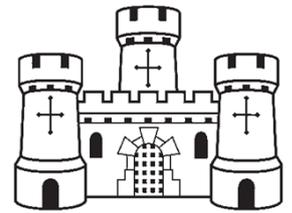


Public Document Pack

Date of meeting Thursday, 26th March, 2026
Time 7.00 pm
Venue Astley Room - Castle
Contact Geoff Durham 742222



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

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

Finance, Assets & Performance Scrutiny Committee

AGENDA

OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF A PREVIOUS MEETING** (Pages 3 - 10)
To consider the minutes of a previous meeting
- 4 FINANCIAL AND PERFORMANCE REVIEW REPORT - THIRD QUARTER 2025/26** (Pages 11 - 46)
- 5 TOWN DEAL AND FUTURE HIGH STREET FUNDS UPDATE** (Pages 47 - 60)
- 6 WORK PROGRAMME** (Pages 61 - 64)
- 7 PUBLIC QUESTION TIME**
Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council
- 8 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972
- 9 DATE OF NEXT MEETING**
Thursday 11th June 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 Quorum: The meeting quorum for Scrutiny Committees is 4 of the 11 members.

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

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

Substitute Members:	Whieldon	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.

NOTE: IF THE FIRE ALARM SOUNDS, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

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Agenda Item 3

Finance, Assets & Performance Scrutiny Committee - 15/01/26

FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 15th January, 2026
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the debate here](#)

Present:	Councillor Mark Holland (Chair)		
Councillors:	Parker Turnock	Bettley-Smith Stubbs	Grocott
Apologies:	Councillor(s) Allport, Lawley and Dean		
Officers:	Craig Turner Stephen Heppell	Service Director - Finance / S151 Officer 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 received as listed above.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

3. **MINUTES OF A PREVIOUS MEETING**

Resolved: That the minutes of the previous meeting held on 4th December 2025 be agreed as a true and accurate record.

4. **DRAFT REVENUE AND CAPITAL BUDGETS AND STRATEGIES 2026/27**

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the report on the Draft Revenue and Capital Budgets and Strategies for the upcoming financial year.

The Deputy Leader also welcomed the new Finance Manager (Deputy S151 Officer) who was taking over the role previously held by the Service Director for Finance (S151 Officer).

Cllr Stubbs referred to the current year adverse income variances for car parking, trade waste, bereavement and the temporary pool closure; and asked what analysis underpinned the 2026-27 fee uplifts as well as what would be the scenario if higher prices further depressed demand. Cllr Stubbs added that the Risk Register explicitly flagged that the fact that an increase in fees and charges did not result in a higher income was a high risk.

Finance, Assets & Performance Scrutiny Committee - 15/01/26

The Service Director for Finance (S151 Officer) responded that while there were shortfalls in some areas these were not as bad as they had been in previous years and there were also areas where income was performing over the budget, such as planning fees, which was enough to offset these. Efforts were put in to rebalance some of the budget in line with the Medium-Term Financial Strategy.

About the risks highlighted, it was the nature of having an income budget and fluctuations in it. The Risk Register fed into the general fund reserves which was wholly risk assessed and took into account potential shortfalls.

Cllr Stubbs wondered what were the quantified outputs that would reduce temporary accommodation spend and what tracking mechanisms were in place to ensure that the extra grant would be achieving what it was intended for.

The Service Director for Finance (S151 Officer) advised that the budget had been increased and that half a million would go towards temporary accommodations. This was consistent with the current forecasts for the year and corresponded to the amount expected to be spent.

The Temporary Accommodation Working Group was nonetheless working on trying to reduce the spending looking at a number of options liaising with housing providers. Capital fundings were also being sought from the government.

Cllr Stubbs noted that both the council tax and business rate collection funds were forecast to be in deficit at year end and asked how confident the Council was that the business rates reserve would absorb any further shocks in 2026-27 along with what additional measures were in place to reduce appeal related volatility before the authority commits to using one-off reserves to smooth the new three-year settlement reductions.

The Service Director for Finance (S151 Officer) stated being confident that the money in the business rate reserve was sufficient to meet any future volatilities with a balance of about 2 million pounds for the year ahead, which would likely increase by half a million the year after. The deficit that was being declared this year related essentially to the deficit of the previous year, bearing in mind that a surplus of about 3 million had been declared the year before leading to re-evaluations between January and March 2025.

Cllr Stubbs wondered if the surplus was related to business rates appeals.

The Service Director for Finance (S151 Officer) confirmed that was the case, adding that successful appeals could be backdated. With the new business rates cycle starting on 1st April, this appeals provision would have to be built right back up to allow for appeals over the next three-year period.

Cllr Waring asked for clarification regarding the estimate figures of the capital expenditures for 2025-26 and 2026-27.

The Service Director for Finance (S151 Officer) advised that coincidentally, the estimated capital expenditure for 2025-26 was 35 million pounds and the capital programme for 2026-27 also amounted to 35 million pounds.

Cllr Waring enquired about the calculation behind the 150 million pounds operational boundary and 170 million pounds operational limit for 2028-29.

Finance, Assets & Performance Scrutiny Committee - 15/01/26

The Service Director for Finance (S151 Officer) responded that there was no anticipation to borrow that much money and the figures allowed for a safeguard. The estimates were for about 60 million pounds over the next couple of years.

There was a capital financing requirement outside of the regeneration borrowing schemes which was around 20 million pounds and had been enabled without any external borrowing using the reserves and grants received. Depending on the completion of the schemes and timeline there was an unlikely worst-case scenario was around 100 million pounds.

Cllr Stubbs asked about the Capital Strategy affordability and risks, more specifically what concrete mitigations were in place if capital receipts slept or interest rates stayed elevated so that these costs did crowd out core services.

The Service Director for Finance (S151 Officer) said that if interest rates went up, borrowing costs would go up too, however the developers of all schemes would be paying those interest costs.

Cllr Stubbs referred to the authorised and operational borrowing limits and enquired about the contingency of regeneration receipts in case of underperformance or delay, more particularly whether schemes would be paused, rescoped or reprioritized and how this would be governed.

The Service Director for Finance (S151 Officer) responded that the schemes wouldn't be paused, in fact they would probably be coming along faster than originally anticipated. In the event receipts would be delayed, in the meantime, between the schemes being completed and the receipts actually coming along, there would be operational assets and income from rentals on those that would cover borrowing costs.

Cllr Grocott wondered what was covered under the facilities management and leisure headings and if Jubilee II leisure centre was included.

The Service Director for Finance (S151 Officer) clarified that facilities management covered normal repairs and the general upkeep of the buildings including for Jubilee II. The leisure section was for service improvements such as the decarbonation projects.

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth thanked members for their questions and the Service Director for his comprehensive responses, adding that having a Council tax rise of just 1.99% was a tremendous achievement.

Cllr Stubbs referred to the borrowing approach and the liability benchmarks and asked what the trigger point would be in relation to switching from short-term to long-term borrowing.

The Service Director for Finance (S151 Officer) advised that the Council was working with experts who were best positioned to suggest an opportune moment for the switch and that there would probably be a mixture of both short-term and long-term borrowing to offset the risks of either.

The Service Director added that the borrowing limits in the Treasury Management Strategy applied to capital financing requirements only.

Cllr Stubbs enquired about the Commercial Strategy's full decision path from opportunity identification to approval, as well as the specific Cabinet and officer checkpoints that would be used to halt or reshape the investment if assumptions were to drift.

The Service Director for Finance (S151 Officer) said that some councils got into troubles in the past following commercial investments leading to decisions being now more about the regeneration of the town rather than for the sake of a return which allowed for more borrowing options.

Cllr Stubbs asked what meticulous due diligence and rigorous approval processes were in place to enable timely decision making in the event of constitutional changes.

The Service Director for Finance (S151 Officer) responded that input from this Committee would be very important in terms of suggesting what commercial investment processes would be is probably this committee and a quick back of decisions wouldn't be allowed.

The Chair added that it would be a matter for full Council and that how constitutional changes would be handled in terms of commercial decisions could be brought to this Committee for scrutiny after the May elections.

- Resolved:**
1. That the progress on the completion of the Revenue (Appendix 1) and Capital Budgets (Appendix 4) be noted.
 2. That the updated Medium Term Financial Strategy 2026/27 to 2030/31 (Appendix 2) be noted.
 3. That the strategy for ensuring a balanced revenue outturn position for 2025/26 be noted.
 4. That the calculation of the Council Tax base and the Council Tax increase to be proposed for 2026/27 of 1.99% per Band D equivalent property be noted.
 5. That the risk assessment at Appendix 3 and the Section 151 Officer's recommendation on the level of reserves and contingencies provisionally required to be maintained in 2026/27 be noted.
 6. That the draft Capital Strategy (Appendix 5) for 2026/36 be noted.
 7. That the draft Treasury Management Strategy (Appendix 6) for 2026/27 be noted.
 8. That the draft Investment Strategy (Appendix 7) for 2026/27 be noted.

[Watch the meeting here](#)

5. SCALE OF FEES AND CHARGES 2026/27

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the report on the review of the Council's fees and charges made to keep

them in line with the cost-of-service provision and ensure compliance with the Charging Policy.

Cllr Waring asked how common it was to receive fees for the exhumation of cremated remains as well as fines for littering and graffiti.

The Deputy Leader said the Council would prosecute every time they could identify the authors of vandalism.

The Service Director for Finance (S151 Officer) advised that there were litter enforcement procedures, which depended on somebody actually littering in front of the enforcement officer. People seemed to have gone wiser in recent years leading to a drop in related incomes.

Cllr Waring wondered who would exhume cremated remains as an act of vandalism and whether there were any statistics on this.

The Deputy Leader clarified that it related to cases where people would move house and wish for the remains to be buried at another location.

The Service Director for Finance (S151 Officer) said he would seek out the figures and provide them to Cllr Waring.

Cllr Stubbs asked for the evidence and cost recovery modelling used to justify service fees increases above inflation and if any assessment had been made on the impact for low-income residents.

The Service Director for Finance (S151 Officer) responded that on average fees had gone up by 3.8%, with some slightly more and some other slightly less. Lots of the fees and charges were about choices to use specific services and increasing those by only an inflationary amount helped keeping the Council tax at a £0.10 per week increase i.e. 1.99% per year for 95% of our residents.

Cllr Stubbs commented that using certain services like cemetery services was not always a choice and the increase of car parking fees would discourage low-income residents to come into the town centre.

Cllr Stubbs also wondered what the strategic rationale was for having different levels of variations between the fees and charges – some going up above the inflation and some other below – and whether these were driven by financial sustainability or regulatory costs.

The Service Director for Finance (S151 Officer) advised that the Charging Policy suggested that the Council should try and recover all costs of providing services. The fees and charges were designed to address the costs incurred in e.g. the provision and maintenance of car parks and associated buildings. There were also rounding differences.

The Service Director added that the fees were kept to a minimum compared to other areas of the Midlands.

Cllr Stubbs appreciated the response, meanwhile expressing his concern that the offer may not improve in future and people would not be willing to pay the difference to come to the town centre.

Finance, Assets & Performance Scrutiny Committee - 15/01/26

The Service Director for Finance (S151 Officer) said that the offer was likely to improve over the next couple of years with the regeneration projects coming together. Newcastle would be a town to come to and a town to be very proud of which himself would certainly be.

The Deputy Leader supported the statement adding that there was already more and more footfall recorded in the town. As the Midway car park fees only went up by 10p in 15 years it was also fair to ask that any increase be justified.

The Chair concluded by emphasising that increasing the fees by a smaller amount than that proposed would mean raising the Council tax to recover the costs of services.

The Deputy Leader commented that the cemetery fees were in fact only partly covering the costs incurred by the Council.

Cllr Parker added that the parking fees were designed to create an incentive for people to get quarterly or monthly tickets and save money.

Cllr Grocott enquired about the sports facilities and asked if there was a single fee for using the pavilion and football pitches or if these were separate fees given that the pavilion was often not used by players.

The Chair noted that a written response would be provided by officers.

Cllr Waring said that not everyone was using the services. Finding the right balance was of the essence and increasing fees for actual users felt fair as opposed to raising the Council tax.

Resolved: That the fees and charges proposed to apply from 1 April 2026, as set out in Appendix 1 and 3 be noted.

[Watch the debate here](#)

6. WORK PROGRAMME

The Chair commented that was only one remaining meeting before the end of the cycle and mayor's election.

Resolved: That the work programme be noted.

[Watch the debate here](#)

7. PUBLIC QUESTION TIME

There were no questions received from members of the public.

8. URGENT BUSINESS

There was no urgent business.

9. DATE OF NEXT MEETING

Resolved: That the next meeting be held on 26th March 2026 at 7pm.

10. **DISCLOSURE OF EXEMPT INFORMATION**

The Chair asked members if they wished to discuss the confidential appendix. There were no requests to do so which concluded the meeting.

Resolved: That the public be excluded from the meeting during consideration of the following report because of the likelihood of disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.

11. **TRADE REFUSE SCALE OF FEES AND CHARGES - CONFIDENTIAL APPENDIX**

Resolved: That the confidential appendix be received.

**Councillor Mark Holland
Chair**

Meeting concluded at 7.53 pm

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

26 March 2026

Report Title: Financial and Performance Review Report – Third 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 Three).			
<u>Recommendation</u>			
That the Committee:			
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 three 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 Q3 report (April 2025 to December 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 50 indicators were monitored, 17 of these indicators were contextual and had no set target. Of these contextual measures that had historic trend data available, 46% showed an improvement or maintenance when compared to the previous year's performance. Of the remaining 33 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 off-target measures showing an improvement from the year before. 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 56%.
- 2.5** Five project/actions have been classified as completed by their respective owners this quarter

3. Issues

- 3.1** There are six indicators 'off target' this quarter. Officers do not view these give rise to serious cause for concern (see commentaries within 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 Three 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 Council continues to roll out recycling and food waste services to flats, with the project scheduled for completion in April 2026. as stated in the last 2 quarters the Council is now fully compliant with the requirements of the governments Simpler Recycling requirements 2 years early. However overall recycling has not hit its target mainly due to less garden waste as stated in the last quarter. Food and dry recycling 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 Sustainable Council

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

12.1 The financial and performance measures contained within this report support the delivery of One Council aims.

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 Three
Financial
Performance**

1. Background and Introduction

- 1.1 In accordance with the Council's Financial Procedure Rules and recommended good practice, a quarterly financial report is presented to Members. This is the third report for 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 three a positive variance of £0.003m has been achieved. The projected outturn on the General Fund Revenue Account for the year is £19.726m. This represents a positive outturn of £0.004m for the year.

2.5 The positive variances that have occurred at the close of period 9 of 2025/26 include:

- a. Income from planning applications at the close of quarter three amounts to £0.582m 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 £0.582m.
- b. Interest receivable on cash that the Council holds in terms of Town Deal funding totals £0.186m at the close of quarter three. It is forecast that interest receivable will amount to £0.207m for the financial year.
- c. Interest payable on borrowing has been vastly reduced due to the cash that the Council holds in terms of Town Deal and funding, this has saved £0.436m. It is anticipated that borrowing will commence during the final quarter, as such is it estimated that this saving may amount to £0.484m for the financial year.

2.6 These positive variances have been offset by the following adverse variances:

- a. Income shortfalls at the close of quarter three from car parking (£0.137m), trade waste (£0.075m), land charges (£0.044m) and bereavement services (£0.176m). It is forecast that these will total £0.504m for the financial year.
- b. Income shortfalls at the close of quarter three relating to the closure of the main pool for maintenance and repairs at Jubilee 2 and the associated freeze in memberships amounts (£0.079m). It is forecast that this will total £0.254m for the financial year.
- c. Use of overtime, casual and agency staff within the Household Waste and Food Waste Services along with increased contractor disposal payments has resulted in an overspend of £0.206m at the close of quarter three. It is forecast that this will amount to an overspend of £0.275m for the financial year.
- d. A contribution to the budget support fund of £0.140m has been assumed, dependent upon the outturn regarding interest payable and receivable.

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 three, 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 as at 31 December 2025.

Priority	Budget at Period 9 £'000	Actual at Period 9 £'000	Variance at Period 9 £'000
One Council Delivering for Local People	386	386	-
A Successful and Sustainable Growing Borough	5,514	5,522	8
Healthy, Active and Safe Communities	3,845	3,872	27
Town Centres for All	3,843	3,843	-
Total	13,588	13,623	35

4.3 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 was approved by Cabinet on 2 December 2025.

- 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 £13.5m has been spent as shown below:

Project	Award (£000's)	Spend (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	1,572	713
Sustainable Public Transport	3,421	1,211	2,210
Electric Vehicle Charging	400	400	0
Pedestrian Cycle Permeability	950	359	591
Transform Key Gateway Sites	3,810	1,397	2,413
Astley Centre for Circus	1,810	640	1,170
Digital Society	3,510	3,203	307
Heart into Knutton Village	3,534	2,908	626
Cross Street, Chesterton	2,955	987	1,968
Project Management	925	782	143
Total	23,600	13,459	10,141

- 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 £7.8m 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	546	5,637
Canal Enhancement	400	341	59
Project Management	835	806	29
Total	16,900	7,778	9,122

- 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 £0.8m has been spent as detailed below:

Project	Award (£000's)	Spend/ Ordered (£000')	Remaining (£000')
Outreach Mental Health Worker	51	38	13
Cultural Offer	85	9	76
Philip Astley Project (PAP)	30	18	12
Navigation House – Homeless Hub	292	301	(9)
Volunteering for all in Newcastle	30	11	19
Discharge Officer	51	38	13
Health Initiative	50	33	17
Homecoming	15	15	0
Natural Environment Project	50	41	9
Brampton Business Development	6	3	3
Honeybox	53	21	32
Promotional Work	37	3	34
Work Innovation Festival	30	4	26
Business Community Connects	24	24	0
Business Enterprise Coaching	33	22	11
Beauhurst Database	10	10	0
Flourishing Keele (KU)	141	80	61
Moving Ahead (KU)	81	22	59
Advanced Digital innovation (SU)	123	30	93
SSLEP Growth Hub	15	7	8
Carbon output calculator	31	21	10
Business Catalyst Academic Support	20	0	20
Newcastle Community Connector	32	16	16
Training Academy	87	16	71
Digital Initiative & AI	50	9	41
NSCG Technical Innovation	55	0	55
Project Management	54	47	7
Contingency	46	0	46
Total	1,582	839	743

- 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 31 December 2025 amounted to £6.117m. Interest earned amounted to £0.186m at the close of quarter three. The average level of funds available for investment between 1 April 2025 and 31 December 2025 was £6.524m.

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 It is anticipated that borrowing for capital purposes will be required during the final quarter of the financial year. At 31 December 2025 borrowing amounting to £4.0m was held for temporary cash flow purposes.

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 three collection rate was as follows:

- Council Tax – 76.4% of Council Tax was collected by 31 December 2025, compared to a target at the close of quarter three of 73.13%.
- Business Rates – 82.2% of Business Rates was collected by 31 December 2025, compared to a target at the close of quarter three of 73.13%.

6.4 The current forecast of Council Tax and Business Rates receipts and Section 31 grant is shown below:

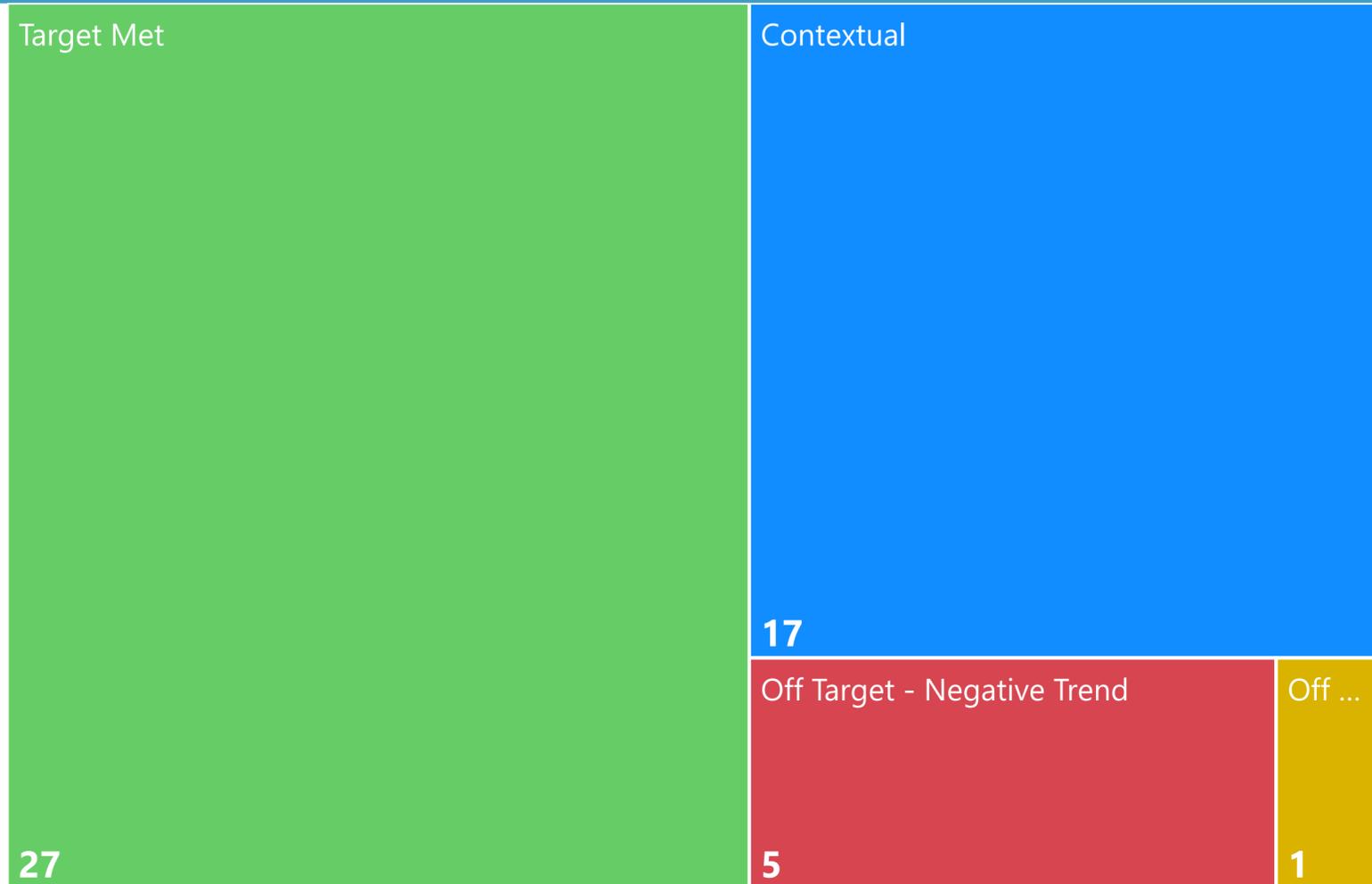
Tax	(Surplus)/Deficit at 31.12.25	Council's Share
Council Tax	£0.625m	£0.068m (11%)
Business Rates (2025-26 only)	£0.692m	£0.277m (40%)
Business Rates (2024-25 balance)	£2.291m	£0.916m (40%)
Business Rates Section 31 Grant	(£0.253m)	(£0.101m) (40%)
Total	£3.355m	£1.160m

6.5 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.



Quarter 3 - April 2025 to December 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	24
Priority 4: Town Centres for All	3
Total	50

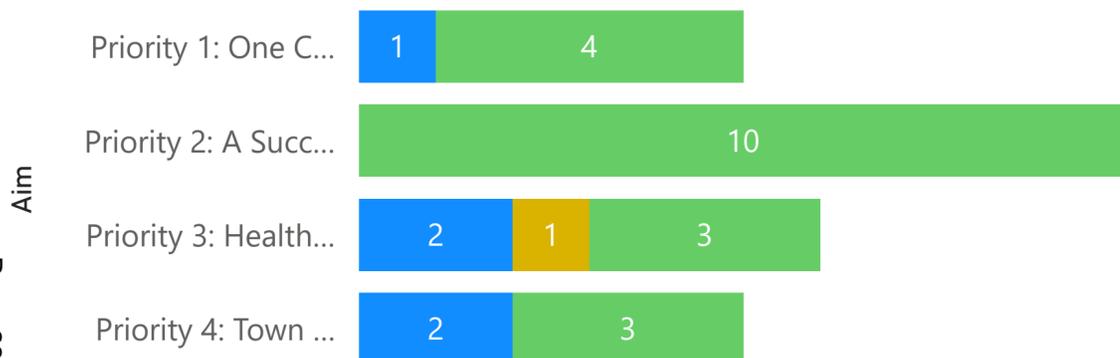
Smart Narrative

- A total of **33** measures were assigned targets this quarter. Of these, **82% achieved their targets**.
- 10** measures not only met their targets but also showed improvement compared to the same period last year. **7** met their targets but showed a negative year-on-year trend. **3** 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, with **1** showing improved performance.
- An additional **17 measures were contextual** and therefore did not have set targets.
- 5** showed improvement. **7** showed a decline. **1** showed no change. **4** lacked historical data for comparison.

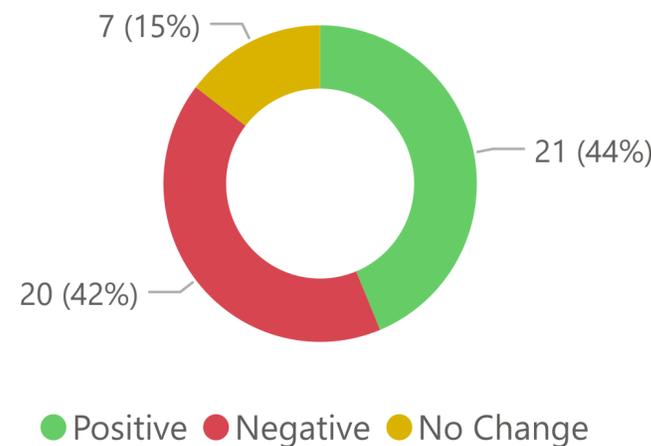
5 projects/actions have been completed, across **Priority 1, 3 and 4**. **Priority 3** has **1 projects/actions** identified as **not progressing as expected**, with further details provided within this report.

Summary Project Status Split

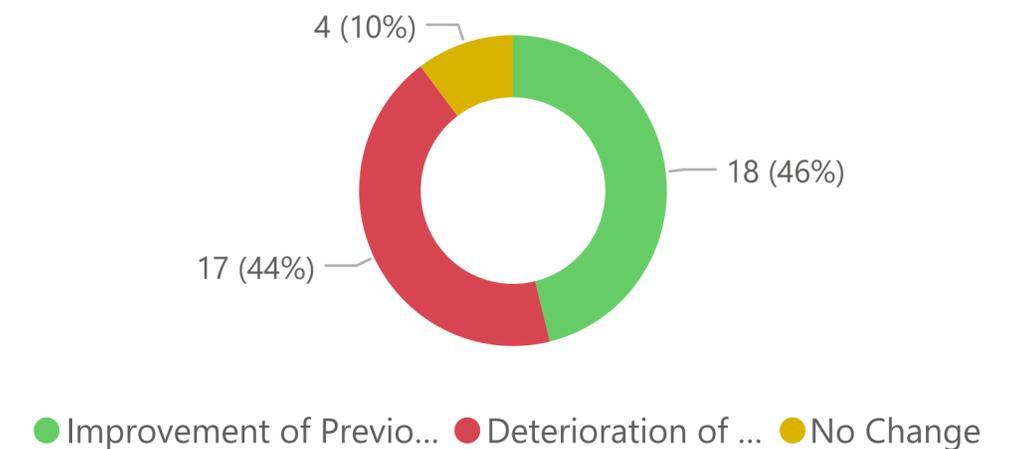
● Project/Action is Completed ● Project/Action is Not Progr... ● Project/Action is Progr...



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

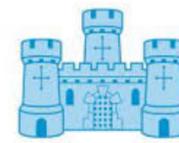


All Qtr.3 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





Priority 1: One Council delivering for Local People



NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL

Priority 1: Performance Indicators Current Status



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

Smart Narrative

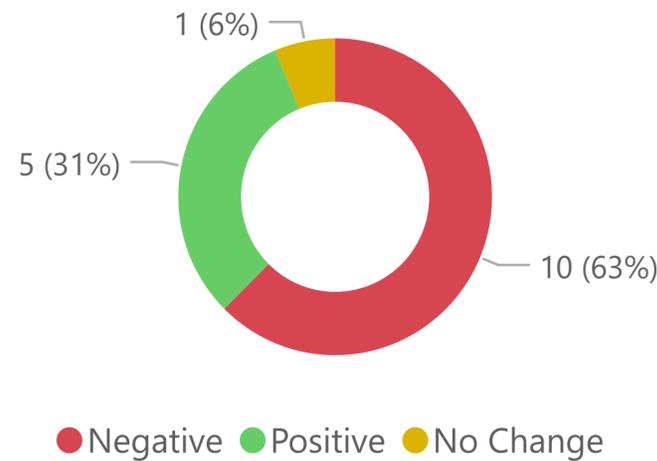
- A total of **10** measures were assigned targets this quarter. Of these, **70% achieved their targets**.
- **5** measures not only met their targets but also showed improvement compared to the same period last year. **2** met their targets but showed a negative year-on-year trend.
- The remaining **30%** did not meet their set targets this quarter.
- **2** of these measures showed year-on-year negative trend compared to the same period last year.
- **1** of the measures showed a positive trend when comparing year-on-year performance.
- 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

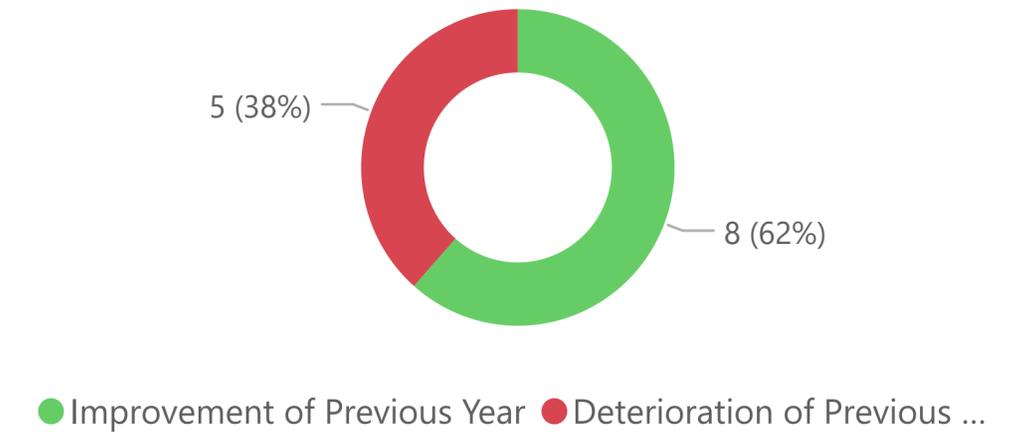
● Project/Action is Completed ● Project/Action is Progressing as Expected



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



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





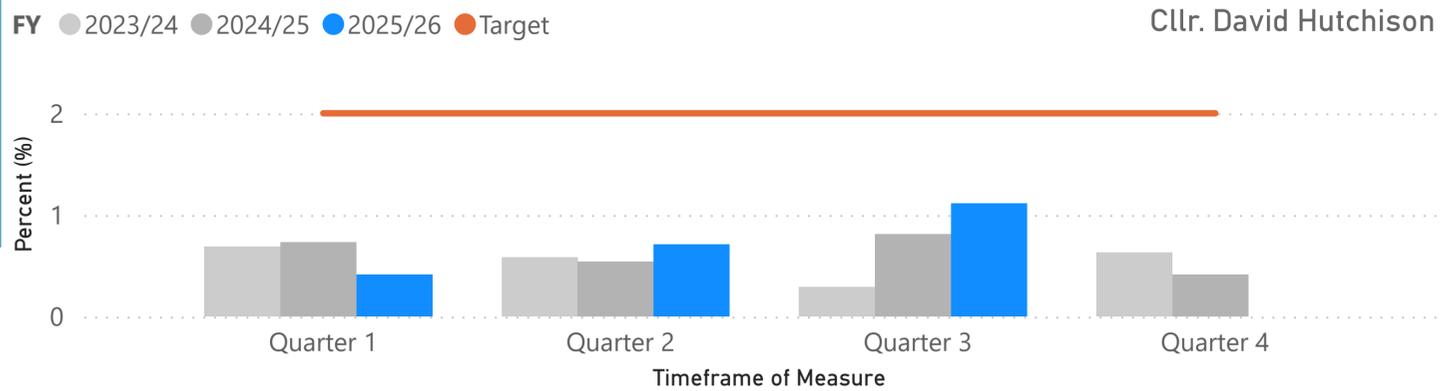
Low
Is Good
Per
Quarter
(Snapshot)

ID1.1 - Percentage of food premises that have a zero or one national food hygiene rating

Current Status

SMART Actions if Off Target

Cllr. David Hutchison



Not Required as Target Met

Negative
Yearly Trend

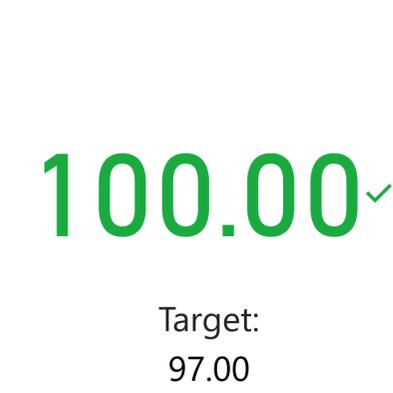
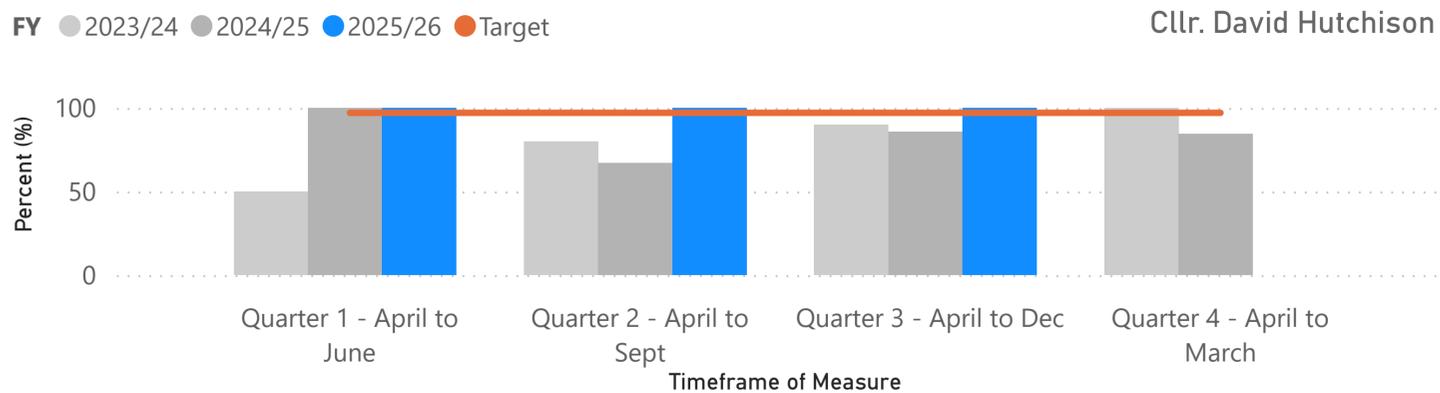
High
Is Good
Cumulative
(Per
Annum)

ID1.2 - Percentage of category A and B food business inspections completed on time

Current Status

SMART Actions if Off Target

Cllr. David Hutchison



Not Required as Target Met

Positive
Yearly Trend

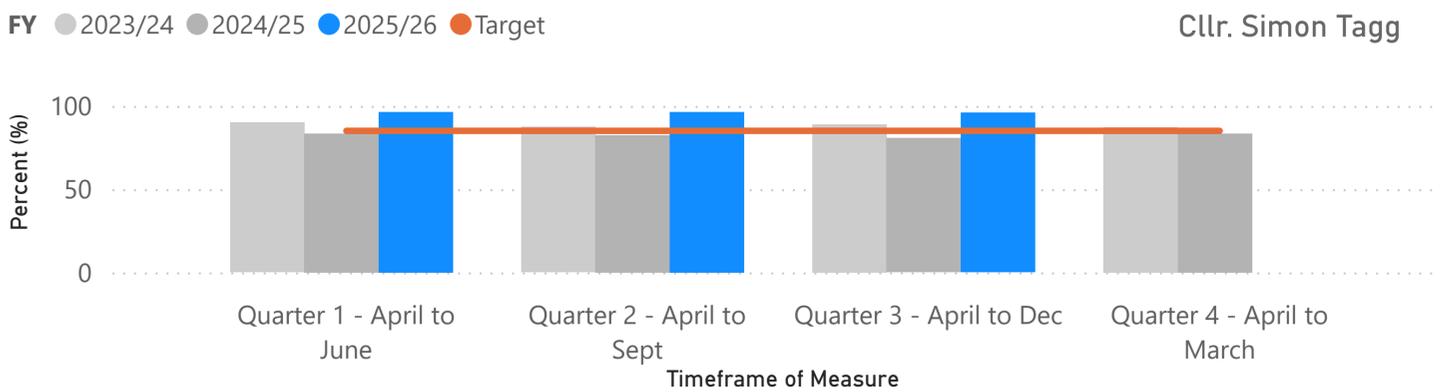
High
Is Good
Cumulative
(Per
Annum)

ID1.16 - Percentage of Stage 1 complaints processed in time being 20 working days

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



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. (Oct) 4 responses were due and 4 were processed on time. (NOV) 5 responses were due and 5 were processed on time. (DEC) 8 responses were due and 7 were processed on time, 1 (Legal) 6 days over SLA date.

Positive
Yearly Trend

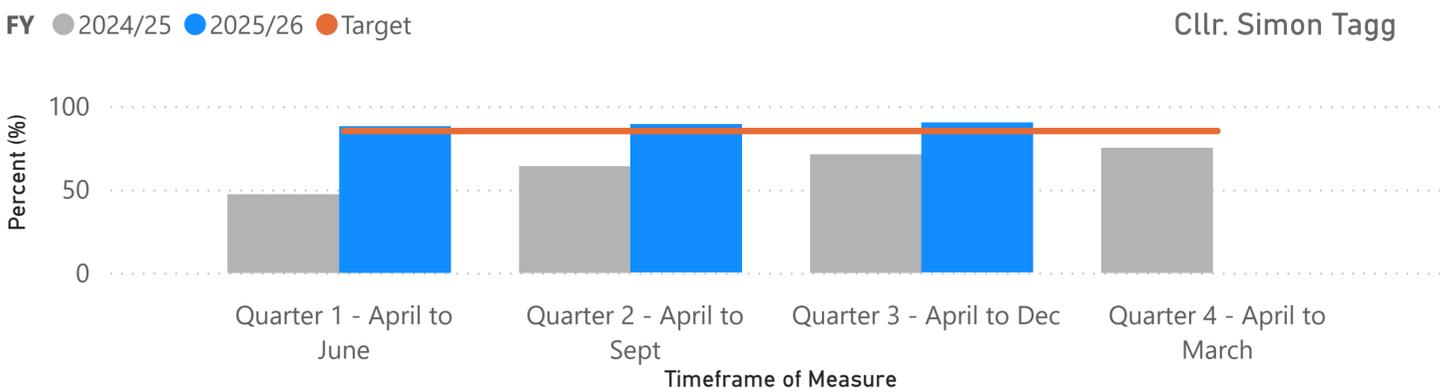
High
Is Good
Cumulative
(Per
Annum)

ID1.17 - Percentage of FOI's dealt with in time being 20 working days

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



Target Met - continue to show strong commitment to completing FOI's within the Statutory timeframe 90% achieved

Positive
Yearly Trend

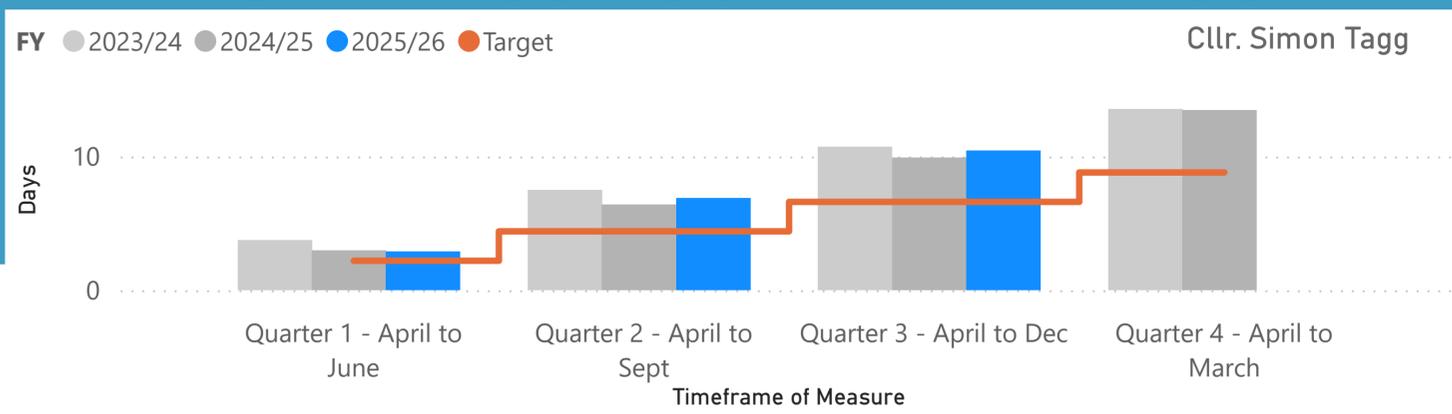
Deliver services to a high standard every day

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

Low
Is Good
Cumulative (Per Annum)



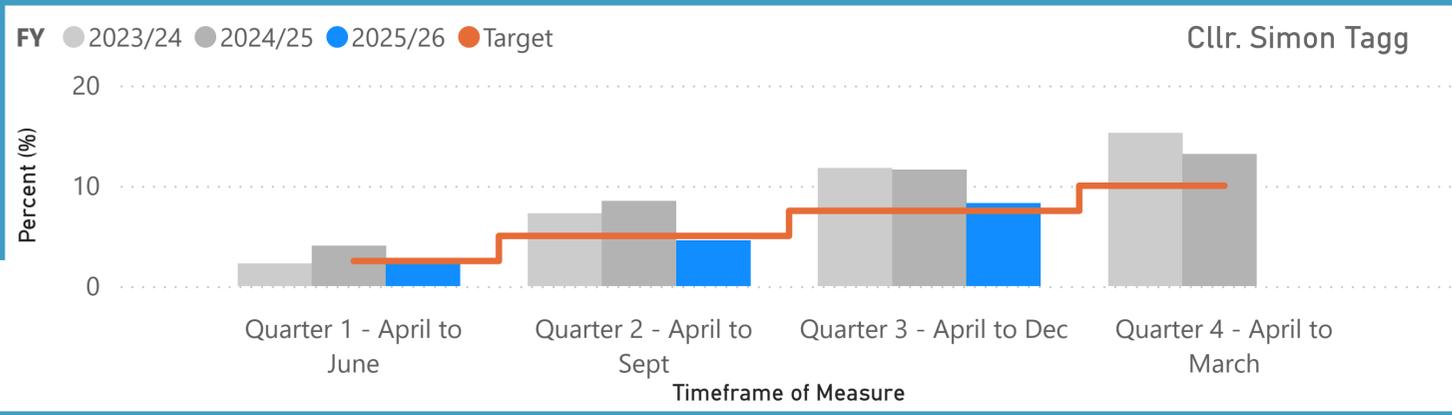
10.42!
Target: 6.60

After a decrease in November, sickness rose again in December with absence higher than the previous 2 years, but remaining lower than Quarter 2 where absence was consistently high. The main increase was in long term absence with very little change in short term sickness. We are proactively managing all cases with all support mechanisms available and are hopeful that the downward trend will continue.

Negative
Yearly Trend

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

Low
Is Good
Cumulative (Per Annum)



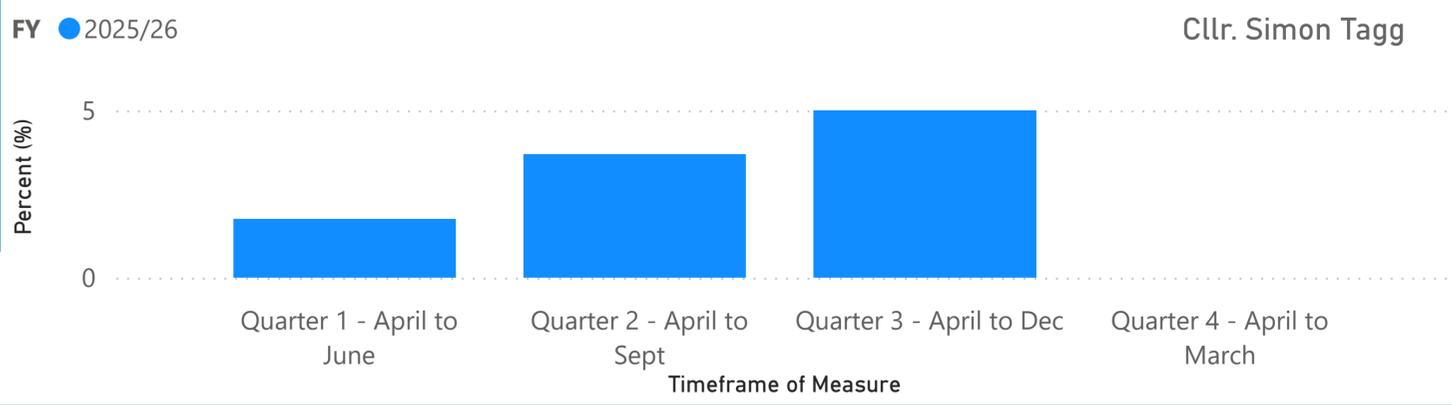
8.25!
Target: 7.50

Turnover for December increased slightly after being low in November. 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)

Positive
Yearly Trend

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

Low
Is Good
Cumulative (Per Annum)



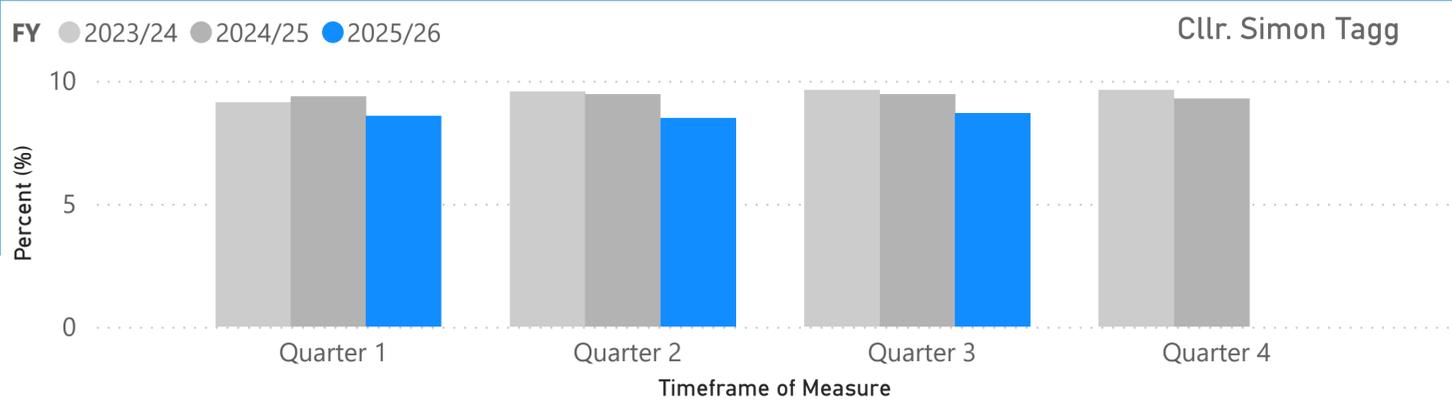
5.00

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.

N/A
Yearly Trend

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

Low
Is Good
Per Quarter (Snapshot)



8.68

Vacancy rates remain consistent, with regular reviews of vacant posts to ensure efficiency. Very few posts remain hard to fill

Positive
Yearly Trend

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



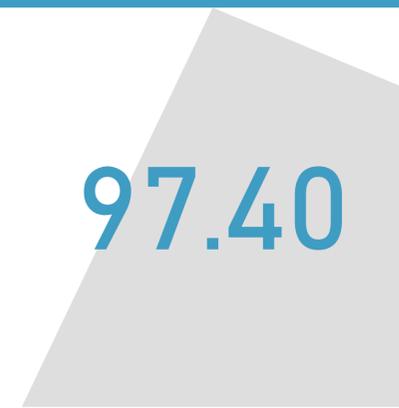
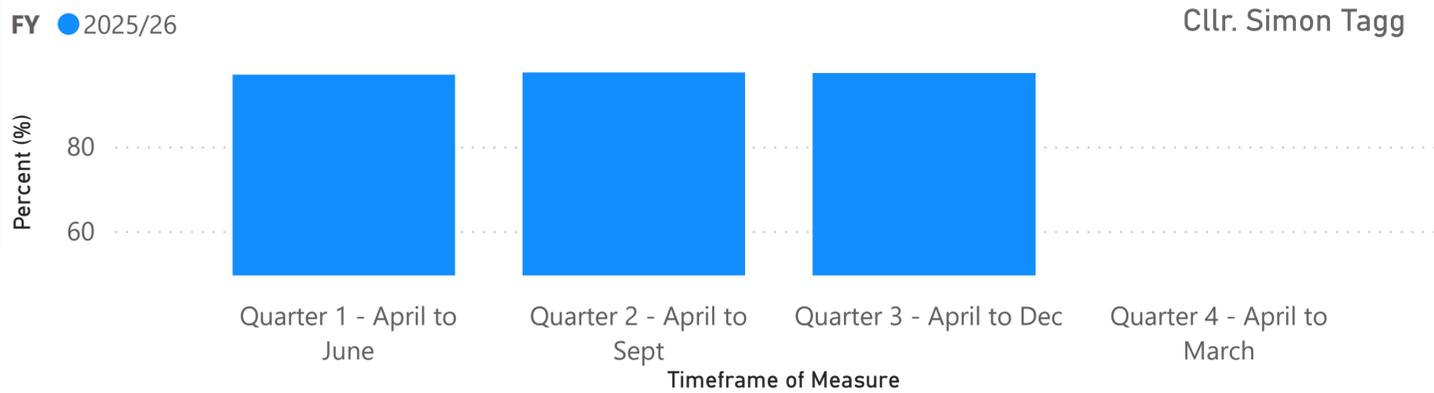
High
Is Good
Cumulative (Per Annum)

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

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



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. 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.

Ensure our services are efficient and accessible

N/A
Yearly Trend

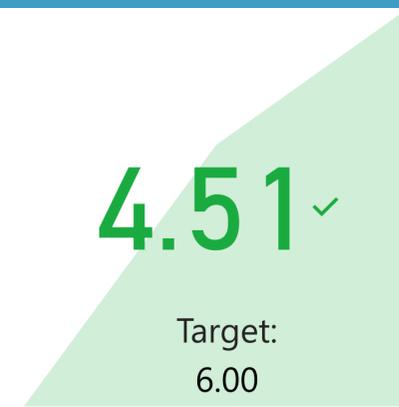
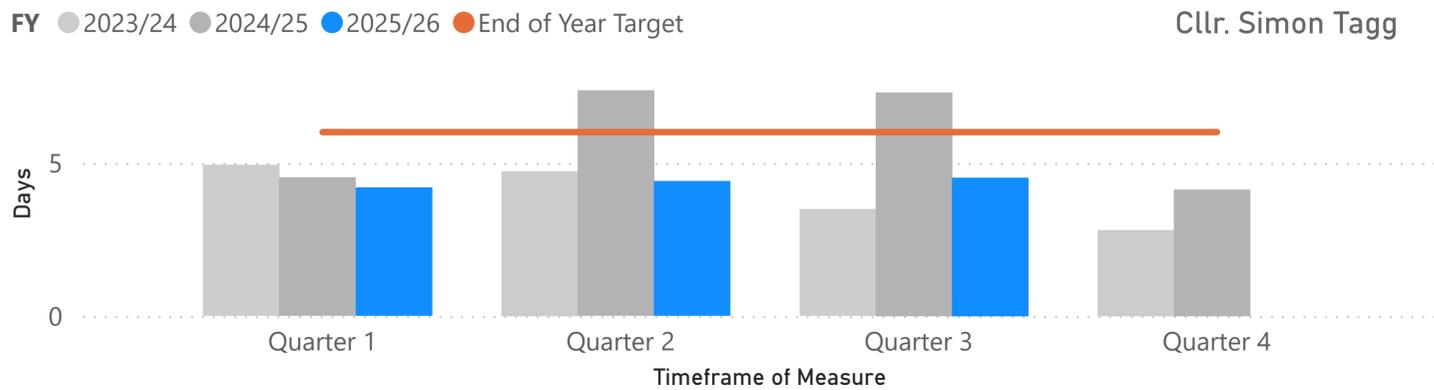
Low
Is Good
Cumulative (Per Annum)

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

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



Not Required as Target Met

Deliver services to a high standard every day

Positive
Yearly Trend

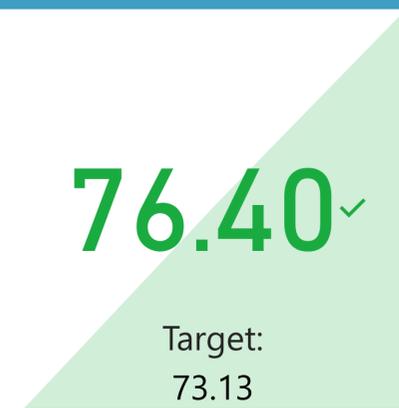
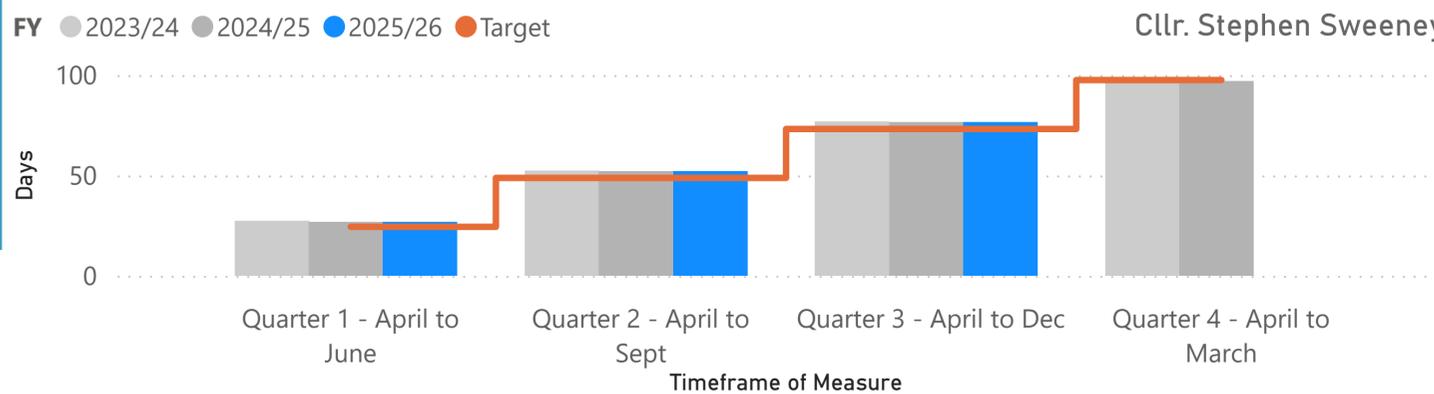
High
Is Good
Cumulative (Per Annum)

ID1.11 - Percentage of Council Tax collected

Current Status

SMART Actions if Off Target

Cllr. Stephen Sweeney



Not Required as Target Met

Ensure strong financial discipline across the Council

Negative
Yearly Trend

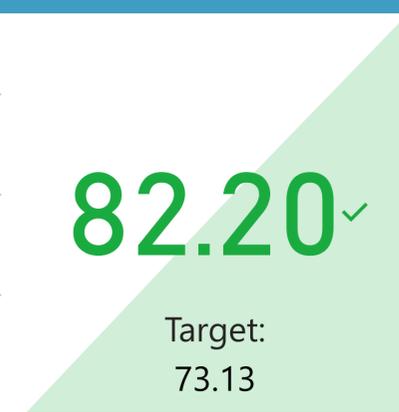
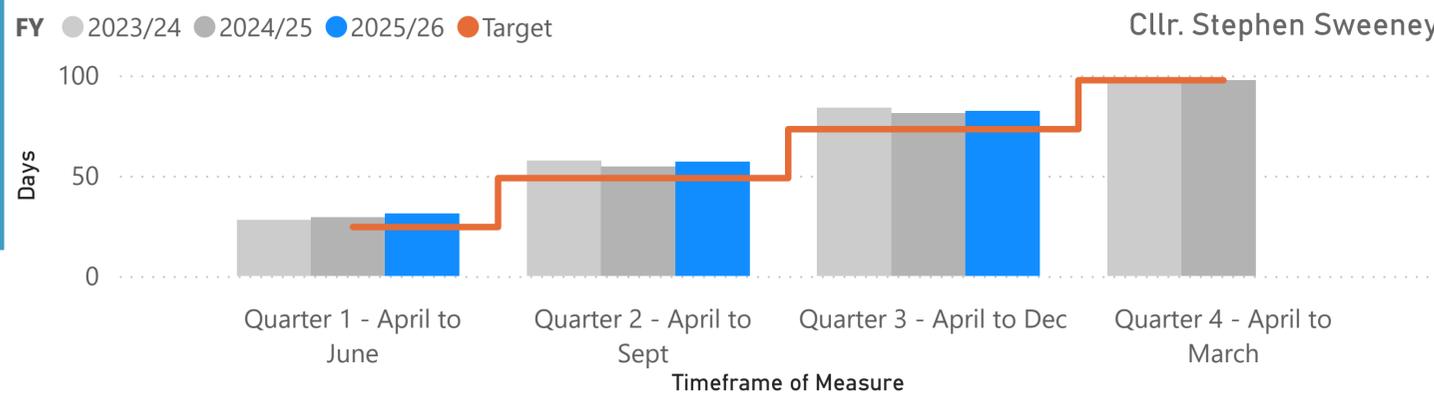
High
Is Good
Cumulative (Per Annum)

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

Current Status

SMART Actions if Off Target

Cllr. Stephen Sweeney



Not Required as Target Met

Positive
Yearly Trend



Low
Is Good
Cumulative (Per Annum)
N/A
Yearly Trend

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

Cllr. Simon Tagg

Timeframe of Measure	Percent (%)
Quarter 1 - April to June	25
Quarter 2 - April to Sept	22
Quarter 3 - April to Dec	20
Quarter 4 - April to March	-

Current Status

19.70

SMART Actions if Off Target

Since the beginning of the financial year, all data has been collected exclusively via Anywhere 365. Quarter 3 has continued the positive trend seen in the two Quarters with unmet demand decreasing from the start of the financial year, indicating the team's growing effectiveness in responding to incoming calls.

High
Is Good
Cumulative (Per Annum)
Negative
Yearly Trend

ID1.8a - Total number of digital online transactions

Cllr. Simon Tagg

Timeframe of Measure	Number
Quarter 1 - April to June	15,000
Quarter 2 - April to Sept	30,000
Quarter 3 - April to Dec	45,000
Quarter 4 - April to March	50,000

Current Status

46,922!

Target: 56,250

SMART Actions if Off Target

Increase in Jadu form usage which aligns with the new Garden Waste subscriptions as expected. Year to date totals for Jadu remain below 2024 levels, with a deficit of 3,764 submissions. The most likely explanation is that the website's IAG is successfully directing enquiries to the appropriate services, and the forms themselves are now more effective. This is also evidenced when reviewing Citizens Access transactions which represents a more accurate measure of self-service behaviour. Citizens Access transactions have grown by 722 compared with 2024/25, reinforcing the shift toward more effective digital self-serve routes.

Low
Is Good
Cumulative (Per Annum)
Positive
Yearly Trend

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

Cllr. Simon Tagg

Timeframe of Measure	Number
Quarter 1 - April to June	20,000
Quarter 2 - April to Sept	40,000
Quarter 3 - April to Dec	50,000
Quarter 4 - April to March	100,000

Current Status

52,230

SMART Actions if Off Target

Call volumes have continued to reduce again this month. This reduction may be attributed to a combination of factors, including enhanced system functionality, improved service delivery, and evolving customer demand patterns.

Low
Is Good
Cumulative (Per Annum)
Negative
Yearly Trend

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

Cllr. Stephen Sweeney

Timeframe of Measure	Number
Quarter 1 - April to June	2
Quarter 2 - April to Sept	6
Quarter 3 - April to Dec	7
Quarter 4 - April to March	9

Current Status

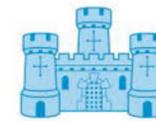
7

SMART Actions if Off Target

1 RIDDOR reported late which took place on 19/09/25 has been included into Quarter 2 figures - This was a manual handling back injury. There has been 1 RIDDOR which occurred within quarter 3 with the subsequent risk assessment currently being reviewed and an investigation is planned for the New Year.

Ensure our services are efficient and accessible

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



Project Status Split for Priority 1.

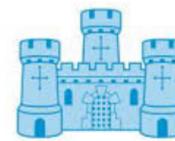
Project/Action is Progressing as Expected

4

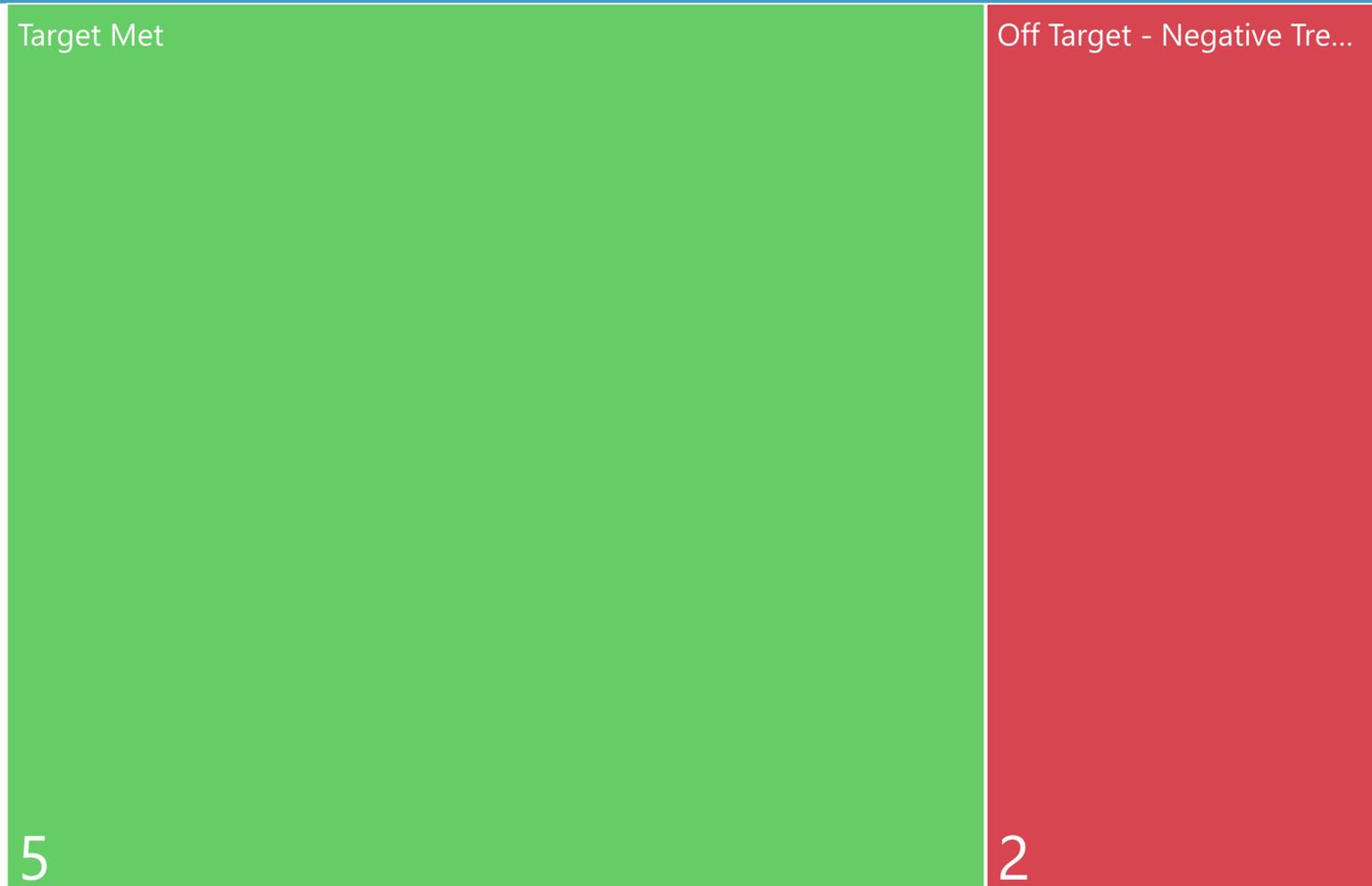
Project/Action is Completed

1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Simon Tagg	1. Strategy, People and Performance 2. All services	Deliver a Workforce Strategy	Develop professional talent across the Council and provide opportunities for staff to grow their careers	✔ Project/Action is Progressing as Expected	People Strategy in implementation stages. Progressing well.
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	During Qtr 3 (Oct -Dec) we delivered: - (November) Re-negotiated the Off-site Storage contract to achieve IRO saving of £7800 annually. Further savings will be realised once storage volumes are reduced via IG Team - (December) Submitted 13 water charge appeals via Cadantis. Recharges pending - (November) Signed 2 new contracts for replacement Leisure Management Systems to take effect in May '26. Saving IRO £14000 annually - (December) Introduced e-permits for surface level car parks, saving £1600 annually in printing & postage costs - Sources alternative print supplier for Ctax annual billing (Gov notify from PSL) saving - Pet cremator tender issued to 5 bidders & architectural plans finalised ready for submission in Jan '26
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	Service delivery focussing on customer need ensures meaningful outcomes and positive customer experience
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 Board supporting joint working with community facing groups and organisations. Positive impact in specific areas such as Health Inequality and Excess Weight. Locality approach working to address hotspots and specific areas of higher need.



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

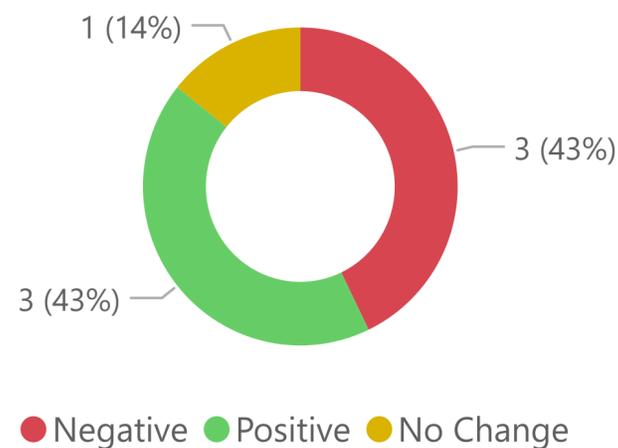
- A total of **7** measures were assigned targets this quarter. Of these, **71% achieved their targets**.
- **3** measures not only met their targets but also showed improvement compared to the same period last year. **2** met their targets but showed a negative year-on-year trend.
- The remaining **29%** did not meet their set targets this quarter.
- Both of these measures showed year-on-year negative trend compared to the same period last year.
- 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

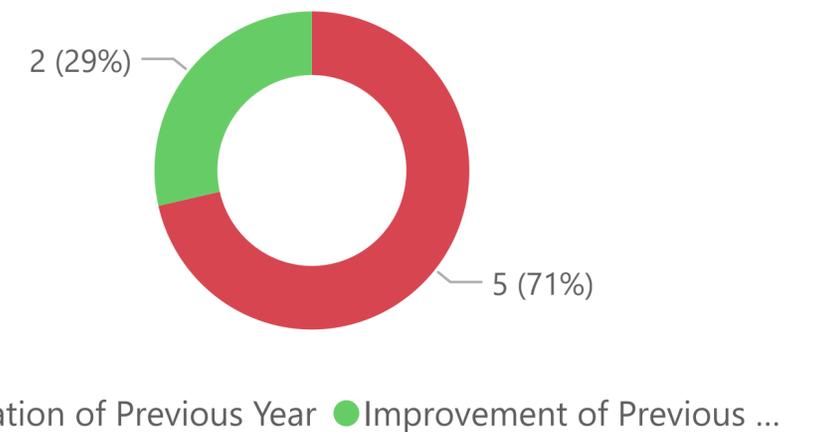
● Project/Action is Progressing as Expected

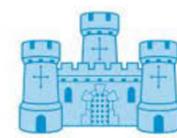


Priority 2: Qtr.3 Trend Direction of PI's Compared to Previous Quarter



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

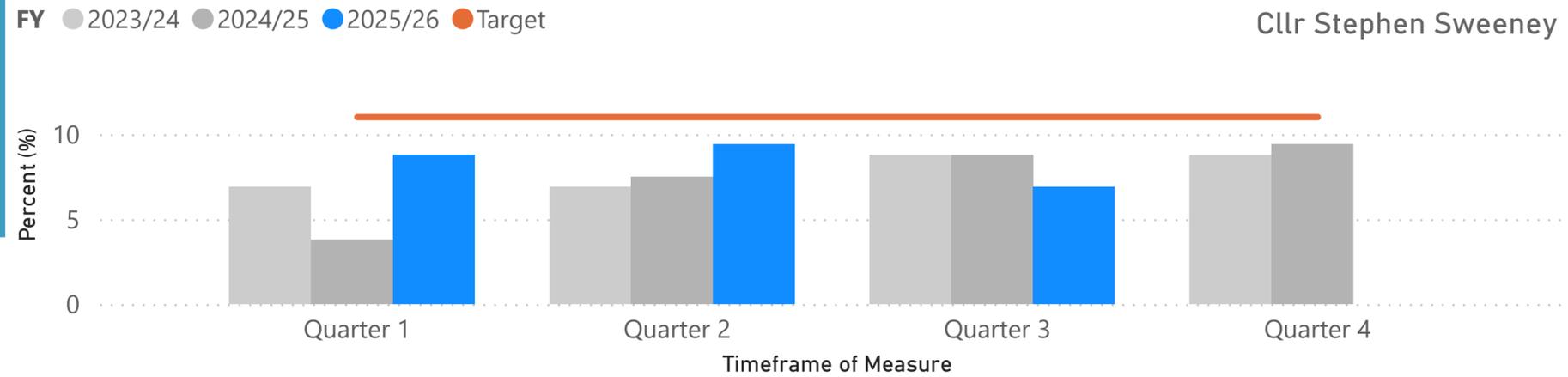




Low
Is Good
Per Quarter
(Snapshot)

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

Current Status SMART Actions if Off Target



6.90 ✓

Target: 11.00

Not Required as Target Met

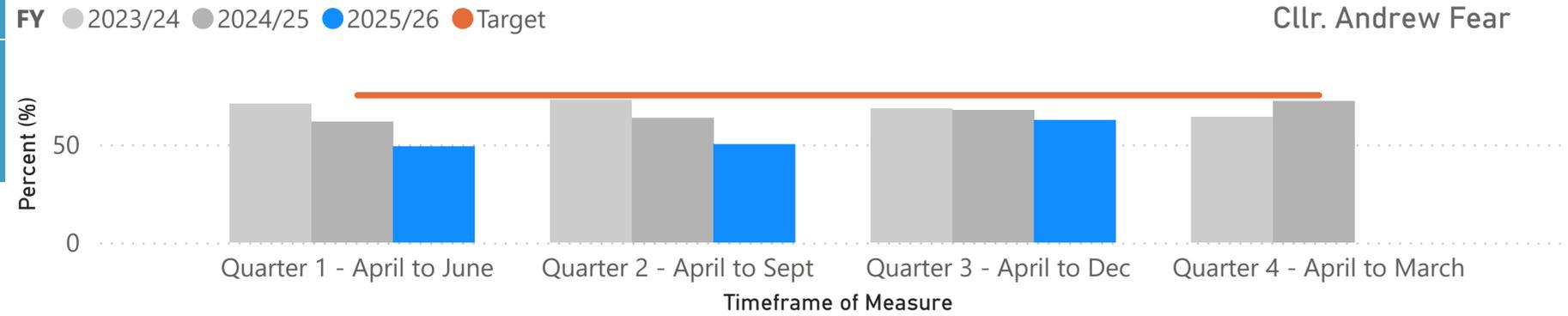
A strong and sustainable economy where everyone benefits

Positive
Yearly Trend

High
Is Good
Cumulative
(Per Annum)

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



62.40 !

Target: 75.00

Performance in this quarter has improved substantially from the previous quarter due to new processes implemented by Management and officers becoming more proficient in those procedures. Although performance for the year is below target, it is anticipated that recent improvements will continue and that the target will be met next year.

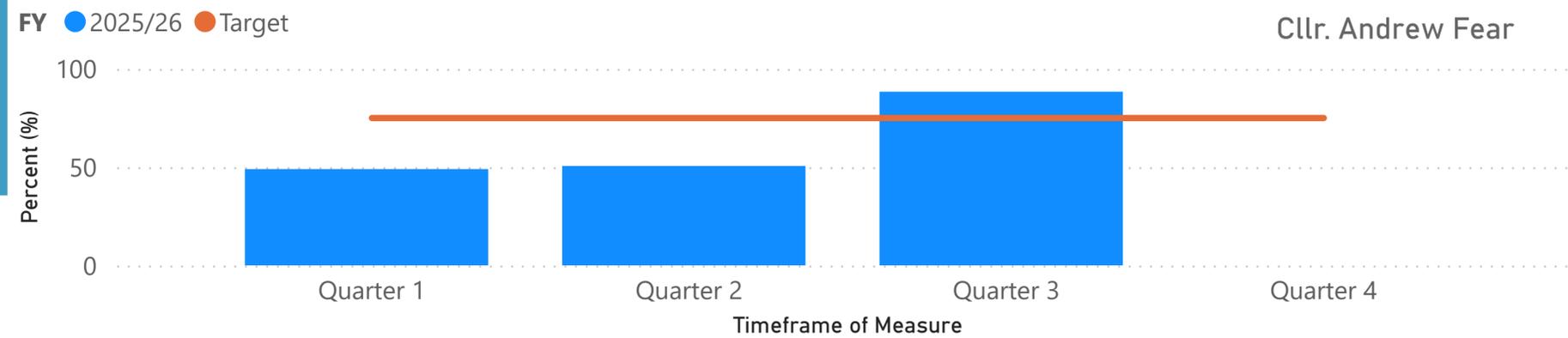
Protecting our communities by improving how we use our enforcement powers.

Negative
Yearly Trend

High
Is Good
Per Quarter
(Snapshot)

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



88.20 ✓

Target: 75.00

Performance in this quarter has improved substantially from the previous quarter due to new processes implemented by Management and officers becoming more proficient in those procedures. Although performance for the year is below target, it is anticipated that recent improvements will continue and that the target will be met next year.

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

N/A
Yearly Trend



High
Is Good
Planning

ID2.2 - Speed of major development applications (P151a - 12 Month Rolling Period up to End of Each Quarter)

Cllr. Andrew Fear

FY ● 2025/26 ● Target

Percent (%)

Timeframe of Measure

Yearly Trend: N/A

Current Status

100.00 ✓

Target: 92.00

SMART Actions if Off Target

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 December 2025

Low
Is Good
Planning

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

Cllr. Andrew Fear

FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target

Percent (%)

Timeframe of Measure

Yearly Trend: Negative

Current Status

10.90 !

Target: 10.00

SMART Actions if Off Target

Given the relatively low number of major applications received, it only takes a very small number of decisions to be overturned at appeal for the threshold to be breached. - Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period January 2023 - December 2024

High
Is Good
Planning

ID2.4 - Speed of non-major development applications (P153 - 12 Month Rolling Period up to End of Each Quarter)

Cllr. Andrew Fear

FY ● 2025/26 ● Target

Percent (%)

Timeframe of Measure

Yearly Trend: N/A

Current Status

95.50 ✓

Target: 90.00

SMART Actions if Off Target

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 December 2025

Low
Is Good
Planning

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

Cllr. Andrew Fear

FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target

Percent (%)

Timeframe of Measure

Yearly Trend: Negative

Current Status

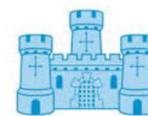
0.69 ✓

Target: 10.00

SMART Actions if Off Target

Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period January 2023 - December 2024.

Support the sustainable development of our towns and villages



Project Status Split for Priority 2.

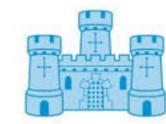
Project/Action is Progressing as Expected

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	Annual update on progress with the SES being considered by Cabinet in January. Good progress is being made in all areas of the Council, with all directorates having agreed action / delivery plans
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	Consultation concluded on Phase 7 of the Borough Tree Planting Strategy. Tenders invited for the 8 sites and tree planting scheduled to take place in Quarter 4.
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	Following the Local Plan public examination hearings, held in May and June 2025, the Council has consulted on a set of modifications that are necessary to make the plan sound and legally compliant. The Council consulted on the set of modifications to the Plan from the 5th November until the 17th December. The responses have now been shared with the Inspector appointed to examine the Local Plan to consider next steps.
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	On 2nd December 2025 a Draft Housing and Homelessness Strategy 2026 - 2030 was presented to Cabinet. It highlighted 3 key housing priorities relating to Housing and Health, Housing and Prosperity and Homelessness and Rough Sleeping. The draft strategy has been approved to commence an eight week consultation period.
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 roll in the SSB, with the Service Director for SE now being appointed as Chair of the officer group for the Staffordshire Waste partnership, which feeds directly into the SSB.
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. In Q3 the data shows:</p> <ul style="list-style-type: none"> - odour complaints reported to NULBC were at the lowest reported level for the period 2021-2025. - for the first time during this 5 year period there were no odour complaints reported in the month of November. - there has been no weekly exceedance of the World Health Organisation [WHO] odour annoyance guideline level with the exception of the week 15-21 December 2025 which reported 0.6% at the Mobile Monitoring Facility Maries Way. <p>The Environment Agency continue to use their discretionary powers under Regulation 57 of the Environmental Permitting Regulations to arrange for steps to be taken to remove a risk of serious pollution. The Environment Agency report that works have been carried out in the void to control landfill gas and leachate in the area and the levels of surface water are being effectively managed. Restoration of the leachate treatment plant is progressing and once commissioned this should reduce the frequency of road tanker movements to and from site.</p>



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	Activity ongoing to secure a Homes England grant to support town centre development 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 completed. Delivery underway for the remaining projects. Kidsgrove Station is at design development stage. Meadows Road enterprise units are out to tender. The public realm and highways work are under development ready for next year and the canal tow path, and connecting footpath improvements are substantially complete. Work on delivery of the community hub continues.
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 will 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>The UKSPF performance is assessed against 30 defined outcomes and 28 outputs which align with these themes Communities and place People and Skills Supporting local businesses.</p> <p>We have successfully met our mid-year targets and remain on track to achieve—and exceed—the overall objectives established at the start of the year. The Creative Industries project – 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. We have seen investment in Adult learning – adult training for those most vulnerable and looking for employment reaches over 130 adults. Care leavers – currently launching a Pathways to Success programme – Industry - Sports Leadership. Apprenticeships – We are funding the hospitality sector.</p>



ID1.4a - Total % of materials collected for recycling and composting verified via WDF Current Status

High Is Good SMART Actions if Off Target

Cllr. David Hutchison

Year	Q1	Q2	Q3	Q4	Annual Total
2023/24	48.5	49.5	48.5	49.5	49.0
2024/25	49.5	50.5	49.5	50.5	50.0
2025/26	50.5	50.5	47.65	50.5	47.65
Target	51.0	51.0	51.0	51.0	51.0

47.65!
Target: 51.00

There has been an overall continued decline in recycling performance seen in Quarter 3, falling short by 4.31%. this to do with lower garden waste tonnage due to a hot summer as stated in the last quarter. Food and dry recycling continue to perform well, with both increasing in tonnage collected, dry recycling by 1.5% and food by 7%.

Negative
Yearly Trend

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

High Is Good SMART Actions if Off Target

Cllr. David Hutchison

Year	Q1	Q2	Q3	Q4
2024/25	44.84	44.84	44.84	44.84
2025/26	44.84	44.84	44.84	44.84
Target	37.0	37.0	37.0	37.0

44.84✓
Target: 37.00

Collected twice a year, most recent collection in Quarter 2 with a measure of 44.84%.

Negative
Yearly Trend

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

Low Is Good SMART Actions if Off Target

Cllr. David Hutchison

Year	Q1	Q2	Q3	Q4	Annual Total
2023/24	100	100	100	100	400
2024/25	150	150	150	150	600
2025/26	200	200	200	200	800
Target	311.25	311.25	311.25	311.25	1245

287.04✓
Target: 311.25

Not Required as Target Met

Positive
Yearly Trend

ID1.4d - Percentage of Successful Collections Current Status

High Is Good SMART Actions if Off Target

Cllr. David Hutchison

Year	Q1	Q2	Q3	Q4	Annual Total
2023/24	99.98	99.98	99.98	99.98	99.98
2024/25	99.98	99.98	99.98	99.98	99.98
2025/26	99.98	99.98	99.98	99.98	99.98
Average of Target	99.60	99.60	99.60	99.60	99.60

99.98✓
Target: 99.60

Not required as target met - Figure only includes data up to 24th December as missed collections have not been recorded from this date whilst service disruption from bad weather and Christmas arrangements returns to business as usual.

Positive
Yearly Trend

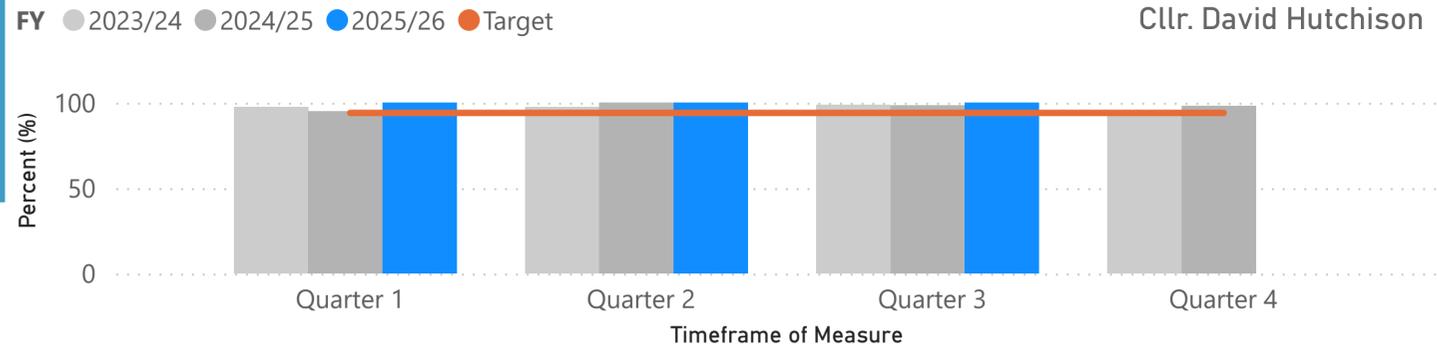
Further increasing recycling rates across the borough with a particular focus on food waste



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

Is Good
Per Quarter (Snapshot)

Positive
Yearly Trend



Current Status SMART Actions if Off Target

100.00✓

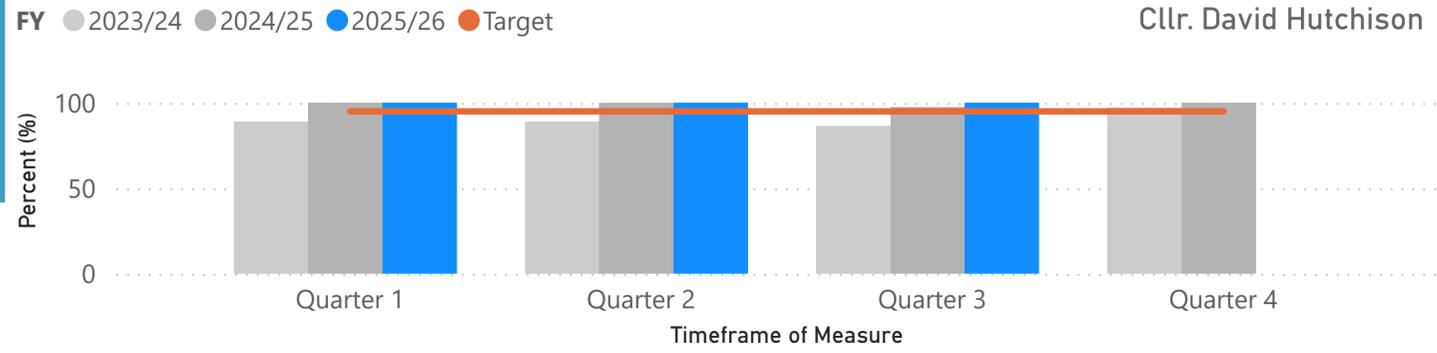
Not Required as Target Met

Target:
94.00

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

Is Good
Per Quarter (Snapshot)

Positive
Yearly Trend



Current Status SMART Actions if Off Target

100.00✓

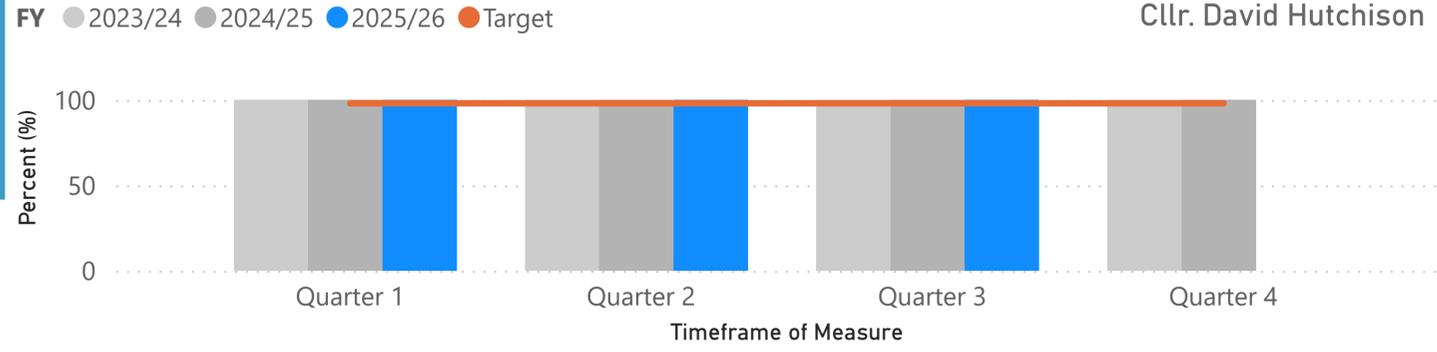
Not Required as Target Met

Target:
95.00

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

Is Good
Per Quarter (Snapshot)

No Change
Yearly Trend



Current Status SMART Actions if Off Target

100.00✓

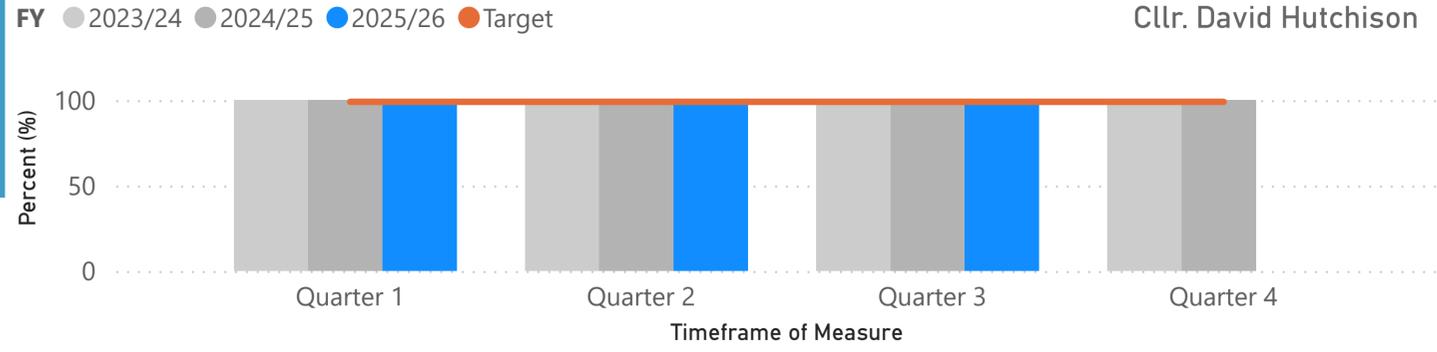
Not Required as Target Met

Target:
98.00

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

Is Good
Per Quarter (Snapshot)

No Change
Yearly Trend



Current Status SMART Actions if Off Target

100.00✓

Not Required as Target Met

Target:
99.00

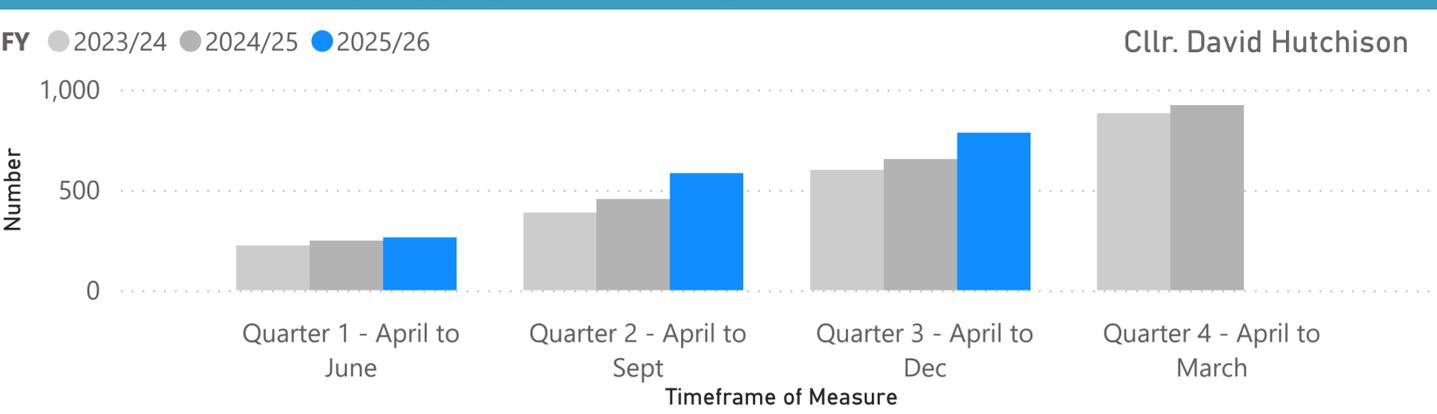
Secure a step change in street cleanliness and the quality of the public domain



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

Low
Is Good
Cumulative

Negative
Yearly Trend



Cllr. David Hutchison

783

SMART Actions if Off Target

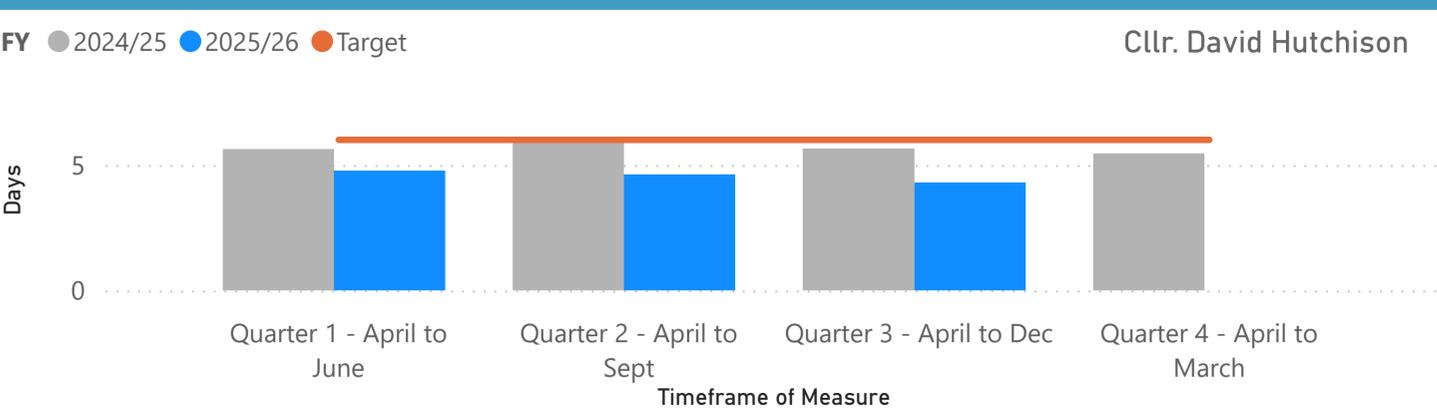
Measure shows 132 more than the end of Quarter 3 2024, the increase is a trend that is being seen nationally. Recent data suggests a potential shift, with numbers beginning to decline as we head towards the winter months. Quarter 3 in isolation showing 201 cases which is the lowest cases per quarter seen this financial year.

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

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

Low
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend



Cllr. David Hutchison

4.30 ✓

Target: 6.00

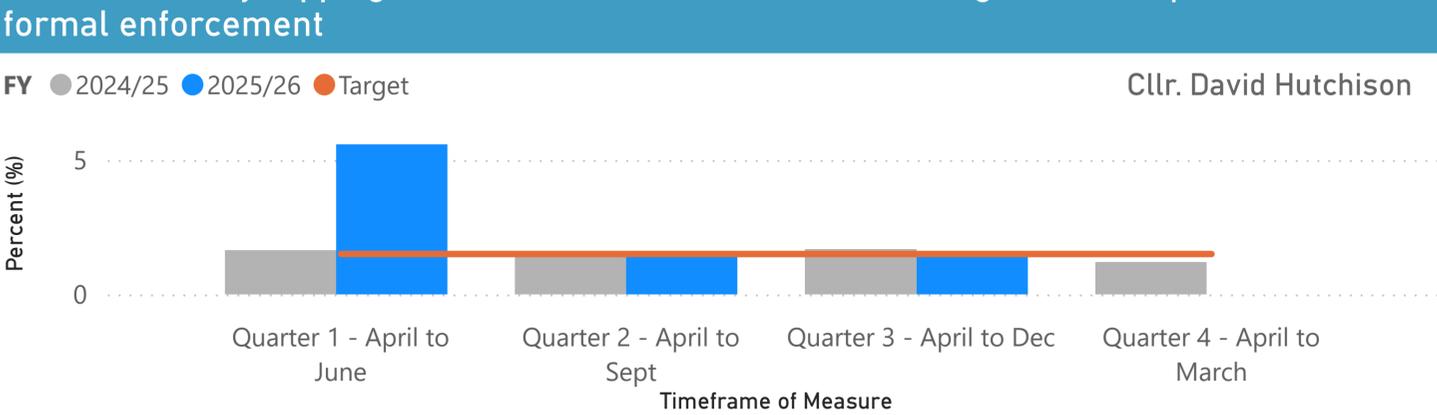
SMART Actions if Off Target

Not Required as Target Met

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

High
Is Good
Cumulative (Per Annum)

Negative
Yearly Trend



Cllr. David Hutchison

1.53 ✓

Target: 1.50

SMART Actions if Off Target

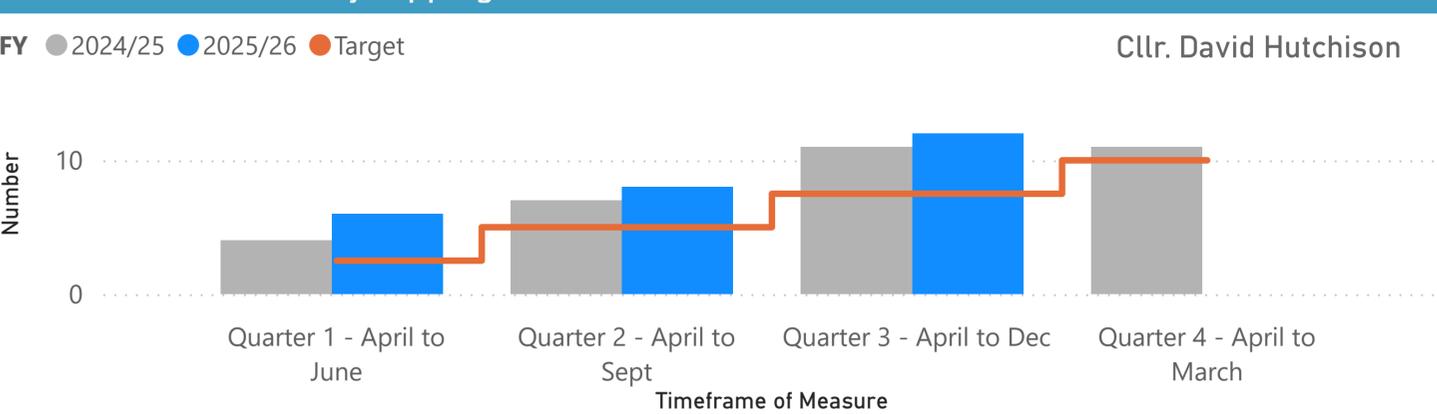
All incidents of fly tipping are investigated at the point of clearing the waste. However, only a small proportion of fly-tips will have evidence in the waste that will allow Officers to proceed with enforcement. Where evidence is present within the waste or where an offence has been witnessed, officers will then proceed to formal enforcement.

Reduce anti-social behaviour and crime in our communities

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

High
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend



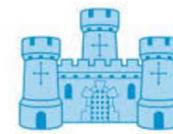
Cllr. David Hutchison

12 ✓

Target: 7.50

SMART Actions if Off Target

Target refers to the number of FPN's served for fly-tipping incidents but also incorporates Duty of Care offences. The measure is reliant on sufficient evidence being located as part of the investigation to enable enforcement to be undertaken.



High
Is Good

Cumulative
(Per
Annum)

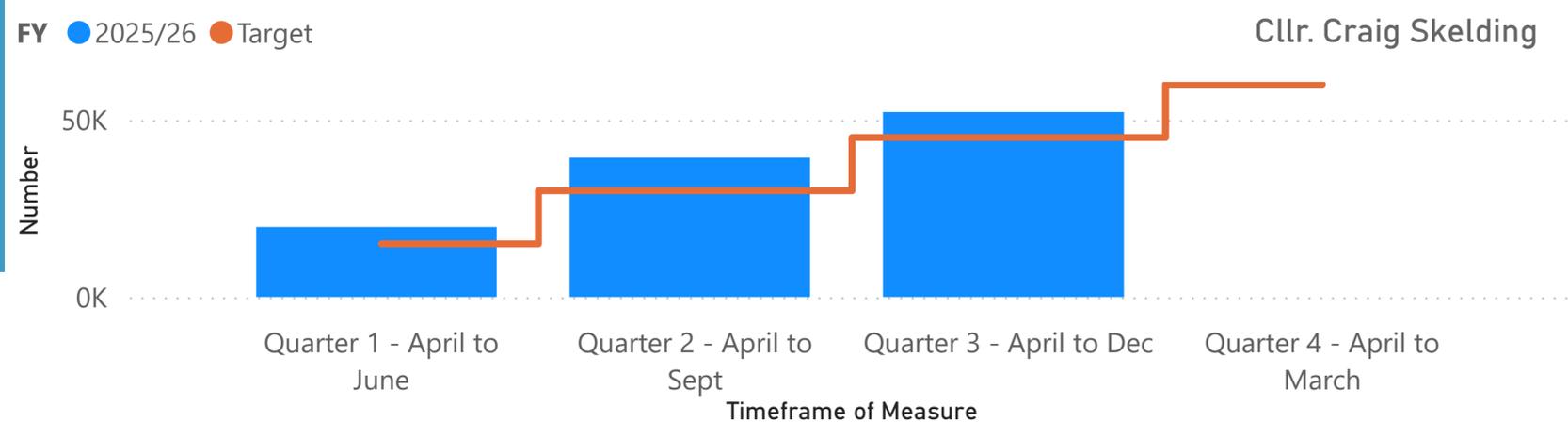
N/A
Yearly Trend

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

Current Status

SMART Actions if Off Target

Cllr. Craig Skelding



52,129 ✓

Target:
45,000

Not Required as Target Met

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

High
Is Good

Cumulative
(Per
Annum)

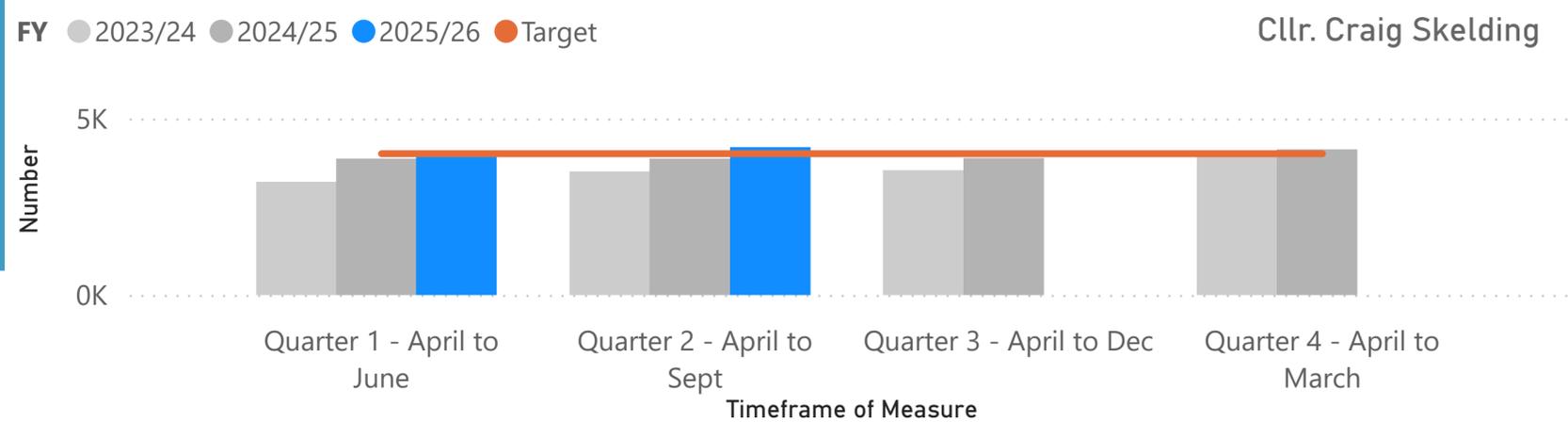
N/A
Yearly Trend

ID3.4 - J2 Membership growth

Current Status

SMART Actions if Off Target

Cllr. Craig Skelding



N/A

Target:
4,000

Measure not available due to the main pool closure for refurbishment which will re-open in March 2026. Measure will be reported again in Q1 2026/27

Support the development of community solutions to local problems

High
Is Good

Per
Quarter
(Snapshot)

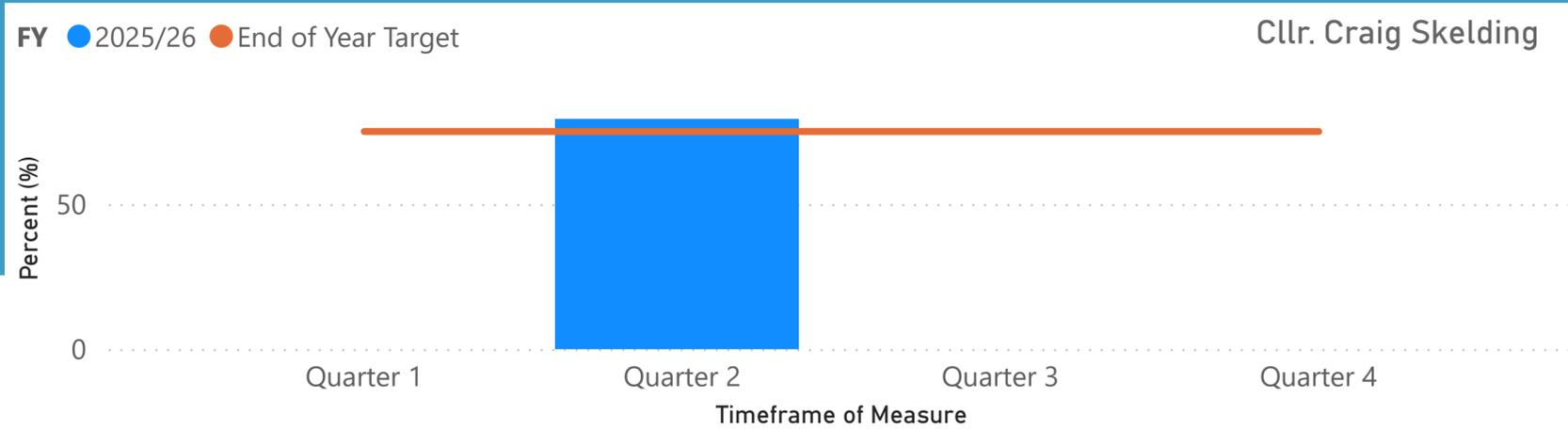
N/A
Yearly Trend

ID3.5 - Jubilee 2 Customer Satisfaction – Overall Visitor Experience

Current Status

SMART Actions if Off Target

Cllr. Craig Skelding



79.25 ✓

End of Year Target:
75.00

Measure is collected annually with most recent measure being collected in Q2.



Priority 3: Healthy, Active and Safe Communities



NEWCASTLE·UNDER·LYME
BOROUGH COUNCIL

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

Current Status

SMART Actions if Off Target

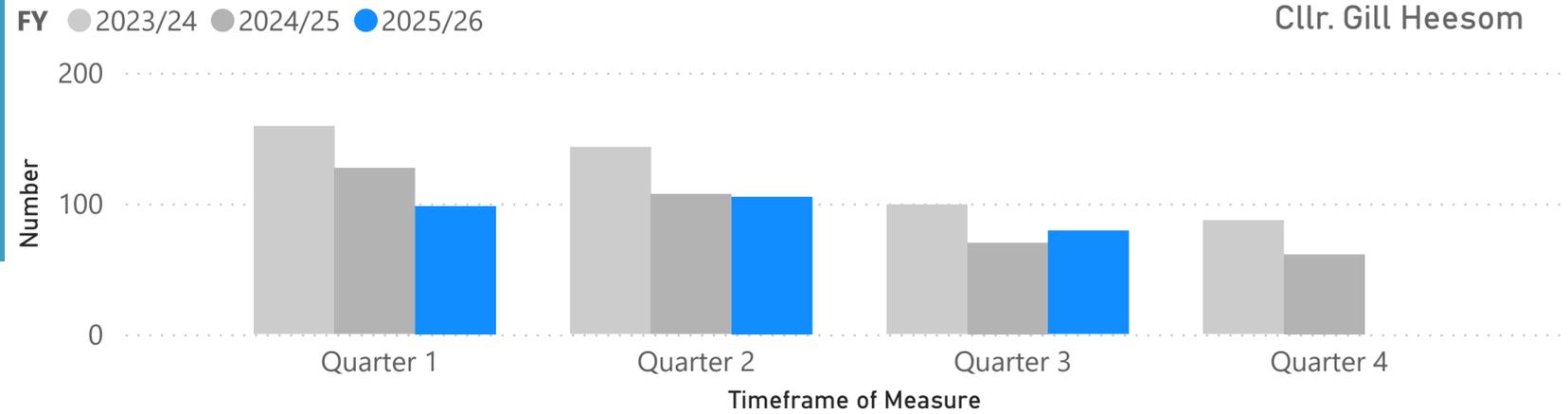
Low

Is Good

Per
Quarter
(Snapshot)

Negative

Yearly Trend



98

In Quarter 3, saw 2 more cases 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

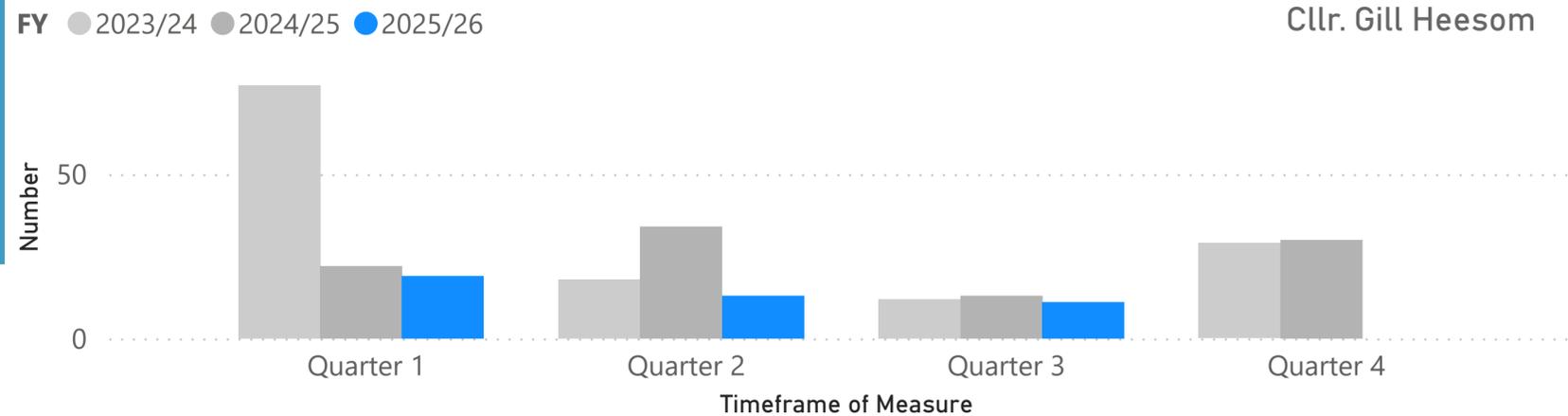
Low

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

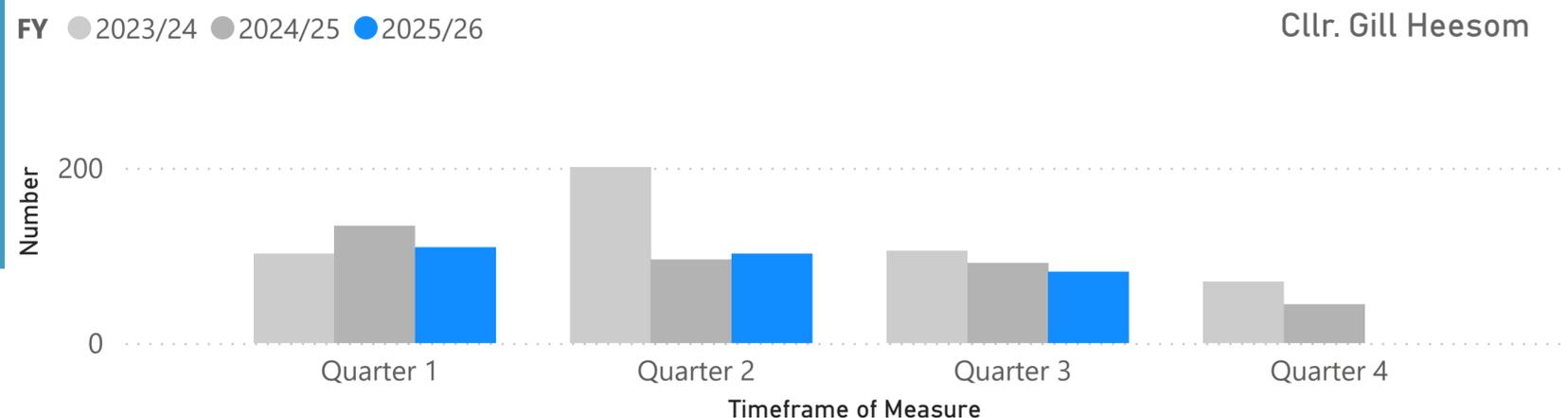
High

Is Good

Per
Quarter
(Snapshot)

Negative

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

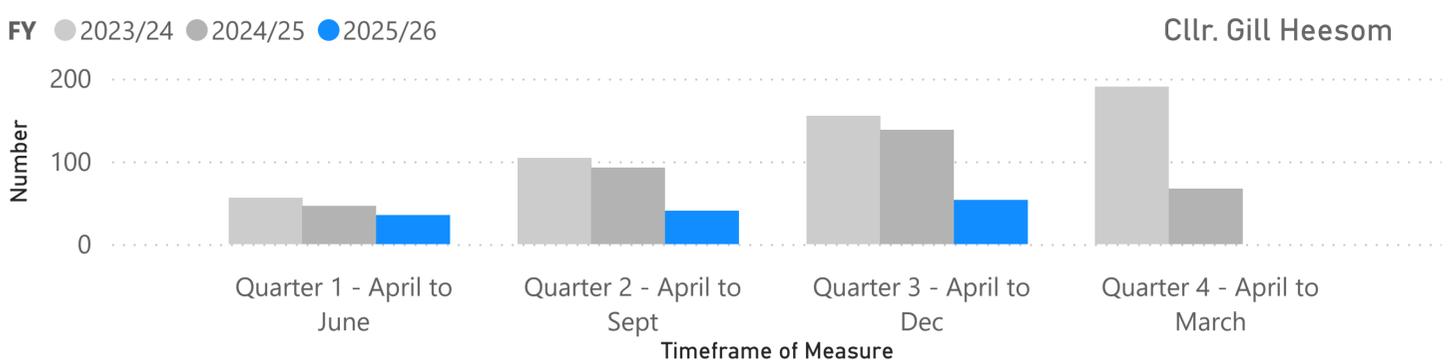


Low
Is Good
Cumulative (Per Annum)

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

Current Status

SMART Actions if Off Target



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.

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

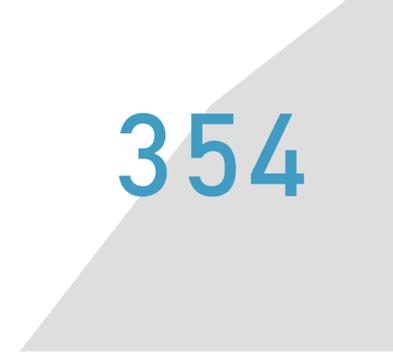
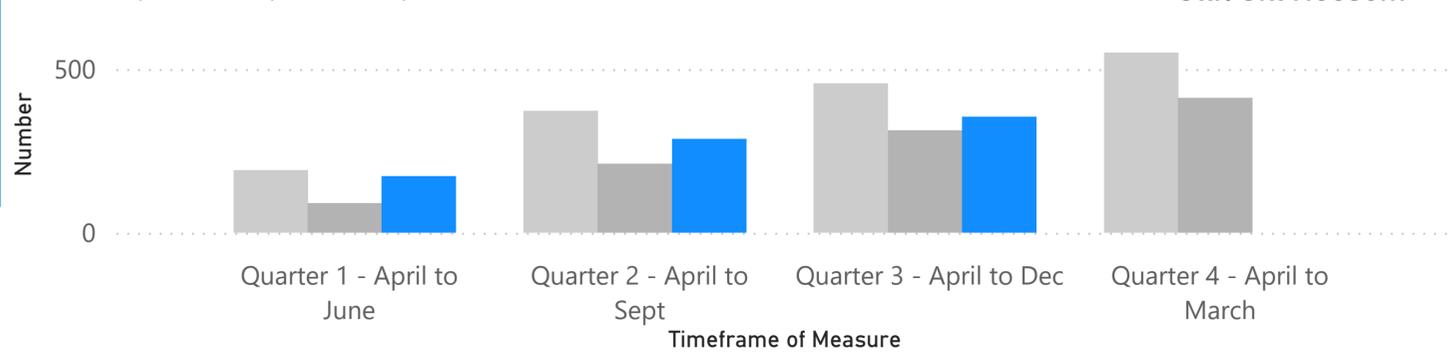
Positive
Yearly Trend

Low
Is Good
Cumulative (Per Annum)

ID3.8 - Emergency homeless presentations

Current Status

SMART Actions if Off Target



All Homeless tonight presentations are monitored. A focus on earlier intervention.

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

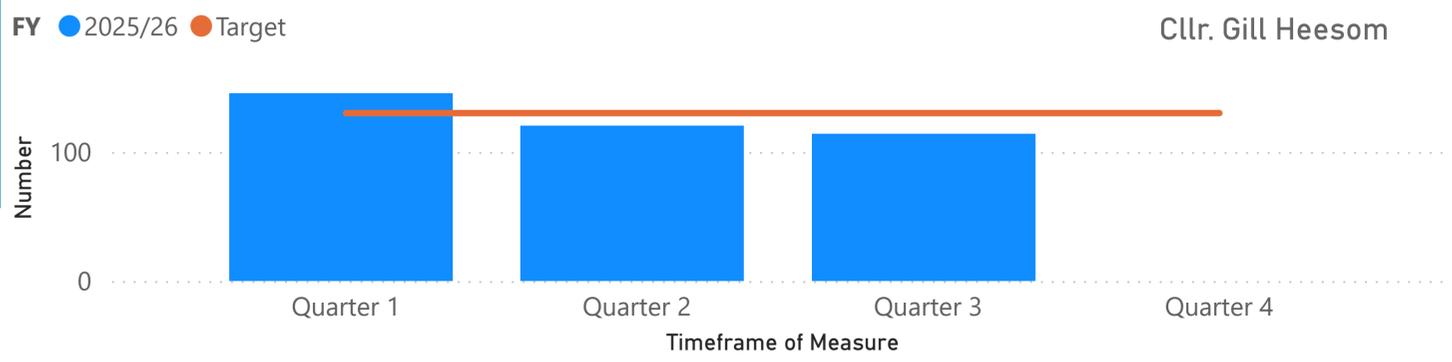
Negative
Yearly Trend

Low
Is Good
Per Quarter (Snapshot)

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



This relates to 4 stairlifts completed in quarter 3.

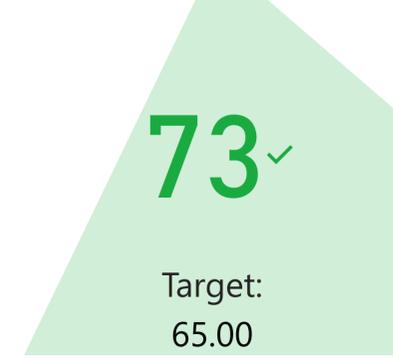
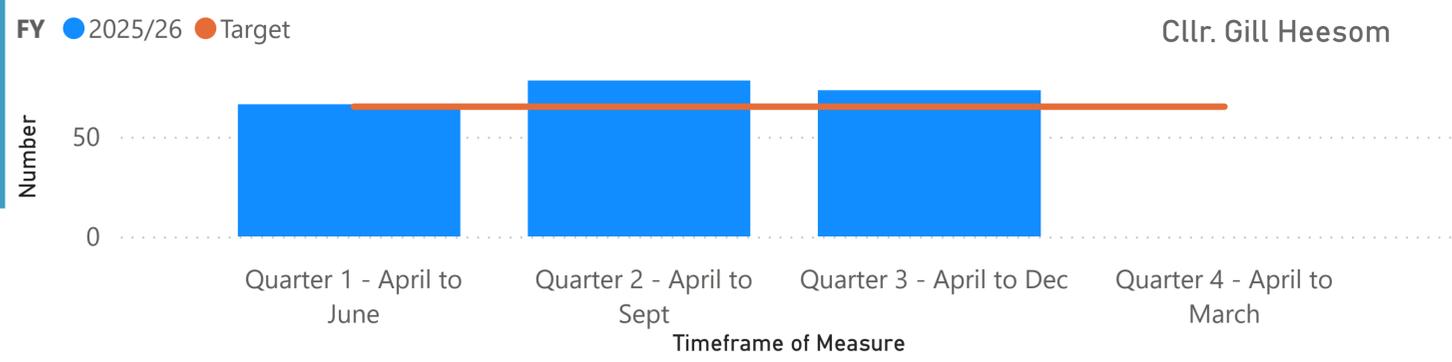
N/A
Yearly Trend

High
Is Good
Cumulative (Per Annum)

ID3.10 - Percentage of non-complex Disabled Facilities Grants completed in 120 days from occupational health referral

Current Status

SMART Actions if Off Target



19 out of 26 DFGs under £5000 completed within 120 working days



Low
Is Good

Per Quarter (Snapshot)

Positive
Yearly Trend

ID3.6 - Live application on the housing register

Cllr. Gill Heesom

Timeframe of Measure

Current Status

1,657

SMART Actions if Off Target

Trend increasing however compared to the previous year shows a reduction. Review module now in place.

High
Is Good

Per Quarter (Snapshot)

Negative
Yearly Trend

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

Cllr. Gill Heesom

Timeframe of Measure

Current Status

325

SMART Actions if Off Target

Nominations are monitored through Lettings Forum meetings. Nomination targets (75% for Aspire / 50% other providers)

Low
Is Good

Per Quarter (Snapshot)

No Change
Yearly Trend

ID4.4 - Total Rough Sleepers Verified in Quarter

Cllr. Gill Heesom

Timeframe of Measure

Current Status

6

SMART Actions if Off Target

The annual rough sleeping count took place on the 14th November 2025. We verified 12 people that night. The process was verified through Homeless Link. We have had an increase in rough sleepers in comparison to last year's figure of 7. The increase is due to lack of suitable supported accommodation, lack of move on options and external factors such as the courts and hospital being in the centre of town.

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

Cllr. Gill Heesom

Timeframe of Measure

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



Project Status Split for Priority 3.

Project/Action is Progressing as Expected

3

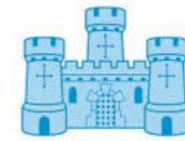
Project/Action is Completed

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	Joint working with the Police is continuing, with a particular focus on Newcastle town centre. Joint enforcement of the PSPO and interventions to make the Night Time Economy safer, particularly for women and girls, are in progress.
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 Council continues to roll out recycling and food waste services to flats, with the project scheduled for completion in April 2026. as stated in the last 2 quarters the Council is now fully compliant with the requirements of the governments Simpler Recycling requirements 2 years early. However overall recycling has not hit its target mainly due to less garden waste as stated in the last quarter. Food and dry recycling 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	Better Health Partnership and Active Life Programmes both working well to support the health of residents
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 continuing to develop and the programme for 2026 has been set. Round 3 of the Civic Pride Investment Fund has been awarded and a programme of community engagement is being developed for 2026. Partner remain committed to supporting the initiative and the Strategy is due to be formally adopted in Quarter 4.



Priority 4: Performance Indicators Current Status

Contextual

Target Met

2

1

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

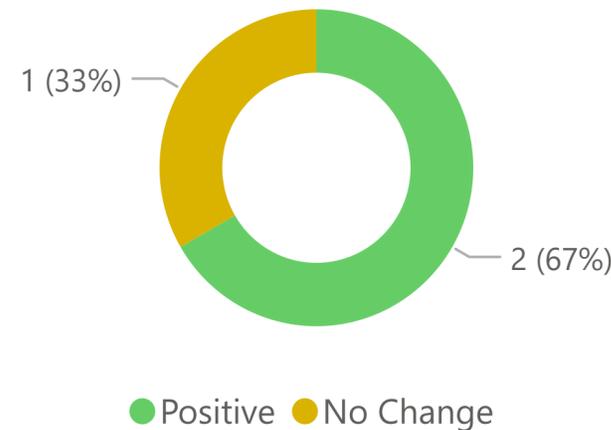
● Project/Action is Completed ● Project/Action is Progressing as Expected

Aim

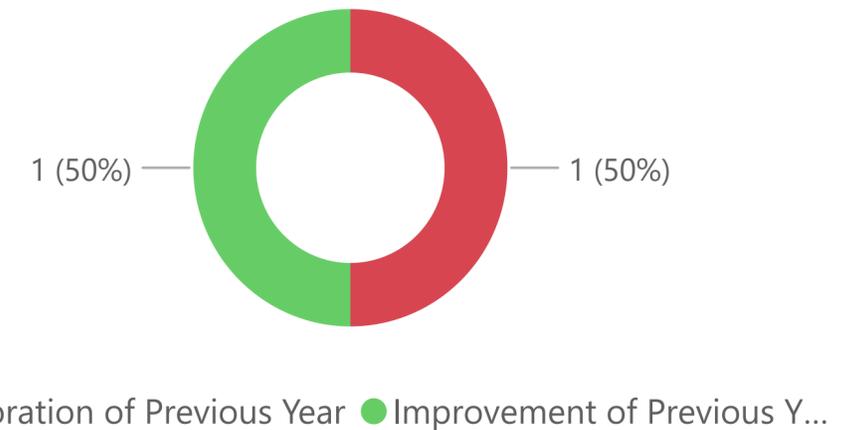
Priority 4: Town ...



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



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





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

Current Status

SMART Actions if Off Target

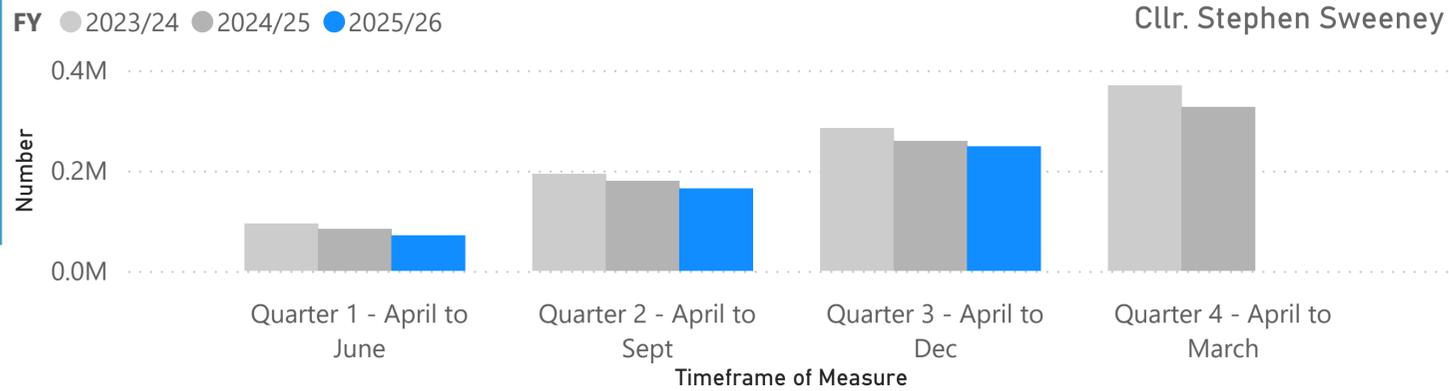
High

Is Good

Cumulative (Per Annum)

Negative

Yearly Trend



Cllr. Stephen Sweeney

247,649

At the end of Quarter 3, there were 10988 fewer tickets issued than compared to the same time in the previous financial year. Despite the annual drop, Quarter 3 in isolation showed a total of 84080 tickets sold, being a greater number of parking tickets than Quarter 3 in 2024 that sold 79985.

ID4.2 - Town Centre Footfall - Newcastle

Current Status

SMART Actions if Off Target

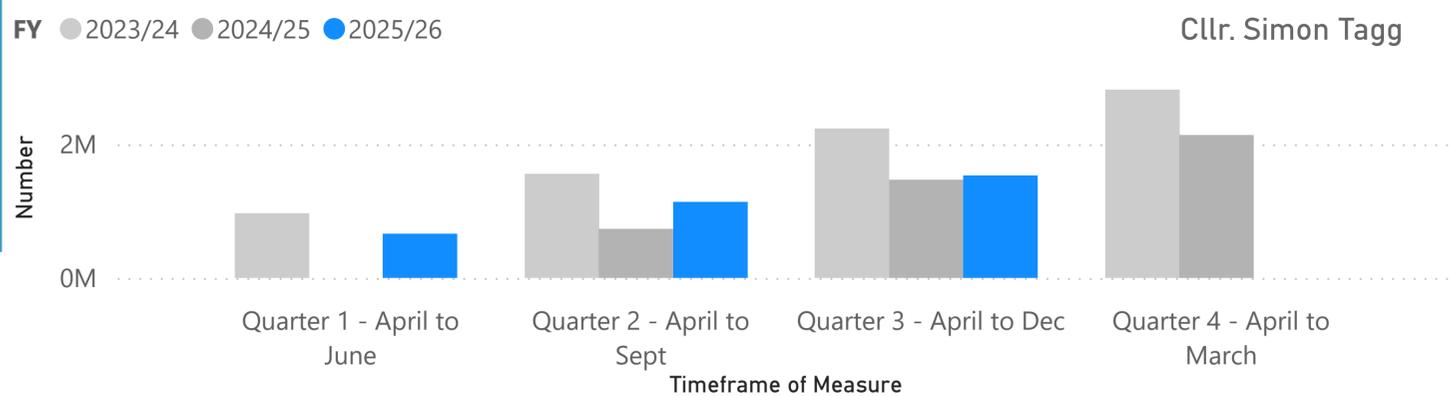
High

Is Good

Cumulative (Per Annum)

N/A

Yearly Trend



Cllr. Simon Tagg

1,531,693

Footfall in the town centre experienced a continued decline into Quarter 3 when, likely caused by colder wetter weather with residents staying at home. Unfortunately there is no historic data available for comparison of the quarter due to limited data supplied from the previous financial year.

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

Current Status

SMART Actions if Off Target

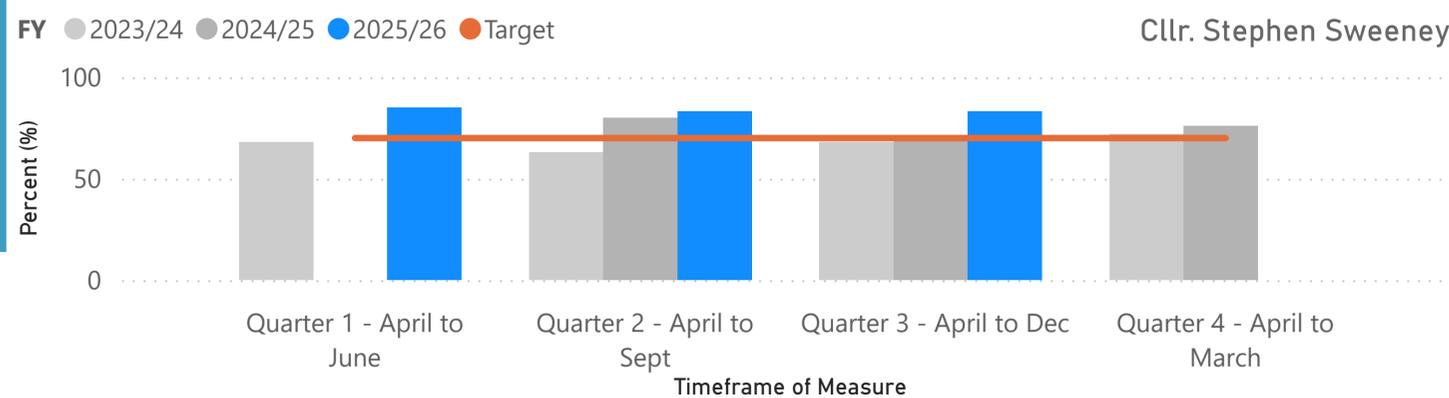
High

Is Good

Cumulative (Per Annum)

Positive

Yearly Trend



Cllr. Stephen Sweeney

83.00 ✓

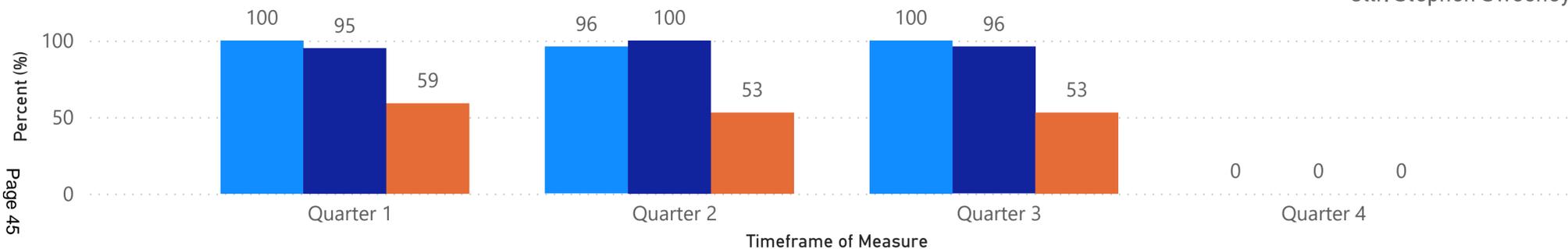
Target: 70.00

Overall Market target has been met - The General Market however has not achieved its target this quarter. Occupancy at the low Wednesday General Market is negatively impacting the overall average occupancy for the General Market, although the previous year's level of 52% has been maintained and is consistent. Seasonal fluctuations at the outdoor market reflect national trends, with colder weather leading to reduced stall occupancy. This is further evidenced by the reduction in the number of outdoor events during the colder autumn and winter months.

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

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

Cllr. Stephen Sweeney



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



Project Status Split for Priority 4.

Project/Action is Progressing as Expected

3

Project/Action is Completed

2

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	Work has commenced on site.
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	Redevelopment of the Ryecroft site is continuing to schedule with enabling works new taking place on site.
Cllr. Stephen Sweeney	Commercial Delivery	Redevelopment of York Place	Continuing to work with key partners to deliver the redevelopment of opportunities across the borough	✔ Project/Action is Progressing as Expected	Work has commenced on site.
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 Completed	The FHSF Market and Public Realm Improvement project is now complete, with the digital screen installed and operational. The programme of specialist markets for 2026 has been set.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL
CORPORATE LEADERSHIP TEAM'S
REPORT TO
FINANCE, ASSETS AND PERFORMANCE COMMITTEE

26th March 2026

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.

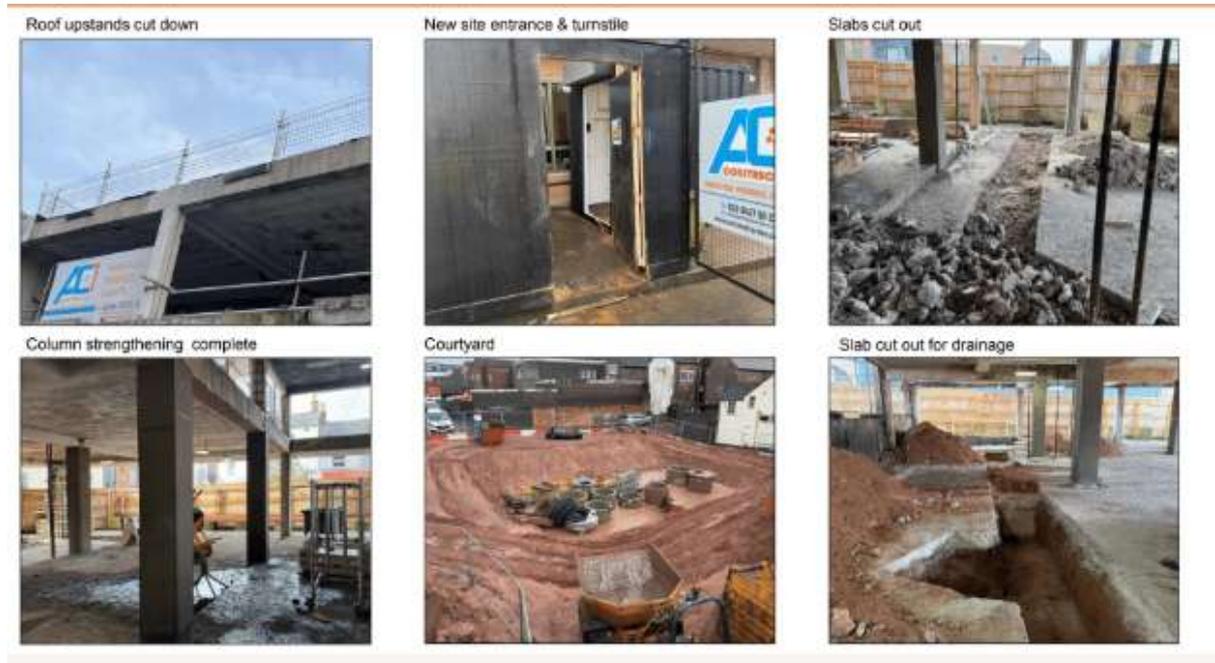
2. Updates

2.1 Future High Street Fund

Work across this programme has now completed and the fund is spent. The current position regarding the projects that are following on from the funding as stand along projects is as follows:

2.1.1 Astley Place

Capital&Centric and their contractor AC1 commenced works (November 2025) with the development due to be completed in January 2027 (13 month build period). Works are ongoing with drainage and concrete frame preparation works currently underway.



RyePark

2.1.2 McCarthy and Stone Residential Development

It is now anticipated that the works will commence in the summer of 2026 with completion in late 2027 to coincide with the adjacent Capital&Centric works.



2.1.3 Capital & Centric Ryepark Development

Capital&Centric have now appointed Henry Boot to undertake the Ryepark constructions works. Site clearance and ground works commenced in November 2025 and completion is expected in early 2028 (27 month build period). Drainage and foundation preparation works are currently underway.





2.2 Newcastle Town Deal

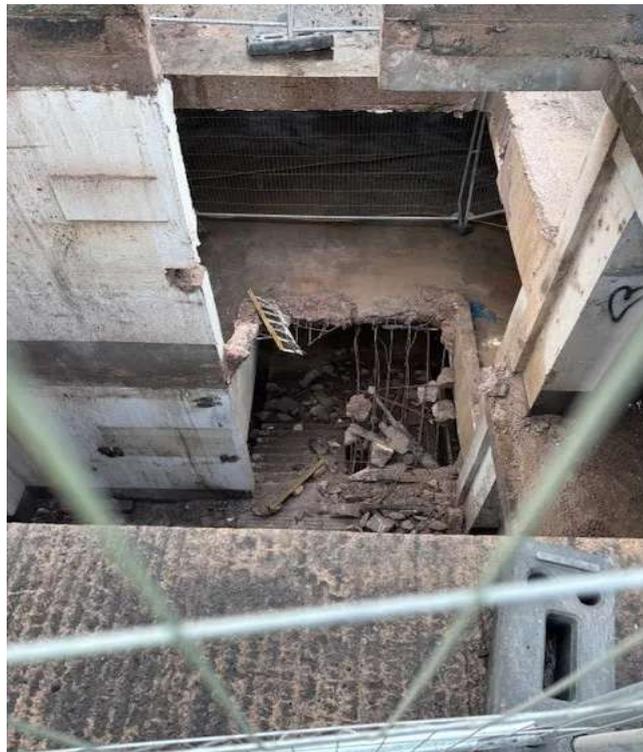
2.2.1 Karparc

As with the previous schemes noted above Capital&Centric have appointed Clegg Construction to undertake the works to this development. Works started in early November and will be completed by the summer of 2027 (18 month build period). Works underway include concrete 'cut-out' works and preparation for new lift and stairwells.





'Punching' holes through structure for atrium along centre of the building



New void for new stairwell and lift shaft

2.2.2 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 in October 2025. Foundations have now been dug on most plots (see below).



The extension to the Enterprise Centre Is now complete and has been awaiting the connection to a sub-station before the units can be occupied. This connection is due to take place at the end of March 2026 so the units should be handed over for occupation after this.



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.

A prospective tenant has been found for the facility and Heads of Terms have been exchanged for legal agreements to be worked up. Planning will need to be sought for the changes to the building as noted above, now that a tenant is being secured.

Cross Street Chesterton

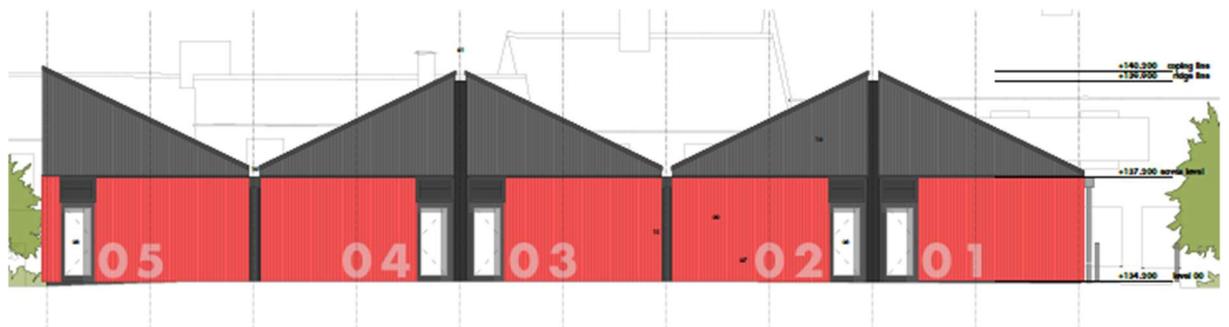
The Town Deal funding agreement was to support the developer Keon Homes to develop homes on the site. Phased handovers will commence from late 2025 and this Phase is expected to be completed fully by June 2026.



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

All walking and cycle improvement works around the town centre are now complete.

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 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. A service provider has now been appointed, and they will energise the systems for operations for services to be provided in the summer of 2026.

2.3 Kidsgrove Town Deal

2.3.1 Chatterley Valley

This element of the Town Deal project is complete and Harworth, 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. An extension to the scope, that was agreed by the Kingsgrove Town Deal Board, to enable improvements to a Public Right of Way on a path connecting the canal towpath with a nearby residential area is now complete.

2.3.4 Community Learning Hub on the Kings Academy site

Kingsgrove 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

Kingsgrove Town Deal Board has agreed for delivery of small-scale enterprise units on the Meadows. A contractor is due to be appointed very soon for the units with the construction starting as soon as possible.

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 and detailed designs now being undertaken.

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 detail 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 £14.1m has been spent as shown below:

Project	Award (£000's)	Spend (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	1,588	697
Sustainable Public Transport	3,421	1,215	2,206
Electric Vehicle Charging	400	400	0
Pedestrian Cycle Permeability	950	950	0
Transform Key Gateway Sites	3,810	1,398	2,412
Astley Centre for Circus	1,810	651	1,159
Digital Society	3,510	3,203	307
Heart into Knutton Village	3,534	2,953	581
Cross Street, Chesterton	2,955	987	1,968
Project Management	925	783	142
Total	23,600	14,128	9,472

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 £8.0m 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	313	3,345
Shared Services Hub	6,183	662	5,521
Canal Enhancement	400	355	45
Project Management	835	806	29
Total	16,900	7,960	8,940

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.

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
Scrutiny Champion	Craig Turner
Portfolio Holders within the Committee's remit	Cllr S. Tagg, Leader – One Council, People and Partnerships Cllr S. Sweeney - Deputy Leader – Finance, Town Centres and Growth

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

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

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

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

Planned Items

DATE OF MEETING	ITEM	NOTES
26 March 2026	<ul style="list-style-type: none"> - Q3 Finance and Performance Report 2025/26 - Town Deal and Future High Street Fund 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 - Commercial Strategy 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	<ul style="list-style-type: none"> - Ryecroft Call-in Report 	
13 December 2023	<ul style="list-style-type: none"> - Q2 Finance and Performance Report - Draft Savings Proposals 24/25 - Town Deal and Future High Streets Fund Update - Technology Strategy 2023-2028 	
18 January 2024	<ul style="list-style-type: none"> - Revenue and Capital Budgets and Strategies 24/25 - Draft Schedule of Fees and Charges 24/25 	

DATE OF MEETING	ITEM	NOTES
14 March 2024	<ul style="list-style-type: none"> - Q3 Finance and Performance Report 2023/24 - Commercial Strategy Update - Town Deal and Future High Street Funds Update 	
27 June 2024	<ul style="list-style-type: none"> - Q4 Finance and Performance Report 2023/24 - 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 	
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 	

DATE OF MEETING	ITEM	NOTES
	<ul style="list-style-type: none">- Civic Pride (Empowering our Communities) Strategy- Town Deal and Future High Street Fund Update	
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	

Last updated on the 17/03/2026