expected

3

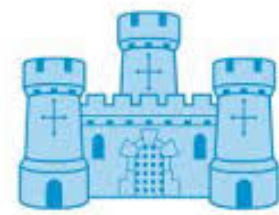
Project/Action is Completed

2

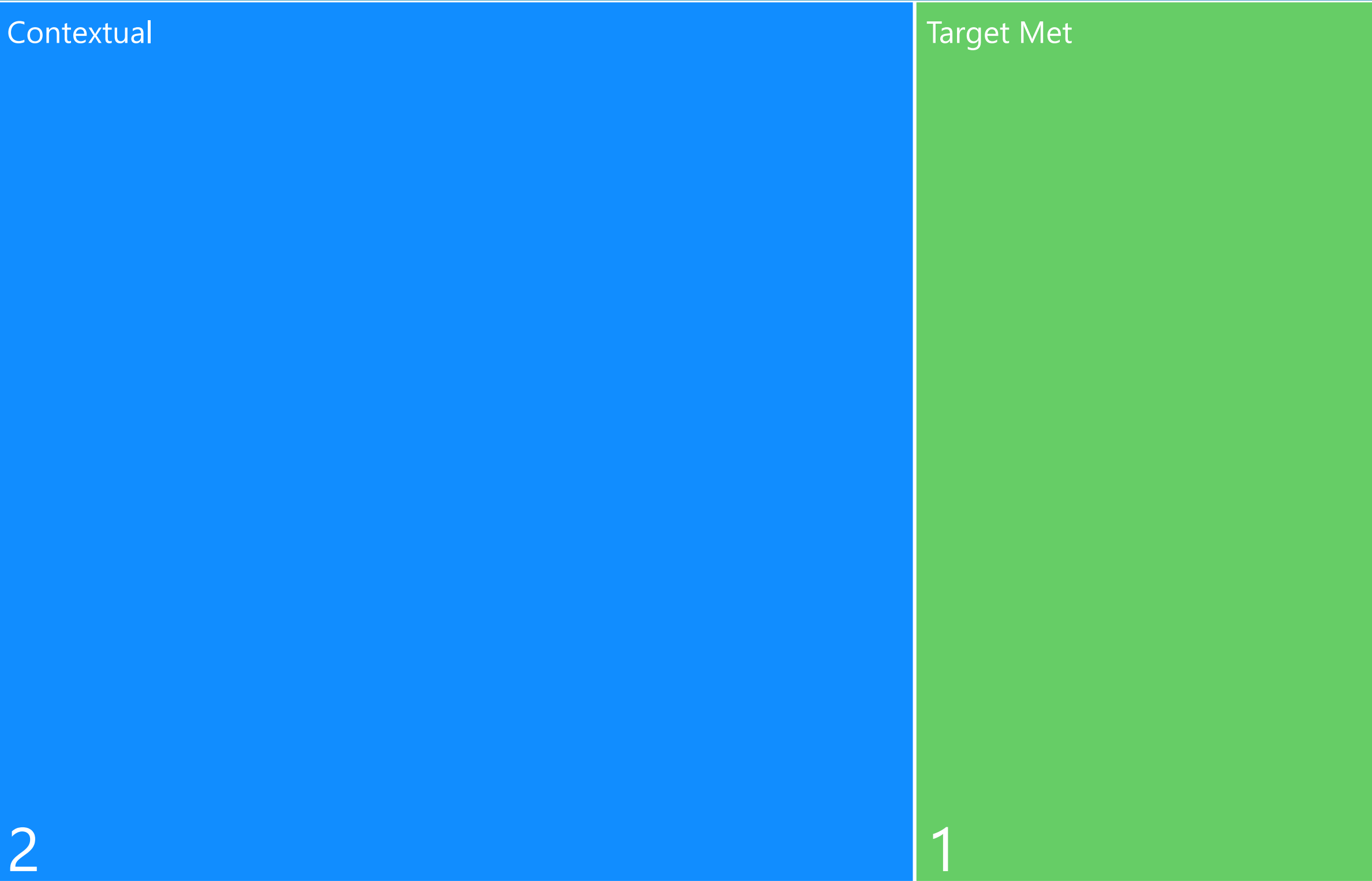
Project/Action is Not Progressi...

1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Gill Heesom	Neighbourhoods	Build on our work with Staffordshire Police	Reduce anti-social behaviour and crime in our communities	✓ Project/Action is Progressing as Expected	Work is continuing successfully with crime/ASB rates reducing for the second year in succession. Projects which are being funded by PFCC Community Safety Fund have been commissioned and are progressing on schedule. Joint enforcement of the town centre PSPO is continuing successfully.
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	Project/Action has been completed.
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 Not Progressing as Expected	The roll out of additional recycling provision to flats including separate food waste is progressing on track. With this complete the Council will have met all of its statutory commitments under Simpler Recycling far earlier than the 2027 deadline. That said recycling rates have not increased as hoped, largely due to lower garden waste tonnage following the hot summer. Dry Recycling and food waste continue to perform well.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. Neighbourhoods	Work collaboratively with the Newcastle Partnership	Ensure that our most vulnerable residents are supported through the impact of the rising cost of living.	✓ Project/Action is Progressing as Expected	The partnership is well attended and seen as a positive information sharing forum resulting in collaborative approaches to problem solving. A recent event focused on Kidsgrove considered a number of key matters affecting residents in the Borough which resulted in thematic analysis of outcomes. Action planning continues in response to the identified themes.
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 is progressing well, with events held in every neighbourhood in the Borough over the last year and good levels of community engagement. A number of community groups have been supported with local projects and initiatives and the Civic Pride Investment Fund has supported 8 projects so far in its first 3 months of operating.



Priority 4: Performance Indicators Current Status



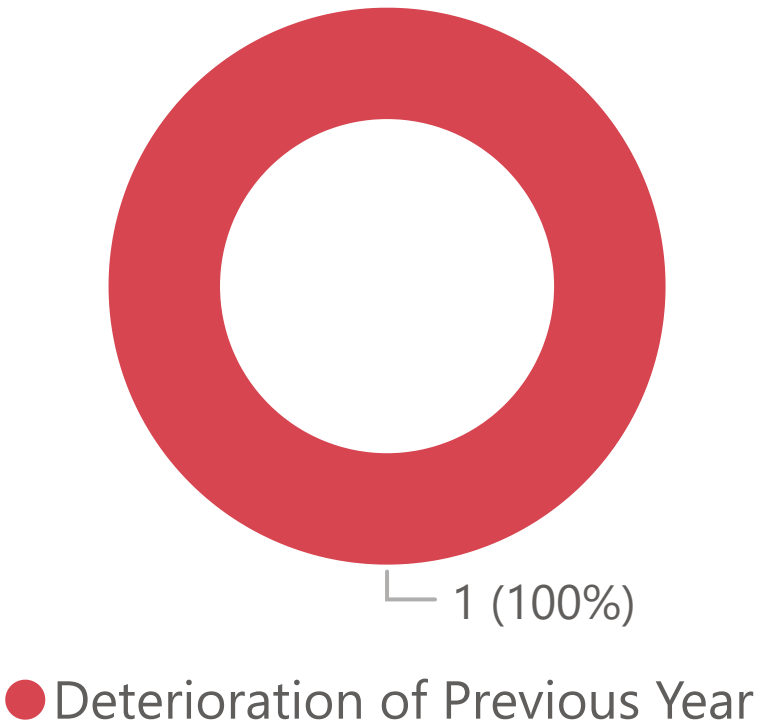
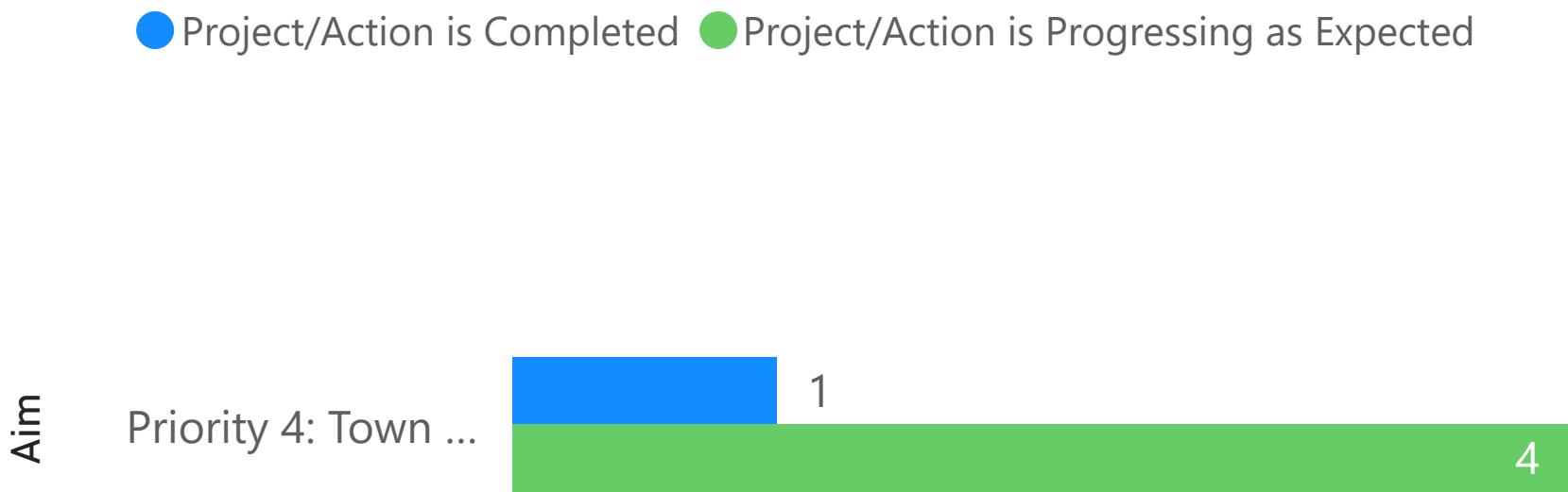
Corporate Objective	Count
Increasing the number of people living, working and using Newcastle town Centre	3
Total	3

Smart Narrative

- A total of **1** measures were assigned targets this quarter. Of these, **100% achieved their targets**.
- An additional **2 measures were contextual** and therefore did not have set targets.
- **1** measure showed a decline in performance when compared to the previous year, with the other measure having no historic data to compare against.
- **1 projects/actions** has been completed, with all other project/actions progressing as expected this quarter, with further details provided within this report.

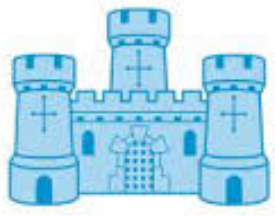
Priority 4: Summary Project Status Split

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





Priority 4: Town Centres for All



NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL

High
Is Good

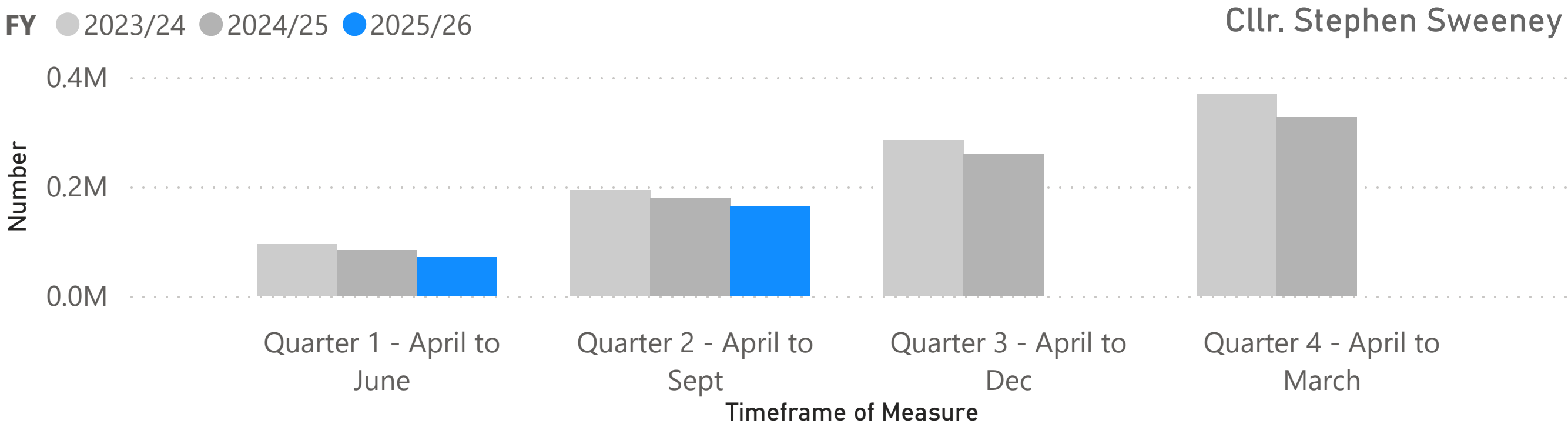
Cumulative
(Per Annum)

Negative
Yearly Trend

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

Current Status

SMART Actions if Off Target



163,569

At the end of Quarter 2, there were 15,083 fewer tickets issued than compared to the previous financial year. Despite the year-on-year drop, Quarter 2 showed month-on-month improvement over Quarter 1, with July and September each recording ticket sales exceeding 30,000 more in line with previous years. Changes in car parking behaviour have emerged as a likely contributing factor.

High
Is Good

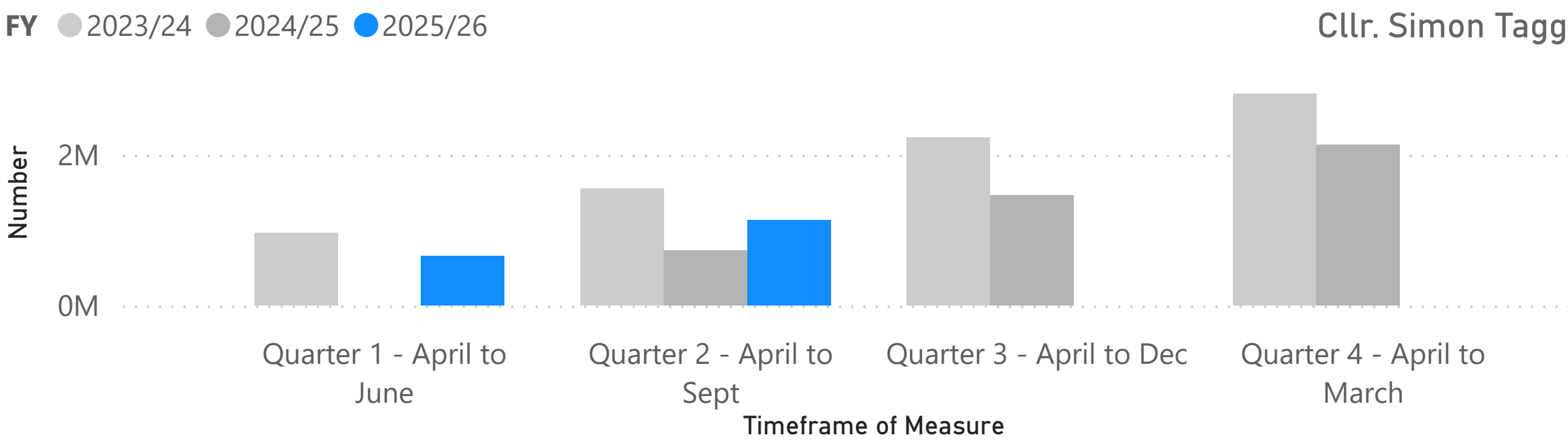
Cumulative
(Per Annum)

N/A
Yearly Trend

ID4.2 - Town Centre Footfall - Newcastle

Current Status

SMART Actions if Off Target



1,135,432

Footfall in the town centre experienced a decline throughout Quarter 2 when looking at the month on month figures. July recorded 182,672 visits, followed by 153,670 in August and 140,797 in September. Unfortunately there is no historic data available for comparison of the quarter due to limited data supplied from the previous financial year.

High
Is Good

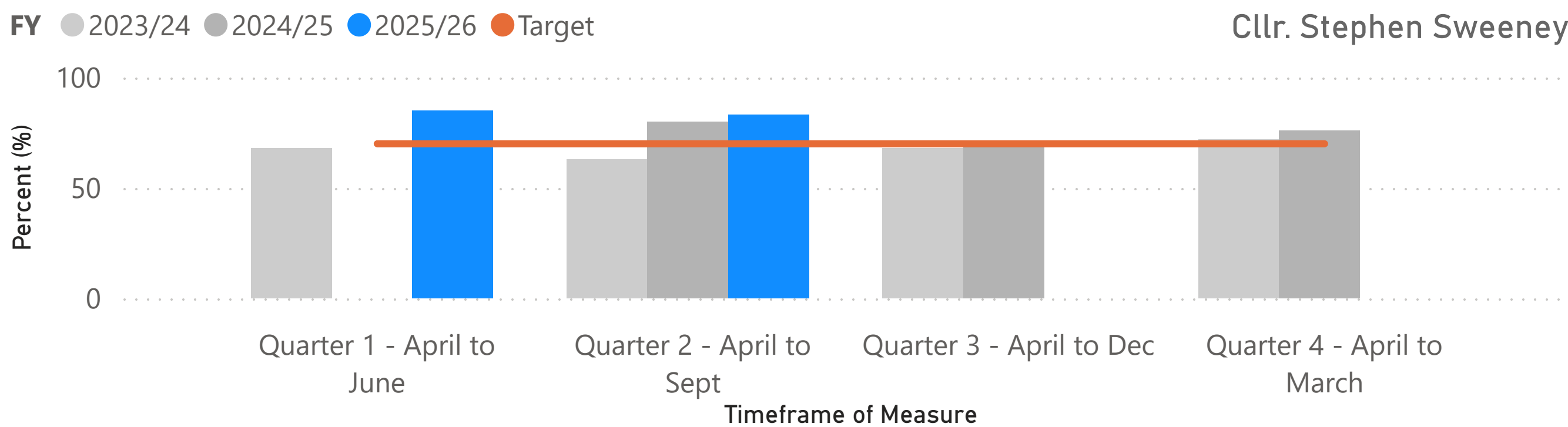
Cumulative
(Per Annum)

Positive
Yearly Trend

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

Current Status

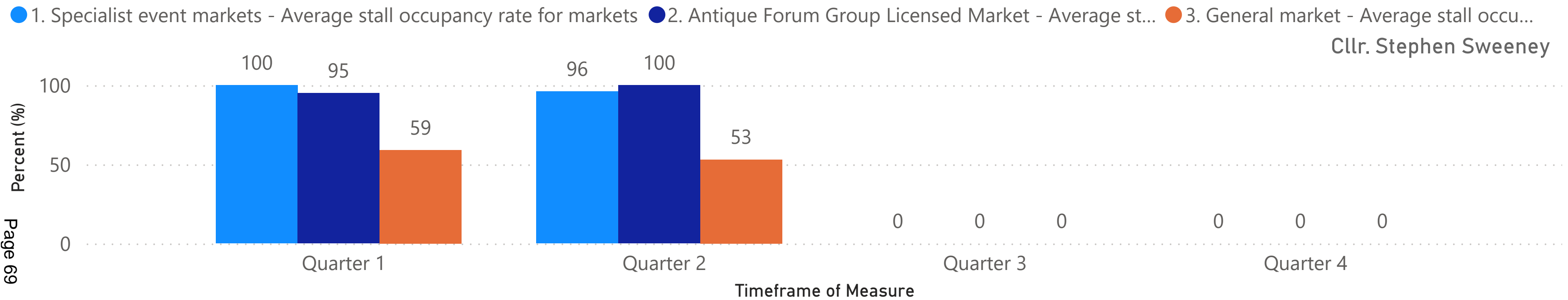
SMART Actions if Off Target



83.00✓

Target:
70.00

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

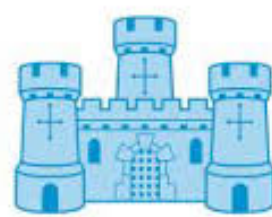


Not Required as Target Met

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



Priority 4: Town Centres for All



NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL

Project Status Split for Priority 4.

Project/Action is Progressing as Expected	Project/Action is Completed
4	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	Legal agreements are being drafted to enable the main construction programme to begin and discussions are ongoing with Homes England regarding making a contribution to the cost of the scheme.
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	Enabling works have started on site. Legal agreements are being drafted to enable the main construction programme to begin and discussions are ongoing with Homes England regarding a contribution to the cost of the scheme.
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	Legal agreements are being drafted to enable the main construction programme to begin and discussions are ongoing with Homes England regarding making a contribution to the cost of the scheme.
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	Public realm work is programmed to be completed in October/November 2025 and a programme of specialist market events is in place for the lead up to Christmas.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO

FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE 4 December 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

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

1. Background

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

2. Updates

2.1 Future High Street Fund

Work across this programme has now completed and the fund is spent. The current (and final) position regarding each is as follows:

2.1.1 Market improvements

Works to the digital screen, benching and planters has now been completed and are operational with content promoting the Council and BID priorities and will be showing

advertises after the Christmas period bringing in income. It is also planned to show movies and events on the screen on special occasions.

2.1.2 Astley Place

Capital&Centric and their contractor AC1 have commenced works (October 2025) with the development due to be completed in November 2026.



RyePark

2.1.3 Castle Car Park

The new car park has now opened and is fully operational and continues to be used regularly by visitors to the Town Centre.

2.1.4 McCarthy and Stone Residential Development

McCarthy and Stone's planning application was approved by the planning committee at its April 25 meeting. It is now anticipated that the works will commence in the autumn of 2025 with completion in later 2026 at the same time as the Capital&Centric works.



2.1.5 Ryepark

Capital&Centric have now appointed Henry Boot to undertake the Ryepark constructions works. Site clearance and ground works commenced in October 2025 and completion is expected in late 2026.



2.2 Newcastle Town Deal

2.2.1 Karparc

As with the previous schemes noted above Capital&Centric have now appointed Glegg Construction to undertake the works to this development. Works started in early November and will be completed by the summer of 2027.



2.2.2 Astley Performing Arts Centre

This Centre is now open and operational.

2.2.3 Knutton and Chesterton

Knutton

Aspire have commenced works on the residential development at High Street.



Works on the former community centre site development by Aspire commenced with ground works on October 2025.

The extension to the Enterprise Centre is now substantially complete and has been awaiting the connection to a sub-station before the units can be occupied. This connection will now take place in Mid-December so the units should be handed over for occupation in the new Year.



The plans for a village hall have been adapted to incorporate new enterprise units with a community facility available for hire within the structure / development. The scope of the works has altered as no community group was identified to operate the new facility. The scheme is being priced up in order to give an indication to the Town Deal Board for its consideration later in the year.

The development of the football changing rooms at the Wammy is now complete and Newcastle Town Football Club are operating the facility.



Cross Street Chesterton

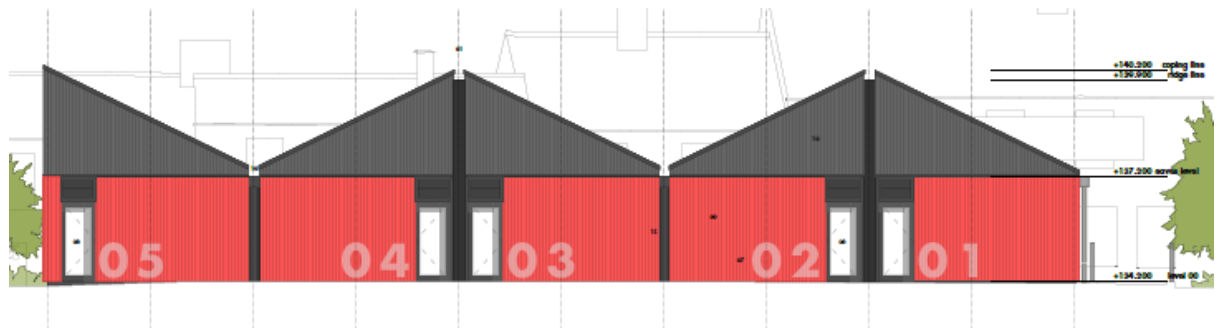
The Town Deal funding agreement was to support the developer Keon Homes to develop homes on the site. Phased handovers will commence from late 2025 and this Phase is expected to be completed fully by June 2026.



Countryside have begun work on their development of 39 no social rented apartments and bungalows for over 55's, and is expected to be completed by November 2026.

2.2.4 Zanzibar Enterprise Units

A planning application for the development has been approved, and ground works have commenced, and it is hoped that completion will be in late 2026.



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 Gallowtree Roundabout and now Barracks Road which completed in September 2025.

2.2.6 Sustainable Travel

The works to the new bus entrance to Keele University have now commenced but have been paused whilst a legal issue with the University and the utility company is resolved – we are hopeful that the indemnity issue will be resolved shortly so works can recommence.

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

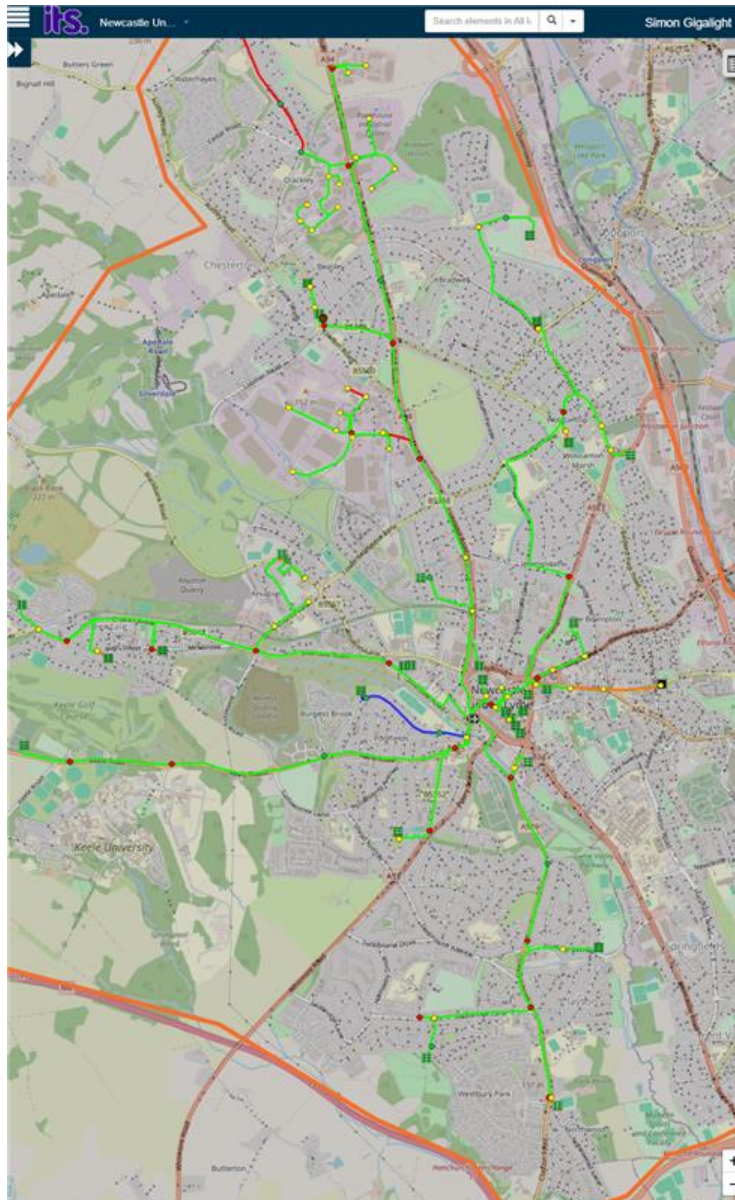
Keele in Town is now fully open and operational.

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

ITS Technology Group Ltd have now completed the installation of the new cables through the ductwork – over 49,000m of cabling has been laid (see map below). A procurement exercise for the service provider is now underway for operations to commence in early 2026.



2.3 Kidsgrove Town Deal

2.3.1 Chatterley Valley

This element of the Town Deal project is complete and Haworth, the developers, are due to commence the construction of the first 'shed' shortly .



2.3.2 Kidsgrove Train Station works

The previously reported issue with the costs of car park underpinning due to mine works underground have now been resolved and the Town Deal Board have agreed a revised scope of works to develop the station with a refurbishment to the existing buildings and car park works outside the area that has been indicated for underground mine remediation or the 'underpinning zone'. Design and costing works for the development are now underway.



2.3.3 Canal Pathways

Works by the Canal and River Trust have now been completed. Thanks to efficiencies in -project delivery an additional area, which connects the canal towpath to the Avenue was included in the project. An extension to the scope has been agreed by the Kidsgrove Town Deal Board as part of the reallocation of funds from the Shared Service Hub. This is to enable improvements to a Public Right of Way on a path connecting the canal towpath with a nearby residential area.

2.3.4 Community Learning Hub on the Kings Academy site

Kidsgrove Town Deal Board has agreed for delivery of a community learning hub on the Kings Academy site. This project is under development

2.3.5 Enterprise Units on the Meadows

Kidsgrove Town Deal Board has agreed for delivery of small-scale enterprise units on the Meadows. The planning permission for these units was granted on 9th September 2025. Pricing of the units is now underway.

2.3.6 Highway Improvements

The highway improvements at The Meadows / Station Road, and Market St / The Avenue / Heathcote St, along with public realm improvements by Kings Street parade. These projects are in delivery with a first informal consultation having taken place with surrounding properties on the proposed highway changes.

3. **Recommendation**

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

4. **Reasons**

- 4.1 To continue to update Scrutiny Committee on the progress and issues surrounding the Future High Street Fund and Town Deal Fund projects.

5. **Options Considered**

- 5.1 Not applicable – all Cabinet reports on each of the above projects details the options that were considered in more detail.

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 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 projects 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 been received, all of which has been spent at 31 March 2025.
- 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. All £23.6m has been received, of which £12.1m has been spent as shown below:

Project	Award (£000's)	Spend (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	1,258	1,027
Sustainable Public Transport	3,421	1,033	2,388
Electric Vehicle Charging	400	400	0
Pedestrian Cycle Permeability	950	359	591
Transform Key Gateway Sites	3,810	1,201	2,609
Astley Centre for Circus	1,810	640	1,170
Digital Society	3,510	2,992	518
Heart into Knutton Village	3,534	2,502	1,032
Cross Street, Chesterton	2,955	987	1,968
Project Management	925	767	158
Total	23,600	12,139	11,461

- 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 £15.7m has been received of which £7.6m has been spent as shown below:

Project	Award (£000's)	Spend (£000's)	Remaining (£000's)
Kidsgrove Sports Centre	2,328	2,328	0
Chatterley Valley West	3,496	3,496	0
Kidsgrove Station	3,658	261	3,397
Shared Services Hub	6,183	389	5,794
Canal Enhancement	400	335	65
Project Management	835	806	29
Total	16,900	7,615	9,285

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 Sustainable 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 Not applicable

13. Earlier Cabinet/Committee Resolutions

13.1 None.

14. List of Appendices

14.1 None.

15. Background Papers

15.1 None.

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FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE



Work Programme 2025/26

Chair

Cllr M. Holland

Vice-Chair

Cllr A. Bryan

Members

Cllrs D. Allport, R. Bettley-Smith, L. Dean, D. Grocott, A. Lawley, A. Parker, M. Stubbs, A. Turnock and P. Waring
Craig Turner

Scrutiny Champion

Cllr S. Tagg, Leader – One Council, People and Partnerships

Portfolio Holders within the Committee's remit

Cllr S. Sweeney - Deputy Leader – Finance, Town Centres and Growth

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

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

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

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

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

Planned Items

DATE OF MEETING	ITEM	NOTES
4 December 2025	<ul style="list-style-type: none"> - Q2 Finance and Performance Report 2025/26 - Town Deal and Future High Street Fund Update - First Draft Savings Proposals 2026/27 	
15 January 2026	<ul style="list-style-type: none"> - Revenue and Capital Strategies 2026/27 - Schedule of Fees and Charged 2026/27 - Town Deal and Future High Street Fund Update 	
26 March 2026	<ul style="list-style-type: none"> - Q3 Finance and Performance Report 2025/26 - Town Deal and Future High Street Fund Update - Commercial Strategy Update 	
11 June 2026	<ul style="list-style-type: none"> - Q4 Finance and Performance Report 2025/26 - Town Deal and Future High Street Fund Update 	

Previous Items

DATE OF MEETING	ITEM	NOTES
25 September 2023	<ul style="list-style-type: none"> - Asset Management Strategy - Medium Term Financial Strategy 24/25 - Q1 Finance and Performance Report - Commercial Strategy Update - Sickness Absence Reporting 	
9 November 2023	- Ryecroft Call-in Report	
13 December 2023	<ul style="list-style-type: none"> - Q2 Finance and Performance Report - Draft Savings Proposals 24/25 	

DATE OF MEETING	ITEM	NOTES
	<ul style="list-style-type: none"> - Town Deal and Future High Streets Fund Update - Technology Strategy 2023-2028 	
18 January 2024	<ul style="list-style-type: none"> - Revenue and Capital Budgets and Strategies 24/25 - Draft Schedule of Fees and Charges 24/25 	
14 March 2024	<ul style="list-style-type: none"> - Q3 Finance and Performance Report 2023/24 - Commercial Strategy Update - Town Deal and Future High Street Funds Update 	
27 June 2024	<ul style="list-style-type: none"> - Q4 Finance and Performance Report 2023/24 - Town Deal and Future High Street Funds Update 	
18 September 2024	<ul style="list-style-type: none"> - Medium Term Financial Strategy 2025/26 - Q1 Finance and Performance Report 2024/25 - Commercial Strategy Update - Town Deal and Future High Street Funds Update - Staff Turnover Report 	Requested at FAPS on 27/06/24
5 December 2024	<ul style="list-style-type: none"> - Q2 Finance and Performance Report 2024/25 - Draft Savings Proposals 2025/26 - Town Deal and Future High Street Funds Update 	
16 January 2025	<ul style="list-style-type: none"> - Revenue and Capital Budget and Strategies 2025/26 - Schedule of Fees and Charges 2025/26 - Town Deal and Future High Street Funds Update - One Council Review and Next Steps 	
27 March 2025	<ul style="list-style-type: none"> - Q3 Finance and Performance Report 2024/25 - Commercial Strategy Update - Town Deal and Future High Street Funds Update 	
26 June 2025	<ul style="list-style-type: none"> - Q4 Finance and Performance Report 2024/25 - Town Deal and Future High Street Funds Update 	

DATE OF MEETING	ITEM	NOTES
4 September 2025	<ul style="list-style-type: none">- Medium Term Financial Strategy 2026/27- Performance Framework Changes Presentation- Q1 Finance and Performance Report 2025/26- Commercial Strategy update- Civic Pride (Empowering our Communities) Strategy- Town Deal and Future High Street Fund Update	

Last updated on the 26/11/2025