

Date of meeting **Tuesday, 2nd December, 2025**
Time **2.00 pm**
Venue **Astley Room - Castle**
Contact **Geoff Durham 742222**



Cabinet

AGENDA

OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in the agenda.
- 3 MINUTES OF PREVIOUS MEETINGS** **(Pages 5 - 12)**
To consider the Minutes of the previous meeting.
- 4 WALLEYS QUARRY ODOURS ISSUE** **(Pages 13 - 34)**
- 5 REVENUE AND CAPITAL BUDGET 2026/27 - FIRST DRAFT SAVINGS PLANS** **(Pages 35 - 60)**
- 6 DRAFT HOUSING AND HOMELESSNESS STRATEGY 2026-30** **(Pages 61 - 90)**
- 7 NEWCASTLE TOWN DEAL UPDATE** **(Pages 91 - 100)**
- 8 FINANCIAL AND PERFORMANCE REVIEW REPORT - SECOND QUARTER 2025-26** **(Pages 101 - 136)**
- 9 FORWARD PLAN** **(Pages 137 - 142)**
- 10 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.

11 DISCLOSURE OF EXEMPT INFORMATION

To resolve that the public be excluded from the meeting during consideration of the following reports, because it is likely that there will be disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.

ATTENDANCE AT CABINET MEETINGS

Councillor attendance at Cabinet meetings:

- (1) The Chair or spokesperson of the Council's scrutiny committees and the mover of any motion referred to Cabinet shall be entitled to attend any formal public meeting of Cabinet to speak.
- (2) Other persons including non-executive members of the Council may speak at such meetings with the permission of the Chair of the Cabinet.

Public attendance at Cabinet meetings:

- (1) If a member of the public wishes to ask a question(s) at a meeting of Cabinet, they should serve two clear days' notice in writing of any such question(s) to the appropriate committee officer.
- (2) The Council Leader as Chair of Cabinet is given the discretion to waive the above deadline and assess the permissibility of the question(s). The Chair's decision will be final.
- (3) The maximum limit is three public questions at any one Cabinet meeting.
- (4) A maximum limit of three minutes is provided for each person to ask an initial question or make an initial statement to the Cabinet.
- (5) Any questions deemed to be repetitious or vexatious will be disallowed at the discretion of the Chair.

Members: Councillors S Tagg (Leader) (Chair), Sweeney (Vice-Chair), Heesom, Fear, Skelding and Hutchison

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

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

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

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

Substitute Members:

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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CABINET

Tuesday, 4th November, 2025
Time of Commencement: 2.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present:	Councillor Simon Tagg (Chair)	
Councillors:	Sweeney Fear	Skelding Hutchison
Apologies:	Councillor(s) Heesom	
Officers:	Gordon Mole Simon McEneny Andrew Bird Craig Jordan Nesta Barker Georgina Evans-Stadward Geoff Durham Paul Dutton	Chief Executive Deputy Chief Executive Service Director - Sustainable Environment Service Director - Planning Service Director - Regulatory Services Service Director - Strategy, People and Performance Civic & Member Support Officer Senior Media Officer

1. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

2. **MINUTES OF PREVIOUS MEETINGS**

Resolved: That the minutes of the previous meeting held on the 14th October 2025 be agreed as a correct record.

3. **WALLEYS QUARRY - ODOUR ISSUES**

The Leader introduced the update report on the problematic odours associated with Walleys Quarry landfill in Silverdale. The item had been on the Cabinet agenda for several years and while the site was now closed efforts were to be sustained to enable its full restoration including long term financial support.

The Chief Executive presented the report advising that the temporary works undertaken by the Environment Agency were holding up and a political coordination group involving the Government and other agencies was to meet up shortly for the first time, with the Council playing a critical role.

The Leader welcomed the fact that the odours were under control despite weather conditions similar to that of the previous year. High levels of emissions were recorded then, eventually leading to the closure of the site.

The Environment Agency was currently using the bond money from the previous operator to maintain the situation in its current state. A decision was to be made on a way forward to restore and cap the site, which required government intervention.

It was noted that there still hadn't been any public inquiry despite a formal request having been put forward by the Council. The Leader would be pressing for a stakeholder meeting led by the Environment Agency.

The Portfolio Holder for Strategic Planning expressed being pleased with the figures, meanwhile supporting the Leader's statement in relation to the necessity for a public inquiry and for the government to take responsibility for the financial aspects of the works required rather than local taxes being raised.

The Deputy Leader reiterated his colleagues concerns about what would happen when the bond money would run out.

The Leader concluded by thanking officers for their hard work and advising members that he would continue to report to Cabinet about his meetings with the various agencies involved along with pushing for an allocation of funding for the restoration and capping of the site.

Resolved: That the contents of the update report be noted.

[Watch the debate here](#)

4. LOCAL GOVERNMENT REORGANISATION AND DEVOLUTION UPDATE

The Leader presented the report on the work undertaken by the Council in developing options for a final submission to the Government in the context of the forced local government reorganisation. The proposal followed the release of the English Devolution White Paper in December 2024 and outlined a model of devolution growth framework for Staffordshire and Stoke-on-Trent.

The Portfolio Holder for Strategic Planning deplored the fact that money was being spent on a reorganisation that was imposed instead of frontline services. Contrary to what the term devolution would suggest powers were taken away from local authorities to higher based ones. Residents of the borough seemed to be opposed to the area being merged with another one and it would be helpful if the local MP could convey this position to the House of Commons.

The Leader supported the statement, adding that the Council had put a paper forward in March ahead of full Council recommending that a borough based unitary authority would be the way forward. Other proposals had since then been investigated and it came out that this original position still stood out as the most appropriate.

The Deputy Leader was also of the opinion that the Council's resources could be used in better ways than engaging into the reorganisation scheme which he was strongly against.

Resolved: (A) That the recent developments by HM Government in respect of Local Government Reorganisation and English Devolution be noted.

(B) That the work undertaken to date with stakeholders to prepare the final submission document be noted.

(C) That it be recommended to Full Council that a unitary council for Newcastle-under-Lyme was the preferred option for submission.

On Devolution:

(D) That Newcastle-under-Lyme Borough Council co-developing a submission to Government setting out a devolution growth framework for Staffordshire and Stoke-on-Trent, be supported.

(E) That the submission document's focus on devolution, and Staffordshire's ability to deliver against devolution themes without recourse to completing Local Government Reorganisation, be endorsed.

(F) That the proposed Strategic Authority geography at a suitable regional footprint to give the Strategic Authority parity of esteem with other regions, be supported.

On forced reorganisation of local government:

(G) That it be noted that this Council remains of the belief that the current two tiers of local government in Staffordshire should remain in place as the best governance model for the Borough of Newcastle-under-Lyme.

(H) That this Council believes that any new authority must have the highest possible standards of service to residents and any changes to the current governance model in the Borough of Newcastle-under-Lyme must maintain or exceed the current level of local service provision.

(I) That the Government be requested to fully fund their selective forced reorganisation of local authorities in England. Funding of local services should not have to be cut nor council tax increased to pay for reorganisation.

(J) That Newcastle-under-Lyme's Members of Parliament be requested to provide active support for these proposals and advocate them to HM Government.

Final Proposal

(K) That the Leader, in conjunction with the Chief Executive, be authorised to make any required updates to Newcastle-under-Lyme Borough Council's final Submission to Government following the Full Council meeting on 19th November before submission to the Minister by 28th November 2025.

(L) That it be noted that further reports will be brought to Cabinet and Council at the appropriate time.

[Watch the debate here](#)

5. BRADWELL DINGLE PLAY AND RECREATIONAL FACILITY IMPROVEMENTS

The Portfolio Holder for Sustainable Environment presented the report on the delivery of play and recreational facility improvements to the Bradwell Dingle site and the allocation of Section 106 funding to that extent – also using the opportunity to thank representatives of the Friends of Bradwell Dingle for their work. A consultation had taken place and the feedback received from residents had been accounted for in the proposed scheme.

The Leader welcomed the report, meanwhile suggesting caution and aiming for more of the population to be informed of the proposals and provide input. It was noted that some people had tried to take credit for the efforts put in by the community which was regrettable.

The Portfolio Holder for Leisure, Culture and Heritage commented on the feedback received and the benefits of a pump track which had been a great success in Newchapel, curbing antisocial behaviour and bringing families together, securing the spot as a safe green space.

Resolved: (i) That the report be received and the detailed scheme for improvements to play and recreational facilities at Bradwell Dingle be endorsed.

(ii) That the Deputy Chief Executive in consultation with the Portfolio Holder for Sustainable Environment be authorised to award a consultancy contract to undertake further consultation, detailed design and delivery of the project.

[Watch the debate here](#)

6. ALLOCATION OF SECTION 106 MONIES TO REDEVELOPMENT SCHEME, MARSH PARADE, NEWCASTLE

The Portfolio Holder for Strategic Planning introduced the report on the allocation of Section 106 monies towards a residential and commercial redevelopment scheme at Marsh Parade.

The Deputy Leader welcomed the proposal which showed good progress, adding that more affordable houses were always needed.

The Portfolio Holder for Strategic Planning noted that the grocery shop painted sign that had become a local landmark would be preserved.

The Leader wished to clarify that the proposal was about repurposing the money for housing that was to be spent anywhere in the borough.

The Portfolio Holder for Strategic Planning confirmed that was the case.

The Leader added that there had been a long wait for the site to be developed with other schemes coming up that were unsuccessful and it was great to see things

moving forward. An enterprise unit parts was also scheduled, which would allow businesses to move in as well.

Resolved: That the allocation of £916,363 towards the costs of a Redevelopment Scheme by Aspire Housing Group on the site of the former Zanzibar Night Club, Marsh Parade, Newcastle, be agreed.

[Watch the debate here](#)

7. CONTRACT AWARD FOR REPAIRS TO J2 MAIN POOL ROOF

The Deputy Leader introduced the report on the contract award in relation to capital works to be undertaken to the roof of the Jubilee 2 leisure centre.

The Portfolio Holder for Leisure, Culture and Heritage wished to thank officers for their efforts to schedule the project in a way that would bring minimum disruption to the pool and added that only the main pool would be closed during the works – the smaller pool and the gym remaining open.

The Portfolio Holder for Strategic Planning highlighted the importance of not delaying repair works so that the costs don't grow out of proportion which would be the case with further deterioration.

The Leader concluded by advising that the figures would be discussed as a confidential item at the end of the meeting.

Resolved: (i) That the repair works to the underside of the pool roof to enable the continuation of swimming provision in the Borough for the benefit of residents, be approved.

(ii) That £64,792.60 be allocated within the Capital Programme for J2 making the total scheme budget £362,018.60. This provides funding for the main contractor works and all associated fees such as Structural Engineer, Architect and Principal Designer. Authorising the Deputy Chief Executive in consultation with the Portfolio Holder for Finance, Town Centres and Growth to award these supporting contracts.

(iii) That the Deputy Chief Executive in consultation with the Portfolio Holder for Finance, Town Centres and Growth be authorised to award the contract for J2 Leisure Centre Poolhall Roof Repair and Refurbishment to Domino Commercial Interiors Ltd.

(iv) That it be noted that the above works will be followed by the installation of pool covers which will reduce the water heating requirements supporting the Council's Sustainability programme.

[Watch the debate here](#)

8. VEHICLE FLEET AND MAINTENANCE PROCUREMENT

The Portfolio Holder for Sustainable Environment introduced the report on the procurement of up to 10 Refuse Collection Vehicles (RCV's) and 8 Food waste

vehicles either through direct purchase with separate in-house maintenance, or via contract hire including maintenance.

The Leader expressed his support to the project.

The Portfolio Holder for Strategic Planning congratulated the Portfolio Holder for Sustainable Environment for thinking ahead and shared his satisfaction at the fact there would not be any break in service.

Resolved: (i) That the procurement of 18 vehicles to support the Council's Recycling & Waste collection service including an option to procure on a contract hire basis with maintenance, be approved.

(ii) That the Deputy Chief Executive in consultation with the Portfolio Holder for Sustainable Environment be authorised to approve the award of contract for the supply of 18 vehicles following the procurement and evaluation process having confirmed a best value approach.

[Watch the debate here](#)

9. **FORWARD PLAN**

The Leader presented the Forward Plan.

Resolved: That the Forward Plan be received and noted.

[Watch the debate here](#)

10. **URGENT BUSINESS**

There was no urgent business.

11. **DISCLOSURE OF EXEMPT INFORMATION**

Resolved: That the public be excluded from the meeting during consideration of the following matter because it was likely that there would be disclosure of exempt information as defined in paragraphs 1, 2, and 7 in Part 1 of Schedule 12A of the Local Government Act, 1972.

[Watch the debate here](#)

12. **SECTION 106 REDEVELOPMENT SCHEME, MARSH PARADE - CONFIDENTIAL APPENDIX**

Resolved: That the information contained within the confidential appendix be received.

13. **CONTRACT AWARD FOR REPAIRS TO J2 MAIN POOL ROOF - CONFIDENTIAL INFORMATION**

Resolved: That the recommendations, as set out in the confidential report, be agreed.

**Councillor Simon Tagg
Chair**

Meeting concluded at 2.46 pm

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S

REPORT TO CABINET

02 December 2025

Report Title: Walleys Quarry – Odour Issues

Submitted by: Chief Executive

Portfolios: Sustainable Environment; One Council, People & Partnerships

Ward(s) affected: All

Purpose of the Report

Key Decision Yes ☐ No ☒

To update Cabinet on the latest position regarding the problematic odours in the Borough associated with Walleys Quarry.

Recommendation

Cabinet is recommended to:

1. Note the contents of this update report.

Reasons

To ensure Cabinet is kept updated on the ongoing work regarding the problem odours associated with Walleys Quarry landfill.

1. Background

- 1.1 For a number of years, parts of the borough have suffered from foul odours from the Walleys Quarry Landfill Site in Silverdale which has, until its liquidation been operated by Walleys Quarry Ltd. The Environment Agency (EA) is the lead regulator for permitted landfill sites, testing and enforcing compliance with the permit under which the site operates. The Council also has a role in influencing the operation and performance of such sites, where an operator fails to comply with actions required under an abatement notice issued by the Council in relation to any statutory nuisance caused by the site.
- 1.2 In March 2021, Council held an extraordinary meeting to receive the report of the Economy, Environment and Place Scrutiny Committee review into the Walleys Quarry issues, and to debate a motion demanding the immediate suspension of operations and acceptance of waste at the Walleys Quarry Landfill site.
- 1.3 Following extensive work, officers determined that the odours from the Walleys Quarry site amounted to a Statutory Nuisance and, on 13 August 2021, served an Abatement Notice on Walleys Quarry Ltd. (WQL). Following an appeal by Walleys Quarry Ltd, and a successful mediation process, His Honour District Judge Grego approved the

settlement that the parties had reached and issued a court order upholding the Abatement Notice and dismissing WQL's appeal on 6 October 2022.

- 1.4 Further instances of statutory nuisance identified which amount to a breach of the Abatement Notice, the Council's Enforcement Policy will guide the process to be followed [Reference: [Environmental Health enforcement policy – Newcastle-under-Lyme Borough Council \(newcastle-staffs.gov.uk\)](https://www.newcastle-staffs.gov.uk/environmental-health-enforcement-policy)]. This would determine what action the Council would take, and whether that would be formal or informal. Enforcement is usually considered sequentially but should the circumstances or nature of the breach be such, escalation direct to prosecution is possible. The Council needs to obtain the consent of the Secretary of State before it is able to prosecute an offence of breaching an abatement notice, as the site is permitted by the Environment Agency. Such consent has been obtained.
- 1.5 Members and Officers have attended Liaison Meetings to maintain contact with Walleys Quarry Ltd, and with other agencies involved with the issue. Cabinet has received monthly updates on the issues relating to the odours, and Council has also been regularly updated.
- 1.6 At its meeting of 23 July 2025, full Council resolved to write to the Secretary of State for the Environment, Food and Rural Affairs, the local member of parliament, the Chief Executive of the Environment Agency and the Leader of Staffordshire County Council. The following updates on this correspondence are provided.
 - 1.6.1 The Secretary of State, Steve Reed OBE MP, was asked to provide a timetable for a public enquiry into the actions of the Environment Agency through the Walleys Quarry process and for confirmation that he would provide a guarantee that all costs of remediation would be met by UK Government.
 - 1.6.2 In response, correspondence has been received on 18 September 2025 from Mary Creagh CBE MP, and is set out in Appendix 4 in the Cabinet report dated 14 October 2025.
 - 1.6.3 The Member of Parliament for Newcastle-under-Lyme, Adam Jodge MP, was asked for specific assistance in getting the relevant Government departments and agencies to engage with the multi-agency co-ordinating group; to call for Government to play an active role in the safe restoration of the site; and to join calls for a public enquiry into the site and its regulation. There has to date, been no response. On 24 November 2025 the Council's Health and Wellbeing and Environment Scrutiny considered an item on Walleys Quarry, and raised concerns regarding not having received a response from the Member of Parliament. The Scrutiny Committee requested that a further letter be sent, which was issued on 28 November 2025.
 - 1.6.4 The Chief Executive for the Environment Agency was asked to commit real and lasting financial support for the restoration of the site; that continuous monitoring would continue to be in place; and that a public meeting be held by the end of September. A reply was received on 20 August 2025 and is set out in the Cabinet report dated 2 September 2025.
- 1.7 On the anniversary of the issue of the EA's Closure Notice, the Leader of the Council, members of the Stop the Stink Campaign group and the Member of Parliament for Newcastle-under-Lyme took part in media interviews, with the Council continuing to press for funding for full restoration of the site.
- 1.8 The Council continues to assess the prevalence of odours off site.

2. Complaint Data

- 2.1** Below is a schedule of complaints received by the Council and by the Environment Agency for the last 3 months, reported on a weekly basis. Historical complaint data is attached to this report as Appendix 1.

	Complaints to NULBC	Complaints to Environment Agency
September 2025		
01/09/25 - 07/09/25	1	0
08/09/25 - 14/09/25	0	0
15/09/25 - 21/09/25	0	3
22/09/25 - 28/09/25	0	1
October 2025		
29/10/25 - 05/10/25	0	3
06/10/25 - 12/10/25	1	0
13/10/25 - 19/10/25	0	3
20/10/25 - 26/10/25	0	3
27/10/25 - 02/11/25	0	1
November 2025		
03/11/25 - 09/11/25	0	0
10/11/25 - 16/11/25	0	0
17/11/25 - 23/11/25	0	0
24/11/25 - 30/11/25	0*	

*Figure may alter due to backdated complaints received

2.2 November 2025

No odour complaints were reported to the Council in November 2025.

NULBC Odour Assessments

- 2.3** Officers have undertaken odour assessments. The type of monitoring includes spot assessments (instantaneous assessments) and assessments made over a 5-minute period where the odour intensity is recorded every 10 seconds.
- 2.4** With the reduction in complaint numbers, odour assessments are proactive rather than reactive and aim to provide reassurance monitoring within the community.
- 2.5** In November, 13 spot assessments were undertaken all of which reported an intensity rating of 0 [no odour].

NULBC Mobile Air Quality Monitoring (using Jerome monitor)

- 2.6** In November, 6 hydrogen sulphide monitoring exercises were undertaken by Officers all recorded 0.00ppb.

Air Quality

- 2.7** The Council, Staffordshire County Council, and the Environment Agency have jointly funded a campaign of air quality monitoring utilising static air monitoring stations. The

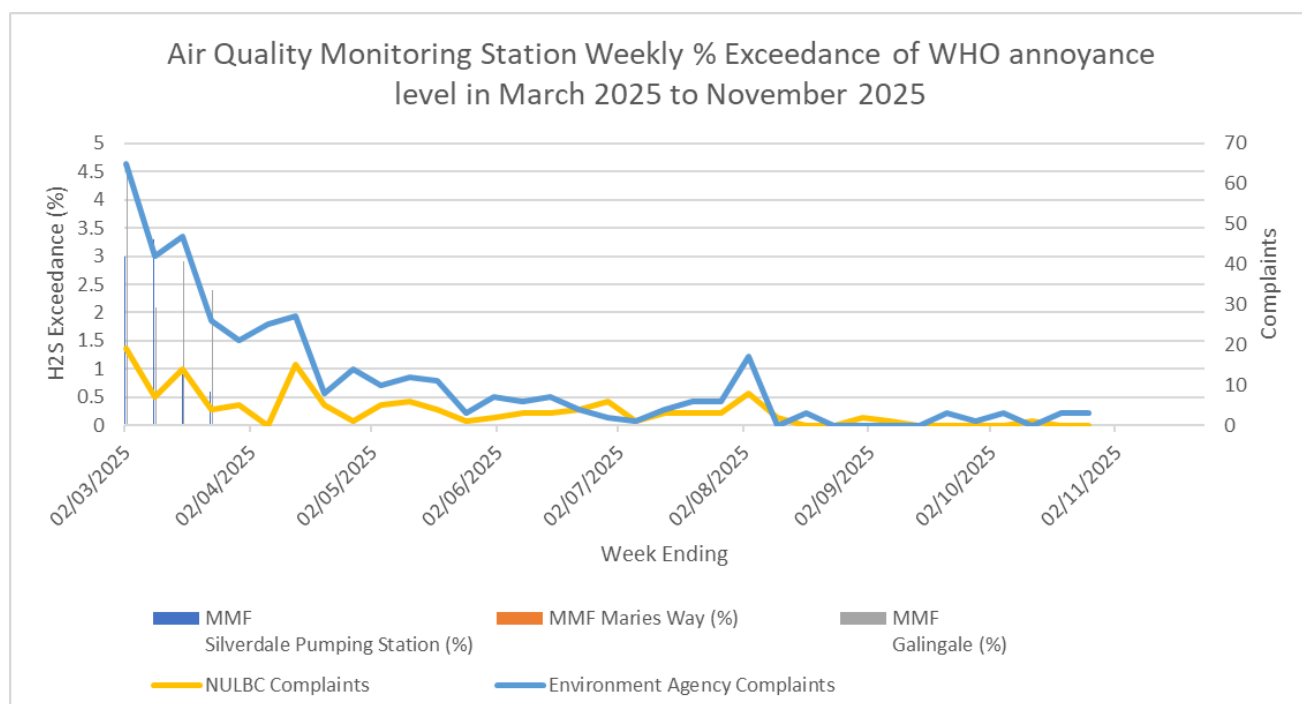
Environment Agency manage and operate these air quality monitoring stations. Data from these stations is routinely published weekly by the Environment Agency (EA).

2.8 The air quality data up to October 2025 has been published on the EA website and the NULBC KPI data has been updated.

2.9 The latest H2S data is set out in the table below, defining the proportion of the time periods where H2S levels were above the WHO Odour Annoyance guideline of 7ug/m³. Historic data is available in Appendix 2.

Time Period	MMF Maries Way (%)	MMF Silverdale Pumping Station (%)	MMF Galingale View (%)
01 September - 07 September 2025	0.0		0.0
08 September - 14 September 2025	0.0		0.0
15 September - 21 September 2025	0.0		0.0
22 September - 28 September 2025	0.0		0.0
29 September - 05 October 2025	0.0		0.0
06 October - 12 October 2025	0.0		0.0
13 October- 19 October 2025	0.0		0.0
20 October – 26 October 2025	0.0		0.0
27 October – 02 November 2025	0.0		0.0
03 November – 09 November 2025	0.0		0.0
10 November – 23 November 2025	0.0		0.0

2.10 The complaint data and weekly % exceedance of the WHO annoyance level since March 2025 have been combined and is shown on the graph below:



Environment Agency Regulatory and Enforcement Action

- 2.11** The EA provide updates on its regulatory activity on the Walleys Quarry Landfill which can be accessed here:
<https://engageenvironmentagency.uk.engagementhq.com/hub-page/walleys-quarry-landfill>.

2.12 Latest News 11 November 2025

From the week commencing 11 November 2025 our contractors will be carrying out works to restore the operation of the leachate treatment plant, which will reduce reliance on road tankers to remove leachate offsite for treatment. This may result in some temporary, slight increases in offsite odour while the work is carried out.

2.13 Latest News 20 November 2025

The works carried out in the void have been successful in controlling landfill gas and leachate in that area. Levels of surface water are being effectively managed.

Work to refurbish the Leachate Treatment Plant (LTP) is progressing. Contractors have now started to de-sludge the tank in readiness for recommissioning the plant. As we indicated on 11 November, there is the potential for a temporary increase in off-site odour while this work is carried out. Treatment on-site remains the most sustainable option to manage leachate, rather than removal by tankers for treatment off-site.

We anticipate carrying out shallow excavations to review the temporary capping and clay liner on the north-west of the site and considering next steps. Our contractors will continue to monitor the site, and we will maintain regular contact with Newcastle-under-Lyme Borough Council.

We are working closely with our contractors to respond to the impacts of cold weather and heavy rainfall on the site.



Aerial view of Walleys Quarry - 6 November 2025

- 2.14** The EA launched 'Report an environmental problem,' a new online reporting service to make it easier to report water and odour pollution across England. The EA advise that if you need to report an odour, please use the following link - [Report a smell from a waste facility, industrial site or farm in England - GOV.UK.](#)

Walleys Quarry Limited Update – Voluntary Liquidation

- 2.15** The Notice of appointment of liquidator in a creditors' voluntary winding up confirms the appointment of the liquidator(s) on 27 February 2025. The filing history is available on Companies House.
- 2.16** There is no legal time limit on how long a liquidation will last. A typical liquidation takes a year to complete but can go on for longer. It depends on what assets are to be realised, and how long it takes to agree creditors' claims.

NULBC Update

- 2.17** The Council is providing both the EA and liquidator any support we can within our powers to keep this landfill under control, as it is currently.
- 2.18** We will continue to monitor the data in relation to the landfill.
- 2.19** We will continue to undertake odour monitoring and assessments in the community.
- 2.20** We would ask that should the community be adversely affected by odour that complaints are logged to the EA or ourselves via [Report a problem or concern about Walleys Quarry – Newcastle-under-Lyme Borough Council.](#)
- 2.21** We have started working with partners to review:
the ongoing work by the Environment Agency to minimise emissions off site;

- the future of the site considering the availability of any funding and the potential routes to delivery
- 2.22** Further details of this work will be provided in a future report following the establishment of working groups.

UK Health Security Agency [UKHSA]

2.23 Walleys Quarry landfill health update

Since April 2025, UKHSA's monthly health risk assessments have noted that hydrogen sulphide concentrations have been below the World Health Organisation (WHO) odour annoyance guideline value, and that the monthly average concentrations have been below the United States Environmental Protection Agency (US EPA) Reference Concentration (RfC) long-term (lifetime) health-based guidance value. UKHSA concludes that this is likely to remain the case, with the steps the Environment Agency has arranged to take on site to remove a risk of serious pollution, and this position will replace the UKHSA monthly health risk assessments for future purposes.

In agreement with multi-agency partners, UKHSA will continue to review air quality data provided by the Environment Agency and should hydrogen sulphide concentrations or odour reports increase considerably, UKHSA may update the position set out below, or if appropriate, reinstate its monthly health risk assessments.

UKHSA health risk assessment for October 2025

UKHSA uses the WHO odour annoyance guideline level of 7µg/m³ for hydrogen sulphide to assess odour pollution impacts. Odour may still be present below this concentration; however, it is anticipated that the strength of any odour will be reduced. Symptoms such as headache, nausea, dizziness, watery eyes, stuffy nose, irritated throat, cough or wheeze, sleep problems and stress, that were exacerbated by high levels of odour, are now expected to be less severe and occur less often. This will reduce the impact on people's health and wellbeing.

The cumulative average concentrations of hydrogen sulphide are also falling towards the US EPA RfC lifetime guideline value of 2 µg/m³ along with monthly average concentrations close to or below the US EPA RfC value. Whilst the risk to long-term (lifetime) health cannot be excluded, currently this risk is likely to be small and will continue to be so while hydrogen sulphide concentrations remain around the current level. Reductions in hydrogen sulphide are anticipated to continue to improve

Key Performance Data

- 2.24** Through the settlement agreement both Walleys Quarry Ltd and the Council had developed key performance indicators in relation to relevant data from each organisation, only data for NULBC is available, following Walleys Quarry Ltd liquidation. The NULBC data is shown in Appendix 3.
- 2.25** The data from the Council covers the period from September 2025 to November 2025 and provides complaint numbers and officer assessments.

3. Recommendation

3.1 Cabinet is recommended to:

- Note the contents of this update report.

4. Reasons for Proposed Solution

- 4.1 To ensure Cabinet is kept updated of the ongoing work to address the issues associated with the odours from Walleys Quarry landfill.

5. Options Considered

- 5.1 To provide regular updates to Cabinet.

6. Legal and Statutory Implications

- 6.1 Part III of the Environmental Protection Act 1990 is the legislation concerned with statutory nuisances in law. This is the principal piece of legislation covering the Council's duties and responsibilities in respect of issues relating to odour nuisance:

- The Environmental Protection Act 1990, section 79 sets out the law in relation to statutory nuisance. This is the principal piece of legislation covering the Council's duties and responsibilities in respect of issues relating to odour nuisance.
- The relevant part of Section 79 defines a statutory nuisance as any smell or other effluvia arising on industrial, trade or business premises which is prejudicial to health or a nuisance. The Council is responsible for undertaking inspections and responding to complaints to determine whether a statutory nuisance exists.
- Where a statutory nuisance is identified or considered likely to arise or recur, section 80 of the Act requires that an abatement notice is served on those responsible for the nuisance. The abatement notice can either prohibit or restrict the nuisance and may require works to be undertaken by a specified date(s).
- It is then a criminal offence to breach the terms of the abatement notice. Because the site is regulated by the Environment Agency under an Environmental Permit, the council would need to obtain the consent of the Secretary of State before it is able to prosecute any offence of breaching the abatement notice.
- The Act provides powers in respect of a breach. If a person on whom an abatement notice is served, without reasonable excuse, contravenes or fails to comply with any requirement or prohibition imposed by the notice, they shall be guilty of an offence. If this is on industrial, trade or business premises shall be liable on conviction to an unlimited fine. It is a defence that the best practicable means were used to prevent, or to counteract the effects of, the nuisance.

- 6.2 In 2024, the Council established breaches of the abatement notice. As the Council was not the primary regulatory permission to undertake legal proceedings was sought from the Secretary of State. This permission was received in July 2024, preparation for legal proceedings commenced, with the intention to issue proceedings in late 2024/early 2025.

- 6.3 This report details both the EA closure notice and subsequent appeal against the closure notice, which the Borough Council was a principal party to present evidence in relation to the statutory odour nuisance.

- 6.4 Walleys Quarry Ltd in February 2025 entered voluntary liquidation.
- 6.5 Upon the liquidation of Walleys Quarry Ltd, the abatement notice and the legal requirements in respect of odours, will cease to be enforceable. As a result, those legal proceedings will not continue. The council will keep this under review.
- 6.6 The Council also continues to engage with the Crown Estate and the EA regarding any future plans for the site.

7. **Equality Impact Assessment**

- 7.1 The work of the Council in this regard recognises that the problematic odours in the area may impact on some groups more than others. The work is focussed on minimising this impact as soon as possible.

8. **Financial and Resource Implications**

- 8.1 Dedicated officer resource has been allocated to continue the Council's work regarding Walleys Quarry Landfill.
- 8.2 From April 2024 there is a £300k reserve for works associated with Walleys Quarry Landfill site. Should further funding be required, up to £300k can be made available through the transfer of useable reserves (£100k from the Borough Growth Fund and £200k from the Budget and Borrowing Support Fund). These funds can be transferred without Council approval.
- 8.3 On 20 November 2024 Council approved a further sum of £400k (£250k from the General Fund Reserve, £150k from the Budget and Borrowing Support Fund) for costs associated with action to prosecute, and delegate to the Chief Executive and Section 151 Officer, in consultation with the Portfolio Holders for One Council, People and Performance and Town Centres and Finance, to draw down and remit such funds as and when necessary for this action.
- 8.4 On 25 February 2025, the Council was listed as a creditor in the 'Notice of Statement of Affairs' signed by a Director of Walleys Quarry Ltd. The amount owed to the Council is £132,097.20. This outstanding debt is made up of £102,000 in respect of the legal fees agreed through the mediated settlement in court back in October 2022 relating to the Abatement Notice. The remaining amount relates to outstanding Business Rates.
- 8.5 The Council is now in correspondence with Walleys Quarry liquidators in order to recover these outstanding monies. Updates on this situation will be provided as and when available.

9. **Major Risks**

- 9.1 A GRACE risk assessment has been completed including the following main risks:
- Failure to achieve a reduction in odour levels;
 - Community dissatisfaction at odour levels;
 - The ability to take enforcement action against abatement notice;
 - Failure to evidence a breach of the abatement notice;
- 9.2 Controls have been identified and implemented in order to control these risks; the main controls include:
- Dedicated officer resource for Walleys Quarry work has been secured;

- Continued air quality monitoring provision;
- Robust procedure for investigating complaints with experienced officers;
- Specialist expert advice maintained;
- Multi-Agency partnership working continues.

10. UN Sustainable Development Goals (UNSDG)



11. One Council

11.1 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.

The Council will use all available monitoring data and digital tools in making strategic and operational decisions in relation to Walleys Quarry.

One Sustainable Council ☒

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

The Council will further develop the Walleys Quarry landfill webpage to make it easier for residents and businesses to be kept up to date with the works being undertaken onsite.

The Council is not a user of Walleys Quarry. Within its restricted powers, the Council is committed to ensuring that waste does not cause a nuisance for residents and ultimately wishes to see the end of landfill, with a site that is successful closed, capped off and restored.

12. Key Decision Information

12.1 As an update report, this is not a Key Decision.

13. Earlier Cabinet/Committee Resolutions

13.1 This matter has been variously considered previously by Economy, Environment & Place and Health, Wellbeing & Environment Scrutiny Committee, Council and Cabinet on 21st April 2021, 9th June 2021, 7th July 2021, 21st July 2021, 8th September 2021, 13th October 2021, 3rd November 2021, 17th November, 1st December 2021, 12th January 2022, 2nd February 2022, 23rd February 2022, 23rd March 2022, 20th April 2022, 7th June 2022, 19th July 2022, 6th September 2022, 18th October 2022, 8th November 2022, 6th December 2022, 10th January 2023, 7th February 2023, 13th March 2023, 5th April 2023, 6th June 2023, 18th July 2023, 19th September 2023, 17th October 2023, 7th November 2023, 5th December 2023, 16th January 2024, 6th February 2024, 14th February 2024, 19th March 2024, 10th April 2024, 4th June 2024, 16th July 2024, 10th September 2024, 25th September 2024, 15th October 2024, 5th November 2024, 25th November 2024. 3rd December 2024, 9th January 2025, 4th February 2025, 18th March 2025, 6th May 2025, 3rd June 2025, 8th July 2025, 2nd September 2025, 15th September 2025 and 14th October 2025, 4th November 2025, 24th November 2025

14. List of Appendices

- 14.1** Appendix 1. Historical Complaint data
- 14.2** Appendix 2. Percentage exceedance above WHO odour annoyance guideline
- 14.3** Appendix 3. NULBC Key Performance Data

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Appendix 1 – Historic Complaint Numbers

Week Ending	Complaints to NuLBC	Complaints to Environment Agency	Week Ending	Complaints to NuLBC	Complaints to Environment Agency
2022			25-Sep	14	79
09-Jan	73	352	02-Oct	13	58
16-Jan	258	1045	09-Oct	42	102
23-Jan	134	651	16-Oct	52	165
30-Jan	25	139	23-Oct	73	186
06-Feb	16	64	30-Oct	30	82
13-Feb	31	120	06-Nov	27	116
20-Feb	49	166	13-Nov	23	86
27-Feb	40	264	20-Nov	60	113
06-Mar	118	571	27-Nov	2	70
13-Mar	72	285	04-Dec	19	47
20-Mar	224	1126	11-Dec	43	163
27-Mar	412	1848	18-Dec	22	114
03-Apr	243	1072	25-Dec	12	45
10-Apr	132	895	2023		
17-Apr	156	752	01-Jan	11	39
24-Apr	65	310	08-Jan	12	32
01-May	49	213	15-Jan	13	25
08-May	39	193	22-Jan	47	118
15-May	35	160	29-Jan	51	149
21-May	43	134	05-Feb	13	66
29-May	20	81	12-Feb	26	115
05-Jun	27	169	19-Feb	7	39
12-Jun	42	234	26-Feb	3	15
19-Jun	25	263	05-Mar	7	13
26-Jun	28	208	12-Mar	12	74
02-Jul	9	54	19-Mar	23	63
09-Jul	4	34	26-Mar	19	56
16-Jul	14	72	02-Apr	51	103
23-Jul	21	52	09-Apr	45	152
30-Jul	12	93	16-Apr	11	64
06-Aug	22	124	23-Apr	48	101
13-Aug	32	133	30-Apr	148	278
21-Aug	11	79	07-May	50	150
28-Aug	12	89	14-May	53	164
04-Sep	10	30	21-May	147	320
11-Sep	9	64	28-May	90	210
18-Sep	13	83	04-Jun	24	43

Week Ending	Complaints to NuLBC	Complaints to Environment Agency	Week Ending	Complaints to NuLBC	Complaints to Environment Agency
11-Jun	19	75	24-Mar	120	330
18-Jun	76	154	31-Mar	81	254
25-Jun	80	170	07-Apr	56	220
02-Jul	40	99	14-Apr	17	75
09-Jul	18	46	21-Apr	32	145
16-Jul	20	54	28-Apr	55	196
23-Jul	15	73	05-May	41	167
30-Jul	28	97	12-May	75	311
06-Aug	21	67	19-May	76	192
13-Aug	7	30	26-May	89	240
20-Aug	10	44	02-Jun	75	207
27-Aug	8	38	09-Jun	38	114
03-Sep	11	59	16-Jun	50	147
10-Sept	26	71	23-Jun	67	189
17-Sept	12	72	30-Jun	117	298
24-Sept	8	31	07-Jul	45	103
01-Oct	8	26	14-Jul	52	155
08-Oct	8	37	21-Jul	118	277
15-Oct	29	64	28-Jul	93	189
22-Oct	22	81	04-Aug	61	162
29-Oct	26	115	11-Aug	53	143
05-Nov	5	15	18-Aug	50	160
12 Nov	40	123	25-Aug	35	185
19-Nov	35	119	01-Sept	7	46
26-Nov	36	135	08-Sept	14	42
3-Dec	115	265	15-Sept	25	95
10-Dec	83	151	22-Sept	43	118
17-Dec	48	180	29-Sept	16	53
24-Dec	28	79	06-Oct	52	147
31-Dec	44	129	13-Oct	80	187
2024			20-Oct	37	136
07-Jan	236	627	27-Oct	100	311
14-Jan	76	268	03-Nov	46	163
21-Jan	270	824	10-Nov	41	153
28-Jan	86	261	17-Nov	251	793
04-Feb	133	416	24-Nov	252	842
11-Feb	382	905	1-Dec	518	1478
18-Feb	186	527	8 -Dec	261	760
25-Feb	397	1264	15-Dec	182	518
03-Mar	333	990	22-Dec	220	797
10-Mar	218	694	29-Dec	418	1644
17-Mar	103	374	-	-	-

Week Ending	Complaints to NuLBC	Complaints to Environment Agency	Week Ending	Complaints to NuLBC	Complaints to Environment Agency
2025			12-October	1	0
05-January	303	1315	19-October	0	3
12-January	894	3878	26-October	0	3
19-January	283	803			
26-January	109	470			
02-February	72	404			
09-February	47	221			
16-February	8	39			
23-February	6	26			
02-March	19	65			
09-March	7	42			
16-March	14	47			
23-March	4	26			
30-March	5	21			
06-April	0	25			
13-April	15	27			
20-April	5	8			
27-April	1	14			
04-May	5	10			
11-May	6	12			
18-May	4	11			
25-May	1	3			
01-June	2	7			
08-June	3	6			
15-June	3	7			
22-June	4	4			
29-June	6	2			
06-July	1	1			
13-July	3	4			
20-July	3	6			
27-July	3	6			
03-August	8	17			
10-August	2	0			
17-August	0	3			
24-August	0	0			
31-August	2	0			
07-September	1	0			
14-September	0	0			
21-September	0	3			
28-September	0	1			
05-October	0	3			

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Time Period			
	MMF1 (%)	MMF 2 (%)	MMF 9 (%)
02 October – 08 October 2023			0
09 October – 15 October 2023			9.4
16 October – 22 October 2023	0.9	0	7.8
23 October – 29 October 2023	13.7	3.0	10.4
30 October – 5 November 2023	7.8	0.6	NR
6 November – 12 November 2023	8.9	1.5	5.6
13 November – 19 November 2023	6.9	0.6	3
20 November – 26 November 2023	3.3	2.9	14.33
27 November – 3 December 2023	14.9	7.4	26.2
4 December – 10 December 2023	21.4	3.0	10.2
11 December – 17 December 2023	13.4	2.68	8.33
18 December – 24 December 2023	0	0	0.6
25 December- 31 December 2023	23.21	0.3	1.9
01 January – 07 January 2024	16.9	8.7	17.7
08 January – 14 January 2024	0		5.0
15 January – 21 January 2024	17.4		18.4
22 January – 28 January 2024	37.8		11.6
29 January – 04 February 2024	18.6		23.4
05 February – 11 February 2024	20.8		22.6
12 February – 18 February 2024	30.8		9.6
19 February – 25 February 2024	27.4		21.1
26 February – 03 March 2024	33.7		20.1
04 March – 10 March 2024	34		13
11 March – 17 March 2024	17.0		6.0
18 March – 24 March 2024	8	1.8	4.5
25 March – 31 March 2024	37.8	1.8	2.1
01 April - 07 April 2024	15.6	1.2	5.4
08 April – 14 April 2024	10.7	0	4.8
15 April – 21 April 2024	0.9	1.2	7.9
22 April – 28 April 2024	1.8	0	6.7
29 April – 05 May 2024	2.4	0.6	9.0
06 May – 12 May 2024	6.85	0.3	14.3
13 May – 19 May 2024	3.3	0	12.2
20 May – 26 May 2024	1.8	0.6	8.6
27 May – 02 June 2024	5.7	1.2	6.0
03 June – 09 June 2024	0	0	8.1
10 June – 16 June 2024	0.6	0	4.2
17 June – 23 June 2024	0.9	0.6	8.7
24 June – 30 June 2024	0.0	0.3	6.9

01 July - 7 July 2024	0.6	0.0	4.2
08 July - 14 July 2024	0.3	0.0	8.9
15 July - 21 July 2024	7.2	7.5	16.5
22 July - 28 July 2024	2.7	0	15.2
05 August - 11 August 2024	1.2	2.1	5.4
12 August - 18 August 2024	1.2	0.3	1.8
19 August - 25 August 2024	0	0	0
26 August - 01 September 2024	0	0	0.6
	MMF Maries Way (%)	MMF Silverdale Pumping Station (%)	MMF Galingale View (%)
02 September - 08 September 2024	0.6	0	1.1
09 September - 15 September 2024	1.8	3.3	5.7
16 September - 22 September 2024	0.3	0.0	10.8
23 September - 29 September 2024	4.8	0.6	0.6
30 September - 06 October 2024	18.7	3.6	7.2
07 October -13 October 2024	14.0	11.3	8.0
14 October - 20 October 2024	22.8	5.09	1.8
21 October - 27 October 2024	13.4	14.0	12.0
28 October - 03 November 2024	13.2	1.5	15.0
04 November -10 November 2024	47.9	2.1	0.3
11 November -17 November 2024	4.80	7.49	20.40
18 November - 24 November 2024	8.0	5.4	6.5
02 December - 8 December 2024	11.9	10.3	3.9
09 December - 15 December 2024	7.1	0.6	22.3
16 December - 22 December 2024	3.3	13.6	14.5
23 December - 29 December 2024	22.9	25.6	16.4
04 November - 10 November 2024	47.9	2.1	0.3
11 November - 17 November 2024	4.8	7.49	20.4
18 November - 24 November 2024	8.0	5.4	6.5
25 November - 1 December 2024	32.7	16.1	13.7
2 December - 8 December 2024	11.9	10.3	3.9
9 December - 15 December 2024	7.1	0.6	22.3
16 December - 22 December 2024	3.3	13.6	14.5
23 December - 29 December 2024	22.9	25.6	16.4
30 December - 05 January 2025	30.0	28.7	20.7
06 January - 12 January 2025	47.6	37.6	56.4
13 January - 19 January 2025	21.3	22.8	14.4
20 January - 26 January 2025	27.4	6.3	3.3
27 January - 02 February 2025	10.9	2.1	1.8
03 February - 09 February 2025	1.6	6.3	7.6

10 February - 16 February 2025	0.0	0.0	0.0
17 February - 23 February 2025	0.0	0.3	0.0
24 February - 02 March 2025	0.0	3.0	4.5
03 March - 09 March 2025	0.0	3.3	2.1
10 March -16 March 2025	0.0	0.9	2.9
17 March - 23 March 2025	0.3	0.6	2.4
24 March - 30 March 2025	0.0	0.0	0.0
31 March - 6 April 2025	0.0	0.0	0.0
7 April - 13 April 2025	0.0	0.0	0.0
14 April - 20 April 2025	0.0	0.0	0.0
21 April - 27 April 2025	0.0	0.0	0.0
03 March - 09 March 2025	0.0	3.3	2.1
10 March -16 March 2025	0.0	0.9	2.9
17 March - 23 March 2025	0.3	0.6	2.4
24 March - 30 March 2025	0.0	0.0	0.0
31 March - 6 April 2025	0.0	0.0	0.0
7 April - 13 April 2025	0.0	0.0	0.0
14 April - 20 April 2025	0.0	0.0	0.0
21 April - 27 April 2025	0.0	0.0	0.0
28 April - 4 May 2025	0.0	0.0	0.0
5 May - 11 May 2025	0.0	0.0	0.0
12 May - 18 May 2025	0.0	0.0	0.0
19 May - 25 May 2025	0.0	0.0	0.0
26 May - 01 June 2025	0.0	0.0	0.0
02 June - 08 June 2025	0.0	0.0	0.0
09 June - 15 June 2025	0.0	0.0	0.0
16 June - 22 June 2025	0.0	0.0	0.0
23 June - 29 June 2025	0.0	0.0	0.0
30 June - 6 July 2025	0.0		0.0
7 July - 13 July 2025	0.0		0.0
14 July - 20 July 2025	0.0		0.0
21 July - 27 July 2025	0.0		0.0
28 July - 03 August 2025	0.0		0.0
4 August - 10 August 2025	0.0		0.0
11 August - 17 August 2025	0.0		0.0
18 August - 24 August 2025	0.0		0.0
25 August - 31 August 2025	0.0		0.0
01 September - 07 September 2025	0.0		0.0
08 September - 14 September 2025	0.0		0.0
15 September - 21 September 2025	0.0		0.0
22 September - 28 September 2025	0.0		0.0

29 September - 05 October 2025	0.0		0.0
06 October - 12 October 2025	0.0		0.0
13 October - 19 October 2025	0.0		0.0
20 October - 26 October 2025	0.0		0.0
27 October - 02 November 2025	0.0		0.0

Appendix 3 – NULBC Key Performance Indicators

NULBC		Information	Measurement	September 2025	October 2025	November 2025
KPI 1	COMPLAINTS	Complaints reported to NULBC	Number/ Odour Intensity rating	1 Number of unique properties reporting complaints = 1 Rating 0 = 0 Rating 1 = 0 Rating 2 = 0 Rating 3 = 1 complaints Rating 4 = 0 complaints (0%) Rating 5 = 0 complaints (0%) Rating 6 = 0 complaints (0%) % of complaints reporting odour entering the property = 1 (100%) % complaints reporting health effects = 1 (100%)	1 Number of unique properties reporting complaints = 1 Rating 0 = 0 Rating 1 = 0 Rating 2 = 0 Rating 3 = 0 complaints Rating 4 = 0 complaints (0%) Rating 5 = 1 complaint (100%) Rating 6 = 0 complaints (0%) % of complaints reporting odour entering the property = 1 (100%) % complaints reporting health effects = 1 (100%)	0 Number of unique properties reporting complaints = 0 Rating 0 = 0 Rating 1 = 0 Rating 2 = 0 Rating 3 = 0 complaints Rating 4 = 0 complaints (0%) Rating 5 = 0 complaint (0%) Rating 6 = 0 complaints (0%) % of complaints reporting odour entering the property = 0 (0%) % complaints reporting health effects = 0 (0%)
KPI 2		Complaints reported (daytime 07:00-23:00)	Number	1	1	0
KPI 3		Complaints reported (night-time 23:00-07:00)	Number	0	0	0
KPI 4		Highest number of complaints during the period	Date (number of complaints)	06/09/25 (1)	07/10/25 (1)	(0)

NULBC		Information	Measurement	MMF Location Name	September 2025	October 2025	November 2025
KPI 5	AIR QUALITY	Percentage exceedance Odour Annoyance Guideline (Hydrogen Sulphide 30-minute average)	%	MMF Maries Way	0%	0%	Awaiting data
				MMF Silverdale Pumping Station			
				MMF Galingale View	0%	0%	Awaiting data
KPI 6		Monthly Average H ₂ S	µg/m3 over the month	MMF Maries Way	1.5	1.1	Awaiting data
				MMF Silverdale Pumping Station			
				MMF Galingale View	1.8	1.5	Awaiting data
KPI 7	H ₂ S PEAK LEVEL	Level measured over a 5-minute period Date & Time	µg/m3	MMF Maries Way	4.26 (29/09/25 09:20)	3.55 (20/10/25 09:00)	Awaiting data
				MMF Silverdale Pumping Station			
				MMF Galingale View	5.44 (12/09/25 06:10)	4.54 (22/10/25 01:40)	Awaiting data
KPI 8	OFFICER ASSESSMENTS	Odour Rating - Officer odour assessment (5 minute)	Max Intensity Rating		No 5-minute assessments undertaken	No 5-minute assessments undertaken	No 5-minute assessments undertaken

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

02 December 2025

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

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

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

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

1. **Background**

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

2. **Issues**

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

Proposed Savings and Funding Strategies

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

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

- 2.6 The savings and fundings strategies are provided using current intelligence around the Local Government Finance Settlement which is subject to the Fair Funding Review 2.0 (notification is due in December), estimates are provided regarding likely funding, but it must be stressed that these may be subject to change.
- 2.7 Funding received and Business Rates retained by the Council in 2025/26 that are subject to redistribution under the Fair Funding Review amount to £9.360m, for 2026/27 it is anticipated through comprehensive modelling that this will amount to £8.396m – a reduction in funding of £0.964m.
- 2.8 As part of the 2025/26 budget setting £0.500m was set aside to contribute to this anticipated reduction, as such a gap of £0.464m remains and has been included as a pressure to be addressed for 2026/27.
- 2.9 It is anticipated that over the course of the expected 3 year Local Government Finance Settlement that funding will reach £9.466m by 2028/29, after the initial reset, largely relating to Business Rates retained in 2026/27.

Capital

- 2.10 The Capital Programme for 2026/27 to 2028/29 (Appendix B) is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2022-26. These schemes total £109.946m including major investment into the Borough via external funding in terms of the Town Deals Fund for both Newcastle and Kidsgrove.
- 2.11 The Capital Programme will require to be financed by borrowing, primarily for cash flow purposes, whilst assets are procured and constructed, after which time significant capital receipts are expected. The associated borrowing costs have been factored into the MTFS. The Capital Financing Requirement is set to increase to £31.278m by 2028/29 based on the 3 year Capital Programme for 2026/27 to 2028/29, the Capital Financing Requirement at 31 March 2025 (£19.893m) and the Capital Financing Requirement for capital expenditure during the current financial year and the financial years 2026/27 to 2028/29 (£11.385m).
- 2.12 The Capital Programme for 2026/27 to 2028/29 includes an estimate for the development of York Place, this assumes spend of £18.136m over the period 2025/26

to 2027/28 and a subsequent capital receipt of the same value plus capitalised interest during 2028/29.

2.13 The Capital Programme for this period also includes an estimate for the redevelopment of the Midway Carpark and assumes spend of £36.350m over the period 2025/26 to 2028/29 and a subsequent capital receipt of the same value plus capitalised interest during 2029/30.

2.14 In addition, the Capital Programme also includes an estimate for the redevelopment of the Ryecroft site of £33.712m over the period 2025/26 to 2029/30 together with a subsequent capital receipt of the same value plus capitalised interest in 2030/31.

2.15 A mid-year review of the Capital Programme for 2025/26 has been undertaken in order to identify any projects that may need to be re-profiled from 2025/26 into future years. The revised Capital Programme for 2025/26 totalling £35.635m can be seen at Appendix B.

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

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

3. **Recommendations**

3.1 That Cabinet notes the first draft savings proposals as set out in Appendix A and Appendix B to the report.

3.2 That Cabinet notes the revised Medium Term Financial Strategy (MTFS) funding gap (Appendix C).

3.3 To note the commencement date of the Budget Consultation period as mid November to mid December 2025.

3.4 That Cabinet refer the first draft savings proposals to the Finance, Assets and Performance Scrutiny Committee for their views (Appendix A and Appendix B).

3.5 That Cabinet refer the refreshed Medium Term Financial Strategy (MTFS) (Appendix D) to the Finance, Assets and Performance Scrutiny Committee for their views.

3.6 That Cabinet approve the Mid-Year Capital Estimates for 2025/26.

4. **Reasons**

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

5. **Options Considered**

- 5.1 No additional options apply.

6. **Legal and Statutory Implications**

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

7. **Equality Impact Assessment**

- 7.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably due to protected characteristics. It is important to consider the potential impact on such groups and individuals when designing or delivering services and budgets. Budget proposals requiring changes or new services and policies will be subject to Equality Impact Assessments including consultation with affected people and organisations.

8. **Financial and Resource Implications**

- 8.1 These are addressed in the body of the report.

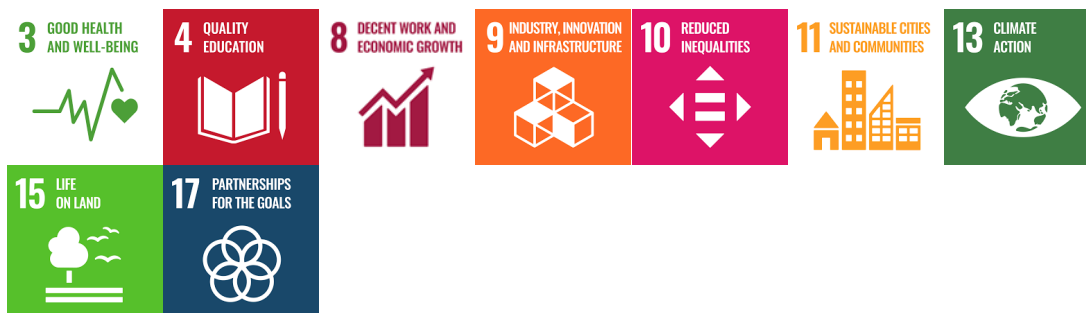
9. **Major Risks and Mitigation**

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

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

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

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



11. **One Council**

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

One Commercial Council ☒

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

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

One Digital Council ☒

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

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

One Sustainable Council ☒

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

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

12. **Key Decision Information**

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

14. **List of Appendices**

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

15. **Background Papers**

15.1 None

Appendix A – 2026/27 MTFS Funding Strategy



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

Appendix B 2026/27 to 2028/29 Capital Programme and 2025/26 Mid-Year Estimate

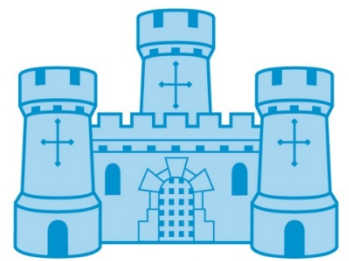


CAPITAL PROGRAMME	2025/26 MID YEAR	2026/27	2027/28	2028/29	TOTAL 2026/27 to 2028/29
	£	£	£	£	£
PRIORITY – One Council Delivering for Local People					
Service Area – Council Modernisation	922,120	705,000	80,000	351,000	1,136,000
Total	922,120	705,000	80,000	351,000	1,136,000
PRIORITY – A Successful and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

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



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



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Medium Term Financial Strategy

2026/27 – 2030/31



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Medium Term Financial Strategy 2026/27 to 2030/31

1. Corporate Plan

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

2. Financial Strategy

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

Financially Sustainable Council

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

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

Value for Money

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

Culture

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

Robust Financial Position

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

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

Fair Funding Review

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

3. Economic Context (at October 2025)

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

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

4. Borough Profile

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

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

(Gross weekly pay for full-time workers)

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

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

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

5. Refresh of Financial Assumptions

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

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

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

Income

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

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

Government Grant

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

Business Rates

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

Council Tax

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

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

Savings/Income Generation

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

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

Expenditure

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

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

Inflation

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

Investment

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

Capital financing

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

Other financing adjustments

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

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

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

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

7. Approach

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

Foundation analysis

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

One Council

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

Commercial

- 7.8 The Council's Commercial Strategy was updated and approved by Full Council in February 2025. The vision is for Newcastle-under-Lyme to be a sustainable and business-oriented Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's Medium Term Financial Strategy.
- 7.9 As a Council which adopts a commercial mind-set across the organisation, we expect staff to think innovatively and deliver services differently. We will use commercial principles to maximise the impact of our assets (whether physical or intangible) to benefit our communities and deliver financial sustainability.
- 7.10 The primary objective is to use the Council's resources as effectively and efficiently as possible when delivering the Council Plan. Achievement of the primary objective will come in part through the following:
- Developing a commercial culture

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

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

Property

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

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

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

8. Reserves

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

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

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

9. Capital Strategy

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

10. Treasury Management Strategy

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

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

11. Budget Preparation Timetable

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

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

Appendix A – Summary of Refreshed MTFS Assumptions

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

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET 2nd December 2025

Report Title: Draft Housing and Homelessness Strategy 2026-2030

Submitted by: Service Director – Regulatory Services & Housing & Vulnerability Manager

Portfolios: Community Safety and Wellbeing

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To gain approval for the draft Newcastle-under-Lyme Borough Council Housing and Homelessness Strategy 2026-2030, which sets out the strategic priorities for the next four years, to be issued for public consultation prior to being formally adopted in 2026.			
<u>Recommendation That Cabinet:</u> <ol style="list-style-type: none"> 1. Approves the Draft Housing and Homelessness Strategy 2026-2030 for an eight-week public consultation. 2. Authorises the Service Director- Regulatory Services in consultation with the Portfolio Holder for Community Safety and Wellbeing to agree the final version for publication following the public consultation stage. 			
<u>Reasons</u> <p>The current housing strategy was adopted in 2021 and covered a four-year period. The strategy has been reviewed and refreshed as it was considered prudent for strategic objectives and priorities to be re-assessed and re-evaluated.</p> <p>It was deemed appropriate that the forthcoming Housing and Homelessness Strategy be based on a four-year period, as the Government intends to devolve local power and reshape the structures of local authorities by 2028.</p>			

1. **Background**

- 1.1 The current Housing Strategy was adopted in 2021 with an associated four-year action plan. The Current Homelessness Strategy was adopted in 2020 with a five-year action plan. The plans have been combined to create a focus on both aspects together.
- 1.2 A strategy, as a process allows local authorities to take stock of current issues, establish objectives and priorities and plan accordingly.

- 1.3** Housing is integral and important to the lives of people. Local authorities are expected to regularly formulate and update housing strategies, as a way to develop the necessary framework on how it will engage and work with our many stakeholders and partners to deliver housing, homelessness and housing related services within its area.

2. Issues

- 2.1** Since 2020, there have been some significant changes to the UK economy, emerging from the pandemic. The UK has experienced a cost-of-living crisis with high inflation. Energy bills, food prices and housing costs have all increased.
- 2.2** The Housing and Homelessness Strategy 2026-2030 will focus upon three housing priorities, which are thematic, cross cutting and acknowledge the correlation between different policies areas and how they interplay with each another. These are:
- Housing and Health
 - Housing and Prosperity,
 - Homelessness and Rough Sleeping.

- 2.3** Under these priorities, several objectives have been set. These are:

2.3.1 Priority 1 Housing and Health

- To foster strategic joined up thinking and policy setting on health and housing.
- To continuously improve housing standards and the energy efficiency of the housing stock.

2.3.2 Housing and Prosperity

- To develop a housing market that is vibrant and economically prosperous, which will meet the needs of our residents.
- To facilitate the development of a range of affordable housing, that meets identified housing needs.
- To contribute to the economic regeneration of the high street by incorporating mixed use developments within the town centres.

2.3.3 Homelessness and Rough Sleeping

- To continue providing early intervention and partnership working in order to prevent homelessness.
- To support those who are faced with homelessness issues, specifically those rough sleeping.
- To operate a housing allocation system; both registration and allocation which will allow those in housing need to access appropriate social housing.

- 2.4** Under each objective, associated actions have been identified. These have been placed in an Action Plan, which is an appendix to the Strategy. It is intended that the actions will be incorporated into key performance indicators and service work plans. This will ensure these actions are enshrined into actual work programmes, with annual reporting on their achievability.

That Cabinet:

- 3.1** Approve the Draft Housing and Homelessness Strategy 2026-2030 for an eight-week public consultation.
- 3.2** Authorise the Service Director- Regulatory Services and Portfolio Holder for Community Safety and Wellbeing to agree the final version for publication following the public consultation stage.

4. Reasons

- 4.1** The drafting of a strategy, as a process allows local authorities to take stock of current issues, establish objectives and priorities and action plan. This allows for a strategic deployment of resources. In contrast, the absence of strategic thinking is likely to foster a culture where issues are responded to reactively.
- 4.2** Seeking public view and consulting on the draft housing strategy is important, it will allow stakeholders and those affected by the strategy to make their observations, thereby informing and shaping it before its final adoption.

5. Options Considered

- 5.1** The option to 'do nothing', would mean that the current housing strategy, drafted in 2021, would remain in place. Housing strategies must consider current issues and should be refreshed and updated. Failure to do so, would mean that the strategic priorities and objectives may become obsolete and based on housing and economic realities that are no longer valid and relevant.
- 5.2** As a period of 4 years has passed, it is considered appropriate to review and refresh the strategy.

6. Legal and Statutory Implications

- 6.1** Although the formulation of the Housing Strategy is not a statutory duty, it is an important strategic document that has implications for a number of policy areas; planning policy, housing standards, disabled facility grants and partnership working.

7. Equality Impact Assessment

- 7.1** The Strategy does not set out specific policies or practices. Its strategic priorities and objectives are devised to have a positive impact on people with protected characteristics.

8. Financial and Resource Implications

- 8.1** In delivering the work outlined in the action plan of the Housing Strategy there are implications for a number of Council services. It is intended that these actions will be included and embedded within existing and future service plans and the financial cost of delivering the objectives will be incorporated within annual service plans.

9. Major Risks & Mitigation

- 9.1** It is prudent for local authorities to strategise their solutions to homelessness and housing, as the process allows local authorities to take stock of current issues, establish objectives and priorities and action plan. This allows for a strategic

deployment of resources. In contrast, the absence of strategic thinking is likely to foster a culture where issues are responded to reactively. Activities arising from the strategy will be incorporated into key performance indicators and service work plans that are subjected to relevant risk assessment processes.

10. UN Sustainable Development Goals (UNSDG)



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 Sustainable Council ☒

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

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.

12. Key Decision Information

12.1 N/A

13. Earlier Cabinet/Committee Resolutions

13.1 Item 132 - [Agenda for Cabinet on Wednesday, 7th July, 2021, 2.00 pm – Newcastle-under-Lyme Borough Council](#)

13.2 Item 17 - [Agenda for Cabinet on Wednesday, 8th June, 2016, 6.00 pm – Newcastle-under-Lyme Borough Council](#)

14. List of Appendices

14.1 Appendix 1 - Draft Housing and Homelessness Strategy 2026-2030 and its proposed Action Plan.

15. Background Papers

15.1 N/A



NEWCASTLE UNDER LYME BOROUGH COUNCIL



HOUSING AND HOMELESSNESS STRATEGY

2026 - 2030

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Housing is fundamental to the wellbeing of people, their families and their wider communities. Improving housing standards, options, conditions and neighbourhoods within the Borough is essential for enhancing economic growth, tackling vulnerabilities, improving outcomes for our children including their educational attainment, health and wellbeing, and community cohesion.

Our Housing and Homelessness Strategy sets out our strategic housing priorities and details a range of actions we intend to take in partnership with relevant partners and stakeholders to support residents to access good quality, suitable and affordable housing while preventing homelessness and rough sleeping.

We recognise that some of the most dominant and pressing issues currently facing the Borough and the United Kingdom are related to housing affordability, rough sleeping and homelessness, which cannot be addressed in a reactive manner but require a strategic response. This housing strategy has attempted to capture these issues and to use housing to propel economic growth.



Councillor Gill Heesom

Portfolio holder – Community Safety
and Wellbeing

Housing is fundamental to the wellbeing of people, their families and their wider communities. Improving housing standards, options, conditions and neighborhoods within the Borough is essential for enhancing economic growth, tackling vulnerabilities, improving outcomes for our children including their educational attainment, health and wellbeing, and community cohesion.

The Housing and Homelessness Strategy 2026-2030 supports the Council's aims and objectives for the Borough and sets out our strategic housing priorities. The policy details a range of actions we intend to take in partnership with relevant partners and stakeholders to support residents to access good quality, suitable and affordable housing while preventing homelessness and rough sleeping.

We recognise that the most dominant issues currently facing residents within the Borough and the United Kingdom is the continuity of economic instability and the cost-of-living crisis post Covid-19 resulting in a reduction of available public funding.

Despite the tough economic conditions, the Council has been working with a wide range of local partners including Registered Housing Providers, developers, private landlords and other organisations, to identify residents' housing needs, maximize the number of affordable homes built across the Borough, and improve the quality and choice of homes for all residents. This partnership approach is key to the future delivery and development of affordable and market housing and will help improve the Borough's housing offer.

Our 3 key priorities are thematic, cross cutting and we acknowledge the correlation between different policy areas and how one will interplay with another. These are:

- Housing and Health
- Housing and Prosperity
- Preventing Homelessness and Rough Sleeping

For each priority, we have set out their associated objectives, helping us to visualise what we intend to achieve.

Linkages with Strategy

The Housing and Homelessness Strategy exists alongside a range of interconnected plans, policies, and strategies. We aim to strengthen this relationship through this strategy and associated activities.



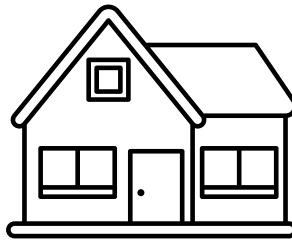
Profile of the Borough

Demographics and Population



- 53,400 households provide for a population of approximately 123,000 (2021 Census)
- Between the last two censuses 2011 and 2021, the average (median) age of Newcastle-under-Lyme increased by two years, from 41 to 43 years of age.
- The number of people aged 65 to 74 years rose by just under 2,100 (an increase of 17.4%), while the number of residents between 35 and 49 years fell by around 4,100 (16.1% decrease).

Housing



The 2021 Census showed that 38 per cent of households were owned outright – a higher proportion than any other housing tenure. 30 per cent of households owned property with a mortgage, 17 per cent were social renters and 15 per cent were private renters or occupied rent free.

The Government standard method for determining the minimum number of homes needed in an area suggests that at least 347 dwellings per annum are needed in Newcastle-under-Lyme.

The most common housing type in the Borough is that of a semi-detached house. 45 per cent of households live in such a property, with the next most-common types being a detached house with 26 per cent of properties and terraced with 19 per cent. 9 per cent of households live in a purpose-built block of flats or tenement.

The average house price in Newcastle-under-Lyme was £211,000 in August 2024 (provisional), up 8.0% from August 2023. This was higher than the rise in the West Midlands (2.6%) over the same period.

Private rents rose to an average of £724 in September 2024, an annual increase of 7.4% from £674 in September 2023. This was lower than the rise in the West Midlands (8.8%) over the year. The average price paid by first-time buyers was £185,000 in August 2024 (provisional). This was 8.6% higher than the average of £171,000 in August 2023 (revised).

For homes bought with a mortgage, the average house price was £218,000 in August 2024 (provisional). This was 8.2% higher than the average of £201,000 in August 2023 (revised).

Socio-Economic Context

There are 80 Lower-layer Super Output Areas in the Borough, each containing an average (mean) of 1,540 residents. Nine of these LSOAs are in the 20 per cent most deprived in England and Wales, according to the 2019 Indices of Multiple Deprivation. Two LSOAs, one predominantly in Cross Heath ward and one predominantly in Knutton are in the 10 per cent most deprived.

In the 2021 Census, 80.1 per cent of residents described their health as being either very good or good. 13.9 per cent said it was fair, with the remaining 5.9 per cent saying it was either bad or very bad. In the recent census, 20.1 per cent of people said that they were disabled according to the Equalities Act.

As of January 2023, an estimated 2.9 per cent of eligible adults aged 16–64 were claiming unemployment benefits. This rate is very slightly higher than for Staffordshire but lower than for Great Britain as a whole. In mid-2022, 81.1 per cent of residents aged 16–64 were economically active, a higher rate than for the West Midlands region and the country. According to the 2021 census the Borough's residents who were employed at the time of the 2021 census, 61 per cent worked for an average of between 31 and 48 hours per week. The 2021 Office for National Statistics (ONS) Business Register and Employment Survey found that, in 2021, 65.9 per cent of Borough residents' jobs were full-time, with 34.1 per cent part-time. The proportion of full-time jobs is higher in the West Midlands (67.8 per cent) and Great Britain (68.1 per cent).

Social Housing Register

In September 2025, there were 1,724 households on the Council's housing register.

- 51% were in need of a one bedroom property
- 26% were in need 2 bed property
- 18% were in need of a 3 bed property
- 5% were in need of a 4 bed property

ONS median house price to median gross annual workplace-based earnings ratio was 5.45
ONS lower quartile house price to lower quartile gross annual workplace-based earnings ratio was 6.15

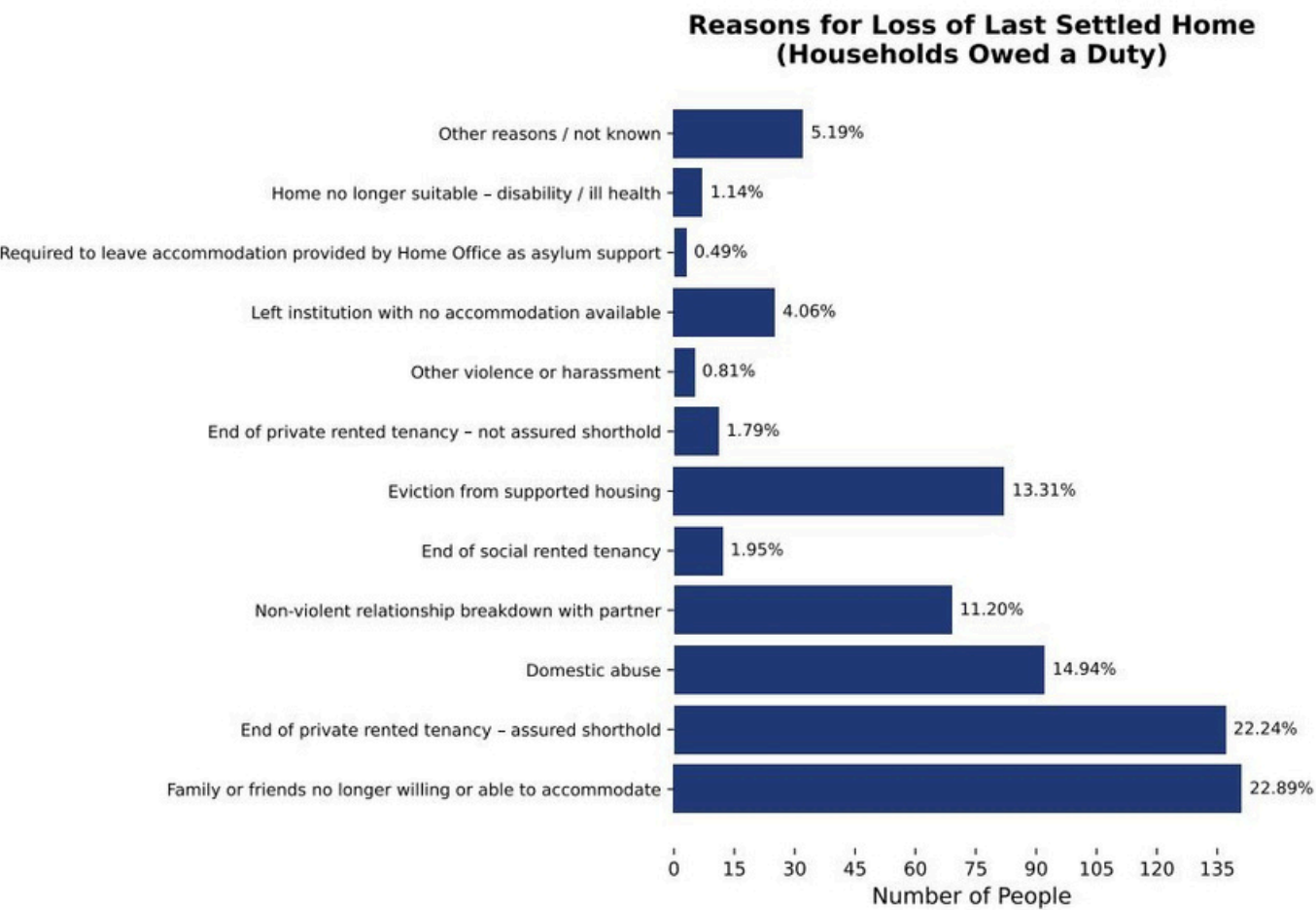
Statutory Homelessness

There are legal duties on local authorities in England to take ‘reasonable steps’ to help eligible applicants:

- avoid homelessness if they are threatened with homelessness. This is commonly referred to as the ‘prevention’ duty.
- secure suitable accommodation if they are homeless. This is commonly referred to as the ‘relief’ duty.

In 2022/2023 491 households were assessed under statutory homelessness, of which 487 were deemed as owed a duty. In 2023/2024, 632 households were assessed and 616 owed a duty. This represents a 27.2 % increase.

Of the 616 households assessed as owed a duty; 196 were owed a prevention duty (31. %) and 420 households (66%) were owed a relief duty.



Priority: Housing and Health

Key objectives:

- *To foster strategic joined up thinking and policy setting on health and housing*
- *To continuously improve housing standards and energy efficiency in the housing stock*

Housing is a key determinant of health. The quality and suitability of the living environment is crucial in preventing the onset of ill-health, supporting recovery, and slowing the deterioration of certain conditions.

Despite this, nearly eight million people live in a home that does not pass the government's definition of basic decency: 15% of homes (Centre for Ageing Better, 2023; DLUHC, 2023).

Unsafe homes and their associated health conditions translate into an avoidable burden on public services, with an estimated cost to the NHS of £1.1 billion per year (BRE, 2023), £1.1 billion in formal/paid social care costs, and a further £3.5 billion in unpaid care costs (Brimblecombe et al, 2024)

In recognition of the importance of this, the Council commits to several strategic objectives.

Strategic Partnership and Collaborative Working

There is recognition that a range of complex and inter-linked challenges that impact on the quality of life of people cannot be effectively tackled by any one partner alone and more can be achieved by working together.

We work in partnership with a range of organisations such as:

- social care, health (including mental health and drug and alcohol services)
- advice agencies
- money advice
- voluntary and community sector groups
- the police and other emergency services
- domestic abuse services

As the local authority operates in a two-tier local authority structure, responsibilities are shared with the County Council. There has been longstanding acknowledgment and recognition that a collaborative approach between the County and the local authority is essential to progress the housing and health agenda. The County Council has adopted Staffordshire Housing with Care Strategy 2024-2029, with an action plan centered on collaboration, specifically with Disabled Facilities Grants and Supported Housing. We will seek to engage and contribute to this partnership approach with Staffordshire County Council.

Supported Exempt Accommodation

Supported exempt accommodation (SEA) is housing where vulnerable adults are supported to live independently. It normally provides accommodation for: people who are homeless, people recently released from prison, survivors of domestic abuse, people with substance dependencies, people with mental health issues and refugees.

This form of housing was considered to be somewhat unregulated and The Supported Housing (Regulatory Oversight) Act was enacted in 2023 to introduce national supported housing standards. These will provide minimum standards for both the property and the care or support provided in supported accommodation.

Consultation on the implementation of the Act has proposed a licensing scheme for the Supported Housing and reformation to the Housing Benefits System. Under the Act, the Council will need outline local need and supply of accommodation, carry out a review of the supported exempt accommodation in the district, and in the light of that review, publish a supported housing strategy, for the provision of supported exempt accommodation within the Borough. The Council acknowledges that rising Housing Benefit expenditure now reflects growing pressure on the housing system. These costs principally arise from Supported Housing and Temporary Accommodation provision. The Council intends to focus and reform these areas so that achieves appropriate provision and value for money.

Housing Conditions

According to English Housing Survey: local authority housing stock condition modelling, 2020, there are approx. 7,000 properties that are non-decent and approx. 5,000 dwellings with a Category 1 hazard in our Borough.

We assess housing conditions under the Housing and Health Rating System. The key principle of the system is to consider the health and safety of the people living in these properties in relation to 29 hazards. These include damp and mould; excess cold; fire; falls; and electrical hazards. In the last 12 months we have inspected 84 properties. We have identified 98 Category 1 hazards and Category 2 hazards, which were subsequently rectified.

The Government has committed to reforming the Private Rented Sector, making it fair, secure and fit for purpose. The Council will have a new legislative framework, of raising awareness and enforcing, to ensure that the private rented sector works well within the Borough, provides a stable form of accommodation.

Under the Housing Act 2004 , local authorities must keep the housing conditions in their area under review. Our Council will use various data sets, both of a primary and a secondary nature to keep housing conditions under review.

During 2023 there was a Housing Task Finish Group looking at housing conditions throughout the borough including social housing. The concluding report of the group recommended a stock condition survey be included into the next Housing Strategy Action Plan.



Houses in Multiple Occupation

In the private rented sector, a property may have three or more people from two or more households and share a facility such as a kitchen or bathroom. These are known as Houses in Multiple Occupation and are often an affordable form of housing and student accommodation but do have an inherent higher risk related to fire safety, poor standards and inadequate amenity provision. Properties that are Houses in Multiple occupation (HMO) consisting of five or more persons living in two or more separate households are subject to greater legal requirements and mandatory licensing; set out in the Housing Act 2004 and The Management of Houses in Multiple Occupation (England) Regulations 2006.

The Council has 200+ mandatory licensed HMO, most of which serve as student accommodation for Keele University. These are subject to conditions to ensure that HMOs are of the appropriate standard and fit for purpose given the number of households or persons in occupation, address anti-social behaviour, prevent overcrowding and are free from housing defects.

Housing Strategy Disabled Facilities Grants

A suitable home can help disabled people of all ages build and sustain their independence and maintain connections in their community. Many homes are however poorly designed for older age or changes in care and support needs. Adaptations can therefore be vital in supporting older and disabled individuals, along with their caregivers, to live independently, confidently and safely in their own homes. They can minimise the impact of a disabling environment, promote independence and personal resilience, improve overall well-being and reduce the amount of formal care and support a person may need.

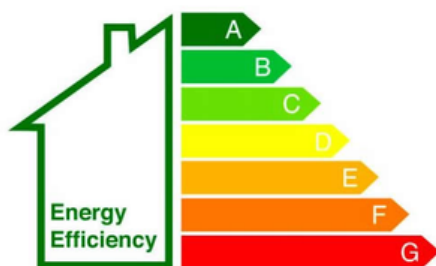
Disabled Facilities Grant funding is paid to local authorities through the Better Care Fund in recognition of the importance of ensuring adaptations are part of an integrated approach to housing, health and social care locally. The Disabled Facilities Grant service returned to being an in-house service in April 2023. Since then we have been working to enhance the service, reduce enquiry to completion times and develop relationships with local contractors. In that time we have facilitated over 300 adaptations an investment of nearly £3 million. Delivering stairlifts, ramps, through floor lifts, ground floor living and level access showers to enable independence, dignity and safety at home.

Registered Providers are key partners working with tenants with disabilities and we seek to working collaboratively to find suitable accommodation where it is an alternative option to adapting homes. There are 172 households on the housing register who are waiting for an adapted property, of which 18 are waiting for a wheelchair accessible home. Registered providers also make a contribution to funding adaptations, delivering minor adaptations to their tenants and contributing to major adaptations. Through the life of this strategy we will also be looking at ways to work with Registered Providers to adapt properties prior to re-letting to reduce the disruption of major works and to consider options for a decant property to support major works.

Energy Efficiency and Decarbonisation

In 2022, the residential sector accounted for 17 per cent of all UK carbon emissions. National Energy Action has also estimated that in July 2024, 5.6 million UK households were in fuel poverty. With energy prices predicted to stay far above pre-pandemic levels until 2029, fuel poverty will continue to be an important concern.

The government has a target that all fuel-poor homes should be at least band C by 2028 and an aspiration for as many as possible homes across the country to be at least band C by 2035.



There are a wide range of different schemes to help improve the energy efficiency of homes. Most of these are targeted at lower income households living in less energy efficient properties. Some schemes are taxpayer funded, others are delivered by energy suppliers and funded through a levy on energy bills; e.g. The Energy Company Obligation (ECO), ECO+/Great British Insulation Scheme and Green Homes Grant: Local Authority Delivery.

The Council has actively participated within these schemes, in collaboration with neighbouring local authorities and the County, under the Staffordshire Warmer Homes.

The Warm Homes: Local Grant is a new grant which will start in 2025 and will provide energy performance upgrades and low carbon heating to low-income households via local authorities. It has been allocated £500 million over three years as part of the Autumn Budget 2024 settlement.

The Council also works in partnership with a local charity Beat the Cold. This is a telephone advice services providing energy efficiency and mitigation of fuel poverty aimed at the most vulnerable residents within the Borough.

Priority: Housing and Prosperity

Key objectives:

- *To develop a housing market that is vibrant and economically prosperous, which will meet the needs of our residents*
- *To facilitate the development of a range of affordable housing, that meets identified housing*

An increase in the housing supply i.e. building more homes will increase prosperity through growth.

Housing makes up significant proportions of households' spending and investment, as it typically absorbs 20-25% of household incomes. It is the largest asset held by households and the largest component of household debt.

Local Planning Authorities (LPAs) are strongly encouraged by the Government to prepare a 'Local Plan'. This sets out planning policies for their area, including an assessment of how much new housing will be needed to accommodate growth.

Our Council has an Emerging Local Plan for the period 2020-2040 which has been submitted to the Secretary of State. An examination hearing took place between the 19 May and 26 June 2025. The council is now awaiting a report from the Inspector.

This emerging Local Plan sets out the vision and objectives for the Borough up to 2040. It proposes the amount of housing and employment growth needed in the Borough alongside allocations to meet the development requirements.



A key objective of the Plan related to Housing is to *“provide a mix of housing types which are attractive to people who want to live and work in the Borough and to provide aspirational housing, which is well designed, safe, secure, and adaptable.”*

It also includes a number of planning policies to help with decision taking, including on matters including affordable housing and housing standards.

The emerging policy aims to deliver affordable housing as a proportion of residential development from market housing developments to address local needs. It sets a framework for seeking and negotiating affordable housing.

The emerging policies will also aim to ensure that new housing development is delivered at appropriate densities, makes efficient use of land, and provides for a mix of homes (according to size, type and tenure) that meets local needs over the plan period, meeting the needs of older people and those who require specialist housing.

This emerging policy seeks to prescribe housing standards in new developments to ensure that the internal space of housing is delivered to the Nationally Described Space Standard.

The Optional Building Regulations 2016 (Part M4) set out accessibility standards for dwellings. These are: the Part M4(2) Standard (accessible and adaptable homes) requirement which is met when a new dwelling provides reasonable provision for most people to access the dwelling and includes features that make it suitable for a range of potential occupants, including older people, individuals with reduced mobility and some wheelchair users; and the Part M4(3) Standard (wheelchair user dwelling) requirement which is achieved when a new dwelling provides reasonable provisions for a wheelchair user to live in the dwelling and have the ability to use any outdoor space, parking and communal facilities.



Newcastle Town Deal has received £23.6m to deliver transformational projects in the Newcastle Town Deal area.

The objective of the Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth through urban regeneration, planning and land use: ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.

The Town Deal investment area contains a significant amount of housing stock which is no longer fit-for-purpose, including at key town centre sites, while several areas, such as Cross Heath and Knutton, are subject to significant market failure as signified through their inclusion in the Housing Market Renewal Initiative.



The Town Investment Plan has delivered:

Investment in key gateway sites – The re-occupation of key derelict gateway sites to provide housing will help to transform the Town Deal Investment area. Town Deal Investment will unlock development at the former Zanzibar nightclub site, which will be repurposed toward older persons' accommodation with small industrial units for start-up businesses and 'move-up' accommodation for incubator/innovation focused businesses also delivered on site. It will also demolish the Midway multi story carpark to make way for 126 homes for key workers and young professionals, as well as an element of extra care accommodation.

Putting the heart back into Knutton village – a program of investment to enable the development of key strategic housing sites within the Knutton masterplan, bringing forward 282 new houses, 25% of which would be socially rented; improved business accommodation through the replacement and repurposing of 2 wings (8,000sqft) of Knutton Business Centre and investing in modern community facilities to create a stronger village core through a new Village Hall, Village Green and play area.

Cross St Chesterton – Investment to progress the delivery of the Ministry of Housing, Communities and Local Government (MHCLG)-supported Cross St Chesterton Masterplan, enabling the demolition of 74 houses that are no longer fit for purpose to enable delivery of 125 high quality, mixed tenure housing options for the local community.

In the medium to longer term priorities, the Council will focus on opportunities and channel investment more widely to regenerate communities that have lacked investment, in particular other former mining communities that were subject to the Housing Market Renewal Initiative.

Priorities to include:

- Aspire’s Estate Regeneration Plan for Chesterton (further phases);
- Knutton Masterplan (further phases);
- Aspire Housing’s wider housing provision strategy; and
- Masterplan development and delivery in other areas of relative disadvantage e.g. Silverdale and Cross Heath



We will facilitate the development of a **range of affordable housing**, that meets identified housing.

There are households within the Borough whose housing need cannot be met by the market, i.e. they are unable to afford to either buy or rent from the private market.

The Housing Needs Assessment (HNA, 2024) identifies an annual need for 278 affordable homes throughout the Borough of Newcastle-under-Lyme over the plan period to 2040.

The Government has indicated that it wants the delivery of social rented homes to rise and intends to inject more funds into the Social and Affordable Homes Programme (SAHP) as well as promised greater stability in rent policy. These would be elements of 'a long-term housing strategy' which aims to 'deliver the biggest increase in affordable housing in a generation'.



We will implement our Planning Policy requirements of ensuring that major and large developments have an appropriate level of affordable housing

We will work with Homes England to support bids for grant funding by providers to deliver new affordable homes. We will also work with providers to deliver affordable housing that has been secured via Section 106, planning obligations.

We seek early engagement with providers to support their development programmes and help ensure that their proposals will most effectively meet local needs.

Priority: Homelessness & Rough Sleeping

Key objectives:

- *To provide early intervention and partnership working to prevent homelessness*
- *To support those who are faced with homelessness issues, specifically, those rough sleeping*
- *To operate a housing allocation system; both registration and allocation which will allow those in housing need to be able to access appropriate social housing*

Early intervention and partnership working to prevent homelessness

The Homelessness Reduction Act 2017 (HRA 2017), placed statutory duties, on local authorities to “prevent” and “relieve” homelessness. The UK homelessness charity Crisis has estimated that the upfront costs of preventing homelessness are 2.5-14 times lower than the cost of providing support over 12 months once a household experiences homeless. The Council has adopted an ethos of homelessness prevention into its working practices.

The Council has worked with a range of partners, to foster a shared duty across all public services, from education and health care to social care and employment support for the prevention of homelessness. However, despite our best efforts, homelessness, in all aspects, has increased and there has been a greater use of temporary accommodation as interim housing. The effect of which is that Local Authority spending on homelessness services has increased significantly in real terms.

This increase is not unique to the Borough but is consistent with a national trend. Structural factors such as an increase in the level of private rents, rising evictions and a lack of affordable social housing has been behind this significant increase. The Council will continue to prevent homelessness, developing personalised housing plans for those that are likely to experience homelessness. We have embedded an early homelessness prevention ethos, with resources dedicated to devising creative ways and schemes in preventing homelessness ranging from negotiations and engagement with private landlords, to managing rent arrears. We have developed a pre-eviction process with several housing providers to ensure that if homeless is to take place than it does not present as a crisis but as a managed process.

Temporary Accommodation Policy

We have created a temporary accommodation policy setting out our approach to the use of temporary accommodation, to ensure that it is suitable, cost-effective and meets local needs. We continue to explore and develop the procurement of temporary accommodation options to provide support for homeless singles and families and individuals presenting with more complex needs, including rough sleepers. The Government has committed to reforming the Private Rented Sector, making it fair, secure and fit for purpose.



Renters' Rights Bill

The Renters' Rights Bill, which is going through the legislative process will transform private renting. A more stable, secure private rented sector will significantly reduce homelessness presentations. The Council will work within this new legislative framework, of enhancing awareness and enforcing, to ensure that the private rented sector works well within the Borough, provides a stable form of accommodation.

Supporting those facing homelessness and rough sleeping

Rough sleeping is the most visible and damaging form of homelessness and can have significant physical and mental health impacts. In recent decades, successive governments have tried to reduce or end rough sleeping altogether.

Local Authorities have statutory homelessness duties set out in part 7 of the Housing Act 1996 ('the 1996 act') Those who do and those who are at risk of rough sleeping often have multiple, complex needs involve co-occurring mental health challenges and alcohol and/or drug misuse. In recognition of this, the Council has embedded a collaborative, partnership approach towards addressing rough sleeping; the establishment of a multi-agency hub to bring together services and to strengthen the prevention and recovery pathway.

The Hub offers; information and advice; sign posting to accommodation, services; wellbeing and recovery including specialist health roles and various other partners.

This approach was recognised by LGA Peer Review Assessment describing the multi-agency Vulnerability Hub as "sector leading and a great example of the strong partnership work delivering impressive outcomes" and where "partners all have the same passion to make the difference and with no hierarchy - with everyone's contribution being equally valued."

Severe Weather Emergency Protocols (SWEP) are aimed at preventing harm or death among individuals sleeping rough during severe weather by providing emergency support and accommodation. The Council has adopted SWEPs in collaboration with several partners ranging from local authorities and voluntary organisations.

In the colder months (from the November to March) when the temperature is forecast to drop to zero degrees (or below), Brighter Futures Rough Sleepers Team (RST) outreach service in conjunction with the Newcastle Rough Sleeper Team, will identify those rough sleeping who require accommodation.



In line with Government Strategy, the Council has an aspiration to significantly reduce rough sleeping in the Borough. We have embarked on an ambitious approach to achieve this. The Shared Prosperity Fund Board have approved capital and revenue funding to develop a innovative Homeless Hub for Newcastle-under-Lyme; Navigation House, which will serve several functions.

This will support homeless individuals who are some of the most disadvantaged in society and the furthest from accessing mainstream services. It will provide safe, secure emergency accommodation; a unit of 12 beds and 24/7 supported accommodation. It will also provide a conducive environment where an array of agencies; (Department for Works and Pension, Citizens Advice Bureau, rough sleeping services, housing providers, probation, adult social care, homeless healthcare, drug and alcohol services, etc) will be available to support individuals without the need for an appointment.

Housing need and accessing appropriate social housing

Affordable housing is key in preventing homelessness and alleviating it. Affordable rented and social rented properties are owned and managed by Registered Providers (RP), which are let below local market rents. The activities of RPs are overseen by the Regulator of Social Housing. Affordable housing can also meet a specific need, such as specialist housing for vulnerable, older or disabled people, known as “supported housing.

In collaboration with Aspire Housing, who is the largest RP within the Borough we have created a joint housing register and implemented an online system for the allocation of social housing, a choice-based lettings (CBL) system, allowing those on the housing register to bid for properties.

We have a range of nominations agreements with several registered providers with social housing stock in the Borough, to ensure that available social housing is used in the most effective manner to meet housing needs and to ensure that homeless households are accessing the most appropriate housing stock available. We understand that increasing the supply of affordable housing is important, in helping us to address homelessness.





	Actions
Housing and Health	1. To work collaboratively with organisations to improve health through housing, in particularly with Staffordshire County Council
	2. To identify actual projects related to Housing and Health that bring about tangible outcomes i.e. Damp and Mould, Joint Commissioning of Supported Accommodation
	3. To improve Housing Conditions through the utilisation of the Housing Health and Safety Rating Scheme, which will be both reactive, responding to complaints and proactive, instigating inspections where appropriate
	4. To keep abreast of the Renters Rights Bill and to be prepared for the enactment of the Bill
	5. To reform the Supported Housing Accommodation Sector, in line with directives of Government, which is to ensure appropriate service provision and value for monies
	6. To work in collaboration with Staffordshire County Council to deliver the Warm Homes Local Grants
	7. To work with Beat the Cold and other organisation to provide an energy advice service that mitigates fuel poverty
	8. To provide efficient, timely adaptations, without compromising on quality to ensure we provide the best service for our applicants
	9. To identify Contractors from the local area who are able to provide adaptations to a high standard supporting the councils local plan and local economy
	10. To enhance the partnership working relationships with registered housing providers and private landlords to embed the introduction of Landlord Applications for Disabled Facilities Grants
	11. To submit a business case for capital funding to complete a borough wide stock condition survey



	Actions
<i>Housing and Prosperity</i>	<p>1. To embed and implement the Housing Policies in the Local Plan, once it has been adopted, which will bring about open market housing and affordable housing via planning gain</p> <p>2. To deliver the projects that have been set out within the Town Deals scheme</p> <p>3. To develop specific projects that would achieve the medium to long term vision of regeneration of communities that have lacked investment, in particular other former mining communities that were subject to the Housing Market Renewal Initiative</p> <p>4. To work with Registered Providers, with a view of facilitating affordable and accessible housing via grant funding</p>
<i>Homelessness and Rough Sleeping</i>	<p>1. To work with Homes England to bring about Affordable Housing within the Borough</p> <p>2. To create a step-down housing pathway from Navigation House</p> <p>3. To work collaboratively with our partners to focus on preventing rough sleeping and homelessness.</p> <p>4. To continue our partnership working to coordinate efforts and resources</p>

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET



2nd December 2025

Report Title: Newcastle Town Deal Update

Submitted by: Deputy Chief Executive

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

Ward(s) affected: Crackley and Red Street, Bradwell, Holditch and Chesterton West, Wolstanton, May Bank, Cross Heath, Knutton, Silverdale, Thistleberry, Town, Clayton, Westlands, Keele, Westbury Park and Northwood

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
To update Cabinet on progress in delivering projects within the Newcastle Town Deal and to seek approval from Cabinet to progress legal agreements to enable delivery of the remaining Newcastle Town Deal projects yet to be awarded.			
<u>Recommendation</u> That Cabinet: <ol style="list-style-type: none"> Notes the progress made with the schemes in Newcastle as part of the Newcastle Town Deal. Approves that the Deputy Chief Executive, in consultation with the Portfolio Holder for Finance, Town Centres and Growth, and Portfolio Holder for One Council, People and Partnerships, progresses necessary legal agreements to enable continued delivery of projects. 			
<u>Reasons</u> To update Cabinet on the strong progress made with all projects as part of the Newcastle Town Deal funding programme.			

1. Background

- 1.1** As reported to previous Cabinet meetings, the Council has secured Town Deal Funds for the redevelopment of several key regeneration sites across Newcastle Town Centre and its wider area as defined in the Newcastle Town Deal Investment Plan.
- 1.2** Progress in delivering projects within the Newcastle Town Deal programme has been very positive. This is set out in further detail below. At its meeting in June 2025, the Newcastle Town Deal Board agreed to support further phases of work within the Sustainable Transport theme and the provision of a music venue at Astley Place. The Council will be progressing these schemes on behalf of the Board.

- 1.3** To ensure delivery continues at pace, it will be necessary for the Council to agree further agreements with delivery partners and also to procure contractors for the remaining areas of work, such as at Newcastle Bus Station and at Knutton village.
- 1.4** As previously reported to Cabinet at its October 2025 meeting regarding the Kildsgrove Town Deal update, in Sept 2025, the Council received formal confirmation of the government's funding simplification for Town Deals and Levelling Up funds, which are being combined into a Local Regeneration Fund. One of the changes as a result of this funding simplification is an extension to the delivery deadline for projects, which is now March 2028.

2. Updates

2.1 Astley Place

Capital&Centric has appointed AC1 as the contractor for the Astley Place construction works, which commenced in October. Completion is expected by the end of 2026.



Newcastle Town Deal funds supported the Astley Centre which has now opened and is operational and additional funds from the grant will be directed to the creation of a new small scale music venue within Astley Place which will be supported by Joules Brewery and a newly created CIC, with the aim of hiring out the facility for new and upcoming music acts, exercise classes, performance activities and art-based functions. The venue is expected to support animation of the new public space with daytime and evening activities supported. Costs for development of the music venue will be separately identified by Capital&Centric to ensure that Newcastle Town Deal funds are appropriately directed.

2.2 Town Centre Gateway Sites

2.2.1 Karparc

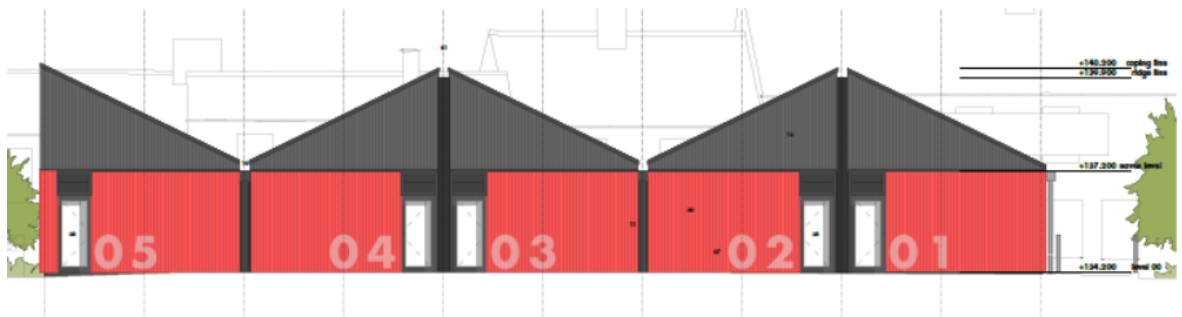
Newcastle Town Deal funding has been used to forward fund proposals for the redevelopment of the former Midway multi storey car park for residential uses. The Town Deal contribution is now substantially complete and these proposals, alongside others in the town centre, have now attracted a substantial amount of funding from Homes England to support the next phase of delivery. Capital&Centric has appointed Clegg Construction as

the contractor for the works which have now started on site and are expected to be completed by the summer of 2027.



2.2.2 Zanzibar

At the Zanzibar site, Town Deal funds are being used for two purposes, it is helping to address the high abnormal costs of land reclamation across the whole site, supporting the Aspire Housing led development of housing on the site, which gained planning consent on 7th October 2025. The second element is development of small-scale enterprise units, for which planning consent has been gained and works are due to start on site in late 2025.



2.3 Knutton and Chesterton

2.3.1 Knutton

Aspire is now well into delivery of the residential development at High Street, with works on the former community centre site due to commence shortly. Town Deal funds, which supported the land remediation element, are expected to be spent by the end of March 2026.



Work on the extension to the Enterprise Centre Is now complete and all Town Deal funds due to this project have been claimed. The new enterprise units are awaiting connection to a sub-station before the units can be occupied, which will probably be January 2026.



The development of the football changing rooms at the Wammy is now complete and following an informal open day at the site to try out the facilities, Newcastle Town Football Club are now in occupation.



The remaining element of the Town Deal funded actions in Knutton, including plans for a village hall, remain in the planning phase, as an end user is yet to be identified to take on management of the village hall. Consequently, the Council is unable to start construction works. If no potential end user steps forward then alternative plans for the site will need to be developed for consideration by the Town Deal Board. Once proposals are agreed the Council will be tasked in undertaking actions to ensure delivery.

2.3.2 Cross Street Chesterton

The Town Deal funding agreement to support the remediation works for Cross St Phase 2 and Phase 3/4 was entered into in September 2024 - this enabled the Homes England funding bid to progress and a start on site for Phase 2 (43 No. Affordable Rented units) was achieved in October 2024, with developer Keon Homes. Phased handovers will commence from late 2025 and this Phase is expected to complete fully by June 2026.



Planning permission for Phase 3, which will deliver 39no social rented apartments and bungalows for over 55's, was granted in September 2024. Following a tender exercise, a Homes England bid was submitted and approved earlier this year. The contract with Countryside was entered into in March 2025 and is expected to complete by November

2026. Town Deal funds, which supported remediation of the land, will be defrayed by the end of March 2026.

2.4 Sustainable Travel

Phase 1 of the sustainable transport works is substantially complete, these encompass:

- A new pedestrian / cycle crossing at Gallowstree Roundabout.
- Pedestrian and cycle improvements at Hassell Street / Barracks Road which include an improved crossing point adjacent to the bus station.
- Installation of Real Time Passenger Information Totems at locations in Newcastle town centre, Keele University and at well used bus stops across the Newcastle Town Deal area
- Introduction of the new 'K' bus route.
- Works to introduce a new bus entrance at Keele University, which are unable to be completed until a number of legal matters are concluded between the landowner and Staffordshire County Council.

Phase 2 of the sustainable transport work are currently under development. These are improvements to the bus station in Newcastle town centre, to create a green and sustainable bus station, and replacement of pedestrian wayfinding around Newcastle town centre and surrounding car parks. Following further design development, the Council will need to appoint a contractor to deliver these elements of work.

2.5 Newcastle Bus Station

In addition to the items in 2.4 the sustainable public transport solutions includes investment in bus infrastructure with the aim of improving the quality of the bus station and passenger experience. The investment is designed to increase bus usage and passenger service satisfaction.

There are already 2 real time passenger information (RPTI) totems which provide bus arrival / departure times, these will be enhanced with RTPI panels at each bus stop. An example of these is shown in the photo below.



One of the key objectives is to make the bus station greener with the introduction of solar panels to provide some of the energy requirements, LED lighting in the shelters and sustainable planting. In line with our policies this will give the opportunity to invest in

sustainable planting schemes which will assist in directing pedestrian traffic to desired areas and create an attractive environment in what is quite a harsh environment.



The Council has been working with the architects to develop plans, further work is required to ensure these deliver the best possible scheme within the constraints of the site. The aim is to submit a planning application in the spring of 2026 with works taking place between Autumn 2026 and Spring 2027.

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

Keele in Town is now fully open and operational. The addition of Piccoloco as a café operator at Keele in Town was celebrated in September 2025. Some very minor works remain outstanding in the form of acoustic testing for noise transmission around the building which needed to wait until the building was fully occupied before they could be undertaken.

2.7 Electric Vehicle Charging Points

These electric vehicle (EV) works form part of the new Castle Car Park project and are now fully operational.

2.8 Digital infrastructure

ITS Technology Group Ltd have now completed the installation of the new cables through the ductwork. A procurement exercise for the service provider has commenced to deliver the broadband service. Four community centres have been selected to receive a funded provision of both a free broadband connection as well as a managed wi-fi solution. The four centres are:-

- Silverdale Athletic Football Club.
- Marsh Hall Community Centre.
- Porthill Park Cricket Club.
- Northwood Lane Community Centre.

There will then be a second phase utilising Town Deal funding for additional community centre sites that have expressed an interest.

3. Next steps

- 3.1** Next steps are to continue with projects that are already in delivery and to continue design development and delivery of the sustainable transport projects. Further consideration is required before a decision can be taken on the potential for a village hall in Knutton.

4. Recommendation

That Cabinet:

- 1 Notes the progress made with the schemes in Newcastle as part of the Newcastle Town Deal.
- 2 Approves that the Deputy Chief Executive, in consultation with the Portfolio Holder for Finance, Town Centres and Growth, and Portfolio Holder for One Council, People and Partnerships, progresses legal agreements to enable continued delivery of projects.

5. Reasons

- 5.1 The Council as accountable body for the Town Deal Funds (Local Regeneration Fund) is responsible for ensuring progress with the projects set out in the Town Investment Plan and as agreed by Newcastle Town Deal Board. Maintaining a focus on delivery is essential to ensure that funding deadlines are met.

6. **Options Considered**

- 6.1 Options for project delivery within Newcastle Town Deal were considered as a part of developing the Newcastle Town Deal Town Investment Plan. The actions set out in this Cabinet report are in line with those projects agreed in the Town Investment Plan and subsequent decisions by the Town Deal Board in pursuit of delivering Town Investment plan objectives.

7. **Legal and Statutory Implications**

- 7.1 The Local Government Act 2000 - powers to promote the economic, social and environmental wellbeing of the Borough.
- 7.2 The Council will need to make sure that its commercial activities are legally and state aid compliant, including having regard to the Public Sector Duty within the Equality Act 2010, statutory guidance on local authority investments and The Prudential Code for Capital Finance in Local Authorities.
- 7.3 All commercial projects and investment opportunities will be examined to ensure that they are within the Council's powers and legal implications will be identified on a case-by-case basis.

8. **Equality Impact Assessment**

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

9. **Financial and Resource Implications**

- 9.1 The proposals concern expenditure of Town Deal funds which are granted to the Council by MHCLG. The Council is the accountable body for these funds with the responsibility for ensuring that they are defrayed in line with the objectives of the Town Investment Plan, the guidance of the Newcastle Town Deal Board and by the programme end date of March 2028.

10. **Major Risks & Mitigation**

- 10.1 A programme risk assessment is maintained on the Council's risk management system. The major risks are to ensure spend within the Government deadline for delivery, which the Council is well on track to achieve using well embedded programme management. Some elements of delivery require planning consent, in which case the delivery team and its key partners work closely with the Development Management team to ensure compliance with requirements.

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.

A number of the Newcastle Town Deal projects will result in income generation or cost saving opportunities for the Council. All will support the wider economic development of the Newcastle Town Deal area.

One Digital Council

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

The roll out of a fibre network will support access to fast, reliable broadband access in the community centres and will support commercial provision of fast, affordable broadband connectivity for businesses on the industrial parks that the fibre network enables access to.

One Sustainable Council

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

Sustainable travel options is a key feature of Newcastle Town Deal projects. Works funded by Newcastle Town Deal will seek to be in line with a net zero future.

13. **Key Decision Information**

- 13.1 This is a key decision due to the value of funding being granted to the Council and its multi-ward impact.

14. **Earlier Cabinet/Committee Resolutions**

Cabinet Report – 18 October 2022
 Cabinet Report - 13 January 2021
 Cabinet Report - 9 September 2020
 Cabinet Report - 4 December 2019

15. **List of Appendices**

- 15.1 None

16. Background Papers

16.1 None

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

02 December 2025

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

Submitted by: Corporate Leadership Team

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

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To provide Cabinet with the Financial and Performance Review Report for 2025-26 (Quarter Two).			
<u>Recommendation</u>			
That (Cabinet):			
1. Note the contents of the attached report and appendices and continue to monitor and challenge the Council's service and financial performance for this period.			
<u>Reasons</u>			
The Financial and Performance Management monitoring reports provide information on a quarterly basis regarding the performance of individual council services and progress with delivery against our priorities, alongside related financial information on the organisation.			

1. **Background**

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the quarter by presenting performance data and progress summaries set within a financial context. The report provides broad financial information (Appendix A) and also details service performance (Appendix B) for the period to the end of quarter two in 2025/26.
- 1.2 The Council approved a General Fund Revenue Budget of £19.730m on 12 February 2025. Further financial information is provided in Appendix A.

2. **Performance**

- 2.1 The Q2 report (April 2025 to September 2025) has been produced using business intelligence tools in order to automate and improve the monitoring, analysis and reporting of Council performance. The indicators included are those agreed as part of the new Council Plan and reflect the priorities for the Borough. In addition to reporting on key performance indicators, the report also includes progress summaries for each priority action, detailing the progress with the delivery of planned activities.

- 2.2** Contextual performance information is provided (indicators without a target), not only to ensure the monitoring of the corporate activities of the Council, but also to inform Members, businesses and residents of performance in their local area that the Council cannot directly control.
- 2.3** Any indicators failing to meet the set targets include a comment explaining the reasons behind the performance and what steps are being taken to ensure improvement in the future.
- 2.4** For this report a total of 51 indicators were monitored, 17 of these indicators were contextual and had no set target. Of these contextual measures that had historic trend data available, 62% showed an improvement or maintenance when compared to the previous year's performance. Of the remaining 34 indicators, the proportion which have met their target during this period stands at 82%, with the remaining 18% falling short of target. Five off target measures this quarter show a negative trend when comparing to the same time period of the previous financial year with one of the off-target measures not having any historical data to compare against. It must also be noted that a small number of these 'off target' measures have more stretching targets this year, in line with benchmarking findings and council ambition. In terms of trend data overall, with measures where there is comparable data, the proportion of indicators showing an improvement or maintenance of the previous year's performance stands at 61%.
- 2.5** Four project/actions have been classified as completed by their respective owners this quarter

3. Issues

- 3.1** There are five indicators 'off target' this quarter and officers do not feel that these give rise to serious cause for concern at present (see commentaries in Appendix B). The management of each of the service areas concerned continue to monitor and take steps to address performance improvement where feasible and appropriate.
- 3.2** Progress on delivery of planned activities is summarised for each priority with one activity/action being amber rated in Quarter Two associated with Priority 3.
- 3.3** The action flagged as amber relates to Recycling rates across the borough. Comments by the action owner are listed below;

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

4. Recommendation

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

5. Reasons

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

6. Options Considered

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

7. Legal and Statutory Implications

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

8. Equality Impact Assessment

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

9. Financial and Resource Implications

- 9.1 Any positive variance for the full year on the General Fund Revenue Account will enable that amount to be transferred to the Budget Support Fund and will be available in future years for use, as the Council considers appropriate. Conversely, if there is an adverse variance, the amount required to cover this will have to be met from the Budget Support Fund.

10. Major Risks & Mitigation

- 10.1 The ongoing changing market conditions represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may choose whether or not to use Council facilities or in the case of the waste/recycling service where the volume of recycled materials is liable to fluctuate.
- 10.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a bi-monthly basis together with quarterly reports to Cabinet.

11. UN Sustainable Development Goals (UNSDG)



12. One Council

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

One Commercial Council ☒

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

One Digital Council ☒

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

One Green Council ☒

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

13. Key Decision Information

13.1 This is not a key decision.

14. Earlier Cabinet/Committee Resolutions

14.1 Not relevant

15. List of Appendices

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

16. Background Papers

16.1 Working papers held by officers responsible for calculating indicators.



2025/26

**Quarter Two
Financial
Performance**

1. Background and Introduction

- 1.1 In accordance with the Council's Financial Procedure Rules and recommended good practice, a quarterly financial report is presented to Members. This is the second report for 2025/26.
- 1.2 The report summarises overall financial performance for 2025/26 with particular emphasis on the key sources of financial risk to the Council. Specific considerations are as follows:
- **General Fund Revenue Account (Section 2)** – considers budgetary performance on the General Fund Account by looking at variations in income and expenditure and the funding received by the Council.
 - **Efficiency and Savings Plan (Section 3)** – considers progress in achieving the efficiency and savings forecast for 2024/25.
 - **Capital Programme (Section 4)** – provides an update to Members on progress against the Council's Capital Programme and major project funded through the Town Deal Funds and Future High Street Fund.
 - **Treasury Management (Section 5)** – sets out the key statistics in terms of investments and borrowings;
 - **Collection Fund (Section 6)** – considers progress to date in collecting the Council Tax, Business Rates and Sundry Debts.

2. General Fund Revenue Budget

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

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

- 2.2 The Council approved a General Fund Revenue Budget of £19.730m on 12 February 2025 for 2025/26. The actual and forecast position compared to this budget is continuously monitored by Budget Holders, the Corporate Leadership Team and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.
- 2.3 The table above shows how this budget has been allocated.

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

3. Efficiency and Savings Plan

- 3.1 This section of the report considers the financial performance of the Council's Efficiency and Savings Plan in 2025/26.
- 3.2 The Council's Medium Term Financial Strategy (approved in February 2025) identified pressures amounting to £5.275m for the period 2025/26 to 2029/30.
- 3.3 The Efficiency and Savings Plan to address these pressures aims to both reduce expenditure and increase income. The need to grow income continues to be a priority as the Council moves towards becoming self-financing. The plan has been developed with the underlying principles of protecting frontline service delivery. It is also intended that the plan is a tool to enable the Council to ensure that its service spending is determined by the established priorities set out in the Corporate Plan.
- 3.4 The 2025/26 budget was set in February 2025 with the assumption of £1.890m of savings in the year. These savings are detailed in the table below:

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

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

4. Capital Programme and Major Projects

- 4.1 This section of the report provides an update to Members on the Council's Capital Programme and major projects funded by the Town Deal Funds and Future High Street Fund.
- 4.2 The table below shows a high level (service) summary of the General Fund Capital Programme position at 30 September 2025.

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

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

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

Major Projects Funding

- 4.5 The Council was awarded Future High Streets Fund funding in June 2021 of £11.0m to progress projects to help future economic growth. The full £11.0m has been received, all of which has been spent at 31 March 2025.
- 4.6 £23.6m was awarded to the Council via the Town Deals Fund for Newcastle to enable a vision to improve communications, infrastructure, and connectivity in Newcastle-under-Lyme to become a reality. All £23.6m has been received, of which £12.1m has been spent as shown below:

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

- 4.7 £16.9m has also been awarded via the Town Deals fund for Kidsgrove to enable real and lasting economic benefits to be realised in Kidsgrove and the surrounding area. To date £15.7m has been received of which £7.6m has been spent as shown below:

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

- 4.8 The Council was awarded £4.8m (all of which has now been received and spent), over a 3 year period, of Phase 1 UK Shared Prosperity Funding as part of the governments mission to level up opportunity and prosperity and to overcome geographical inequalities. It also aims to level up people's pride in the places they love and seeing that reflected in empowered local leaders and communities, a stronger social fabric and better life chances.
- 4.9 A further £1.6m of Phase 2 UK Shared Prosperity Funding has been received in full by the Council for the financial year 2025/26. To date £0.6m has been spent as detailed below:

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

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

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

5. Treasury Management

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

Investments

- 5.2 Investments and cash held at the bank on the 30 September 2025 amounted to £4.199m. Interest earned amounted to £0.123m at the close of quarter two. The average level of funds available for investment between 1 April 2025 and 30 September 2025 was £6.416m.
- 5.3 The Council has not budgeted to receive investment income in 2025/26. However, due to projects being delayed for a number of reasons, funding has remained in the Council's bank account and in turn generated interest.

Borrowing

- 5.4 External borrowing has not yet been required during 2025/26 to fund the capital programme, it is anticipated that this will be required.
- 5.5 Although not utilised in recent years, the Council has previously considered the option of long-term borrowing from the PWLB. After the utilisation of capital receipts and internal borrowing, the Council will look to borrow short term from other local authorities in the first instance and will then review any other sources of funding if required.
- 5.6 Advice from the Council's Treasury Management Advisors, Arlingclose, is to continue to utilise internal funding whilst it is available as opposed to external borrowing. This approach also reduces the need to place funding in long term deposits, whilst minimising any potential investment risks.

6. Collection Fund

- 6.1. This section of the report details progress in collecting the Council Tax, Business Rates and Sundry Debt.
- 6.2 Local tax income is collected by billing authorities and paid into local 'collection funds' (the Council is a billing authority). Where there is a shortfall in tax receipts (compared to expected levels), this leads to a deficit on the collection fund. Billing and major precepting authorities are usually required to meet their share of any deficit during the following financial year.
- 6.3 The quarter two collection rate was as follows:
- Council Tax – 52.0% of Council Tax was collected by 30 September 2025, compared to a target at the close of quarter two of 48.75%.
 - Business Rates – 56.9% of Business Rates was collected by 30 September 2025, compared to a target at the close of quarter two of 48.75%.
- 6.4 The current forecast of Council Tax and Business Rates receipts and Section 31 grant is shown below:

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

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

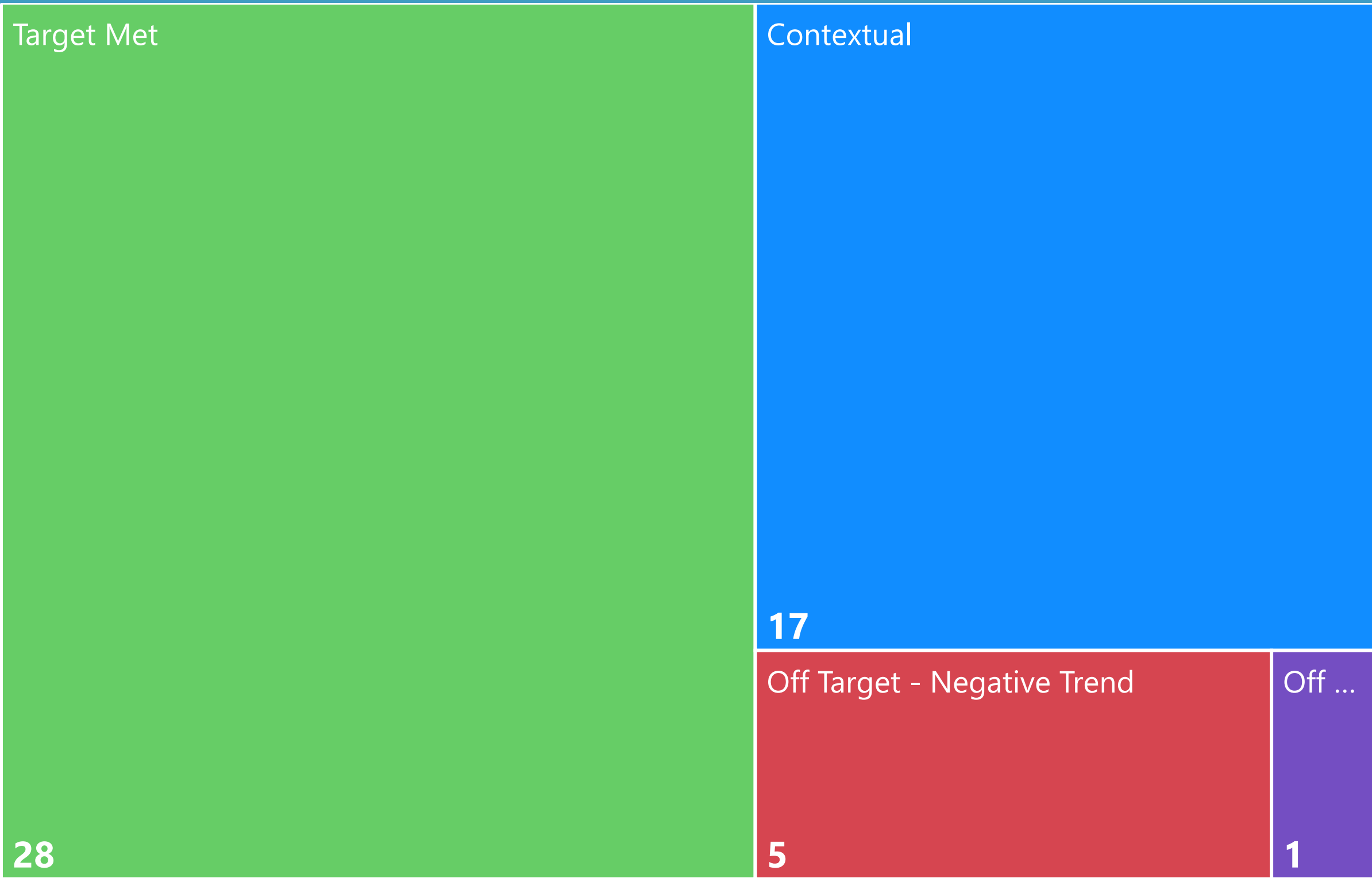
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Quarter 1 - April 2025 to September 2025



All Performance Indicators Current Status



Corporate Aim (Priority)	Count
Priority 1: One Council delivering for Local People	16
Priority 2: A Successful and Sustainable Growing Borough	7
Priority 3: Healthy, Active and Safe Communities	25
Priority 4: Town Centres for All	3
	51

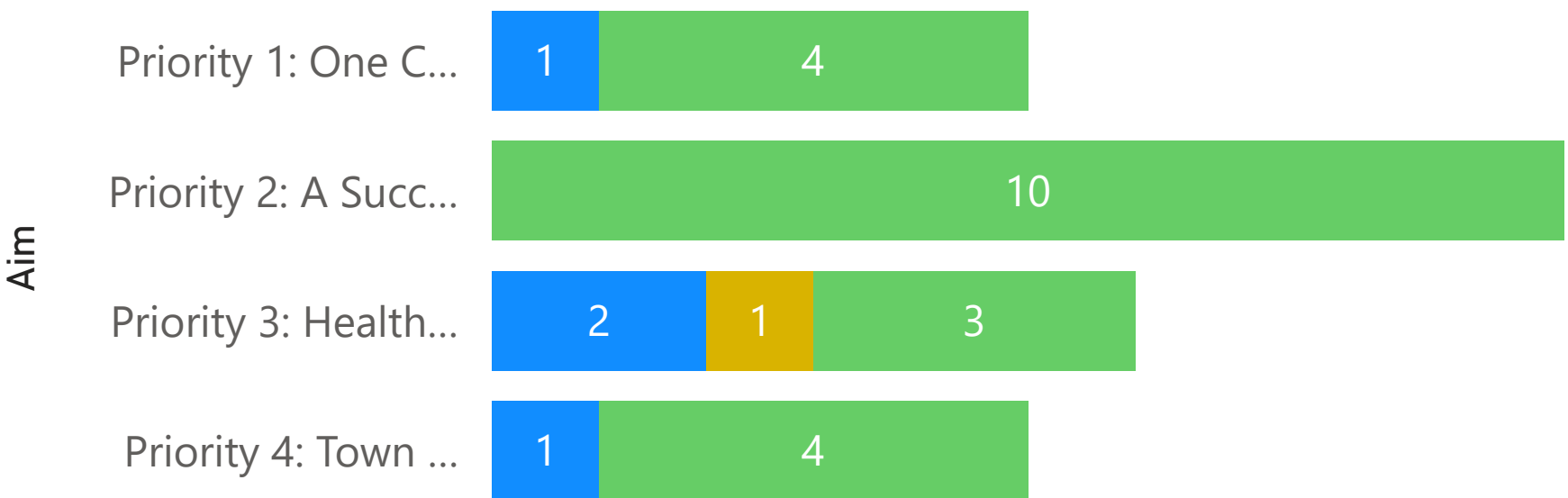
Smart Narrative

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

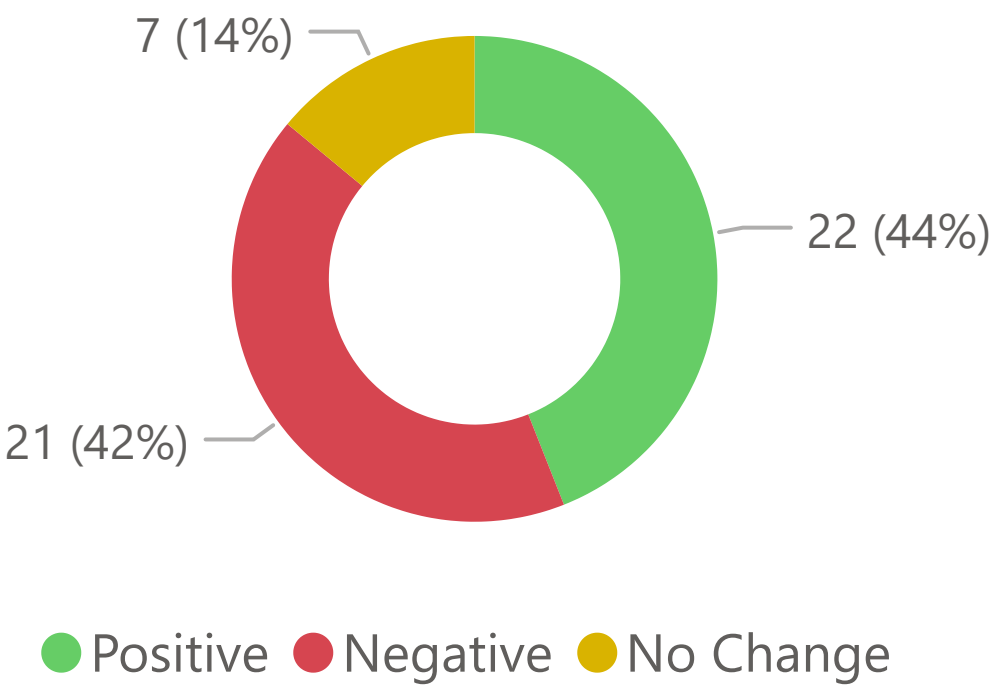
4 projects/actions have been completed, across **Priority 1, 3 and 4**. **Priority 3** has **1 projects/actions** identified as **not progressing as expected**, with further details provided within this report.

Summary Project Status Split

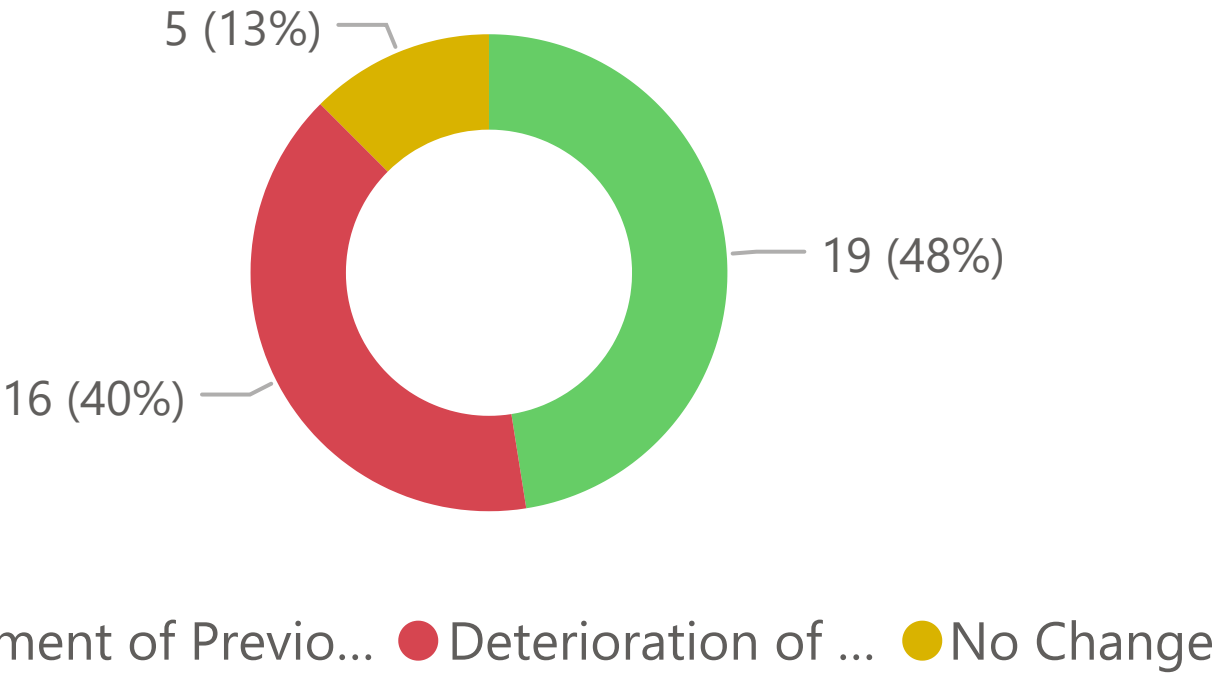
● Project/Action is Completed ● Project/Action is Not Progressing ● Project/Action is Progressing



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

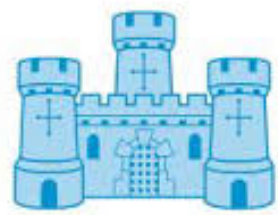


All Qtr.2 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





Priority 1: One Council delivering for Local People



NEWCASTLE·UNDER·LYME
BOROUGH COUNCIL

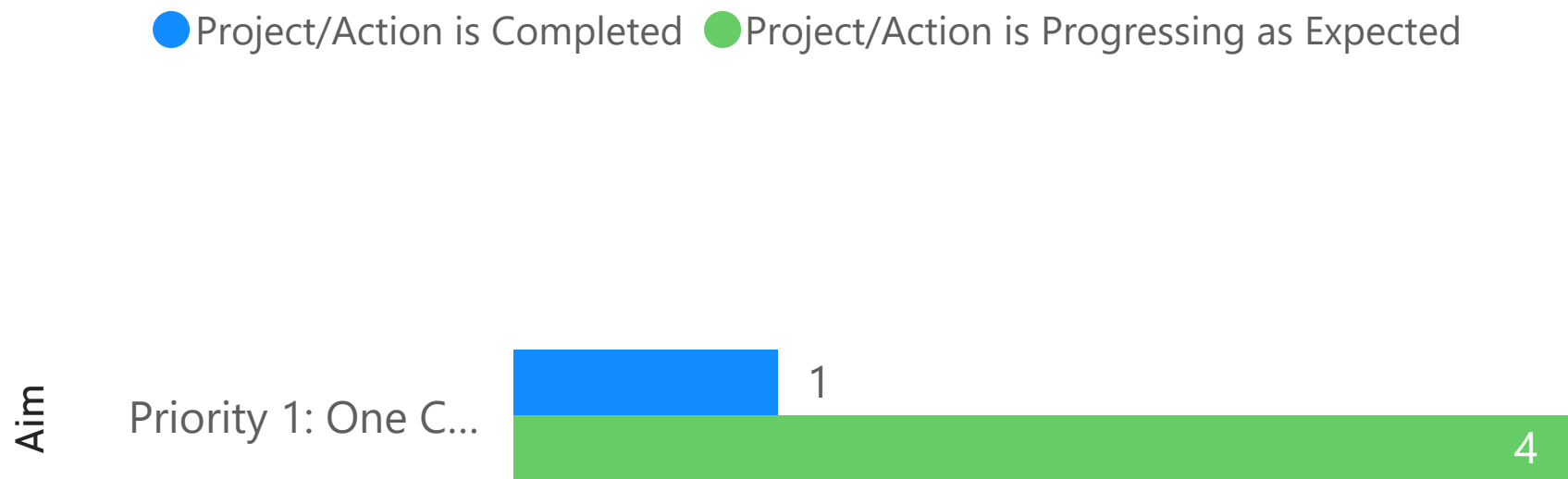
Priority 1: Performance Indicators Current Status



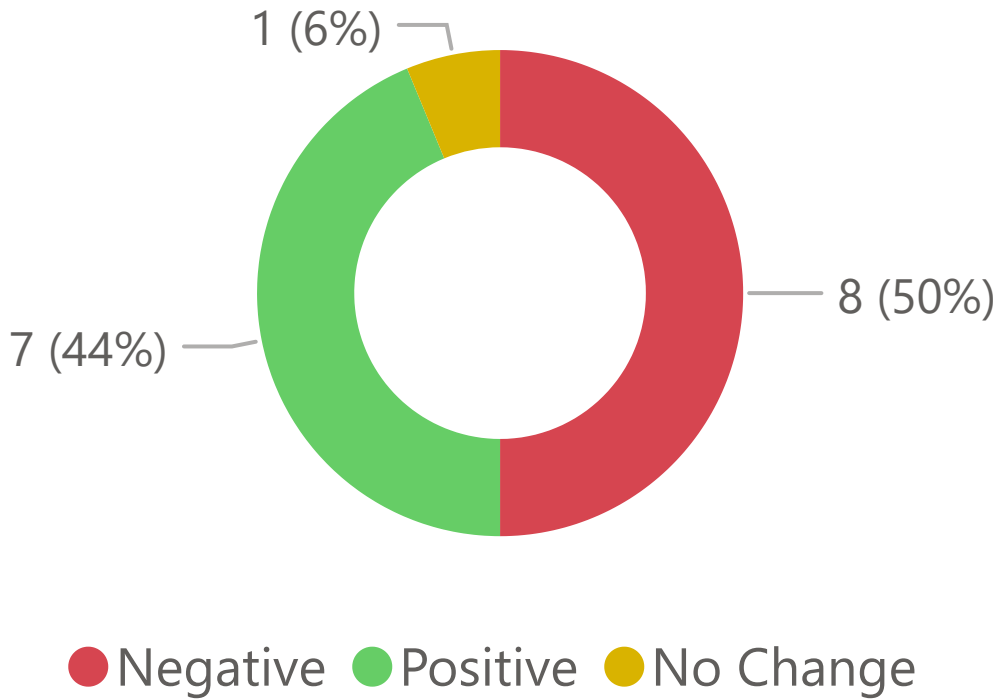
Corporate Objective	Count
Deliver services to a high standard every day	3
Develop professional talent across the Council and provide opportunities for staff to grow their careers	5
Ensure our services are efficient and accessible	6
Ensure strong financial discipline across the Council	2
Total	16

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

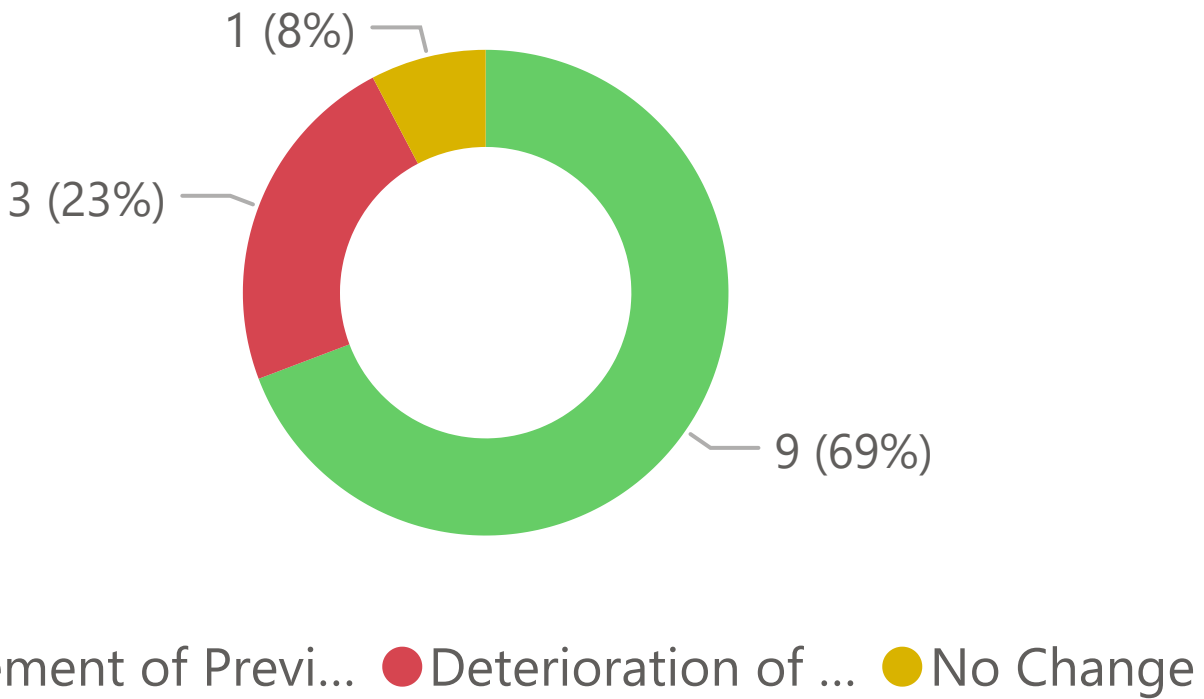
Priority 1: Summary Project Status Split

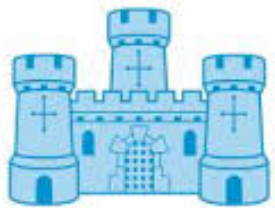


Priority 1: Qtr.2 Trend Direction of PI's Compared to Previous Quarter



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



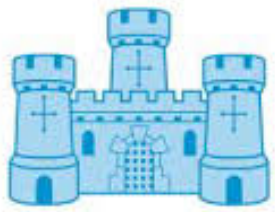


<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.1 - Percentage of food premises that have a zero or one national food hygiene rating			Current Status	SMART Actions if Off Target																								
	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div><div>Cllr. David Hutchison</div></div> <table><tr><th>Quarter</th><th>2023/24</th><th>2024/25</th><th>2025/26</th><th>Target</th></tr><tr><td>Quarter 1</td><td>0.71</td><td>0.71</td><td>0.71</td><td>2.00</td></tr><tr><td>Quarter 2</td><td>0.71</td><td>0.71</td><td>0.71</td><td>2.00</td></tr><tr><td>Quarter 3</td><td>0.71</td><td>0.71</td><td>0.71</td><td>2.00</td></tr><tr><td>Quarter 4</td><td>0.71</td><td>0.71</td><td>0.71</td><td>2.00</td></tr></table>			Quarter	2023/24	2024/25	2025/26	Target	Quarter 1	0.71	0.71	0.71	2.00	Quarter 2	0.71	0.71	0.71	2.00	Quarter 3	0.71	0.71	0.71	2.00	Quarter 4	0.71	0.71	0.71	2.00	0.71✓ Target: 2.00
Quarter	2023/24	2024/25	2025/26	Target																									
Quarter 1	0.71	0.71	0.71	2.00																									
Quarter 2	0.71	0.71	0.71	2.00																									
Quarter 3	0.71	0.71	0.71	2.00																									
Quarter 4	0.71	0.71	0.71	2.00																									
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.2 - Percentage of category A and B food business inspections completed on time			Current Status	SMART Actions if Off Target																								
	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div><div>Cllr. David Hutchison</div></div> <table><tr><th>Quarter</th><th>2023/24</th><th>2024/25</th><th>2025/26</th><th>Target</th></tr><tr><td>Quarter 1 - April to June</td><td>50</td><td>100</td><td>100</td><td>97</td></tr><tr><td>Quarter 2 - April to Sept</td><td>80</td><td>65</td><td>100</td><td>97</td></tr><tr><td>Quarter 3 - April to Dec</td><td>90</td><td>85</td><td>100</td><td>97</td></tr><tr><td>Quarter 4 - April to March</td><td>95</td><td>85</td><td>100</td><td>97</td></tr></table>			Quarter	2023/24	2024/25	2025/26	Target	Quarter 1 - April to June	50	100	100	97	Quarter 2 - April to Sept	80	65	100	97	Quarter 3 - April to Dec	90	85	100	97	Quarter 4 - April to March	95	85	100	97	100.00✓ Target: 97.00
Quarter	2023/24	2024/25	2025/26	Target																									
Quarter 1 - April to June	50	100	100	97																									
Quarter 2 - April to Sept	80	65	100	97																									
Quarter 3 - April to Dec	90	85	100	97																									
Quarter 4 - April to March	95	85	100	97																									
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.16 - Percentage of Stage 1 complaints processed in time being 20 working days			Current Status	SMART Actions if Off Target																								
	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div><div>Cllr. Simon Tagg</div></div> <table><tr><th>Quarter</th><th>2023/24</th><th>2024/25</th><th>2025/26</th><th>Target</th></tr><tr><td>Quarter 1 - April to June</td><td>90</td><td>85</td><td>96.36</td><td>85</td></tr><tr><td>Quarter 2 - April to Sept</td><td>85</td><td>85</td><td>96.36</td><td>85</td></tr><tr><td>Quarter 3 - April to Dec</td><td>90</td><td>85</td><td>96.36</td><td>85</td></tr><tr><td>Quarter 4 - April to March</td><td>85</td><td>85</td><td>96.36</td><td>85</td></tr></table>			Quarter	2023/24	2024/25	2025/26	Target	Quarter 1 - April to June	90	85	96.36	85	Quarter 2 - April to Sept	85	85	96.36	85	Quarter 3 - April to Dec	90	85	96.36	85	Quarter 4 - April to March	85	85	96.36	85	96.36✓ Target: 85.00
Quarter	2023/24	2024/25	2025/26	Target																									
Quarter 1 - April to June	90	85	96.36	85																									
Quarter 2 - April to Sept	85	85	96.36	85																									
Quarter 3 - April to Dec	90	85	96.36	85																									
Quarter 4 - April to March	85	85	96.36	85																									
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID1.17 - Percentage of FOI's dealt with in time being 20 working days			Current Status	SMART Actions if Off Target																								
	<div><div>FY</div><div>● 2024/25 ● 2025/26 ● Target</div><div>Cllr. Simon Tagg</div></div> <table><tr><th>Quarter</th><th>2024/25</th><th>2025/26</th><th>Target</th></tr><tr><td>Quarter 1 - April to June</td><td>45</td><td>89</td><td>85</td></tr><tr><td>Quarter 2 - April to Sept</td><td>65</td><td>89</td><td>85</td></tr><tr><td>Quarter 3 - April to Dec</td><td>70</td><td>89</td><td>85</td></tr><tr><td>Quarter 4 - April to March</td><td>75</td><td>89</td><td>85</td></tr></table>			Quarter	2024/25	2025/26	Target	Quarter 1 - April to June	45	89	85	Quarter 2 - April to Sept	65	89	85	Quarter 3 - April to Dec	70	89	85	Quarter 4 - April to March	75	89	85	89.00✓ Target: 85.00	Target Met - continue to show strong commitment to completing FOI's within the Statutory timeframe 89% achieved				
Quarter	2024/25	2025/26	Target																										
Quarter 1 - April to June	45	89	85																										
Quarter 2 - April to Sept	65	89	85																										
Quarter 3 - April to Dec	70	89	85																										
Quarter 4 - April to March	75	89	85																										

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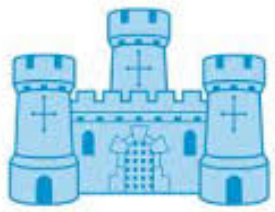
Deliver services to a high standard every day

Ensure our services are efficient and accessible



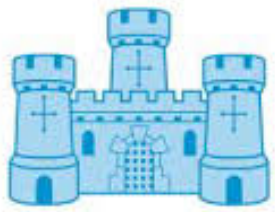
ID1.13 - Average number of days per employee lost to sickness - Per Employee		Current Status	SMART Actions if Off Target
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	<div><div>FY</div><div>● 2023/24 ● 2024/25 ● 2025/26 ● Target</div>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

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



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

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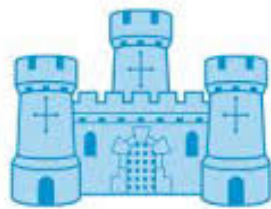
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>N/A</div> <div>Yearly Trend</div>	ID1.7 - % Unmet demand (number of calls not answered as a % of total call handling volume)		Current Status	SMART Actions if Off Target
	<div>FY 2025/26</div> <div>Cllr. Simon Tagg</div> <div><div>Percent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

Ensure our services are efficient and accessible

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



Priority 1: One Council delivering for Local People

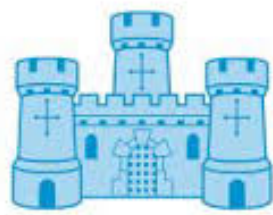


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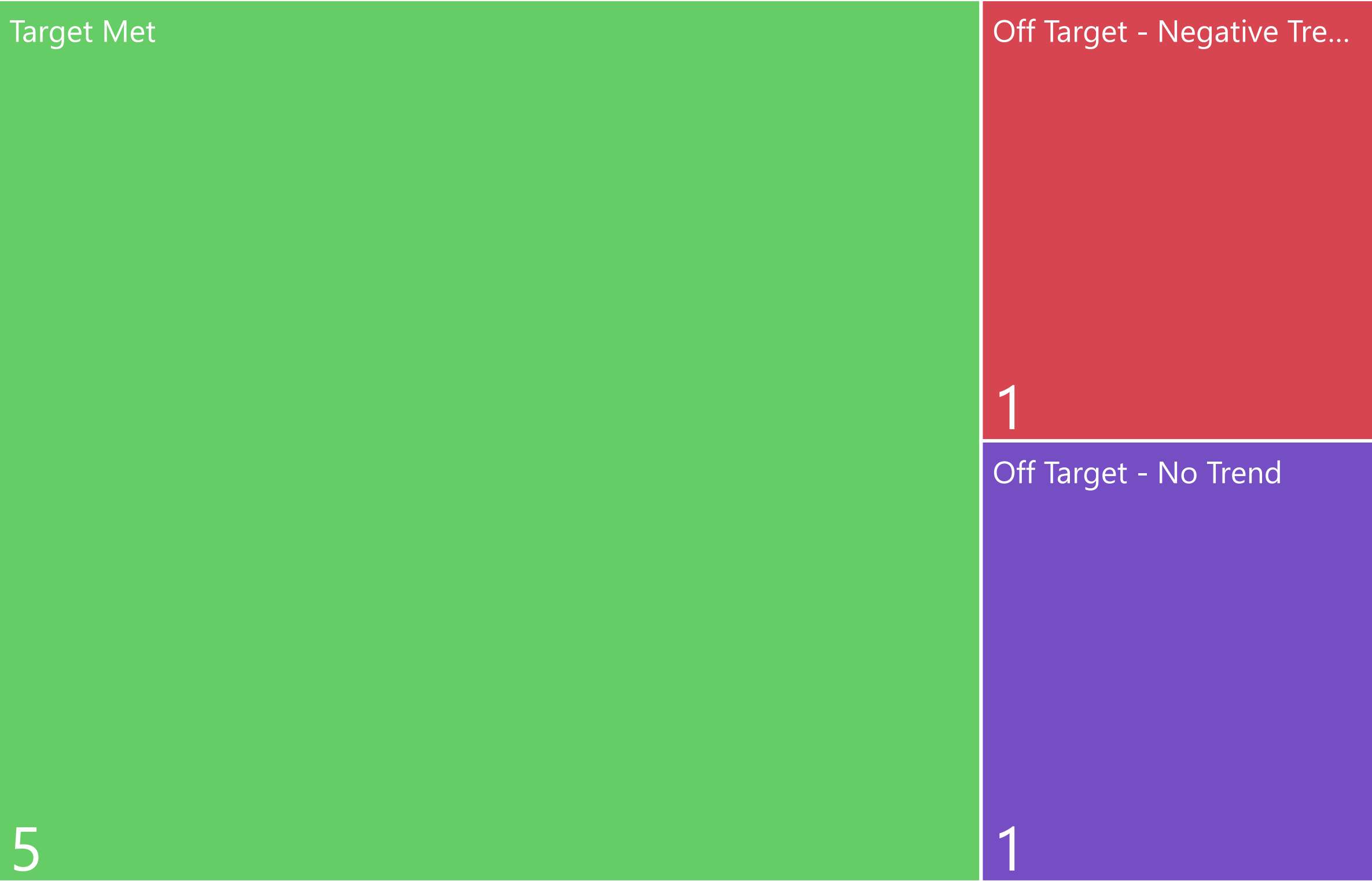
Project Status Split for Priority 1.

Project/Action is Progressing as Expected	Project/Action is Completed
4	1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Simon Tagg	1. Strategy, People and Performance 2. All services	Deliver a Workforce Strategy	Develop professional talent across the Council and provide opportunities for staff to grow their careers	✔ Project/Action is Progressing as Expected	strategy in place and in progress.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. IT and Digital 3. Neighbourhoods 4. All (digital enablement)	Deliver the One Council Programme	Ensure our services are efficient and accessible	★ Project/Action is Completed	Project/Action has been completed.
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Finance 3. Legal & Governance	Identify and deliver opportunities to generate income from commercial development	Ensure strong financial discipline across the Council	✔ Project/Action is Progressing as Expected	Contracts continue to be reviewed through the Commercial Council approach and savings delivered. Following approval to the principle of a pet cremation service, Architects have been appointed to produce the plans for the pet cremation service in advance of a planning application.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. All services	Work with our communities to ensure services reflect local need	Work with our communities to ensure services reflect local need	✔ Project/Action is Progressing as Expected	we continue to work with our local communities and understand their needs. Recent consultations include stakeholder surveys and focus groups on the subject of Local Government Reorganisation as well as the continuing work regarding the local plan which includes resident perspectives.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. neighbourhoods 3. Regulatory	Work with partners to deliver the best for our communities	Work with partners to deliver the best for our communities	✔ Project/Action is Progressing as Expected	Partnership working remains strong and productive with positive relationships across sectors including policing, and voluntary sectors. The Better Health Newcastle partnership brings partners from health, voluntary organisations and local authorities to approach and improve the health of our communities.



Priority 2: Performance Indicators Current Status



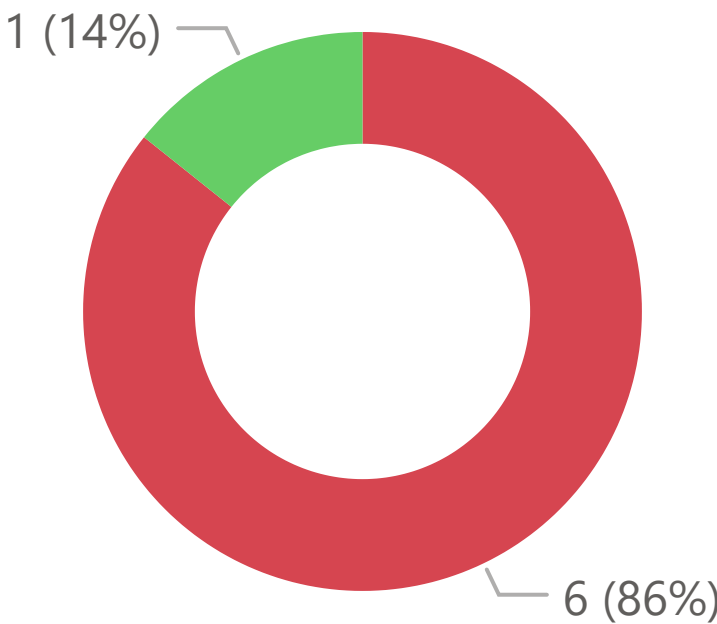
Corporate Objective	Count
A strong and sustainable economy where everyone benefits	1
Protecting our communities by improving how we use our enforcement powers.	2
Support the sustainable development of our towns and villages	4
Total	7

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

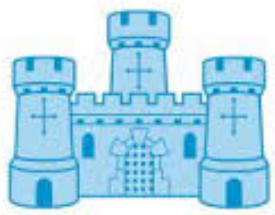
Priority 2: Summary Project Status Split

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

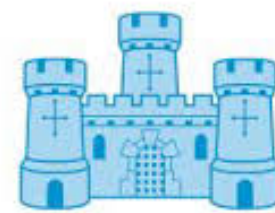
● Project/Action is Progressing as Expected

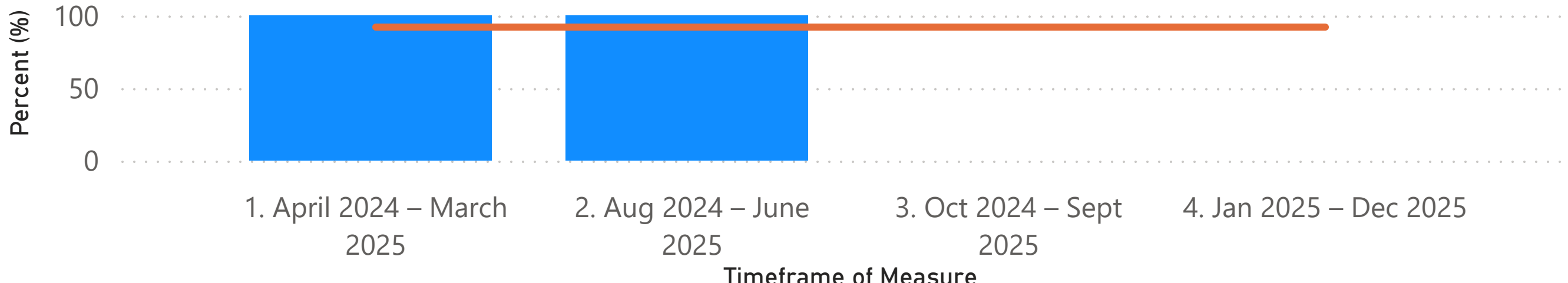
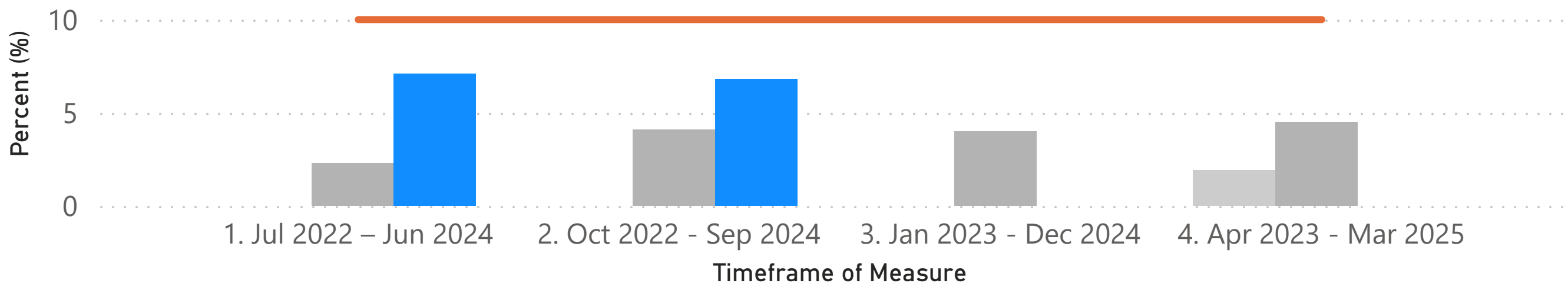
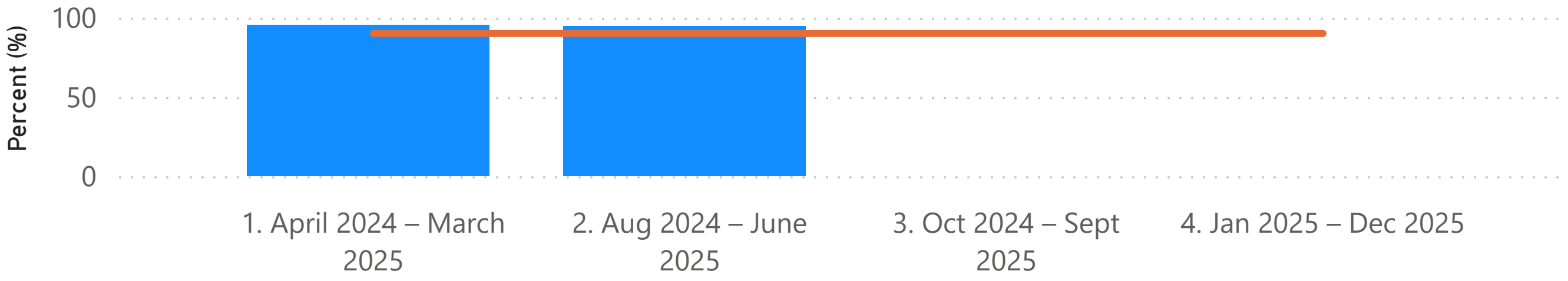
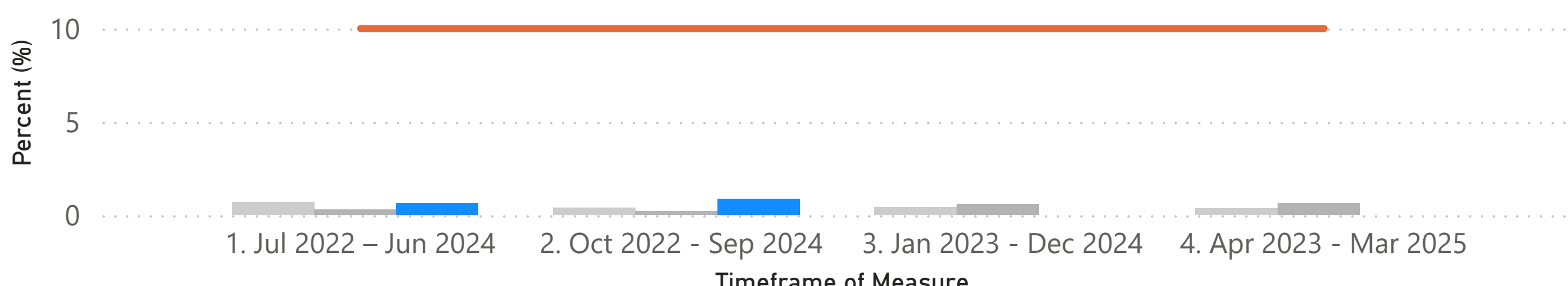


● Deterioration of Previous Year ● Improvement of Previous Year



<div>Low</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>Negative</div> <div>Yearly Trend</div>	ID2.1 - Percentage of investment portfolio vacant (NBC owned)		Current Status	SMART Actions if Off Target	<div>A strong and sustainable economy where everyone benefits</div>
	<div>FY</div> <div>2023/24 2024/25 2025/26 Target</div> <div>Cllr Stephen Sweeney</div> <div><div>Percent (%)</div><div>10</div><div>5</div><div>0</div></div> <div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div> <div>Timeframe of Measure</div>		<div>9.40✓</div> <div>Target: 11.00</div>	Not Required as Target Met	
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID2.6a - Year to Date - Percentage of complainants informed within the required timescales of any action to be taken about alleged breaches of planning control		Current Status	SMART Actions if Off Target	<div>(Blank)</div>
	<div>FY</div> <div>2023/24 2024/25 2025/26 Target</div> <div>Cllr. Andrew Fear</div> <div><div>Percent (%)</div><div>50</div><div>0</div></div> <div><div>Quarter 1 - April to June</div><div>Quarter 2 - April to Sept</div><div>Quarter 3 - April to Dec</div><div>Quarter 4 - April to March</div></div> <div>Timeframe of Measure</div>		<div>50.00!</div> <div>Target: 75.00</div>	Performance in this period was lower than the target. Twice as many complaints were received in Q2 (95) compared with Q1(47) with many cases raising issues which required detailed investigation and research. This together with pressures to progress planning applications within agreed timescales impacted officers ability to meet deadlines.	
<div>High</div> <div>Is Good</div> <div>Per Quarter (Snapshot)</div> <div>N/A</div> <div>Yearly Trend</div>	ID2.6b - Quarter in Isolation - Percentage of complainants informed within the required timescales of any action to be taken about alleged breaches of planning control		Current Status		
	<div>FY</div> <div>2025/26 Target</div> <div>Cllr. Andrew Fear</div> <div><div>Percent (%)</div><div>50</div><div>0</div></div> <div><div>Quarter 1</div><div>Quarter 2</div><div>Quarter 3</div><div>Quarter 4</div></div> <div>Timeframe of Measure</div>		<div>50.50</div> <div>Target: 75.00</div>		



High Is Good Planning N/A Yearly Trend	ID2.2 - Speed of major development applications (P151a - 12 Month Rolling Period up to End of Each Quarter)				Current Status		SMART Actions if Off Target	
	FY ● 2025/26 ● Target Cllr. Andrew Fear				100.00✓		The updated "Improving Planning Performance: Criteria for Designation" document has changed the assessment period for speed of decision-making for both major and non-major applications from 24 months to 12 months - because of this no annual comparison is available this year. Measure shown is the % within 13 weeks or within agreed time - Central Gov metric which measures a rolling time period of 12 months - Newest metric showing up until the end of September 2025	
								
	Timeframe of Measure							
				Target: 92.00				
Low Is Good Planning Negative Yearly Trend	ID2.3 - Quality of major development applications (P152a - 24 Month Rolling Period - See SMART Actions)				Current Status		SMART Actions if Off Target	
	FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target Cllr. Andrew Fear				6.80✓		Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period October 2022 – September 2024.	
								
	Timeframe of Measure							
				Target: 10.00				
High Is Good Planning N/A Yearly Trend	ID2.4 - Speed of non-major development applications (P153 - 12 Month Rolling Period up to End of Each Quarter)				Current Status		SMART Actions if Off Target	
	FY ● 2025/26 ● Target Cllr. Andrew Fear				94.70✓		The updated "Improving Planning Performance: Criteria for Designation" document has changed the assessment period for speed of decision-making for both major and non-major applications from 24 months to 12 months - because of this no annual comparison is available this year. Measure shown is the % within 13 weeks or within agreed time - Central Gov metric which measures a rolling time period of 12 months - Newest metric showing up until the end of September 2025	
								
	Timeframe of Measure							
				Target: 90.00				
Low Is Good Planning Negative Yearly Trend	ID2.5 - Quality of non-major development applications (P154 - 24 Month Rolling Period - See SMART Actions)				Current Status		SMART Actions if Off Target	
	FY ● 2023/24 ● 2024/25 ● 2025/26 ● Target Cllr. Andrew Fear				0.87✓		Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period October 2022 – September 2024.	
								
	Timeframe of Measure							
				Target: 10.00				

Support the sustainable development of our towns and villages

Support the sustainable development of our towns and villages



Project Status Split for Priority 2.

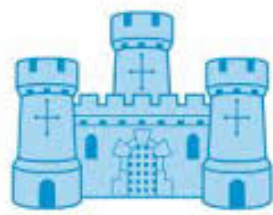
Project/Action is Progressing as Expected

10

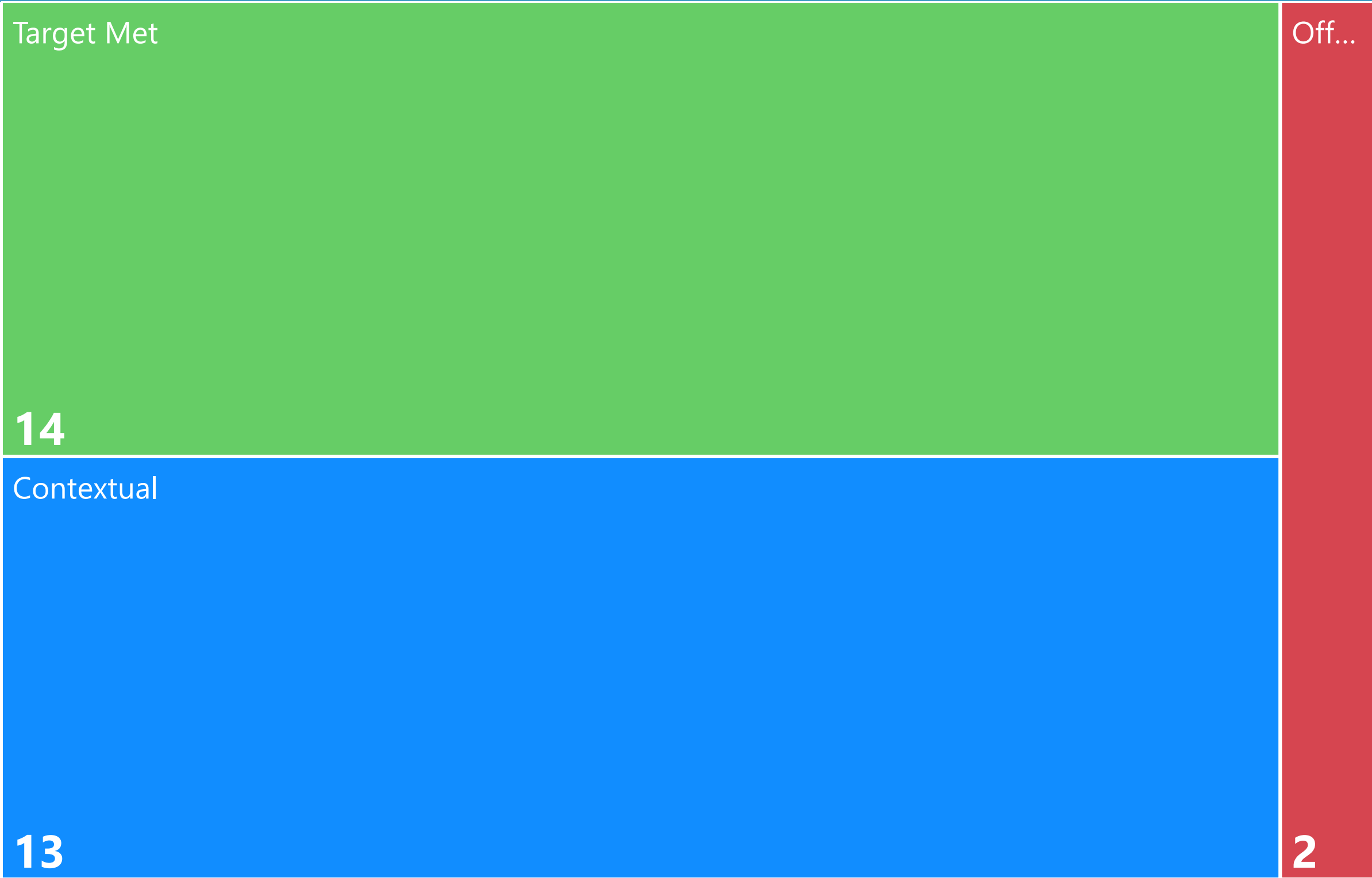
Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. David Hutchison	1. Sustainable Environment 2. All	Deliver the Sustainable Environment Strategy	Ensuring that the Council's operations are carbon neutral by 2030	✔ Project/Action is Progressing as Expected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



Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Strategy, People and Performance 3. Finance	Continue to bid for government funding to support the borough’s ambitions, including the further development of Keele Science and Innovation Park and the University Growth Corridor.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	Awaiting Homes England decision on a grant contribution to town centre redevelopment projects.
Cllr. Stephen Sweeney	Commercial Delivery	Delivering the £16m Kidsgrove Town Deal, including: Facilitating the Chatterley Valley Enterprise Zone development to deliver 1700 quality jobs for local people; Enhancing Kidsgrove Railway Station and access to the local canal network; Developing a Shared Service Hub with key partners.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	Two projects have been completed and the remaining projects are proceeding to plan following revisions that were agreed with the Kidsgrove Town Deal Board.
Cllr. Stephen Sweeney	Commercial Delivery	Delivering the £23m Newcastle Town Deal, including: Development of key gateway sites including the ‘Zanzibar’ and Midway; Connecting residents and businesses to skills training for the digital world; Improving bus, cycling and walking infrastructure; Delivering a circus-themed performing arts Centre; Building more than 400 homes in Knutton and Chesterton.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	Projects are progressing to plan with the majority of projects well into delivery stage or nearing completion.
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Neighbourhoods	Delivering the £4.8m Uk Shared Prosperity Fund programme, including: Improving the town centre; Supporting culture and heritage; Skills development for local people; Supporting the most vulnerable people.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	<p>As we progress through the interim year of UKSPF funding, the programme has been strategically refocused to prioritise economic growth and resilience across the borough. To date, over 22 projects have been re-commissioned, each adapted to reflect evolving local and national priorities.</p> <p>Strategic Investment and Partnership Development</p> <ul style="list-style-type: none">• Keele University and Staffordshire University have been awarded grant funding to deliver targeted support to more than 20 local businesses, utilising student expertise to foster innovation, enhance productivity, and strengthen university-business collaboration.• The Newcastle and Stafford College Group has received funding to expand adult learning provision, supporting residents in acquiring new skills and improving employability.• The Staffordshire Growth Hub has been supported through grant funding to enhance its business advisory capacity, enabling more comprehensive support for SMEs navigating current economic challenges. <p>Community Engagement and Cultural Development</p> <ul style="list-style-type: none">• Funding has been allocated to the Philip Astley Centre and Support Staffordshire to promote volunteering and cultural awareness, contributing to community cohesion and the enrichment of local heritage. <p>Forthcoming Activity: Creative Industries Programme</p> <p>In the next quarter, a new programme focused on the Creative Industries will be initiated. This will include the development of a detailed action plan to establish a Creative Hub, designed to align with the Local Industrial Strategy and address the specific needs of the sector. This initiative aims to stimulate innovation, attract investment, and support the growth of creative enterprises within the borough.</p>



Priority 3: Performance Indicators Current Status



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

Smart Narrative

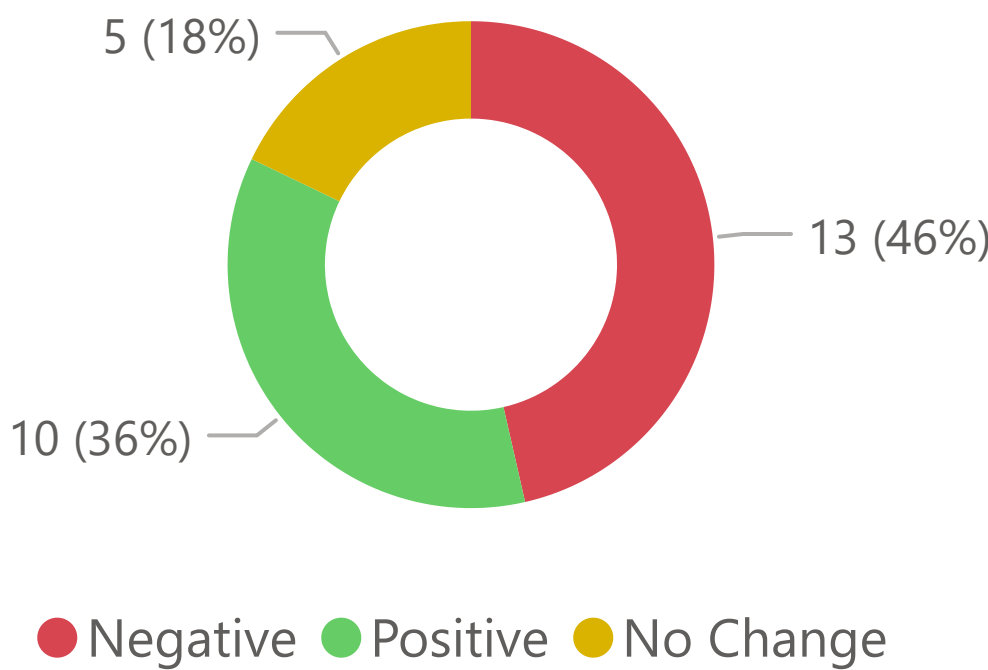
- A total of **16** measures were assigned targets this quarter. Of these, **88% achieved their targets**.
- **4** measures not only met their targets but also showed improvement. **2** met their targets but showed a negative year-on-year trend. **4** showed no change. **6** had no historical data available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

Priority 3: Summary Project Status Split

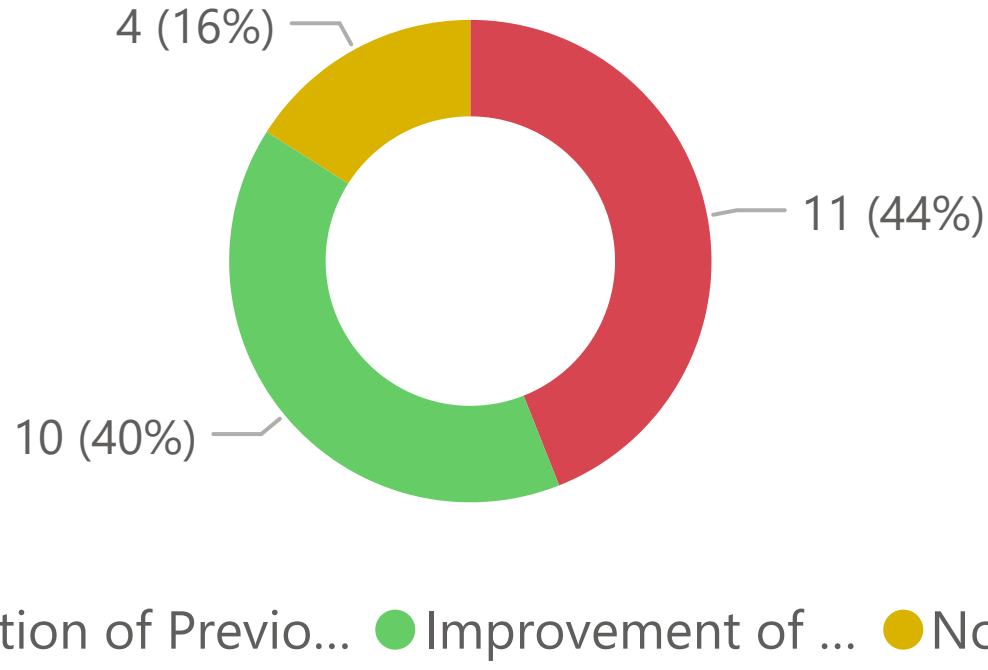
● Project/Action is Completed ● Project/Action is Not Progr... ● Project/Action is Pro...

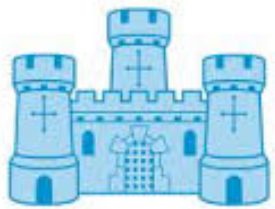


Priority 3: Qtr.2 Trend Direction of PI's Compared to Previous Quarter



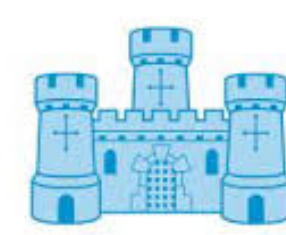
Priority 3: Qtr.2 Trend Status of PI's Compared On Same Qtr in the Previous Financial Year





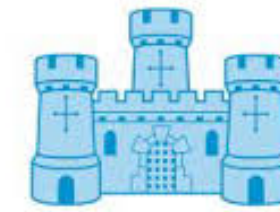
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID1.4a - Total % of materials collected for recycling and composting verified via WDF		Current Status	SMART Actions if Off Target
	<div>FY 2023/24 2024/25 2025/26 Target</div> <div>Cllr. David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

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



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

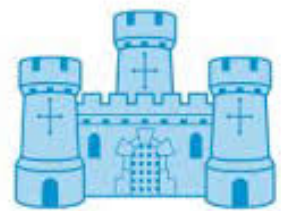
Secure a step change in street cleanliness and the quality of the public domain



<div>Low</div> <div>Is Good</div> <div>Cumulative</div> <div>Negative</div> <div>Yearly Trend</div>	ID3.11 - Number of Fly-Tipping Incidents (as per national measure)		Current Status	SMART Actions if Off Target	<div>Secure a step change in street cleanliness and the quality of the public domain</div>																				
	<div><div>FY</div><div>2023/242024/252025/26</div><div>Cllr. David Hutchison</div><table><tr><th>Timeframe of Measure</th><th>2023/24</th><th>2024/25</th><th>2025/26</th></tr><tr><td>Quarter 1 - April to June</td><td>200</td><td>220</td><td>250</td></tr><tr><td>Quarter 2 - April to Sept</td><td>380</td><td>450</td><td>580</td></tr><tr><td>Quarter 3 - April to Dec</td><td>580</td><td>650</td><td></td></tr><tr><td>Quarter 4 - April to March</td><td>880</td><td>920</td><td></td></tr></table></div>		Timeframe of Measure	2023/24		2024/25	2025/26	Quarter 1 - April to June	200	220	250	Quarter 2 - April to Sept	380	450	580	Quarter 3 - April to Dec	580	650		Quarter 4 - April to March	880	920		582	Quarter 2 recorded a rise in fly-tipping incidents compared to the same period in the previous financial year, with 128 more cases reported since April. While the month-on-month trend has shown a consistent increase, recent data suggests a potential shift, with numbers beginning to decline as we head towards the winter months.
	Timeframe of Measure	2023/24	2024/25	2025/26																					
Quarter 1 - April to June	200	220	250																						
Quarter 2 - April to Sept	380	450	580																						
Quarter 3 - April to Dec	580	650																							
Quarter 4 - April to March	880	920																							
<div>Low</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID3.12 - Average number of days from report of fly-tipping to clear-up (Case closed)		Current Status	SMART Actions if Off Target																					
	<div><div>FY</div><div>2024/252025/26Target</div><div>Cllr. David Hutchison</div><table><tr><th>Timeframe of Measure</th><th>2024/25</th><th>2025/26</th><th>Target</th></tr><tr><td>Quarter 1 - April to June</td><td>5.5</td><td>4.8</td><td>6.00</td></tr><tr><td>Quarter 2 - April to Sept</td><td>5.5</td><td>4.5</td><td>6.00</td></tr><tr><td>Quarter 3 - April to Dec</td><td>5.5</td><td></td><td>6.00</td></tr><tr><td>Quarter 4 - April to March</td><td>5.5</td><td></td><td>6.00</td></tr></table></div>		Timeframe of Measure	2024/25		2025/26	Target	Quarter 1 - April to June	5.5	4.8	6.00	Quarter 2 - April to Sept	5.5	4.5	6.00	Quarter 3 - April to Dec	5.5		6.00	Quarter 4 - April to March	5.5		6.00	4.62✓ Target: 6.00	Not Required as Target Met
	Timeframe of Measure	2024/25	2025/26	Target																					
Quarter 1 - April to June	5.5	4.8	6.00																						
Quarter 2 - April to Sept	5.5	4.5	6.00																						
Quarter 3 - April to Dec	5.5		6.00																						
Quarter 4 - April to March	5.5		6.00																						
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Negative</div> <div>Yearly Trend</div>	ID3.13 - % of fly-tipping incidents where sufficient evidence gathered to proceed to formal enforcement		Current Status	SMART Actions if Off Target	<div>Reduce anti-social behaviour and crime in our communities</div>																				
	<div><div>FY</div><div>2024/252025/26Target</div><div>Cllr. David Hutchison</div><table><tr><th>Timeframe of Measure</th><th>2024/25</th><th>2025/26</th><th>Target</th></tr><tr><td>Quarter 1 - April to June</td><td>1.5</td><td>5.5</td><td>1.50</td></tr><tr><td>Quarter 2 - April to Sept</td><td>1.5</td><td>1.5</td><td>1.50</td></tr><tr><td>Quarter 3 - April to Dec</td><td>1.5</td><td></td><td>1.50</td></tr><tr><td>Quarter 4 - April to March</td><td>1.5</td><td></td><td>1.50</td></tr></table></div>		Timeframe of Measure	2024/25		2025/26	Target	Quarter 1 - April to June	1.5	5.5	1.50	Quarter 2 - April to Sept	1.5	1.5	1.50	Quarter 3 - April to Dec	1.5		1.50	Quarter 4 - April to March	1.5		1.50	1.37! Target: 1.50	All incidents of fly tipping are investigated at the point of clearing the waste. However, only a small proportion of fly- tips will have evidence in the waste that will allow Officers to proceed with enforcement. Where evidence is present within the waste or where an offence has been witnessed, officers will then proceed to formal enforcement. Throughout the quarter, the measure has fluctuated around the target value but ultimately fell marginally short by 0.13% which has been primarily due to low case volumes within the quarter.
	Timeframe of Measure	2024/25	2025/26	Target																					
Quarter 1 - April to June	1.5	5.5	1.50																						
Quarter 2 - April to Sept	1.5	1.5	1.50																						
Quarter 3 - April to Dec	1.5		1.50																						
Quarter 4 - April to March	1.5		1.50																						
<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>Positive</div> <div>Yearly Trend</div>	ID3.14 - Number of Fly-tipping FPNs issued		Current Status	SMART Actions if Off Target																					
	<div><div>FY</div><div>2024/252025/26Target</div><div>Cllr. David Hutchison</div><table><tr><th>Timeframe of Measure</th><th>2024/25</th><th>2025/26</th><th>Target</th></tr><tr><td>Quarter 1 - April to June</td><td>4</td><td>5</td><td>5.00</td></tr><tr><td>Quarter 2 - April to Sept</td><td>6</td><td>7</td><td>5.00</td></tr><tr><td>Quarter 3 - April to Dec</td><td>10</td><td></td><td>5.00</td></tr><tr><td>Quarter 4 - April to March</td><td>10</td><td></td><td>5.00</td></tr></table></div>		Timeframe of Measure	2024/25		2025/26	Target	Quarter 1 - April to June	4	5	5.00	Quarter 2 - April to Sept	6	7	5.00	Quarter 3 - April to Dec	10		5.00	Quarter 4 - April to March	10		5.00	8✓ Target: 5.00	Not Required as Target Met
	Timeframe of Measure	2024/25	2025/26	Target																					
Quarter 1 - April to June	4	5	5.00																						
Quarter 2 - April to Sept	6	7	5.00																						
Quarter 3 - April to Dec	10		5.00																						
Quarter 4 - April to March	10		5.00																						

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

Reduce anti-social behaviour and crime in our communities

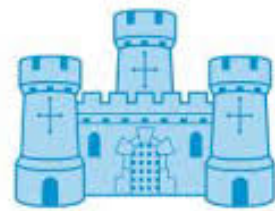


<div>High</div> <div>Is Good</div> <div>Cumulative (Per Annum)</div> <div>N/A</div> <div>Yearly Trend</div>	ID3.3 - Number of People Accessing the Museum's collections in person only			Current Status	SMART Actions if Off Target	<div>Delivering an economic and cultural legacy from the celebration of the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

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Priority 3: Healthy, Active and Safe Communities



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

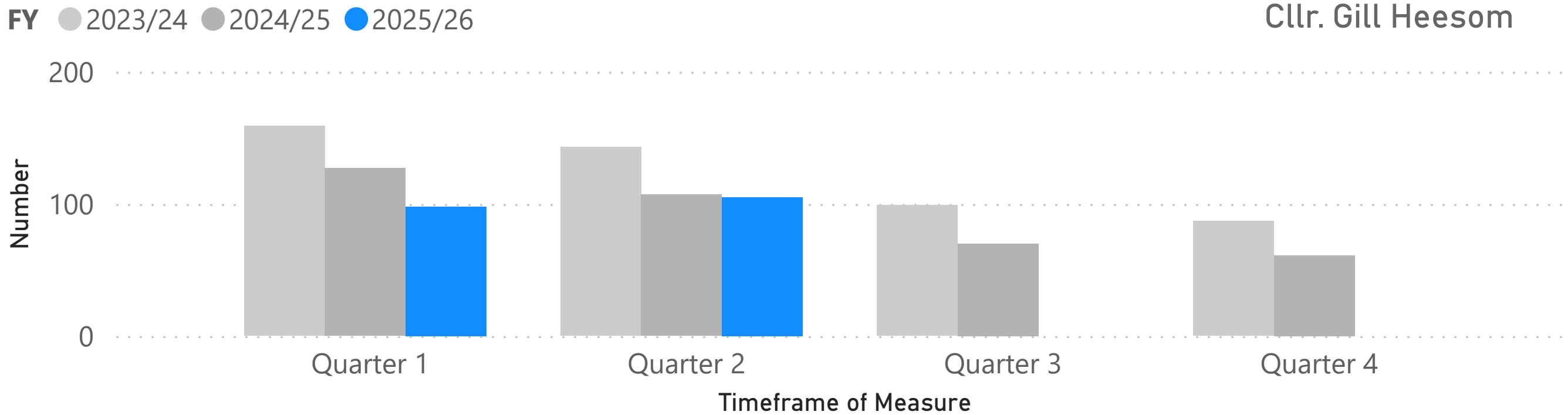
Current Status

SMART Actions if Off Target

Low
Is Good

Per
Quarter
(Snapshot)

Positive
Yearly Trend



98

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

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

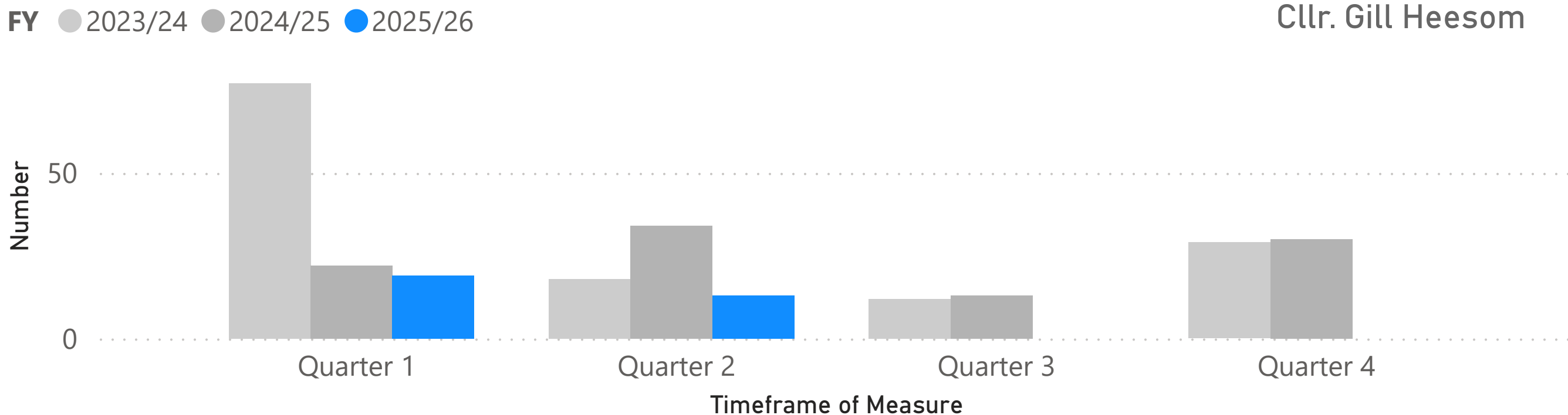
Current Status

SMART Actions if Off Target

Low
Is Good

Per
Quarter
(Snapshot)

Positive
Yearly Trend



19

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

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

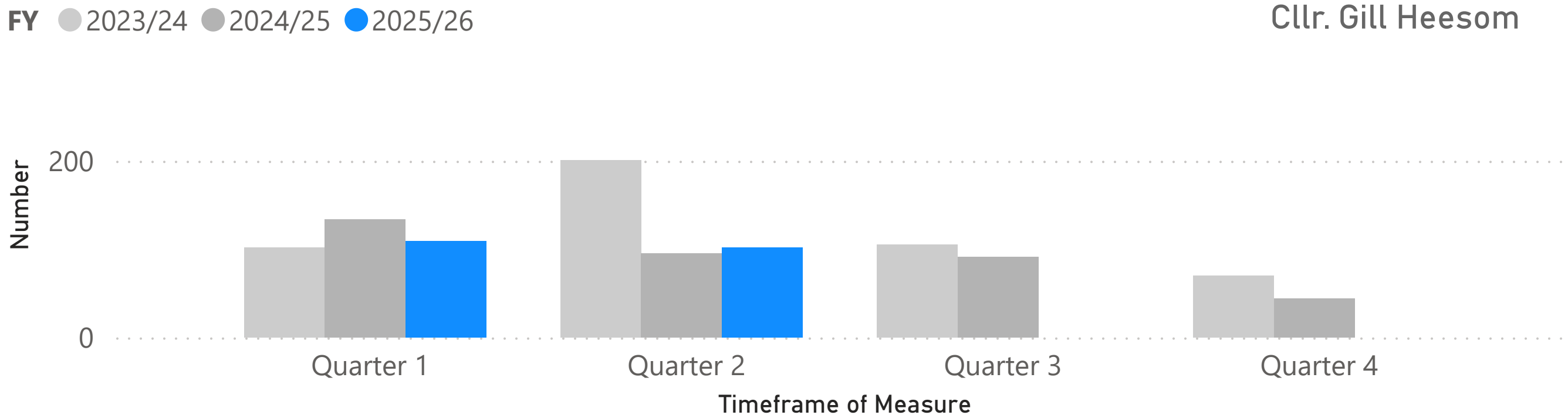
Current Status

SMART Actions if Off Target

High
Is Good

Per
Quarter
(Snapshot)

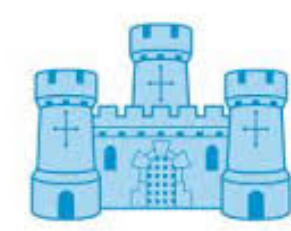
Positive
Yearly Trend



109

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

Reduce
anti-social
behaviour
and crime in
our
communities

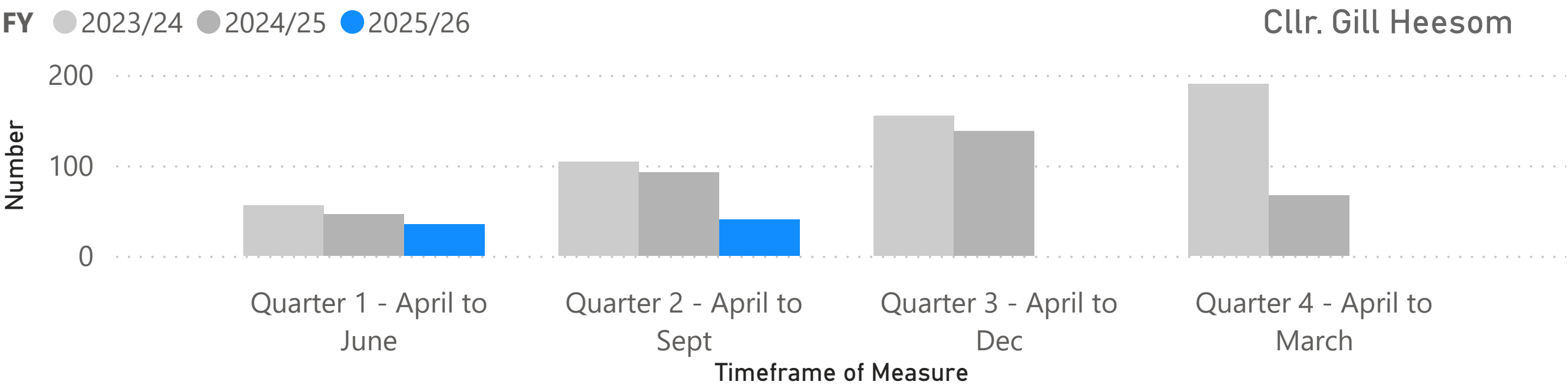


Low
Is Good
Cumulative
(Per Annum)

Positive

Yearly Trend

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.

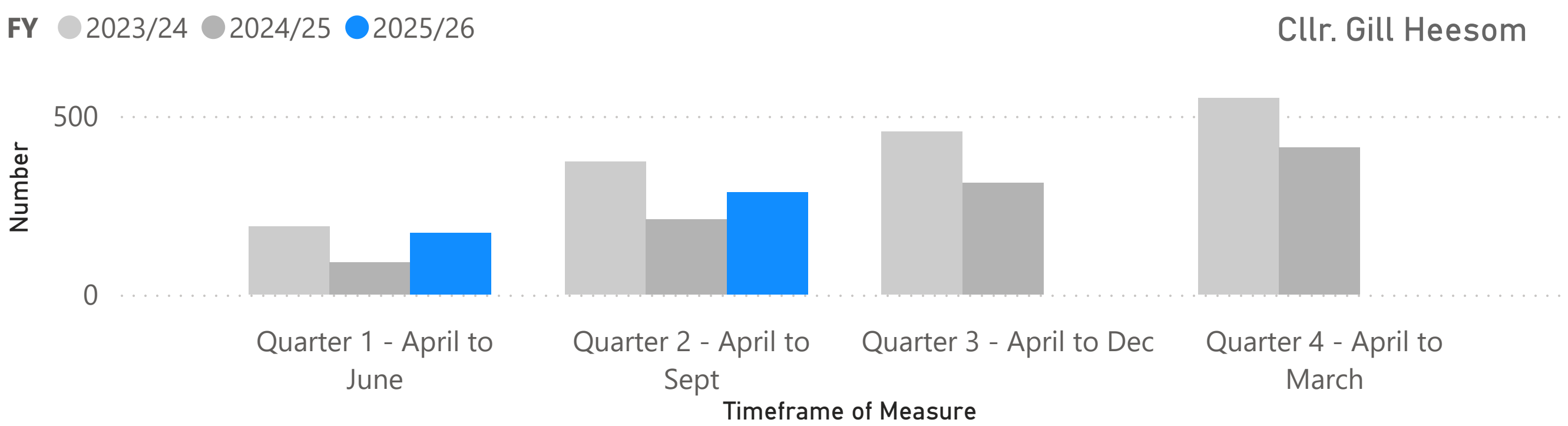
Ensure that our most vulnerable residents are supported through the impact of the rising cost of living.

Low
Is Good
Cumulative
(Per Annum)

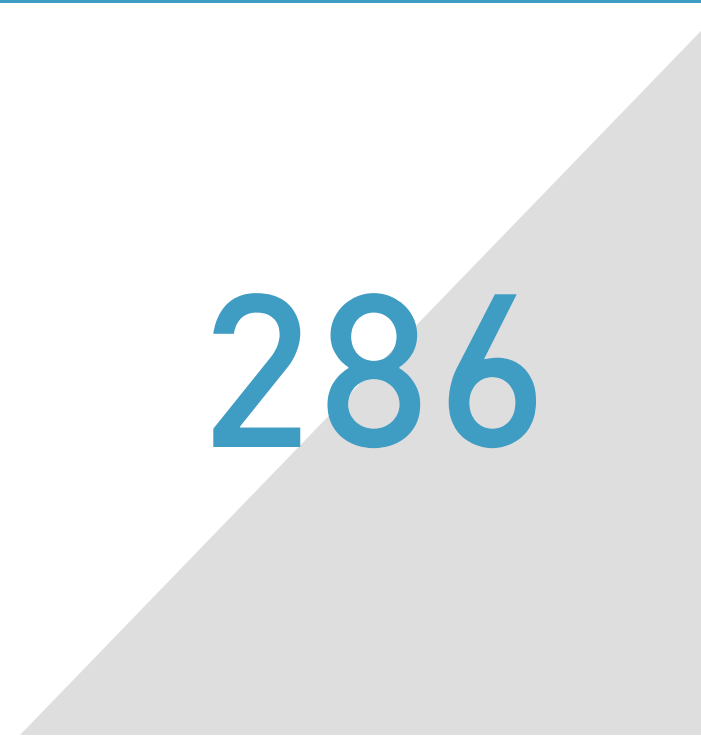
Negative

Yearly Trend

ID3.8 - Emergency homeless presentations



Current Status



SMART Actions if Off Target

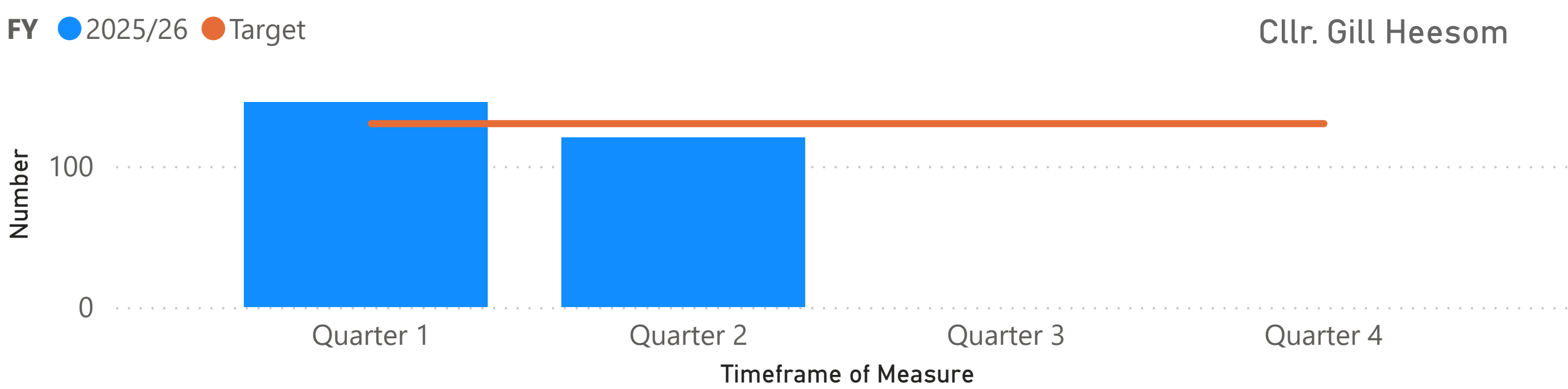
All Homeless tonight presentations are monitored. A focus on earlier intervention.

Low
Is Good
Per Quarter
(Snapshot)

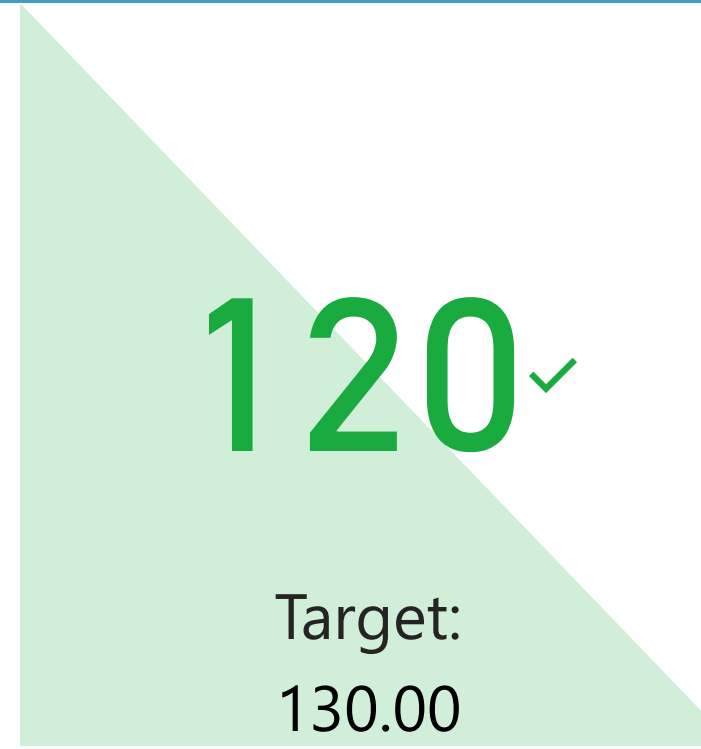
N/A

Yearly Trend

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 15 stairlifts completed in quarter 1 and 2.

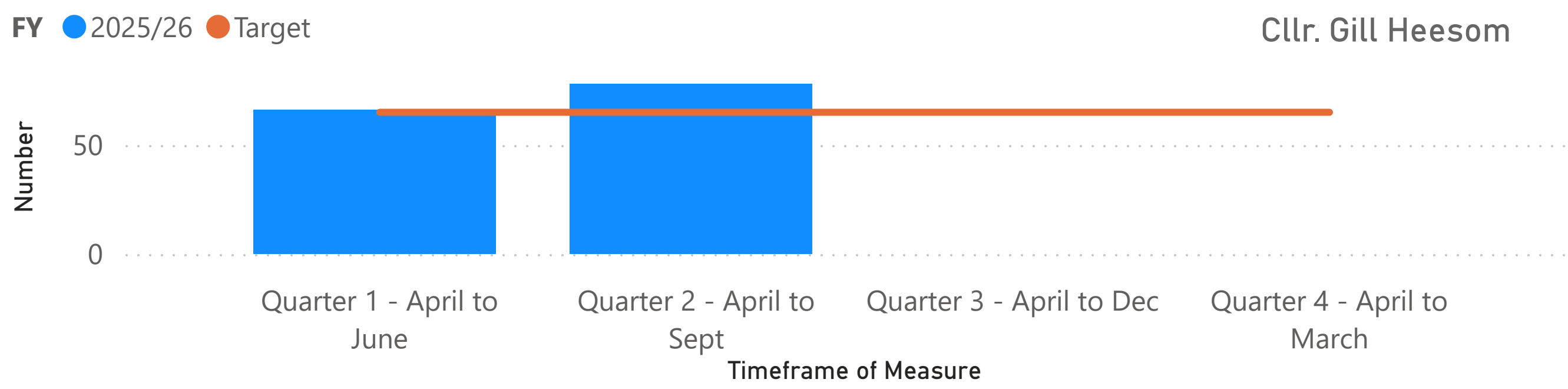
Ensure that there are good homes for everyone and that every citizen has a safe and secure place to live

High
Is Good
Cumulative
(Per Annum)

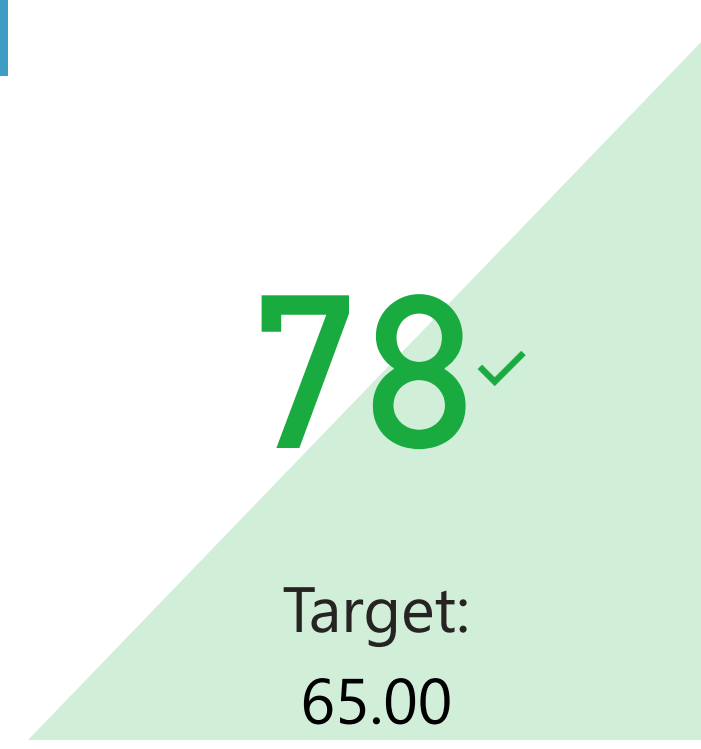
N/A

Yearly Trend

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



Current Status

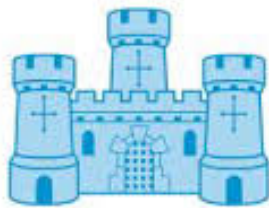


SMART Actions if Off Target

11 out of 14 DFGs under £5000 completed within 120 working days



Priority 3: Healthy, Active and Safe Communities



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Low
Is Good

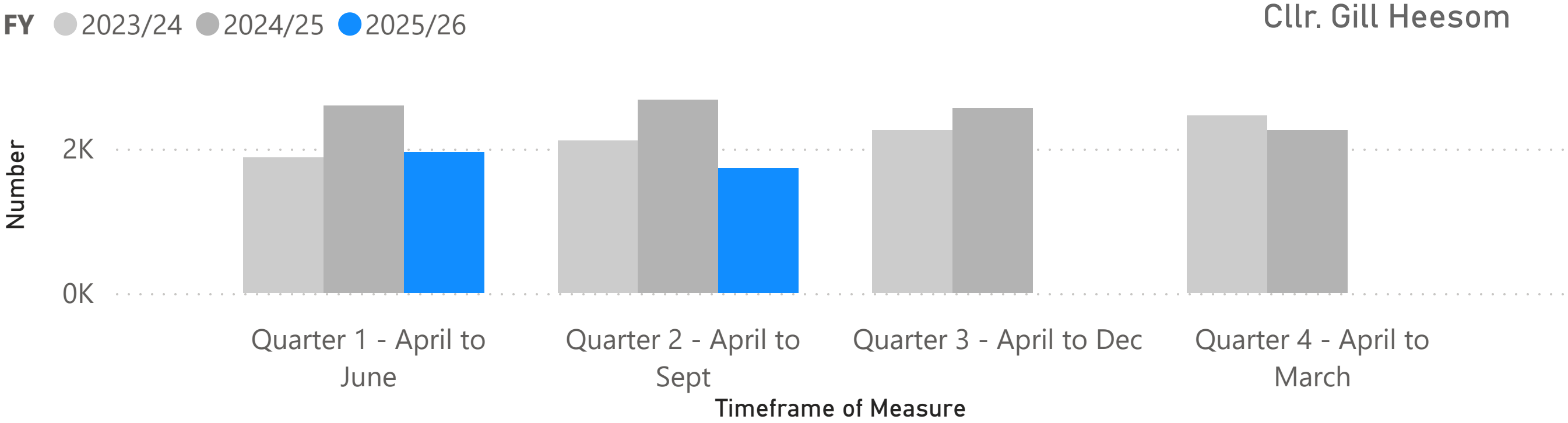
Per
Quarter
(Snapshot)

Positive
Yearly Trend

ID3.6 - Live application on the housing register

Current Status

SMART Actions if Off Target



1,728

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

High
Is Good

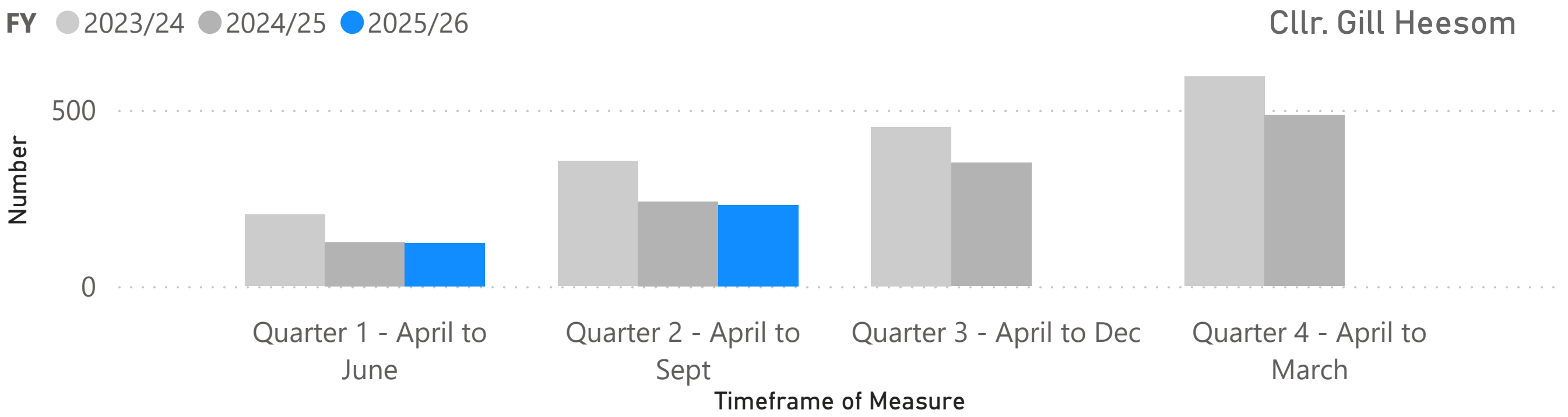
Per
Quarter
(Snapshot)

Negative
Yearly Trend

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

Current Status

SMART Actions if Off Target



230

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

Low
Is Good

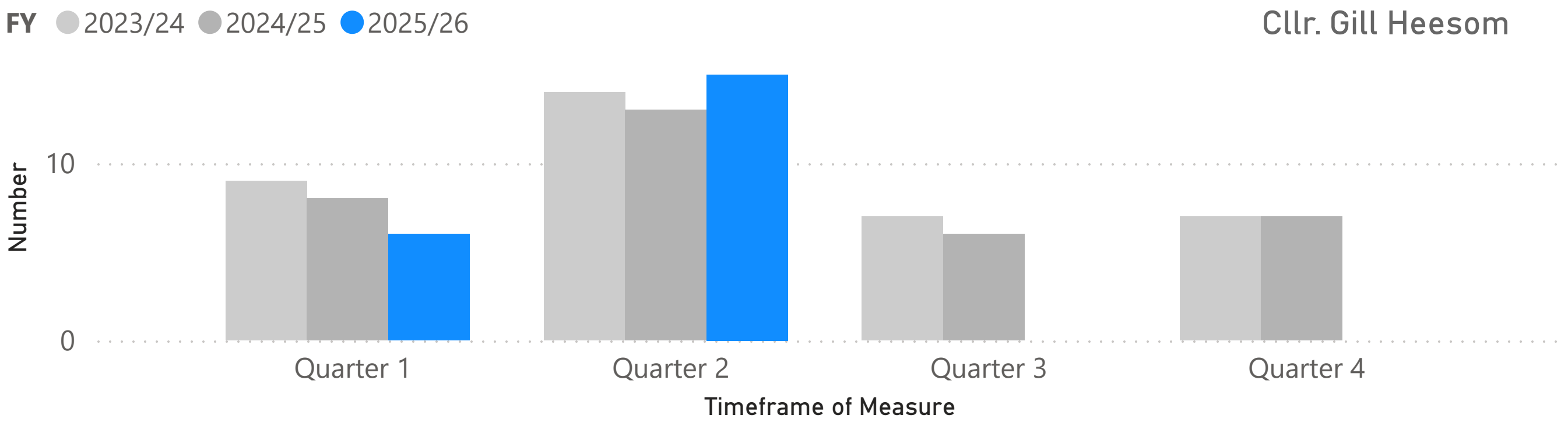
Per
Quarter
(Snapshot)

Negative
Yearly Trend

ID4.4 - Total Rough Sleepers Verified in Quarter

Current Status

SMART Actions if Off Target

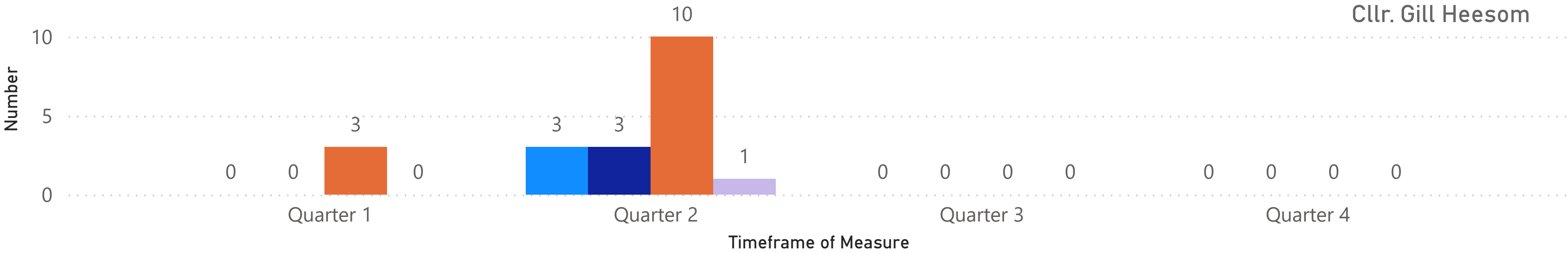


15

The last rough sleeper count took place on 12th September 2025 and 15 individuals were verified. The annual rough sleeper count will take place on 14th November 2025 and we will be conducting a full count this year.

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

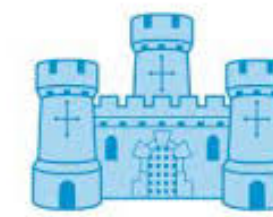
● 1. Prevented 1 - New Rough Sleepers ● 2. Non-Recurring 1 - Returning Rough Sleepers ● 3. Brief 1 - Entrenched Rough Sleepers ● 4. Prevented 2 - Rough Sleepers after ...



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



Priority 3: Healthy, Active and Safe Communities



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BOROUGH COUNCIL

Project Status Split for Priority 3.

Project/Action is Progressing as Expected

3

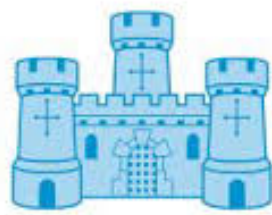
Project/Action is Completed

2

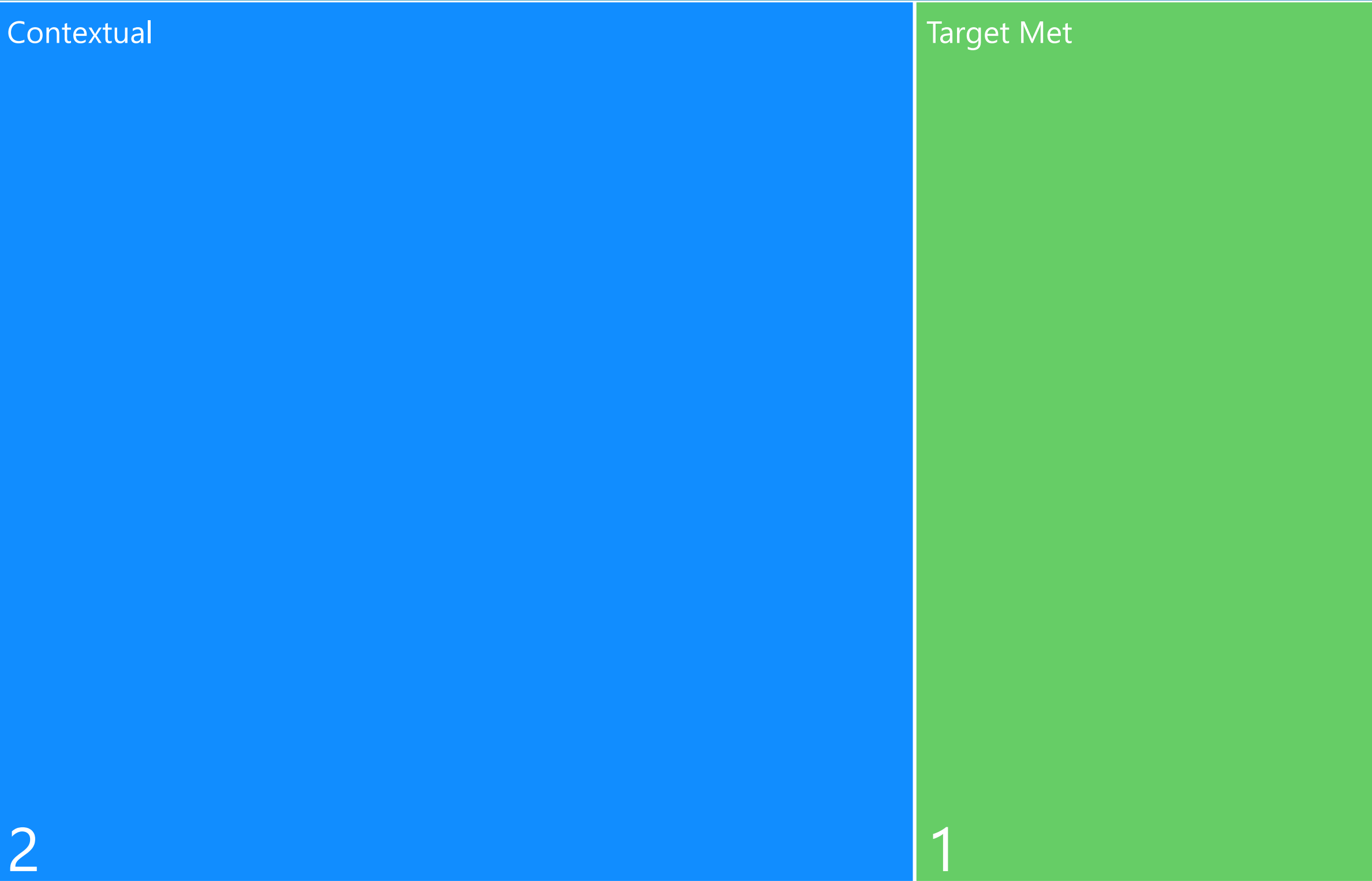
Project/Action is Not Progressi...

1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Gill Heesom	Neighbourhoods	Build on our work with Staffordshire Police	Reduce anti-social behaviour and crime in our communities	✔ Project/Action is Progressing as Expected	Work is continuing successfully with crime/ASB rates reducing for the second year in succession. Projects which are being funded by PFCC Community Safety Fund have been commissioned and are progressing on schedule. Joint enforcement of the town centre PSPO is continuing successfully.
Cllr. Craig Skelding	1. Commercial Delivery 2. Neighbourhoods	Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.	Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.	★ Project/Action is Completed	Project/Action has been completed.
Cllr. David Hutchison	1. Neighbourhoods 2. Sustainable Environment	Expansion of the street warden scheme and the creation of neighbourhood delivery teams.	Secure a step change in street cleanliness and the quality of the public domain	★ Project/Action is Completed	Project/Action has been completed.
Cllr. David Hutchison	Sustainable Environment	Further increasing recycling rates across the borough with a particular focus on food waste	Further increasing recycling rates across the borough with a particular focus on food waste	⚠ Project/Action is Not Progressing as Expected	The roll out of additional recycling provision to flats including separate food waste is progressing on track. With this complete the Council will have met all of its statutory commitments under Simpler Recycling far earlier than the 2027 deadline. That said recycling rates have not increased as hoped, largely due to lower garden waste tonnage following the hot summer. Dry Recycling and food waste continue to perform well.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. Neighbourhoods	Work collaboratively with the Newcastle Partnership	Ensure that our most vulnerable residents are supported through the impact of the rising cost of living.	✔ Project/Action is Progressing as Expected	The partnership is well attended and seen as a positive information sharing forum resulting in collaborative approaches to problem solving. A recent event focused on Kidsgrove considered a number of key matters affecting residents in the Borough which resulted in thematic analysis of outcomes. Action planning continues in response to the identified themes.
Cllr. Craig Skelding	Neighbourhoods	Work with partners to develop effective community bodies	Support the development of community solutions to local problems	✔ Project/Action is Progressing as Expected	The Civic Pride initiative is progressing well, with events held in every neighbourhood in the Borough over the last year and good levels of community engagement. A number of community groups have been supported with local projects and initiatives and the Civic Pride Investment Fund has supported 8 projects so far in its first 3 months of operating.



Priority 4: Performance Indicators Current Status



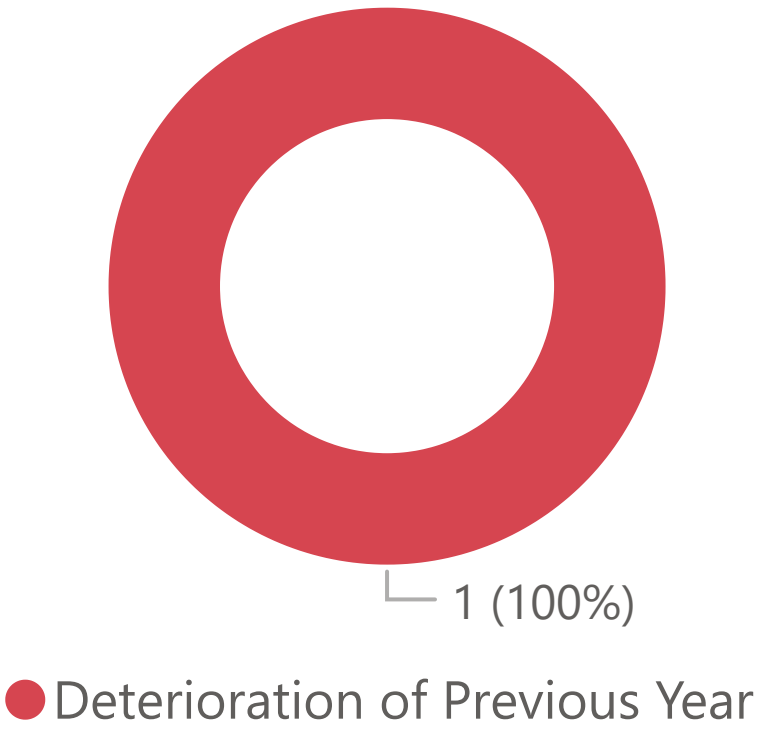
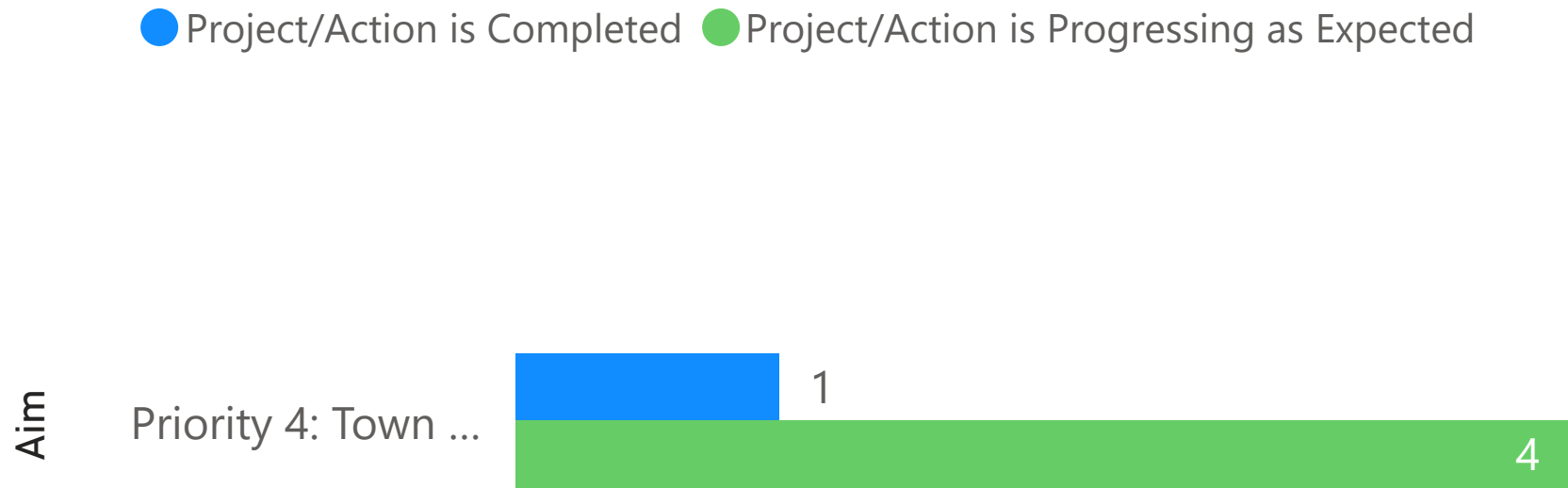
Corporate Objective	Count
Increasing the number of people living, working and using Newcastle town Centre	3
Total	3

Smart Narrative

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

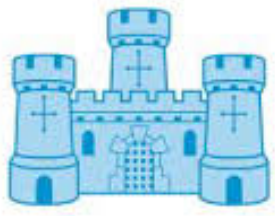
Priority 4: Summary Project Status Split

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





Priority 4: Town Centres for All



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BOROUGH COUNCIL

High
Is Good

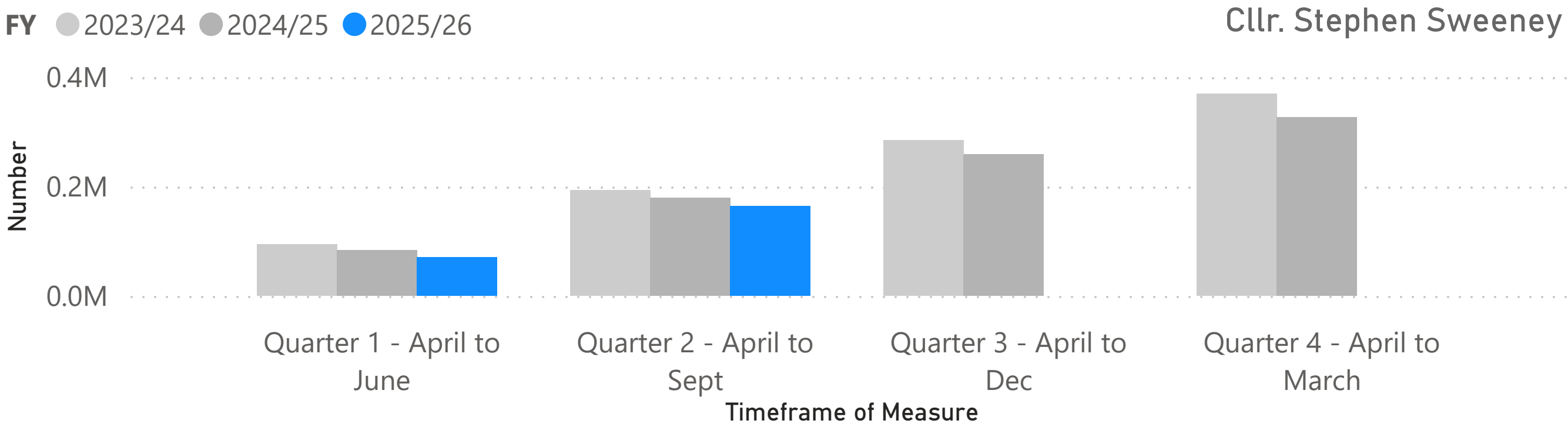
Cumulative (Per Annum)

Negative
Yearly Trend

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

Current Status

SMART Actions if Off Target



163,569

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

High
Is Good

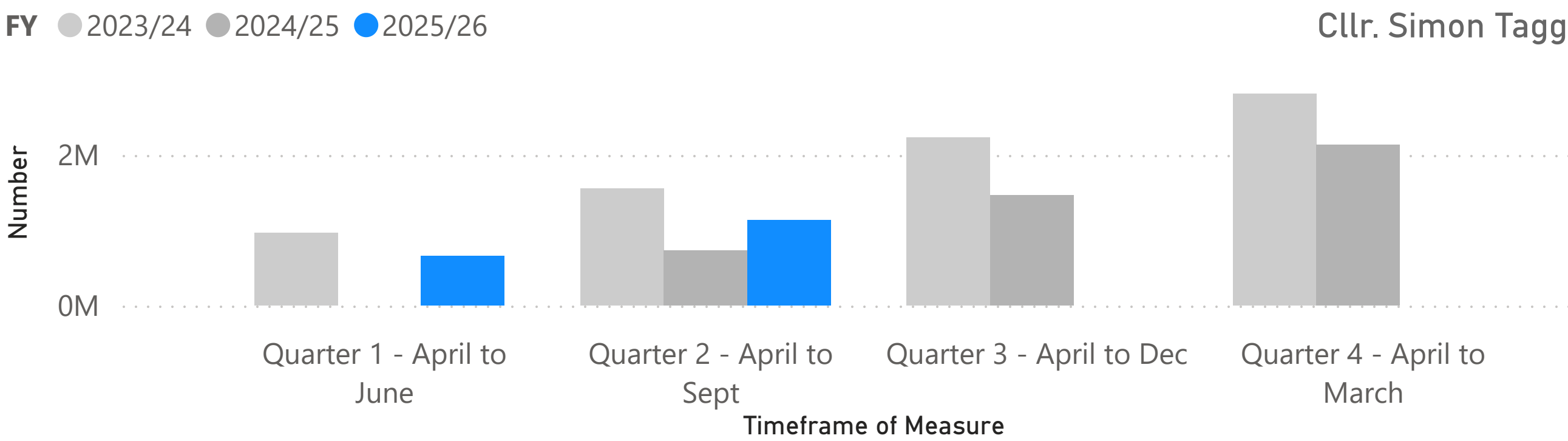
Cumulative (Per Annum)

N/A
Yearly Trend

ID4.2 - Town Centre Footfall - Newcastle

Current Status

SMART Actions if Off Target



1,135,432

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

High
Is Good

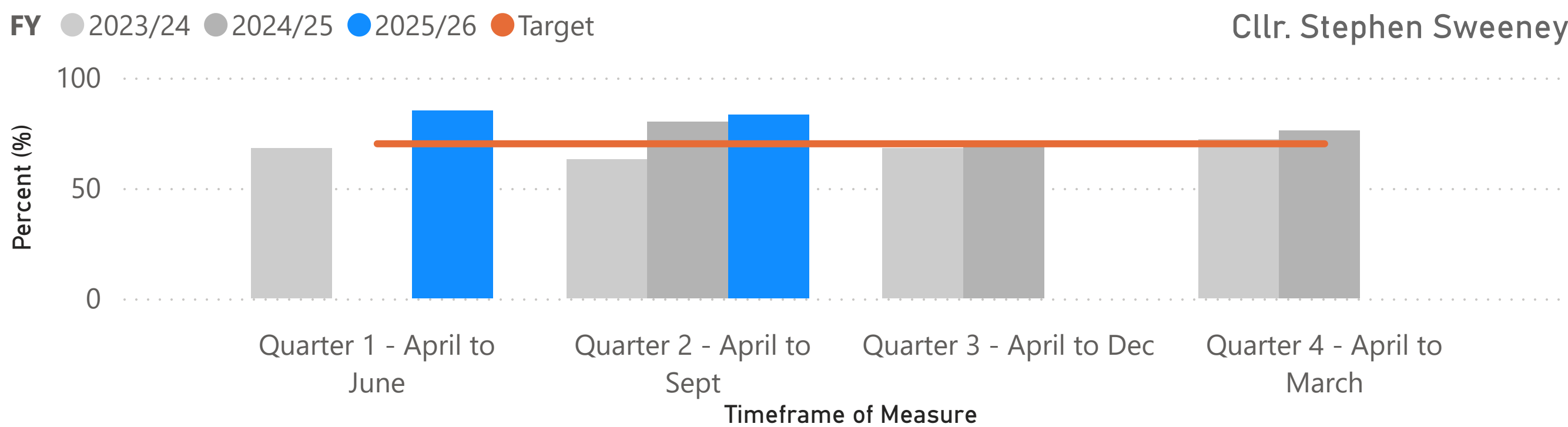
Cumulative (Per Annum)

Positive
Yearly Trend

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

Current Status

SMART Actions if Off Target

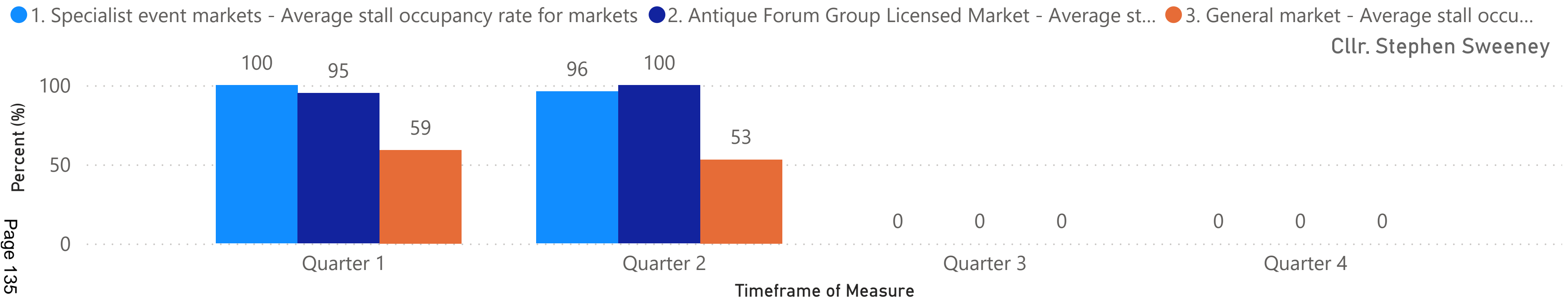


83.00✓

Target:
70.00

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

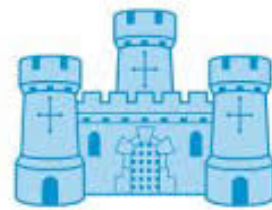
Not Required as Target Met



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



Priority 4: Town Centres for All

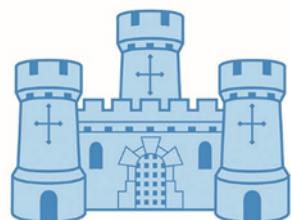


NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL

Project Status Split for Priority 4.

Project/Action is Progressing as Expected	Project/Action is Completed
4	1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Planning	Redeveloping Midway car park to provide aspirational town centre residential accommodation	Increasing the number of people living, working and using Newcastle town centre	✔ Project/Action is Progressing as Expected	Legal agreements are being drafted to enable the main construction programme to begin and discussions are ongoing with Homes England regarding making a contribution to the cost of the scheme.
Cllr. Stephen Sweeney	1. Neighbourhoods 2. Commercial Delivery	Developing a Town Centre Strategy for Kidsgrove	Encourage visitors and support local businesses in Kidsgrove	★ Project/Action is Completed	Project/Action has been completed.
Cllr. Stephen Sweeney	Commercial Delivery	Redevelopment of Ryecroft Site	Continuing to work with key partners to deliver the redevelopment of opportunities across the borough	✔ Project/Action is Progressing as Expected	Enabling works have started on site. Legal agreements are being drafted to enable the main construction programme to begin and discussions are ongoing with Homes England regarding a contribution to the cost of the scheme.
Cllr. Stephen Sweeney	Commercial Delivery	Redevelopment of York Place	Continuing to work with key partners to deliver the redevelopment of opportunities across the borough	✔ Project/Action is Progressing as Expected	Legal agreements are being drafted to enable the main construction programme to begin and discussions are ongoing with Homes England regarding making a contribution to the cost of the scheme.
Cllr. Stephen Sweeney	Neighbourhoods	Further enhance the historic market and public realm and boost our signature specialist market programme	Further enhance the historic market and public realm and boost our signature specialist market programme	✔ Project/Action is Progressing as Expected	Public realm work is programmed to be completed in October/November 2025 and a programme of specialist market events is in place for the lead up to Christmas.



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BOROUGH COUNCIL

Cabinet Forward Plan: Newcastle under Lyme Borough Council

Notice of Key Decisions to be taken under the Local Authorities (Executive Arrangements) (Meetings & Access to Information) (England) Regulations 2012 between 1 December 2025 and 31 March 2026

This plan gives notice of decisions that [Cabinet](#) is expecting to take over the next few months. It also gives, except in cases of urgency, at least 28 days notice of all “Key Decisions” that will be taken “Key Decisions” are decisions about “executive” functions that will:-

- A) result in the Council incurring expenditure or making savings of an amount which is significant having regard to the Council’s budget for the service or the function to which the decision relates. (NB: The financial threshold above which expenditure or savings become significant has been set by the Council at £100,000 Revenue and £250,000 Capital Expenditure); and/or
- B) be significant in terms of its effects on communities living or working in an area comprising two or more wards of the Borough.

We have to take some Cabinet decisions in private because they deal with confidential or “exempt” information. That is information described in one or more of the following categories set out in Schedule 12A of the Local Government Act 1972.

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals an authority proposes;

- a. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b. to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime

If we intend to take a decision in private, we will tell you why in the plan below. If you disagree with our reasons, you can tell us why using the contact details below. We will respond to you directly and will publish our response in the meeting agenda. If we have published the meeting agenda before we can respond, we will respond verbally at the meeting and record the response in the minutes.

You can find more information about Cabinet, Cabinet Members and their portfolios, agendas, reports and minutes [here](#).

More information on Cabinet procedures, executive functions, Key Decisions, urgent decisions and access to information is available in our [Constitution](#).

For all enquiries, please contact Democratic Services, Castle House, Barracks Road, Newcastle-under-Lyme, Staffordshire ST5 1BL.
Telephone – 01782 742222 / Email – DemocraticServices@newcastle-staffs.gov.uk

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	Key Decision
Quarter Two Finance and Performance Report 2025/26	To consider a report on Quarter Two Finance and Performance Report 2025/26	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 2 December 2025	Finance, Assets and Performance	All Wards	N/A	No
Walleys Quarry Odour Update	To consider a report on the Walleys Quarry Odour issues	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 2 December 2025	Health, Wellbeing and Environment	All Wards	N/A	No
First Draft	To consider a report	Cabinet Portfolio	Cabinet 2	Finance, Assets	All Wards	N/A	No

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	
Savings Proposals 2026/27	on the First Draft Savings Proposals 2026/27	Holder - Finance, Town Centres and Growth	December 2025	and Performance			
Newcastle Town Deal Update	To consider a report on the Newcastle Town Deal Update	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 2 December 2025	Economy and Place	Town	N/A	Yes
Housing and Homelessness Strategy	To consider a report on the Housing and Homelessness Strategy	Cabinet Portfolio Holder - Community Safety and Wellbeing	Cabinet 2 December 2025	Health, Wellbeing and Environment	All Wards	N/A	No
Revenue and Capital Strategies 2026/27	To consider a report on the Revenue and Capital Strategies 2026/27	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 13 January 2026	Finance, Assets and Performance	All Wards	N/A	No
Phase 7 Borough Tree Planting Strategy	To consider a report on Phase 7 Borough Tree Planting Strategy	Cabinet Portfolio Holder - Sustainable Environment	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No
Civic Pride Strategy - Annual Review	To consider a report on the first year of Civic Pride delivery, strategy and investment	Cabinet Portfolio Holder - One Council, People and Partnerships, Cabinet Portfolio Holder - Community	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	
		Safety and Wellbeing, Cabinet Portfolio Holder - Sustainable Environment					
Schedule of Fees and Charges 2026/27	To consider a report on the Schedule of Fees and Charges 2026/27	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 13 January 2026	Finance, Assets and Performance	All Wards	3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	No
Update on the Progress of the Council's Sustainable Environment Strategy and Delivery Plan	To consider a report updating on the Progress of the Council's Sustainable Environment Strategy and Delivery Plan	Cabinet Portfolio Holder - Sustainable Environment	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No
Financial Wellbeing and Debt Advice Service	To consider a report on Financial Wellbeing and Debt Advice Service	Cabinet Portfolio Holder - Community Safety and Wellbeing	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	Yes
Support for Staffordshire	To consider a report on the Support for	Cabinet Portfolio Holder - Sustainable	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	
Local Nature Recovery Strategy	Staffordshire Local Nature Recovery Strategy	Environment					
Walleys Quarry Odour update	To consider a report on the Walleys Quarry odour update	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No
Local Government Reorganisation Update	To consider a report on developments in respect of Local Government Reorganisation	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 3 February 2026	Finance, Assets and Performance	All Wards	N/A	Yes
Quarter three Finance and Performance Report 2025/26	To consider a report on the Quarter three Finance and Performance Report 2025/26	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 3 February 2026	Finance, Assets and Performance	All Wards	N/A	No
Approval for Award of contract for H&S Monitoring	To consider a report for the approval for award of contract for H&S Monitoring	Cabinet Portfolio Holder - Sustainable Environment	Cabinet 3 February 2026	Finance, Assets and Performance, Health, Wellbeing and Environment	All Wards	N/A	Yes
Revenue and Capital Strategies 2026/27	To consider a report on the Revenue and Capital Strategies 2026/27	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 3 February 2026	Finance, Assets and Performance	All Wards	N/A	No

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	
Walleys Quarry Odour Update	To consider a report on the Walleys Quarry Odour Update	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 3 February 2026	Health, Wellbeing and Environment	All Wards	N/A	No
Irrecoverable Items 2025/26	To consider a report on Irrecoverable Items 2025/26	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 17 March 2026	Finance, Assets and Performance	All Wards	3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Yes
Walleys Quarry Odour Update	To consider a report on odour issues at Walleys Quarry	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 17 March 2026	Health, Wellbeing and Environment	All Wards	N/A	No