

Public Document Pack

Date of meeting **Wednesday, 18th September, 2024**
Time **7.00 pm**
Venue **Queen Elizabeth II & Astley Rooms - Castle House,
Barracks Road, Newcastle, Staffs. ST5 1BL**
Contact **Geoff Durham 742222**



**NEWCASTLE
UNDER LYME
BOROUGH COUNCIL**

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

Finance, Assets & Performance Scrutiny Committee

AGENDA

OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF A PREVIOUS MEETING** **(Pages 3 - 6)**
To consider the Minutes of a previous meeting.
- 4 MEDIUM TERM FINANCIAL STRATEGY 2025/26 TO 2029/30** **(Pages 7 - 12)**
- 5 FINANCIAL AND PERFORMANCE REVIEW REPORT - FIRST QUARTER 2024/25** **(Pages 13 - 48)**
- 6 COMMERCIAL STRATEGY UPDATE** **(Pages 49 - 54)**
- 7 TOWN DEAL AND FUTURE HIGH STREET FUND UPDATE** **(Pages 55 - 62)**
- 8 TURNOVER REPORT** **(Pages 63 - 68)**
- 9 WORK PROGRAMME** **(Pages 69 - 72)**
- 10 PUBLIC QUESTION TIME**
Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council
- 11 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972
- 12 DATE OF NEXT MEETING**
Thursday 5th December 2024 (7:00pm)

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

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

Meeting Quorum: The meeting quorum for Scrutiny Committees is 4 of the 11 members.

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

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

Substitute Members:	Whieldon	Adcock
	Panter	Wright
	Wilkes	Gorton
	Crisp	J Waring

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

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

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Agenda Item 3

Finance, Assets & Performance Scrutiny Committee - 27/06/24

FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 27th June, 2024
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present:	Councillor Amy Bryan (Chair)		
Councillors:	Holland J Tagg	Stubbs Lewis	Lawley
Apologies:	Councillor(s) Parker, P Waring, Bettley-Smith and Brockie		
Substitutes:	Councillor David Grocott (In place of Councillor Wendy Brockie) Councillor Joan Whieldon Mayor - Councillor Barry Panter		
Officers:	Sarah Wilkes Simon McEneny Andrew Bird Georgina Evans-Stadward	Service Director - Finance / S151 Officer Interim Chief Executive Service Director - Sustainable Environment Service Director - Strategy, People and Performance	
Also in attendance:	Councillor Andrew Fear Councillor Stephen Sweeney	Portfolio Holder - Strategic Planning Deputy Leader of the Council and Portfolio Holder - Finance, Town Centres and Growth	

1. **APOLOGIES**

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

3. **MINUTES OF A PREVIOUS MEETING**

Resolved: That the minutes of the previous meeting held on 14th March 2024 be agreed as true and accurate record.

4. **FINANCE AND PERFORMANCE REPORT - QUARTER FOUR 2023/24**

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the Finance and Performance Report for Quarter 4 of 2023-24.

Cllr Stubbs asked if there were any major changes in the figures compared to those submitted at the last meeting of the committee.

Finance, Assets & Performance Scrutiny Committee - 27/06/24

– There had been no changes at all since previously submitted.

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth then went through the performance indicators showing in red.

About Staff Turnover

The Service Director for Strategy, People and Performance commented that the staff survey showed that people were overall happy working for the Council. People leaving were mostly doing so to retire or following dismissal. A more in depth break down could be provided in the future if needed.

Cllr Grocott asked how positions were filled in following staff retirement.

– It all depended on the role. The responsible service director would submit a process suggestion to the Corporate Leadership Team including potential changes to both the service structure and skillset required. Headcount was not lost but could be used in a different way.

Cllr Stubbs asked about the reasons for dismissals and resignations.

– There was a range of reasons why people would be dismissed of which disciplinary ones or ill health but no redundancy. Exit interviews and staff appraisals were carried out and data was being gathered on why people were leaving voluntarily. Further insights would be provided at a later date.

Cllr Lawley asked how long people being dismissed had been working for the Council and if training and recruitment processes had to be reviewed.

– Those considerations would happen every time and dependent on the situation. The decisions were never taken lightly and investigations would be carried out.

Cllr Whieldon commented that the Council staff was a caring community and that dismissals were for the benefit of both the borough and the person.

Cllr Stubbs said this sort of information needed to be shared with the committee as denoting of an internal failure and that the problem was to do with the recruitment rather than the employee.

– Some statistics could be provided being mindful that precise information would put confidentiality at risk given the small set of data.

About the Average Days Lost to Sickness Absences

This was in amber and progress was being made with sickness absences consistently going down.

Cllr Stubbs commented that it was still an ongoing issue and some reporting may be of use for further scrutinizing.

About Dry Recycling Household Collections

Cllr Lewis commented that the target had not been met and wondered if this wouldn't have a counterproductive effect with staffing.

The Service Director for Sustainable Environment clarified that the trend was relating to dry recycling and excluding food and garden waste. This indicator had now been changed and would include the complete package of recycling going forward.

About dry recycling the figures were going down at a national level for various reasons: the packaging was getting lighter to save on transport costs, newspaper and magazines were slowly disappearing moving on to their online versions.

Cllr Panther asked if there were still staffing issues as collections were missed in places.

– There had been a sickness absence spike which was being resolved.

Resolved: That the contents of the report and appendices be noted, and members continue to monitor and challenge the Council's service and financial performance for this period.

[Watch the debate here](#)

5. TOWN DEAL AND FUTURE HIGH STREET FUND UPDATE

The Deputy Leader / Portfolio Holder for Finance, Town Centres and Growth introduced the update report on the delivery of the Town Deal and Future High Street Funds projects.

The Interim Chief Executive presented the report.

Cllr Stubbs asked when the last update on the Town Deal was received and expressed his disappointment that nothing had been done since.

– The last update was provided at the last meeting in March. All the activity had been happening behind the scenes with a resolution being reached and insurances now in place. Physical people and equipment should start to be seen on site around the autumn with planning permissions coming through shortly.

Cllr Holland wished to share the opposite view that progress was being made and that the organisation was being as effective as it could although not everything was visible.

Cllr Whieldon compared the projects to icebergs that would all of a sudden emerge and congratulated everybody for their hard work.

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

[Watch the debate here](#)

6. WORK PROGRAMME

Cllr Stubbs requested that one of the items on the agenda for the 18th September's meeting be to formulate terms of reference for an employment scrutiny report. Cllr Holland confirmed that a report on staff turnover as raised in the discussion about the Performance Report would be desirable.

Resolved: That the work programme be noted.

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[Watch the debate here](#)

7. PUBLIC QUESTION TIME

There were no questions received from members of the public.

8. URGENT BUSINESS

There was no urgent business.

9. DATE OF NEXT MEETING

Resolved: That the next meeting be held on 18th September 2024.

**Councillor Amy Bryan
Chair**

Meeting concluded at 7.44 pm



NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**CORPORATE LEADERSHIP TEAM'S
REPORT TO**

**Finance Assets and Performance Scrutiny Committee
18 September 2024**

Report Title: Medium Term Financial Strategy 2025/26 to 2029/30

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 an update regarding the financial pressures facing the Council for the period 2025/26 to 2029/30.			
<u>Recommendation</u>			
<ol style="list-style-type: none"> The funding pressures of £1.429m in 2025/26 and £5.251m over the 5-year period covered by the Medium-Term Financial Strategy (MTFS) be noted. The approach regarding the development of savings and income generation proposals in the medium-term be noted. Note the continued uncertainty regarding the medium-term impact on local government funding. 			
<u>Reasons</u>			
To ensure that the Council meets its statutory duty to set a balanced budget in February 2025.			

1. Background

1.1 Full Council agreed a Medium-Term Financial Strategy (MTFS) for the period 2024/25 to 2028/29 in February 2024 as part of the budget setting process. This report updates the assumptions regarding financial pressures facing the Council from that time and sets out the strategy for development of the 2025/26 budget and MTFS for 2025/26 to 2029/30.

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.

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 internal ownership of the Council's financial position, a robust financial position and a fair funding settlement for Newcastle-under-Lyme.

- 2.3 The MTFS assumes that the new Government will press ahead with plans for a business rates retention reset which would see the accumulated growth built up since 2013/14 being redistributed across the system. As a member of the Staffordshire Business Rates Pool the Council currently saves £0.814m per annum in levy payments which would be payable to the Treasury if the Council ceased to be part of a pooling arrangement. In addition to this, growth within the Borough has enabled a further £2.705m of business rates income to be retained by the Council (this has been recognised in previous savings) over and above the funding baseline set by Central Government. In the event that a reset goes ahead strong lobbying will be required to ensure that appropriate transitional arrangements are in place to cushion the impact locally.
- 2.4 The Council has been successful in securing resources required to regenerate the Borough via Town Deals and Future High Street Fund funding. It is important that the Council continues to work, including closely with partners, to secure inward investment in the Borough to drive growth and employment opportunities for local people.
- 2.5 The current MTFS approved by Council as part of the budget setting process in February 2024 forecast a budget gap of £6.885m over the period 2024/25 to 2028/29 (including £1.557m for 2025/26). The MTFS is being rolled forward by a year and assumptions are constantly revisited. The current forecast around financial pressures facing the Council is for a gap in 2025/26 of £1.429m and over the 5-year period of the MTFS, £5.251m. Further details are shown in Appendix A.
- 2.6 The revised budget gap provides for a 3.5% pay award in relation to 2025/26. It also provides for a £1,290 per FTE pay award in relation to 2024/25 as per the latest employers offer, this was not budgeted for in full for 2024/25. This pay offer is an increase when compared to the 3.5% previously built into the MTFS.
- 2.7 Considerable pressure will continue to be placed on the Council's finances in the medium term as a result of a number of national issues. These include the proposed Local Government pay award offer, inflation and interest rates that place pressure on the Council in terms of fuel and utilities, contractor costs, supplies and services and borrowing costs and the continuing rising costs of temporary and supported accommodation that the Council is required to provide for vulnerable and homeless residents.
- 2.8 Work on the detail of the 2025/26 budget including investment and savings proposals is underway and is being overseen by an Efficiency Board chaired by the Leader of the Council. Draft budget proposals will be presented to Cabinet and the Finance, Assets and Performance Scrutiny Committee (FAPSC) in December.
- 2.9 Based on this work, key themes for further exploration are anticipated to include digital transformation, the One Council programme, commercial opportunities and asset management.
- 2.10 A full risk assessment is being carried out on the Council's reserves. A preliminary assessment suggests that the current General Fund reserve of £2.257m will be required to provide sufficient cover for potential risks. Further consideration of the levels of other reserves held will be considered as part of this assessment.
- 2.11 The Council agreed a 10 year Capital Strategy in February 2024. The Capital Strategy sets out how the Council will invest capital resources to support service delivery and facilitate the achievement of key objectives. The strategy has been reviewed and updated including expected capital receipts from asset disposals.

2.12 The capital financing requirement is estimated to increase to £41.557m by 2034/35 based on the current capital programme and the revenue implications have been reflected in the revised MTFS. It is anticipated that the current borrowing revenue budget of £0.902m will need to be increased by £0.045m to provide for borrowing costs that may be incurred during 2025/26.

2.13 The table below sets out the key dates of the events to take place before the budget for 2025/26 is finally approved:

Event	Committee	Date
First draft savings proposals	Cabinet	3 December 2024
Budget consultation	Proposed to run during December	
Scrutiny of first draft savings proposals	FAPSC	5 December 2024
Approval of final MTFS & consideration of draft budget proposals	Cabinet	7 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

3. **Proposal**

3.1 That Cabinet note the funding gap of £1.429m in 2025/26 and £5.251m over the life of the MTFS.

3.2 The approach regarding the development of savings and income generation proposals in the medium term be noted.

3.3 Note the continued uncertainty regarding the medium-term impact of local government funding.

4. **Reasons for Proposed Solution**

4.1 The Council has a statutory duty to set a balanced budget by February 2025. Best practice is for financial planning to take place over a 5-year period in the form of a Medium-Term Financial Strategy that sets out how the Council plans to allocate resources to meet its objectives.

5. **Options Considered**

5.1 None.

6. **Legal and Statutory Implications**

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

7. **Equality Impact Assessment**

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

new services and policies will be subject to Equality Impact Assessments including consultation with affected people and organisations.

8. **Financial and Resource Implications**

8.1 These are addressed in the body of the report.

9. **Major Risks**

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 the cost-of-living crisis and 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.

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.



11. **Key Decision Information**

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

12. **Earlier Cabinet/Committee Resolutions**

12.1 Cabinet meeting of the 10th September 2024.

13. **List of Appendices**

13.1 Appendix A – MTFS 'Gaps'

14. **Background Papers**

14.1 None

Appendix A – 2025/26 to 2029/30 MTFS ‘Gaps’

Detail	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Description
Employees:						
Increments	60	60	60	60	60	Employees due an increment
Pay awards	594	520	540	561	583	3.5% pay award assumed for all years plus £1,290 per FTE re. 2024/25
Superannuation increases	144	128	132	137	142	22% of increase in salaries
Superannuation lump sum increases	41	43	45	45	45	Net increase of lump sum pension payment
National Insurance	90	80	83	86	89	National insurance on increase in salaries (increments and pay awards)
Premises:						
Business Rates	26	27	28	29	30	Inflationary increase in business rates payable (per CPI)
Utilities	127	31	33	34	35	Inflationary increase in gas and electric (per CPI), additional pressure in 2025/26 to reflect current costs
Transport:						
Fuel	11	12	12	12	13	Inflationary increase in fuel (per CPI)
Hydrotreated Vegetable Oil	8	8	8	9	9	Inflationary increase in HVO (per CPI)
Financing:						
Borrowing costs	45	185	(20)	38	228	Borrowing costs regarding the financing of capital expenditure
New Pressures:						
ICT software	16	10	10	10	10	ICT costs re. systems maintenance and software licences
Restructuring	100	-	-	-	-	Potential additional resource requirements
Income:						
Fees and charges	-326	-338	-349	-362	-374	3.5% increase in fees and charges
Business Rates Retention reset	500	500	500	-	-	To allow for a reset of the Business Rates Retention scheme in 2027/28
Business Rates baseline funding level	-107	-110	-112	-115	-118	Inflationary increase in baseline funding level (per CPI)
Income pressures	100	100	100	100	100	General income shortfalls
TOTAL GAPS	1,429	1,256	1,070	644	852	

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

18 September 2024

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

Submitted by: Corporate Leadership Team

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

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To provide the Committee with the Financial and Performance Review Report for 2024-25 (Quarter One).			
<u>Recommendation</u>			
That Members 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 one in 2024/25.
- 1.2 The Council approved a General Fund Revenue Budget of £17,046,150 on 14 February 2024. Further financial information is provided in Appendix A.

2. Performance

- 2.1 The Q1 report (April 2024 to June 2024) has been produced using business intelligence tools in order automate and improve the monitoring, analysis and reporting of Council performance. The indicators included are those agreed as part of the new Council Plan and reflect the priorities for the Borough. In addition to reporting on key performance indicators, the report also includes progress summaries for each priority action, detailing the progress with the delivery of planned activities.
- 2.2 Contextual performance information is provided (indicators without a target), not only to ensure the monitoring of the corporate activities of the Council, but also to inform

Members, businesses and residents of performance in their local area that the Council cannot directly control.

- 2.3** Any indicators failing to meet the set targets include a comment explaining why the indicator has not performed well, and what steps are being taken to ensure improvement in the future.
- 2.4** For this report a total of 47 indicators were monitored, 19 of these indicators were contextual and had no set target. Of these contextual measures that had historic trend data available, 54% showed an improvement or maintenance when compared to the previous year's performance. Of the remaining 28 indicators, the proportion which have met their target during this period stands at 82%, with the remaining 18% falling short of target. 40% of off target measures this quarter show a positive trend when comparing to the same time period of the previous financial year. It must also be noted that a small number of these 'off target' measures have more stretching targets this year, in line with benchmarking findings and council ambition. In terms of trend data overall, with measures where there is comparable data, the proportion of indicators showing an improvement or maintenance of the previous year's performance stands at 55%.
- 2.5** Three 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 there being one amber rated project/action identified in Quarter 1.
- 3.3** The action flagged as amber is the Walleys Quarry odour problem, which recorded a significant escalation in complaints at the start of 2024. In response the Service Director wrote to Walleys Quarry highlighting the increase in complaints over the period. An officer review of the increased complaints concluded that breaches of the Abatement Notice had occurred. Walleys Quarry Ltd were notified in writing of the breaches on 8 April with a 14-day response time. At the Council meeting on 10 April 2024, it was agreed that legal action would be prepared. As the Council is not the principal regulator of Walleys Quarry, permission from the Secretary of State must be given to pursue legal proceedings, this was made in April and a decision was yet to be received. During this period there has also been a change in Secretary of State. Complaint numbers have subsided in the first quarter compared to quarter four, but spikes remain in complaint levels and monitored hydrogen sulphide levels.

4. Recommendation

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

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. Key Decision Information

- 12.1 This is not a key decision.

13. **Earlier Cabinet/Committee Resolutions**

13.1 Not relevant

14. **List of Appendices**

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

15. **Background Papers**

15.1 Working papers held by officers responsible for calculating indicators.



2024/25

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

2. General Fund Revenue Budget

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

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

- 2.2 The Council approved a General Fund Revenue Budget of £17.046m on 14 February 2024 for 2024/25. The actual and forecast position compared to this budget is continuously monitored by Budget Holders, the Corporate Leadership Team and Portfolio Holders in order to detect any

significant variances of expenditure or income from the approved amounts contained in the budget.

2.3 The table above shows how this budget has been allocated.

2.4 At the close of quarter one a positive variance of £0.003m has been achieved. The projected outturn on the General Fund Revenue Account for the year is £17.007m. This represents a positive outturn of £0.039m for the year.

2.5 The adverse variances that have occurred at the close of the first quarter of 2024/25 include:

- a. Income shortfalls from sales, fees and charges which amount to £0.123m (forecast to be £0.225m for the financial year).
- b. Holding costs for York Place (e.g. utilities and business rates) are expected to amount to £0.155m for the financial year, £0.095m had been incurred during the first quarter.
- c. Supported accommodation for which full Housing Benefit subsidy cannot be reclaimed has amounted to £0.066m in excess of the budget for the first quarter (forecast to be £0.264m for the financial year).
- d. A pay award of £1,290 per employee has been offered that is in excess of the amount provided for in the budget (3.5%), this would amount to a pressure of £0.117m (£0.029m at quarter one).

2.6 These adverse variances have been offset in full by the following favourable variances:

- a. Interest receivable on cash that the Council holds in terms of Town Deal and Future High Street funding totals £0.273m at the close of quarter one (it is forecast that this will grow to £0.436m of income by the close of the financial year).
- b. Interest payable on borrowing has yet to be incurred due to the cash that the Council holds in terms of Town Deal and Future High Street funding. It is forecast that borrowing will be required in the second half of the financial year and that interest payable will be £0.351m lower than budgeted for (£0.132m at the close of quarter one).

3. Efficiency and Savings Plan

3.1 This section of the report considers the financial performance of the Council's Efficiency and Savings Plan in 2024/25.

3.2 The Council's Medium Term Financial Strategy (approved in February 2024) included the five year (2024/25 – 2028/29) Efficiency and Savings Plan targeting savings of £6.885m.

3.3 The Efficiency and Savings Plan is set on the need to both reduce expenditure and increase income. The need to grow income is now more of a priority as the Council moves more towards being self-financing. The plan has been developed with the underlying principles of protecting frontline service delivery. It is also intended that the plan is a tool to enable the Council to ensure that its service spending is determined by the established priorities set out in the Corporate Plan.

3.4 The 2024/25 budget was set in February 2024 with the assumption of £2.692m of savings in the year. These savings are detailed in the table below:

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

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

4. Capital Programme and Major Projects

4.1 This section of the report provides an update to Members on the Council's Capital Programme and major projects funded by the Town Deal Funds and Future High Street Fund.

4.2 The table below shows a high level (service) summary of the General Fund Capital Programme position at 30 June 2024.

Priority	Budget at Period 3 £'000	Actual at Period 3 £'000	Variance at Period 3 £'000
One Council Delivering for Local People	159	159	-
A Successful and Sustainable Growing Borough	3,218	3,215	(3)
Healthy, Active and Safe Communities	1,507	1,512	5
Town Centres for All	1,419	1,421	2
Total	6,303	6,307	4

4.3 A Capital Programme totalling £16.680m was approved for 2024/25, excluding a £1.000m contingency. Of this total £10.135m relates to the total cost of new schemes for 2024/25 together with £6.545m for schemes funded by external sources (Town Deals Fund, Future High Streets Fund and Disabled Facilities Grants). In addition £42.174m was brought forward from the 2023/24 Capital Programme, including projects planned under the Town Deals and Future High Streets funds that will be progressed during 2024/25 (£25.641m), the Council's contribution towards the construction of a new multi storey car park (£8.100m) and fleet replacement (£4.751m), resulting in a total Capital Programme of £59.855m for 2024/25 (including a £1.000m contingency).

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

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

Funding	Amount
Proceeds from Right to Buy sales	£0.500m
Asset sales	£3.286m
Total	£3.786m

Major Projects Funding

- 4.5 The Council was awarded Future High Streets Fund funding in June 2021 of £11.0m to progress projects to help future economic growth. The full £11.0m has now been received of which £9.578m has been spent at 30 June 2024, as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Ryecroft / Site Preparation	3,756	3,112	644
Multi Story Car Park	3,500	3,500	-
York Place	3,015	2,499	516
Stones Public Realm	321	16	305
Market Stalls	76	72	4
Project Management	380	379	1
Total	11,048	9,578	1,470

- 4.6 £23.6m was awarded to the Council via the Town Deals Fund for Newcastle to enable a vision to improve communications, infrastructure, and connectivity in Newcastle-under-Lyme to become a reality. £14.2m has been received to date of which £2.3m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	29	2,256
Sustainable Public Transport	3,421	-	3,421
Electric Vehicle Charging	400	-	400
Pedestrian Cycle Permeability	950	-	950
Transform Key Gateway Sites	3,810	69	3,741
Astley Centre for Circus	1,810	637	1,173
Digital Society	3,510	662	2,848
Heart into Knutton Village	3,534	298	3,236
Cross Street, Chesterton	2,955	-	2,955
Project Management	925	596	329
Total	23,600	2,291	21,309

- 4.8 £16.9m has also been awarded via the Town Deals fund for Kidsgrove to enable real and lasting economic benefits to be realised in Kidsgrove and the surrounding area. To date £13.4m has been received of which £6.9m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Kidsgrove Sports Centre	2,328	2,328	-
Chatterley Valley West	3,496	3,496	-
Kidsgrove Station	3,638	202	3,436
Shared Services Hub	6,183	157	6,026
Canal Enhancement	420	-	420
Project Management	835	676	159
Total	16,900	6,859	10,041

4.9 The Council has been awarded £4.8m (all of which has now been received), over a 3 year period, of UK Shared Prosperity Funding as part of the governments mission to level up opportunity and prosperity and to overcome geographical inequalities. It also aims to level up people's pride in the places they love and seeing that reflected in empowered local leaders and communities, a stronger social fabric and better life chances. 33 projects have been identified for which spend has commenced. Total spend at 30 June 2024 amounted to £2.7m as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
CML Community Hubs	6	6	-
Newcastle 850 Anniversary	16	16	-
Nature and Wellbeing	21	9	2
Canal Connectivity	102	5	97
Clough Hall Park	234	-	234
Mental Health Worker	86	54	32
Nature Recovery	265	121	144
Epicentre for Circus	100	50	50
Homelessness Hub	1,115	573	542
Beat The Street	20	20	-
New Vic Theatre - 850 Event	10	-	10
Kidsgrove Workshop	156	108	48
Community Connector	67	34	33
Promotional Videos/Photos	15	14	1
Honeybox	55	55	-
Volunteering for all	71	49	22
Discharge Officer	86	54	32
BES Enterprise Coaching	89	82	7
Kidsgrove Town Hall	255	255	-
Security Marshalls	33	33	-
Flourishing Keele (KU)	466	233	233
Moving Ahead (KU)	277	277	-
Advanced Digital Technologies	409	204	205
Chamber Growth Hub	59	28	31
Brampton Wedding Venue	44	44	-
Markets For All	21	-	21
Community Connects	55	55	-
Feasted	44	44	-
Business Connects	6	3	3
Business Development	10	-	10
Technical Innovation Upskilling	159	86	73
Disadvantaged Upskill Project	28	8	20
Green Projects	164	1	163
Contingency	99	-	99
Project Management	193	140	53
Total	4,836	2,661	2,175

4.10 Several projects within the Town Deals and Future High Streets Fund (e.g., Multi Storey Car Park, Ryecroft Development, York Place and Chatterley Valley) will require further funding from the Council in addition to the government grants, this will include the Council borrowing to fund these projects.

4.11 The Public Works Loan Board (PWLB) borrowing rate is subject to change daily and could have a significant impact on the financial viability if increases in interest rates are forthcoming or may result in considerably less costs in the instances of lower rates being obtained when borrowing is required. Additionally, the level of inflationary demands is also considered on a project-by-project basis.

- 4.12 Rigorous financial challenge and monitoring of each project's expenditure will be required in both the interim and during subsequent construction phases. Financial monitoring will continue to be reported as part of the scrutiny process and will also form part of the quarterly financial report to Cabinet.

5. Treasury Management

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

Investments

- 5.2 Cash Investments held on the 30 June 2024 amounted to £17.750m. Interest earned on these investments at the close of quarter one amounted to £0.273m. The average level of funds available for investment between 1 April 2024 and 30 June 2024 was £17.625m.
- 5.3 The Council has not budgeted to receive investment income in 2024/25. A surplus of £0.436m is anticipated for the financial year due to the cash that the Council holds in terms of Town Deal and Future High Street funding.

Borrowing

- 5.4 Borrowing is likely to be required during the second half of 2024/25 to fund the capital programme.
- 5.5 Although not utilised in recent years, the Council has previously considered the option of long-term borrowing from the PWLB. After the utilisation of capital receipts and internal borrowing, the Council will look to borrow short term from other local authorities in the first instance and will then review any other sources of funding if required.
- 5.6 Advice from the Council's Treasury Management Advisors, Arlingclose, is to continue to utilise internal funding whilst it is available as opposed to borrowing whilst the interest rates are high. This approach also reduces the need to place funding in long term deposits, whilst minimising any potential investment risks.

6. Collection Fund

- 6.1. This section of the report details progress to date in collecting the Council Tax, Business Rates and Sundry Debt.
- 6.2 Local tax income is collected by billing authorities and paid into local 'collection funds' (the Council is a billing authority). Where there is a shortfall in tax receipts (compared to expected levels), this leads to a deficit on the collection fund. Billing and major precepting authorities are usually required to meet their share of any deficit during the following financial year.
- 6.3 The quarter one collection rate was as follows:
- Council Tax – 26.8% of Council Tax was collected by 30 June 2024, compared to a target for the first quarter of 24.4%.
 - Business Rates – 29.1% of Business Rates was collected by 30 June 2024, compared to a target for the first quarter of 24.4%.

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

Tax	Forecast (Surplus)/Deficit at 30.6.24	Council's Share
Council Tax	(£0.001m)	(£0.000m) (11%)
Business Rates	(£0.021m)	(£0.009m) (40%)
Business Rates Section 31 Grant	£0.016m	£0.006m (40%)
Total	(£0.006m)	(£0.003m)



Quarter 1 - April 2024 to June 2024

All Performance Indicators Current Status



Corporate Aim (Priority)	Count
Priority 1: One Council delivering for Local People	16
Priority 2: A Successful and Sustainable Growing Borough	6
Priority 3: Healthy, Active and Safe Communities	24
Priority 4: Town Centres for All	1
Total	47

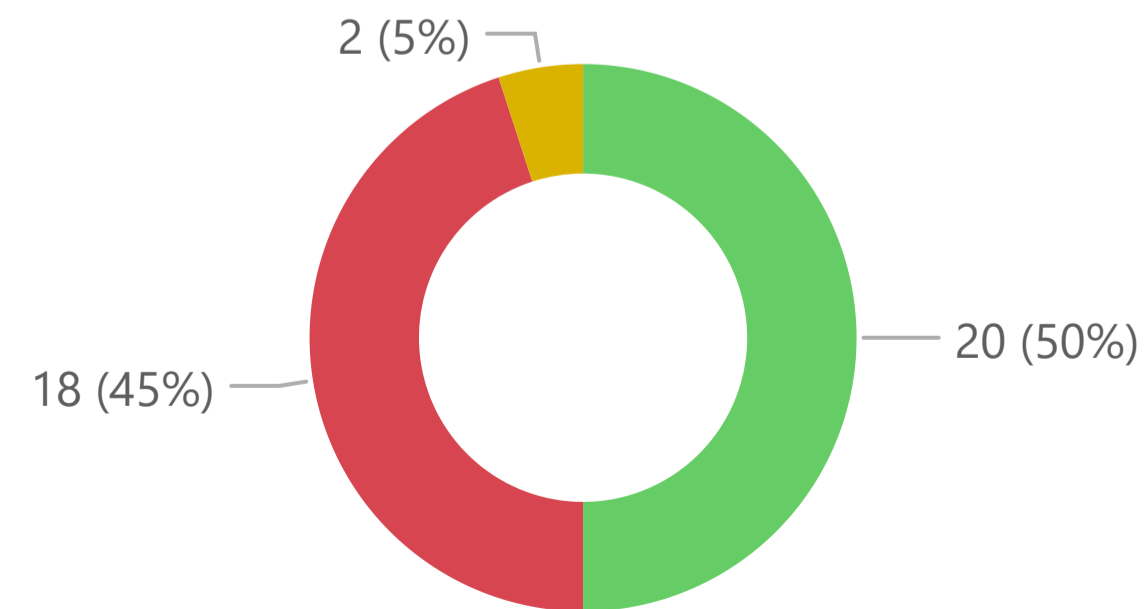
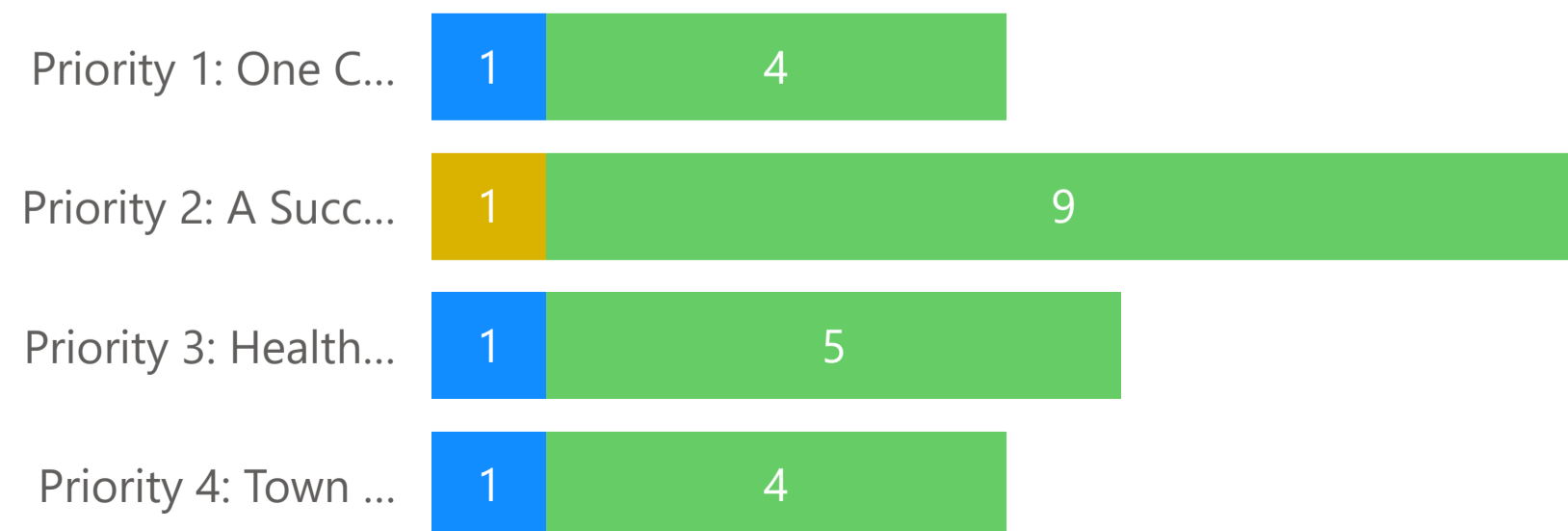
Smart Narrative

- There are 28 Indicators which have set targets this quarter.
- 82% met their targets within Quarter One. 11 Indicators which met their target also showed improvement when compared to the same time period last year. 9 Indicators which met their target showed a negative trend when being compared to last year. 2 Indicators showed no change and 1 Indicator had no historic data in order to provide trend status.
- 18% of Indicators were off target this quarter. 2 of these indicators showed an improvement when compared to last year and 3 indicators showed a negative trend.
- There are 19 Indicators which are contextual this quarter and do not have a target to meet. When compared to last year 7 measures showed an improved trend with 6 of the contextual measures showing a negative trend. 6 measures did not have any historic data to compare against.
- There are 3 Projects/Actions that have been classified as completed being split equally between Priority 1, 3 and 4. Priority 2 has 1 Project/Action's that have been identified as not progressing as expected - detail of these is provided in this report.

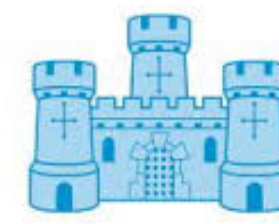
Summary Project Status Split

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

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



● Improvement of Previous Year ● Deterioration of Previous Year ● No Change



Priority 1: Performance Indicators Current Status



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

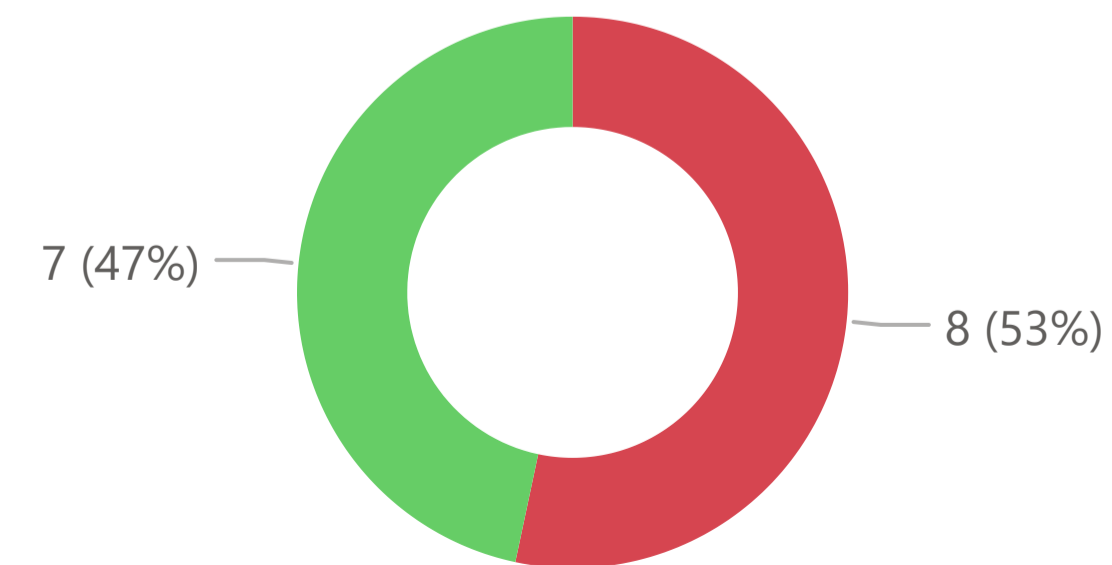
Smart Narrative

- There are 11 Indicators which have set targets this quarter within Priority 1.
- 73% met their targets within Quarter One. 4 Indicators which met their target also showed improvement when compared to the same time period last year. 4 Indicators which met their target showed a negative trend when being compared to last year.
- 27% of Indicators were classed as off target this quarter. Only 1 of these indicators showed a negative trend when compared to last year and 2 showed an improved performance on the year previous.
- There are 5 Indicators which are contextual this quarter and do not have a target to meet. When compared to last year, 3 of these measures showed a negative trend, 1 measure demonstrated an improvement and 1 measure did not have any historic data to compare against.
- There has been one Project/Action that has been classed as completed in Priority 1, this being the Delivery of the One Council Programme. All other Projects/Actions within Priority 1 are classed to be progressing as expected.

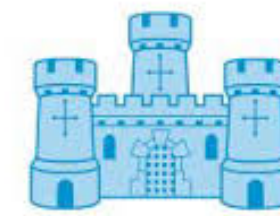
Priority 1: Summary Project Status Split

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

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



● Deterioration of Previous Year ● Improvement of Previous Year



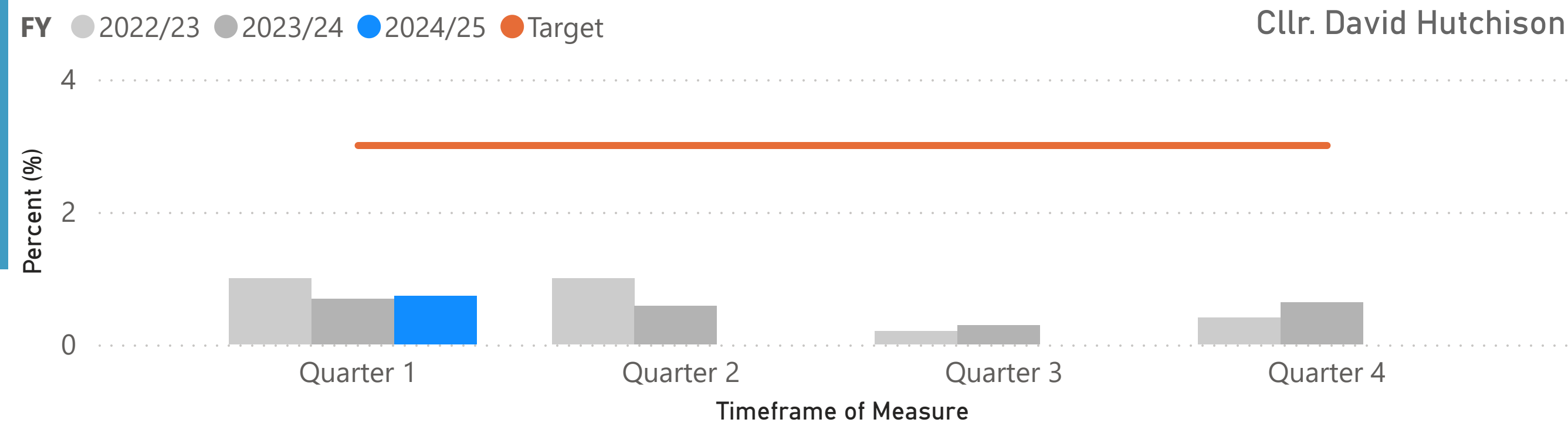
Low
Is Good
Per
Quarter
(Snapshot)

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

Current Status

SMART Actions if Off Target

Cllr. David Hutchison



0.73✓

Not Required as Target Met

Target:
3.00

Negative
Yearly Trend

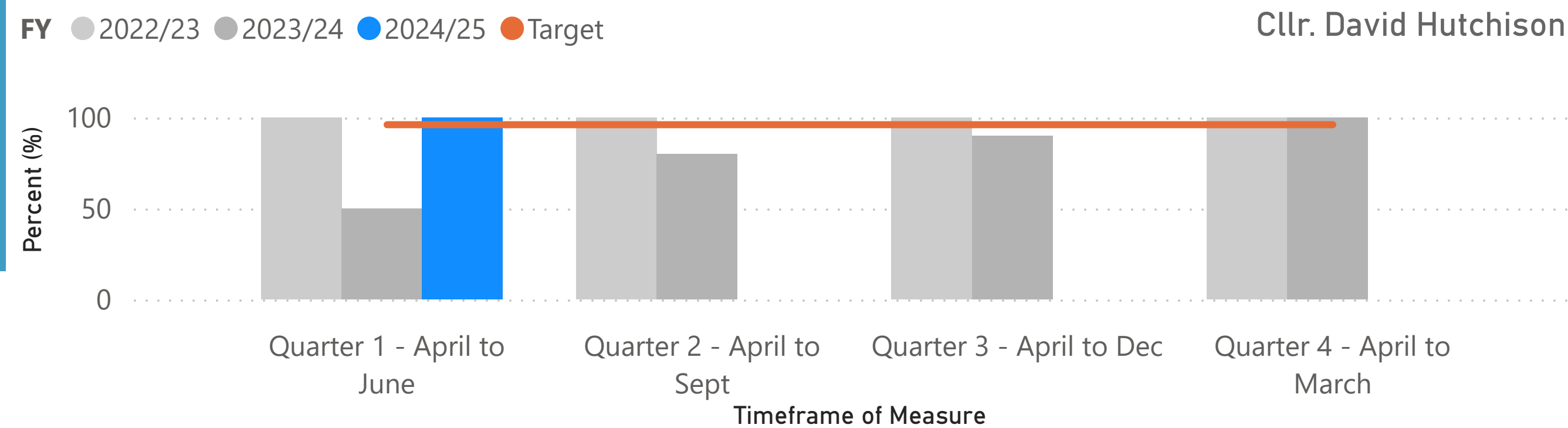
High
Is Good
Cumulative
(Per
Annum)

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

Current Status

SMART Actions if Off Target

Cllr. David Hutchison



100.00✓

Not Required as Target Met

Target:
96.00

Positive
Yearly Trend

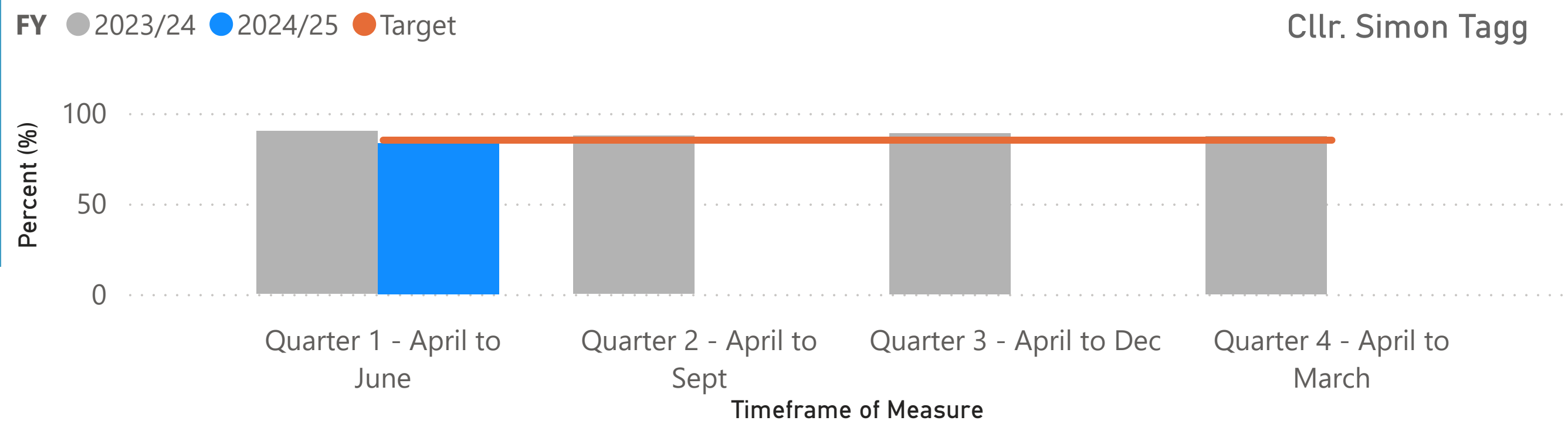
High
Is Good
Cumulative
(Per
Annum)

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

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



83.33!

3/3 responded to in June on time. In total for the year, 15 of 18 completed within the processing time of 20 working days.

Target:
85.00

Negative
Yearly Trend

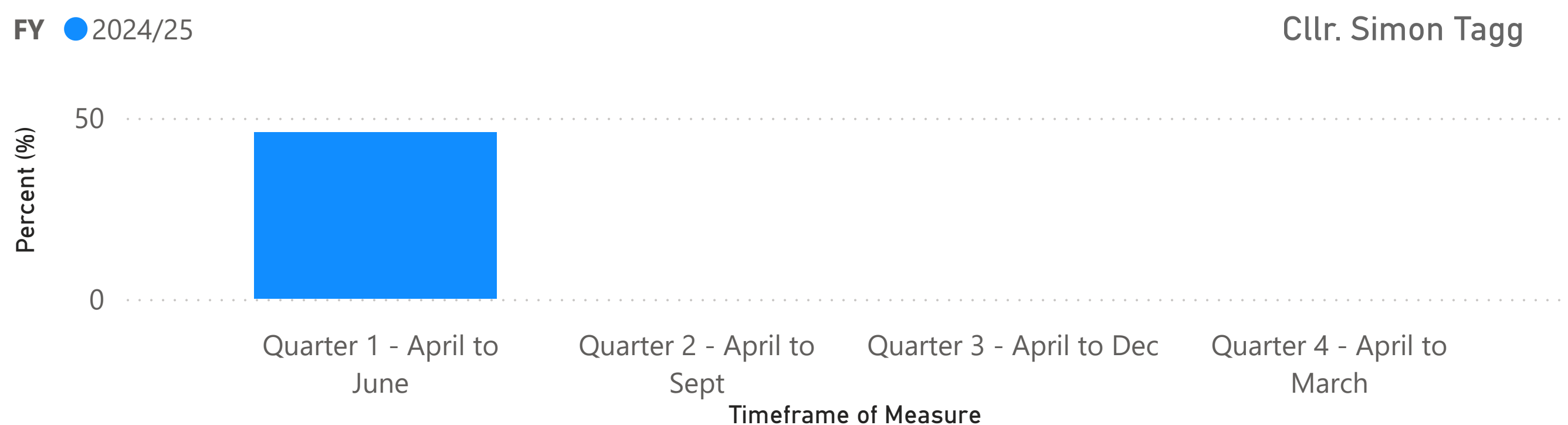
High
Is Good
Cumulative
(Per
Annum)

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

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



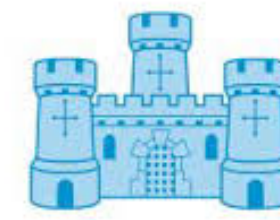
46.00

Now resolved the backlog most recent figure is 42 out of 52 responded to on time in June

N/A
Yearly Trend

Deliver services to a high standard every day

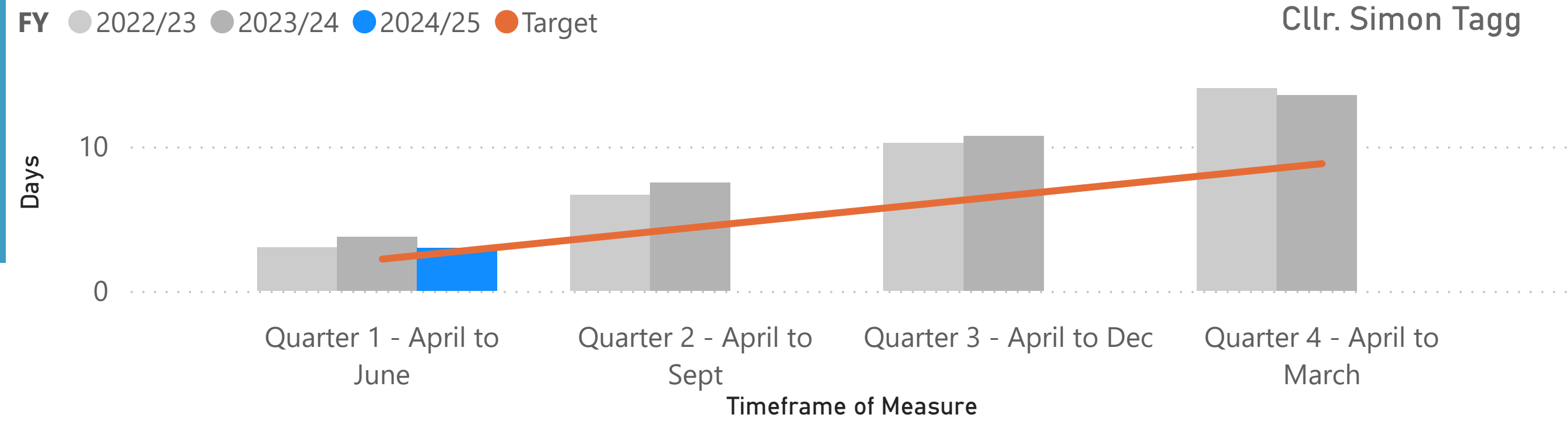
Ensure our services are efficient and accessible



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

Low
Is Good
Cumulative (Per Annum)

Positive
Yearly Trend



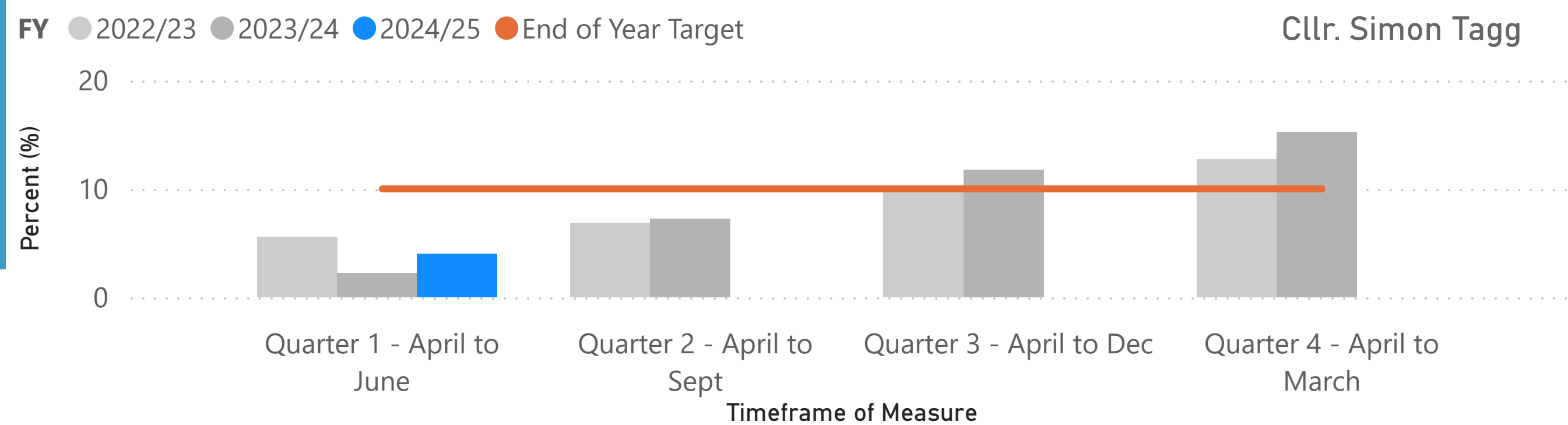
2.98!
Target: 2.20

Whilst sickness remains above target and rose again in June, this increase was in line with the pattern seen in previous years. Encouragingly long term absence has actually declined quite significantly and the increase has been in short term absence which does tend to be easier to manage. Absence remains lower year on year and the team continue to undertake proactive work around well-being and managing absence.

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

Low
Is Good
Cumulative (Per Annum)

Negative
Yearly Trend



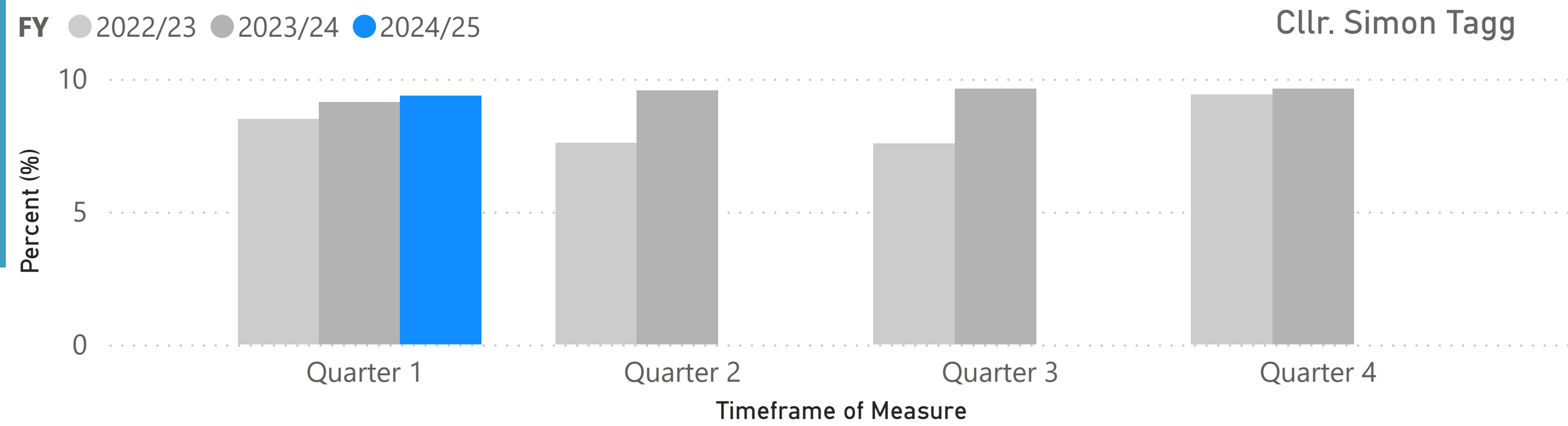
4.03✓
End of Year Target: 10.00

Target met but this is due to it being a cumulative figure

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

Low
Is Good
Per Quarter (Snapshot)

Negative
Yearly Trend



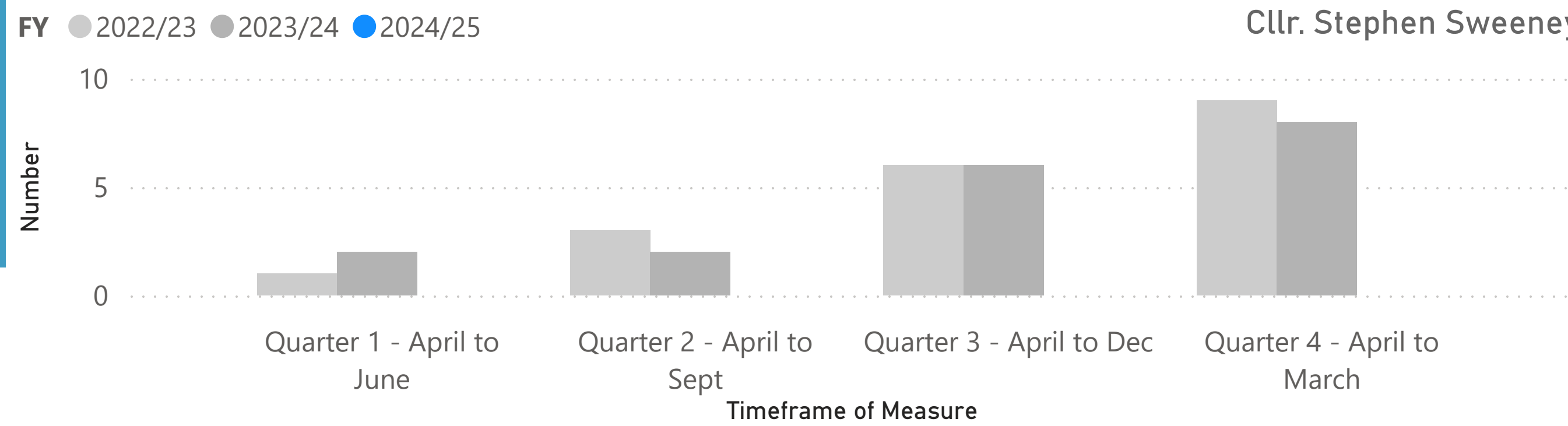
9.35

Vacancy rates remain stable, with a slight reduction for the second month running/ Some posts are mid-recruitment and others down to natural turnover. There are only a small number of hard to recruit to posts.

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

Low
Is Good
Cumulative (Per Annum)

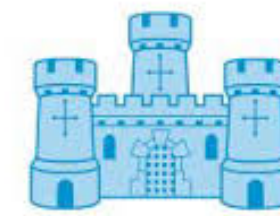
Positive
Yearly Trend



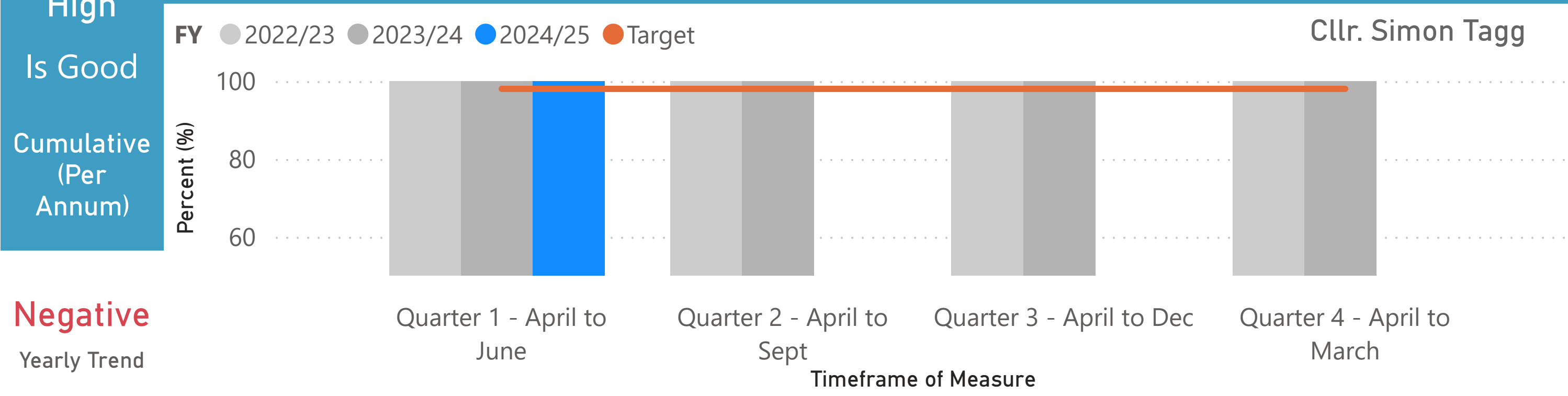
0

Although this appears positive it is acknowledged that accidents tend to increase in winter months.

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



High Is Good Cumulative (Per Annum) ID1.6 - Percentage of Customer Hub requests resolved at first point of contact Current Status SMART Actions if Off Target



Cllr. Simon Tagg

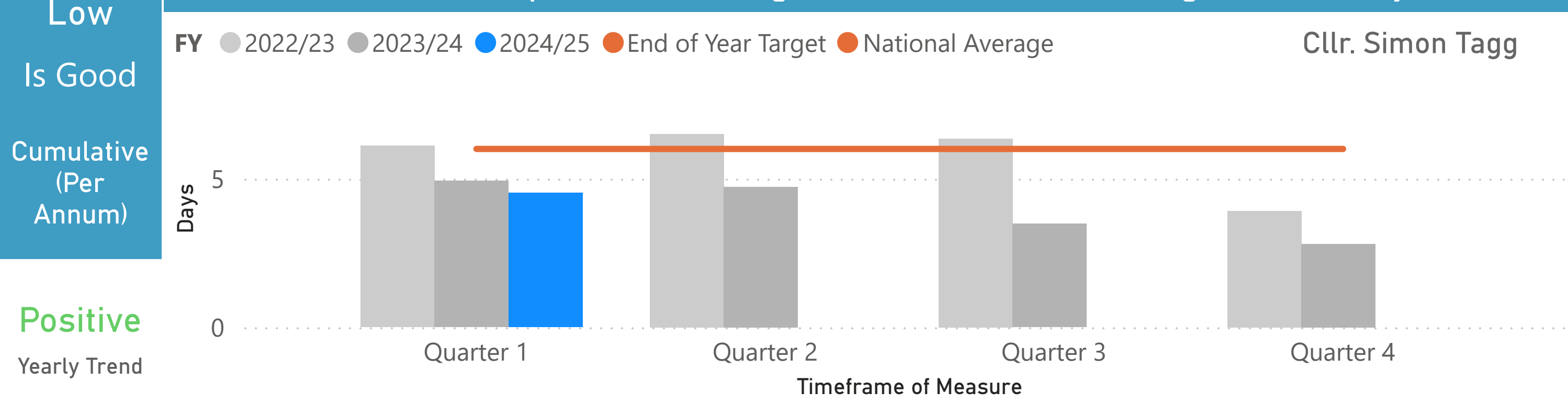
99.99 ✓

Target: 98.00

Not Required as Target Met

Ensure our services are efficient and accessible

Low Is Good Cumulative (Per Annum) ID1.10 - Time taken to process Housing Benefit new claims/change events (Days) Current Status SMART Actions if Off Target



Cllr. Simon Tagg

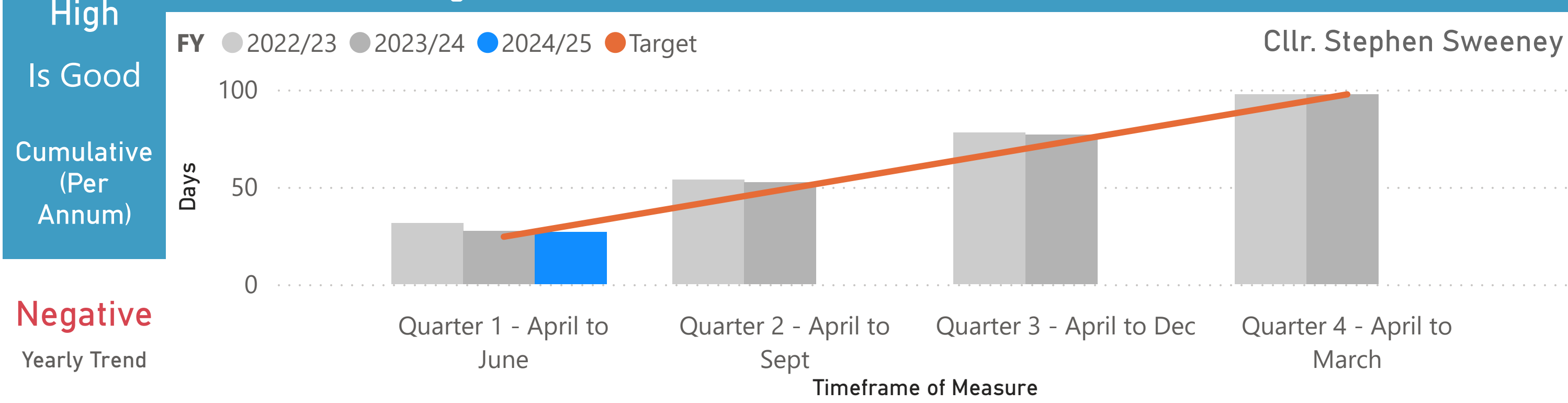
4.52 ✓

Target: 19.00

Not Required as Target Met

Deliver services to a high standard every day

High Is Good Cumulative (Per Annum) ID1.11 - Percentage of Council Tax collected Current Status SMART Actions if Off Target



Cllr. Stephen Sweeney

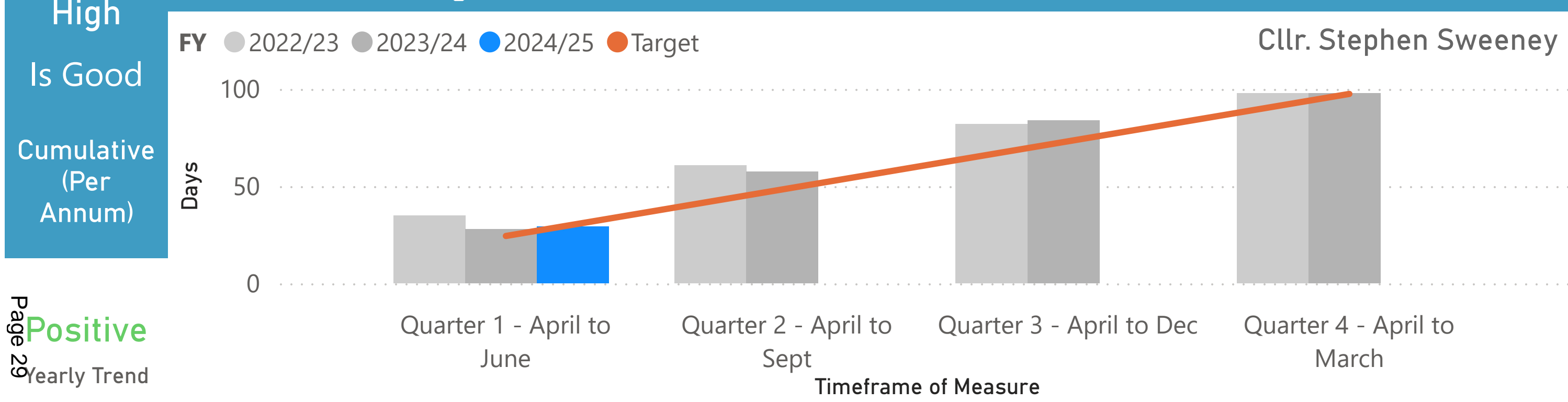
26.80 ✓

Target: 24.38

Not Required as Target Met

Ensure strong financial discipline across the Council

High Is Good Cumulative (Per Annum) ID1.12 - Percentage of National non-domestic rates collected Current Status SMART Actions if Off Target

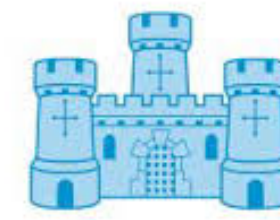


Cllr. Stephen Sweeney

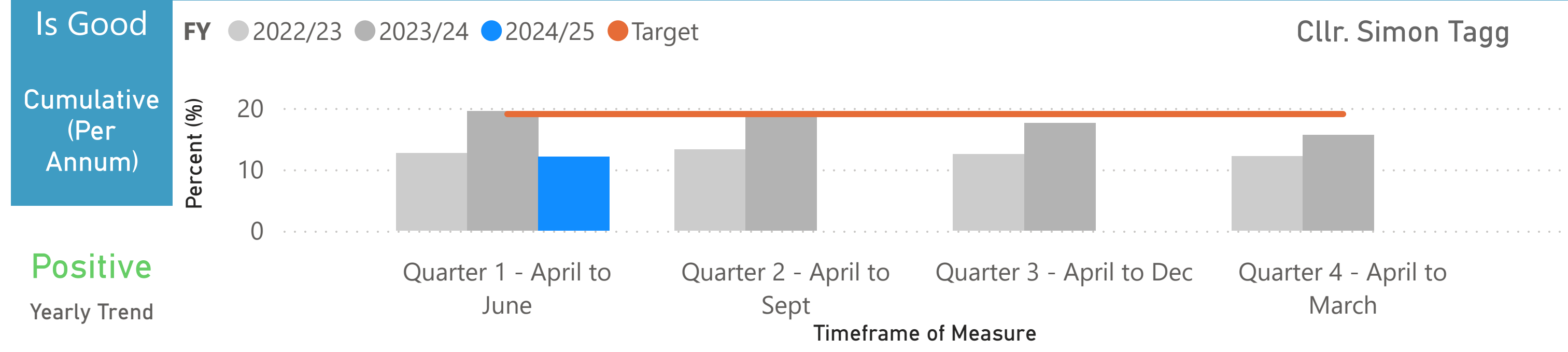
29.10 ✓

Target: 24.35

Not Required as Target Met



Low ID1.7 - % Unmet demand (number of calls not answered as a % of total call handling volume) **Current Status** SMART Actions if Off Target

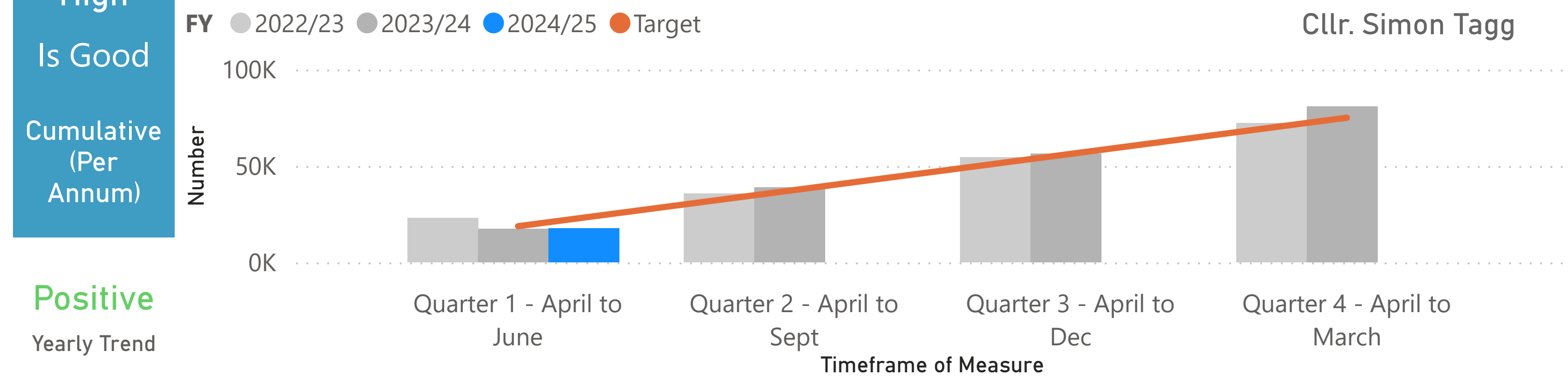


12.00 ✓

Target: 19.00

Not Required as Target Met

High ID1.8a - Total number of digital online transactions **Current Status** SMART Actions if Off Target

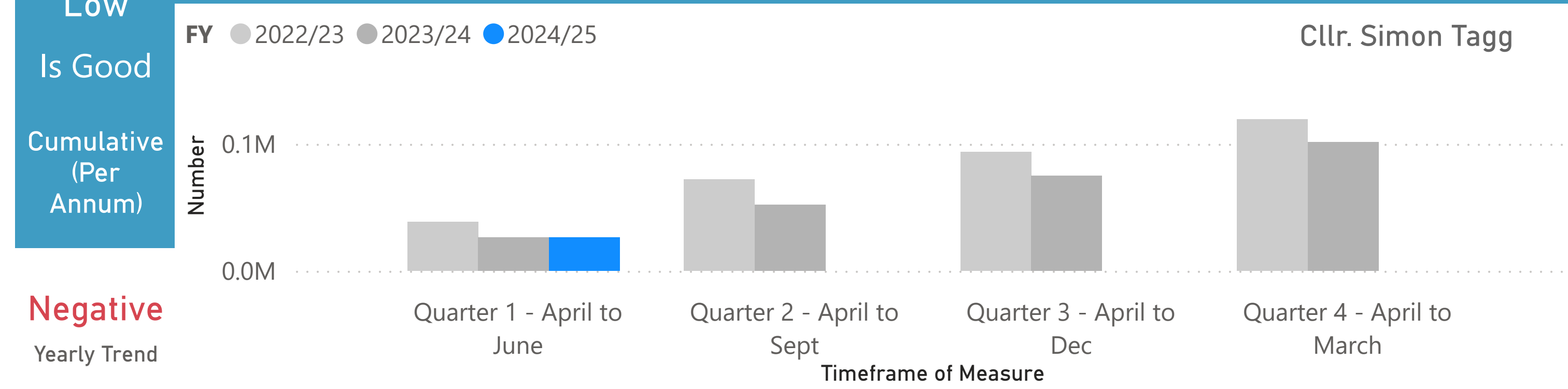


17,487 !

Target: 18,750

A stretching target and fewer Jadu forms when comparing to last year have impacted the overall measure thus meaning it is off target by 1263 transactions for the end of Quarter 1. Despite failing to hit the target, the number of transactions has improved when comparing against this time period from the year before by a total of 210 transactions. Total transactions are split with 13,946 Jadu Transactions and 3541 Citizens Access Transactions as of end of June 2024. Jadu forms have dropped by 94 when comparing against the previous year likely caused by lower usage of the Garden Waste Form; whereas Citizens Access have shown an increase by 304.

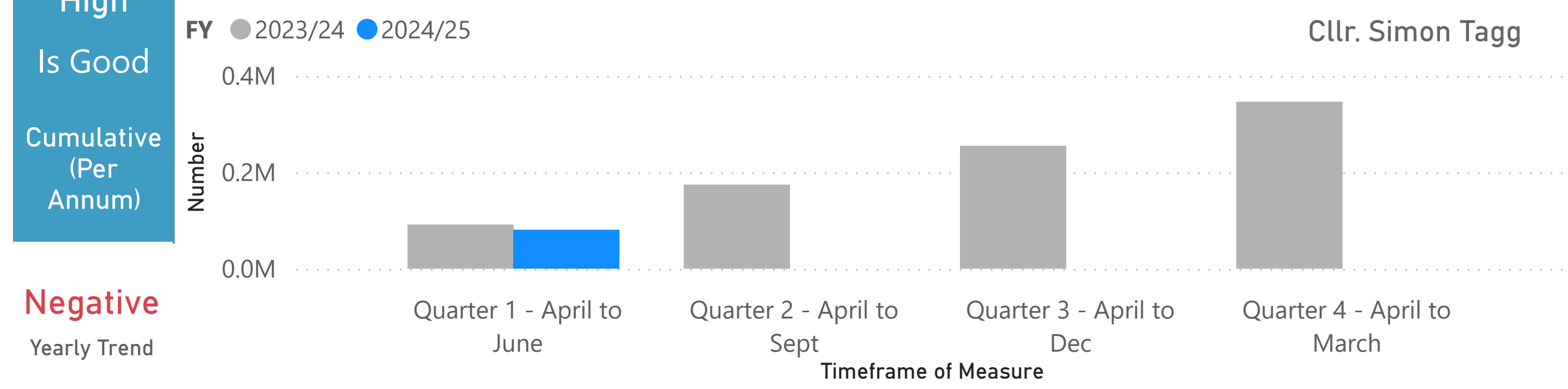
Low ID1.8b- Total number of calls offered into the Customer Hub **Current Status** SMART Actions if Off Target



26,303

No set target and used to compare different types of demand. Measure is slightly above May 2023 by 145 calls.

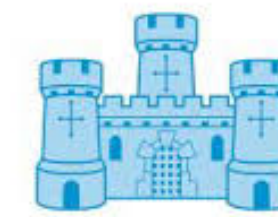
High ID1.9 - Total number of unique users to the website **Current Status** SMART Actions if Off Target



80,291

Less unique users by end of quarter 1 than the previous financial year. Value has mirrored previous year for months of April and May but there has been a dip in numbers during June which is thought anomaly. Continued monitoring of the measure will take place as the year progresses.

Ensure our services are efficient and accessible



Project Status Split for Priority 1.

Project/Action is Progressing as Expected

4

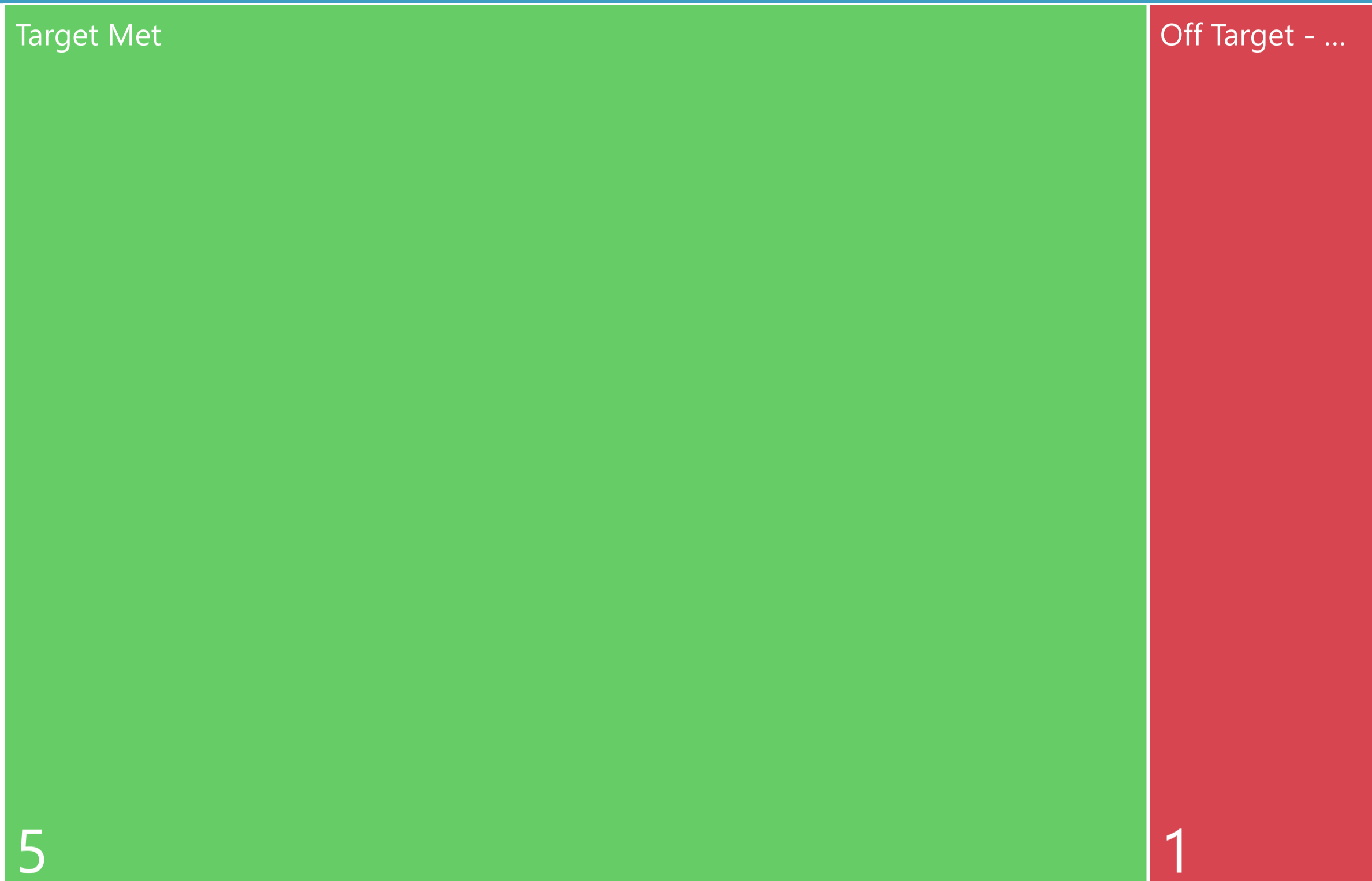
Project/Action is Completed

1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Simon Tagg	1. Strategy, People and Performance 2. All services	Deliver a Workforce Strategy	Develop professional talent across the Council and provide opportunities for staff to grow their careers	✔ Project/Action is Progressing as Expected	Strategy is in train with progress being made in line with objectives
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	The Museum continues to offer a wide range of events, which also contributes to increased visitors and shop sales. Bereavement Services continue to expand the range of memorial options, and further investigation work is ongoing as to the options to expand the internment area. Site investigation studies also continue at Keele for a potential solar project. Officers are also beginning a new programme to investigate commercialisation opportunities across the Council.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. All services	Work with our communities to ensure services reflect local need	Work with our communities to ensure services reflect local need	✔ Project/Action is Progressing as Expected	Ongoing partnership work continues. Work continues in developing our Priority Delivery Plans in line with our understanding of our communities and the overall Council Priorities and Plan. We continue to work with partners and also with data to understand the context in which we operate, invite feedback and consultation e.g. budget consultation, local plan consultation.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. neighbourhoods 3. Regulatory	Work with partners to deliver the best for our communities	Work with partners to deliver the best for our communities	✔ Project/Action is Progressing as Expected	Ongoing partnership work continues. Partnership working continues to be a strength for the organisation with positive outcomes in regard to Community Safety , Town Centre experience and ease of access to council services.



Priority 2: Performance Indicators Current Status



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

Smart Narrative

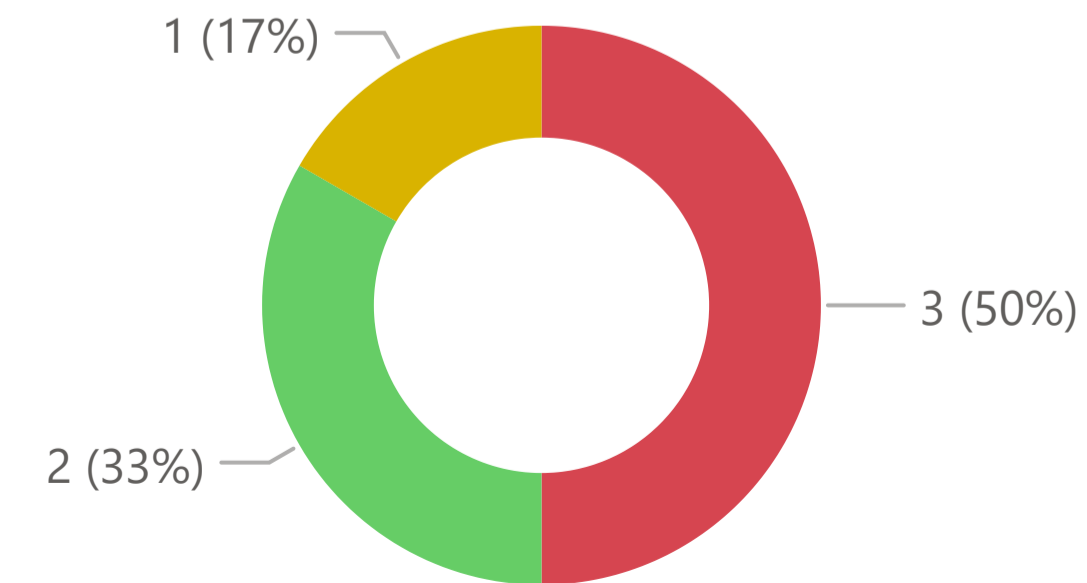
- There are 6 Indicators which have set targets this quarter within Priority 2.
- 83% met their targets within Quarter One. 2 Indicators which met their target showed improvement when compared to the same time period last year. 2 Indicators which met their target showed a negative trend when being compared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

Priority 2: Summary Project Status Split

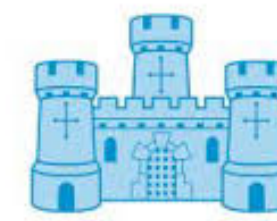
● Project/Action is Not Progressing as Expected ● Project/Action is Progressing as Expe...



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



● Deterioration of Previous Year ● Improvement of Previous Year ● No Change

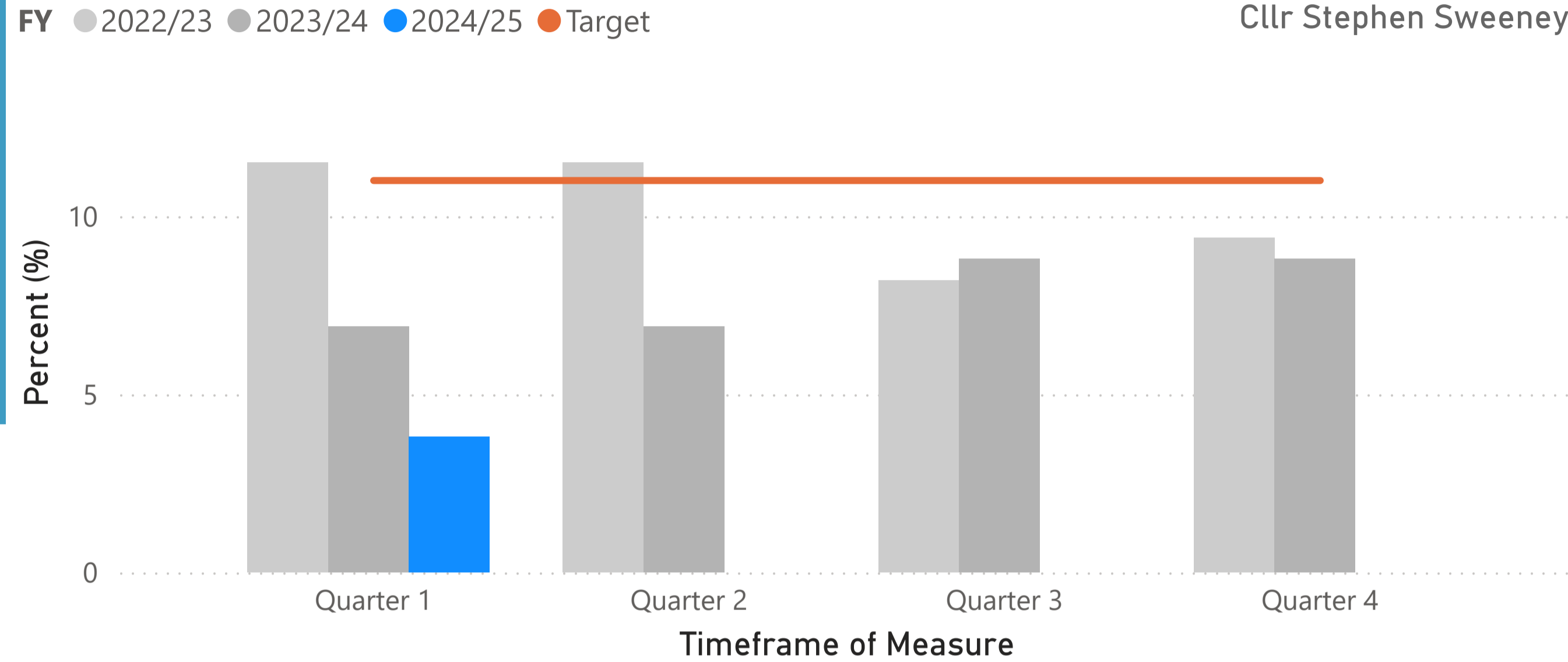


ID2.1 - Percentage of investment portfolio vacant (NBC owned)

Current Status

SMART Actions if Off Target

Low
Is Good



3.80 ✓

The number of properties % vacant is below target

Target:
11.00

A strong and sustainable economy where everyone benefits

Per Quarter (Snapshot)

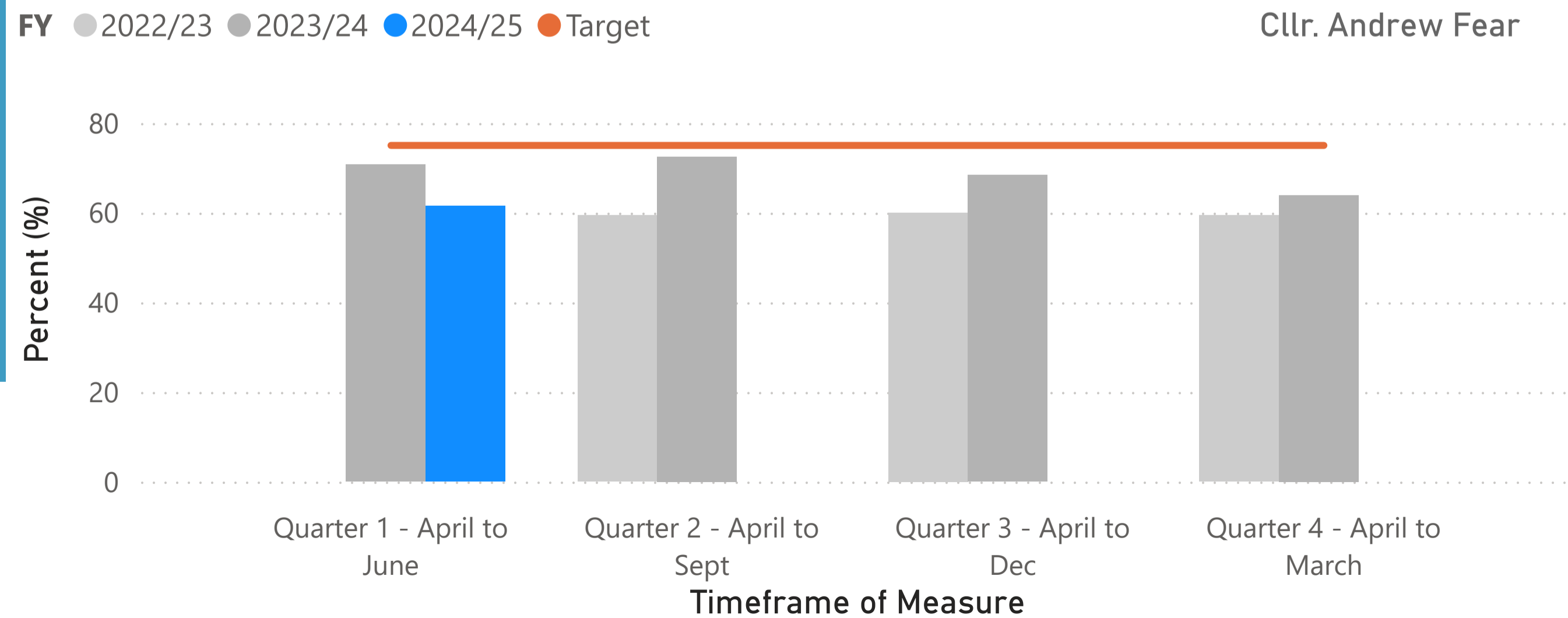
Positive
Yearly Trend

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

Current Status

SMART Actions if Off Target

High
Is Good



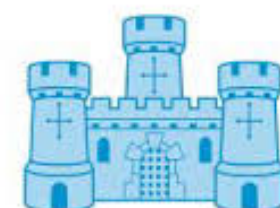
61.50 !

Performance in this quarter is lower than was reported previously, however there has been a significant increase in the number of cases since the previous quarter and several particularly complex cases have taken up a substantial amount of Officer time. A number of changes in process and procedures are also being introduced and it is anticipated that there will be improvement in the next quarter and financial year.

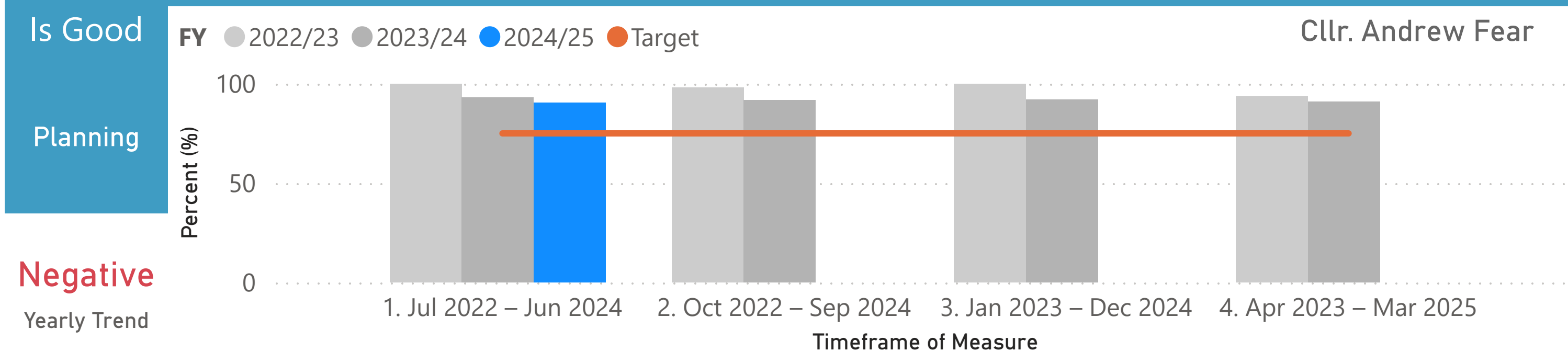
Target:
75.00

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

Negative
Yearly Trend



High
ID2.2 - Speed of major development applications (P151a - 24 Month Rolling Period up to End of Each Quarter)



Current Status

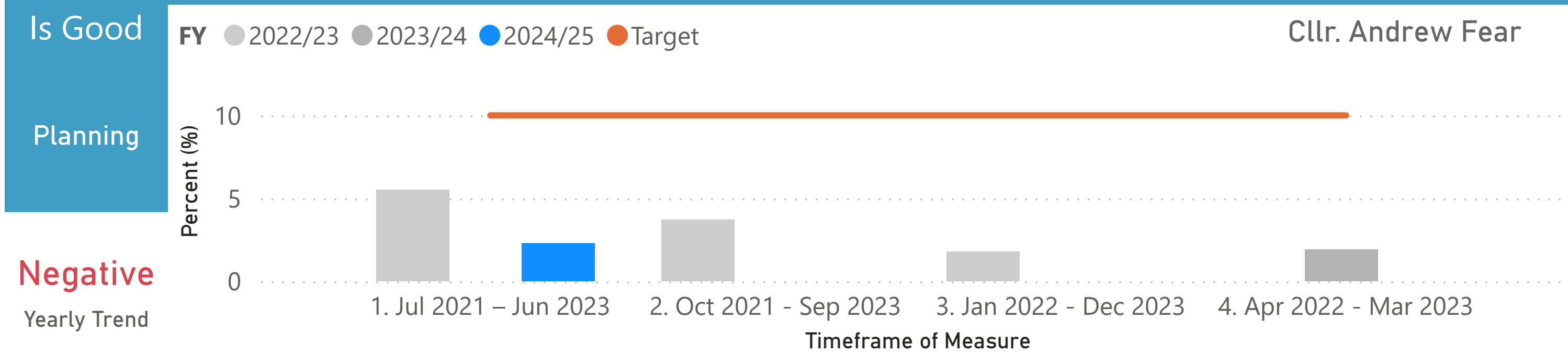
SMART Actions if Off Target

90.50 ✓

Target: 75.00

Measure shown is the % within 13 weeks or within agreed time - Central Gov metric which measures a rolling time period of 24 months - Newest metric shows the following time period July 2022 – June 2024

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



Current Status

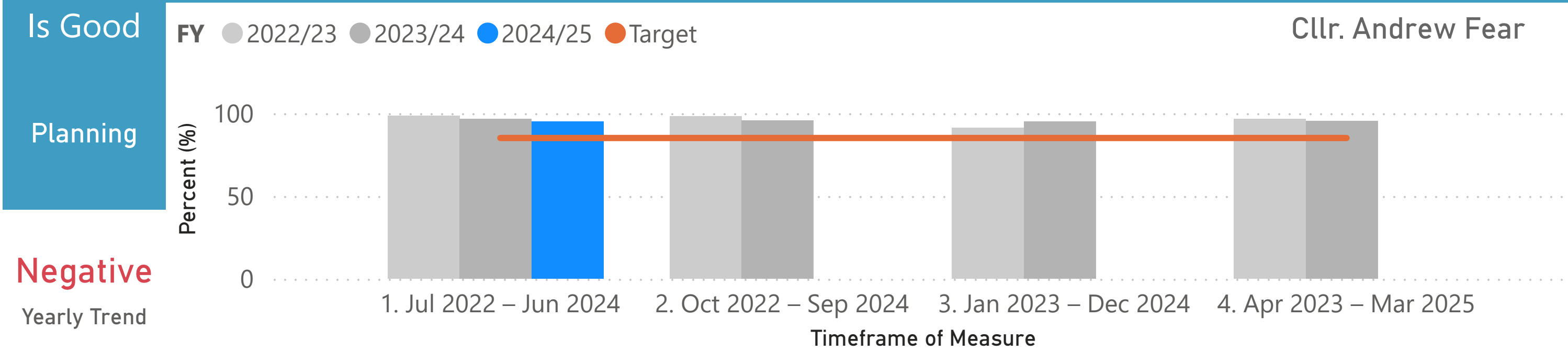
SMART Actions if Off Target

2.30 ✓

Target: 10.00

Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period July 2021 – June 2023

High
ID2.4 - Speed of non-major development applications (P153 - 24 Month Rolling Period up to End of Each Quarter)



Current Status

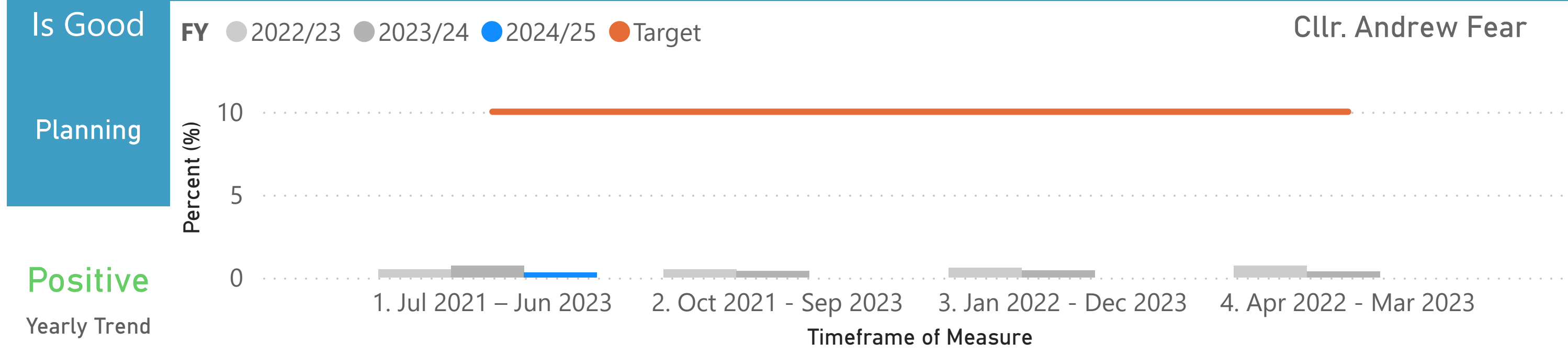
SMART Actions if Off Target

95.00 ✓

Target: 85.00

Measure shown is the % within 8 weeks or within agreed time - Central Gov metric which measures a rolling time period of 24 months - Newest metric shows the following time period July 2022 – June 2024

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



Current Status

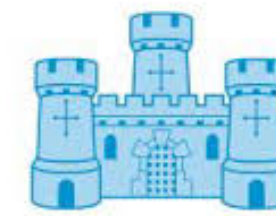
SMART Actions if Off Target

0.30 ✓

Target: 10.00

Measure shown is the Quality of decisions (% overturned at appeal) - Central Gov metric which measures a rolling time period of 24 months - They have currently advised they are behind schedule. Newest metric shows the following time period July 2021 – June 2023

Support the sustainable development of our towns and villages



Project Status Split for Priority 2.

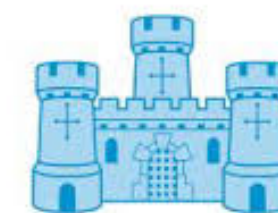
Project/Action is Progressing as Expected

9

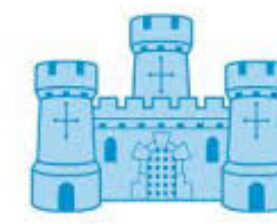
Project/Action is ...

1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. David Hutchison	1. Regulatory 2. Neighbourhoods	Secure a successful resolution to the Walley's Quarry odour problem.	Protecting our communities by improving how we use our enforcement powers.	! Project/Action is Not Progressing as Expected	<p>At the start of 2024, there was a significant escalation in complaints. In response the Service Director wrote to Walleys Quarry Limited highlighting an increase in complaints over the period. This escalation of complaint numbers in January and February was subject to an Officer review that concluded that breaches of the Abatement Notice had occurred. Walleys Quarry Ltd were notified in writing of the breaches on 08 April 2024 with a 14 days response time. At the Council meeting on 10 April 2024 it was agreed that legal action would be prepared.</p> <p>As the Council is not the principal regulator of Walleys Quarry permission from the Secretary of State has to be given to pursue legal proceedings, this request was made in April and a decision has yet to be received. During this period there has been a change in Secretary of State.</p> <p>Complaint numbers have subsided in the first quarter when compared to quarter 4, but spikes still remain in complaint numbers and monitored hydrogen sulphide levels.</p>
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	Continuing to play an active and leading role in the SSB. Officers are advising other SSB members on the operation of separate collection of food waste, as it becomes mandatory for all English waste collection authorities, and will shortly be presenting on its grassland management strategy and plan.
Cllr. David Hutchison	1. Neighbourhoods	Protect our parks and green spaces for future generations	Ensuring that the Council's operations are carbon neutral by 2030	✔ Project/Action is Progressing as Expected	Phase 6 of the Urban Tree Planting Strategy is in progress, with 8 further sites identified for potential tree planting. Consultation will take place in September/October 2024 with planting scheduled for this winter.
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	Refreshed Sustainable Environment Strategy (SES) has been completed and approved by Cabinet in June. Working groups with all directorates now set up with individual action plans for those directorates being developed for agreement to ensure objectives of the SES are met and the Council meets its net zero goal.
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Strategy, People and Performance 3. Finance	Continue to bid for government funding to support the borough's ambitions, including the further development of Keele Science and Innovation Park and the University Growth Corridor.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	The Council continues to deliver the two Town Deals, Future High Street Fund and Shared Prosperity Fund.



Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Neighbourhoods	Delivering the £4.8m Uk Shared Prosperity Fund programme, including: Improving the town centre; Supporting culture and heritage; Skills development for local people; Supporting the most vulnerable people.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	UKSPF has supported 32 projects delivering against the 3 priority areas. The projects have created over 52 employment opportunities, over 120 people have increased their skills and knowledge and we have improved our community by planting over 8000 trees. Perception of our cultural provision has improved with over 86% of users agreeing with this. We have provided over 40 volunteer placements in community settings. Over 150 places for training and skills have been provided and another 200 people who are classed as economically inactive have been targeted for support.
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 of the 5 projects are complete. The canal is due to start on site in September 24. Plans for the Shared Service Hub are progressing with some minor delays around a coal authority permit. the railway station has been delayed while a solution is found to the coal authority permit issue however this is close to resolution.
Cllr. Stephen Sweeney	Commercial Delivery	Delivering the £23m Newcastle Town Deal, including: Development of key gateway sites including the 'Zanzibar' and Midway; Connecting residents and businesses to skills training for the digital world; Improving bus, cycling and walking infrastructure; Delivering a circus-themed performing arts Centre; Building more than 400 homes in Knutton and Chesterton.	A strong and sustainable economy where everyone benefits	✔ Project/Action is Progressing as Expected	Digital infrastructure. Tender pack is being developed to procure a provider over the summer. Transport projects are in progress with some phases complete and other elements to be delivered in summer / autumn and a cycle path element to be delivered in early 2025. Knutton, the enterprise centre extension has started on site. The football changing room has started on site. Grant funding agreement for the housing sites is at final stage pending subsidy control assessment. Cross Street, the grant funding agreement is at final stage pending subsidy control assessment. Keel in Town is in progress and phase 1 Astley Centre is complete.
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	The service has a housing and health related project to focus on cold, damp homes in the private rented and owner-occupied sectors. It started in February 2024 and has continued in the first quarter of 24/25. It aims to 1) Develop links with social prescribers, medical professionals and locations such as food banks, school groups etc to engage with residents who are experiencing poor health but not necessarily connecting it to their home or not knowing there is support available. 2) To investigate housing conditions using the HHSRS, to undertake detailed reviews where damp and mould is evident to understand and address the underlying factors. 3) Enforcement activity, support with grants or schemes that may be available.
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 Final Draft Local Plan (at Regulation 19 stage) is anticipated to be considered at Economy and Place Scrutiny Committee on the 11th July and then at Full Council on the 24th July 2024 with a recommendation to consult on the Local Plan for a minimum of six weeks. This is with the intention of submitting the Local Plan for examination by the end of 2024. The Plan will be supported by a suite of evidence based documents and will consider the comments received to the First Draft Local Plan consultation held over the summer of 2023. The agenda for Economy and Place Scrutiny meeting on the 11th July has now been published



Priority 3: Performance Indicators Current Status

Contextual	Target Met
18	10 N/A

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

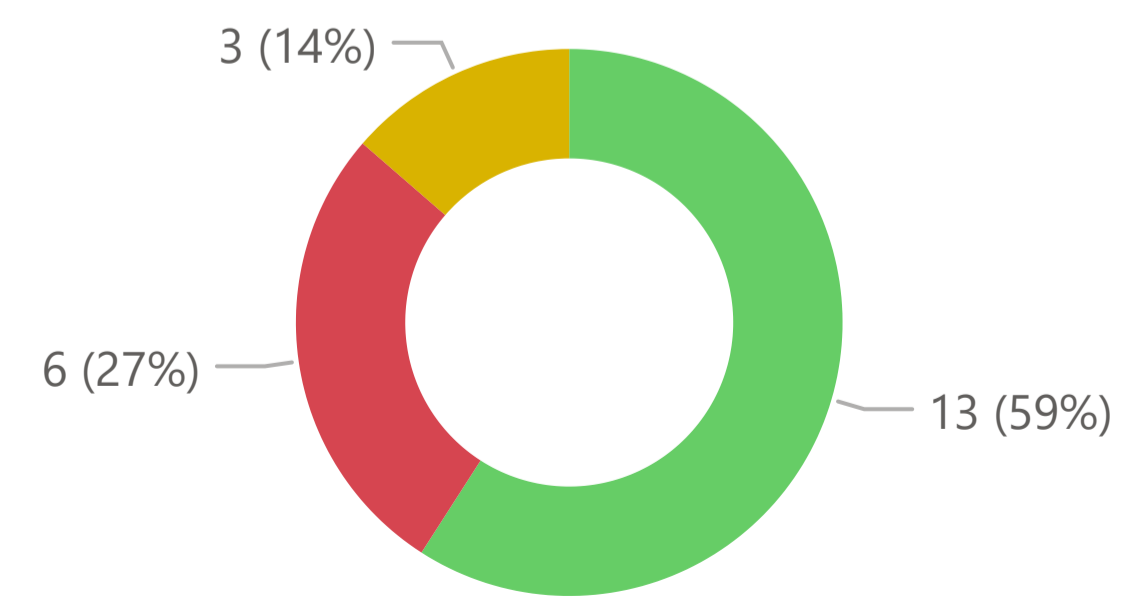
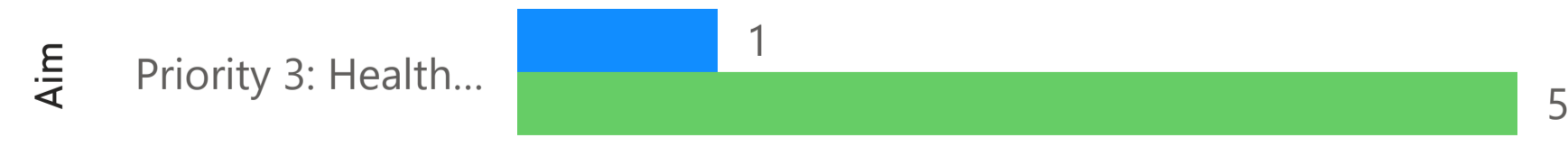
Smart Narrative

- There are 10 Indicators which have set targets this quarter within Priority 3.
- 100% met their targets within Quarter One. 5 Indicators which met their target also showed improvement and 2 measures showed no change when comparing to the same time period last year. Only 2 measures showed a negative trend. 1 measure did not have any historic data to compare against.
- There are 18 Indicators which are contextual this quarter and do not have a target to meet. When compared to last year, 4 measures had showed a negative trend, 8 measures demonstrated an improvement when comparing to 23/24; 5 contextual measure did not have any historic data to compare against.
- Within Priority 3, there was 1 Projects/Actions which was been classed as completed, this being "Expansion of the street warden scheme and the creation of neighbourhood delivery teams.". All other Projects remain are shown to be progressing as expected.

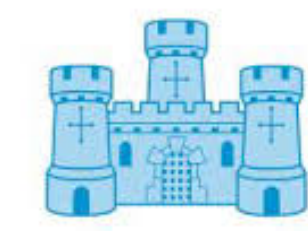
Priority 3: Summary Project Status Split

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

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

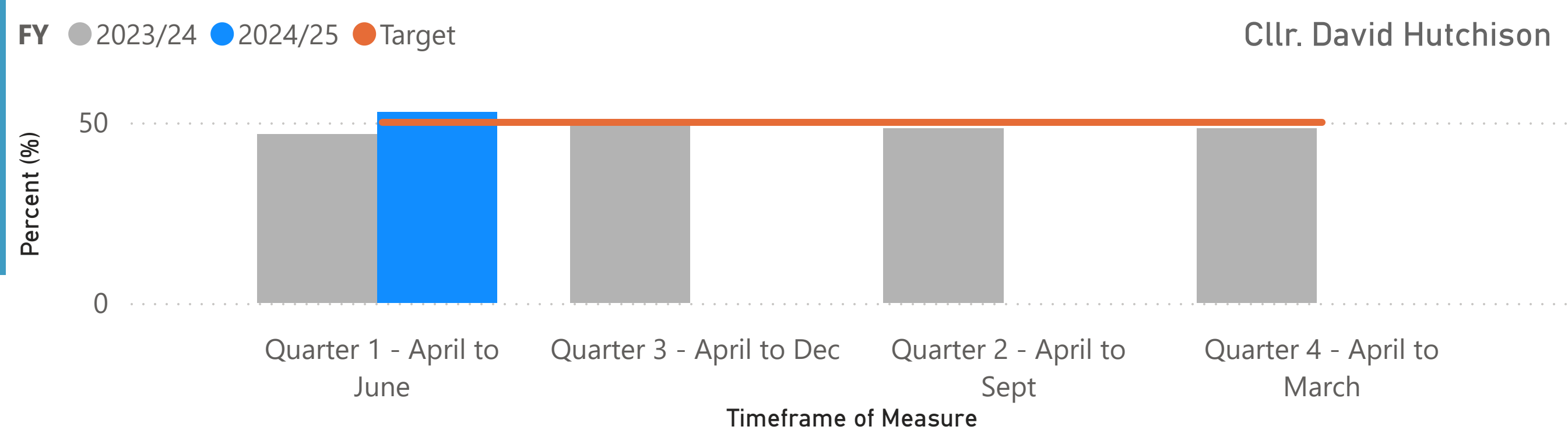


● Improvement of Previous Year ● Deterioration of Previous Year ● No Change



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

Is Good
Cumulative (Per Annum)



52.78✓

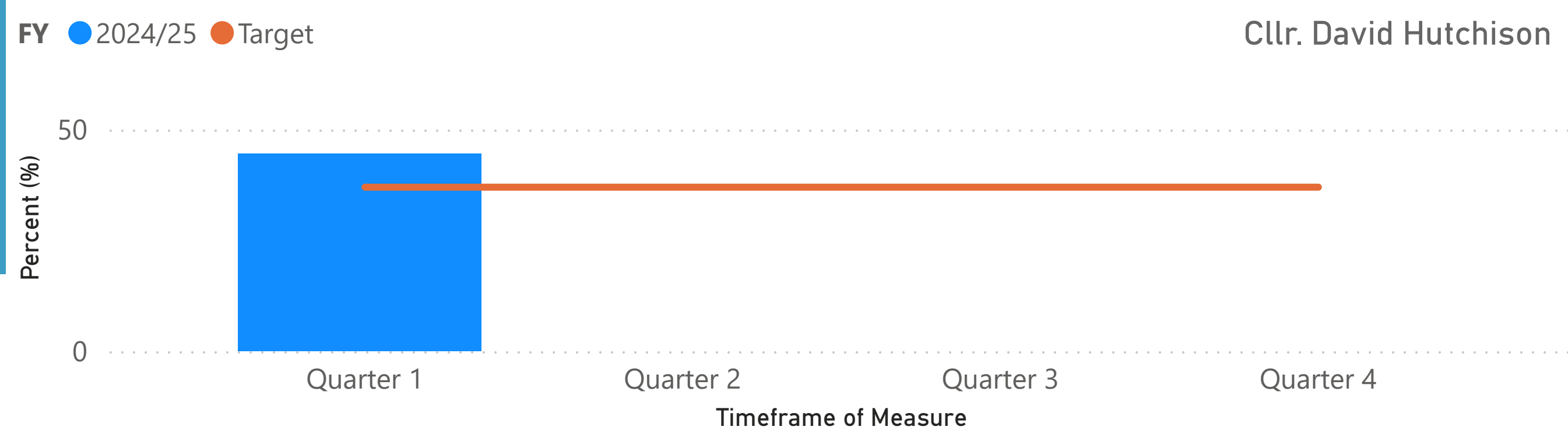
Not Required as Target Met

Positive
Yearly Trend

Target:
50.00

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

Is Good
Per Quarter (Snapshot)



44.50✓

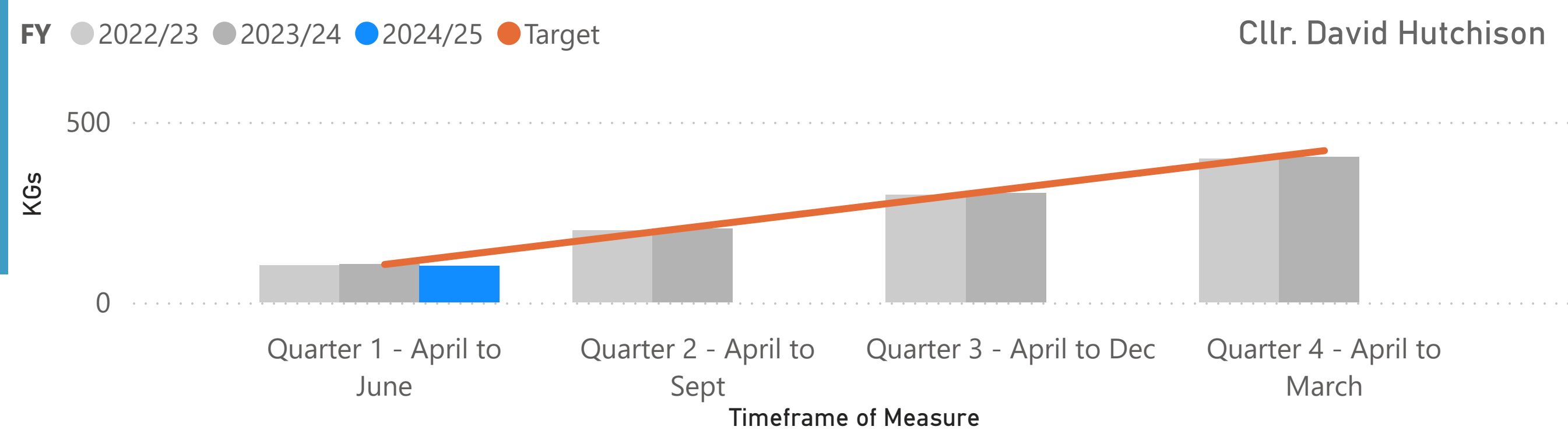
Collection method has been changed and because of this any historic trend data has been removed as it is not currently comparable. Target was set prior to the change in the calculation method. 32% relates to set out rate and not participation rate. The participation rate is 10-15% higher based on industry standards validated by WRAP research. Mid point added to set out.

N/A
Yearly Trend

Target:
37.00

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

Is Good
Cumulative (Per Annum)



101.15✓

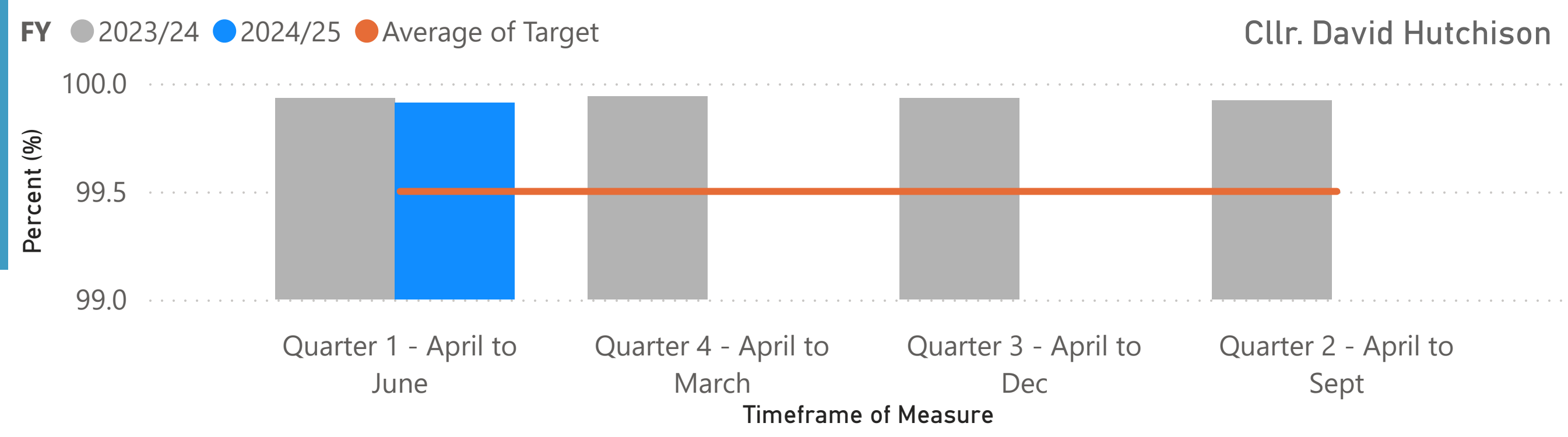
Not Required as Target Met

Positive
Yearly Trend

Target:
105.00

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

Is Good
Cumulative (Per Annum)



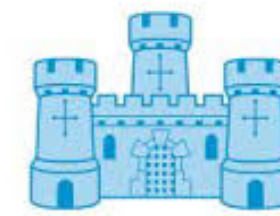
99.91✓

Not Required as Target Met

Positive
Yearly Trend

Target:
99.50

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



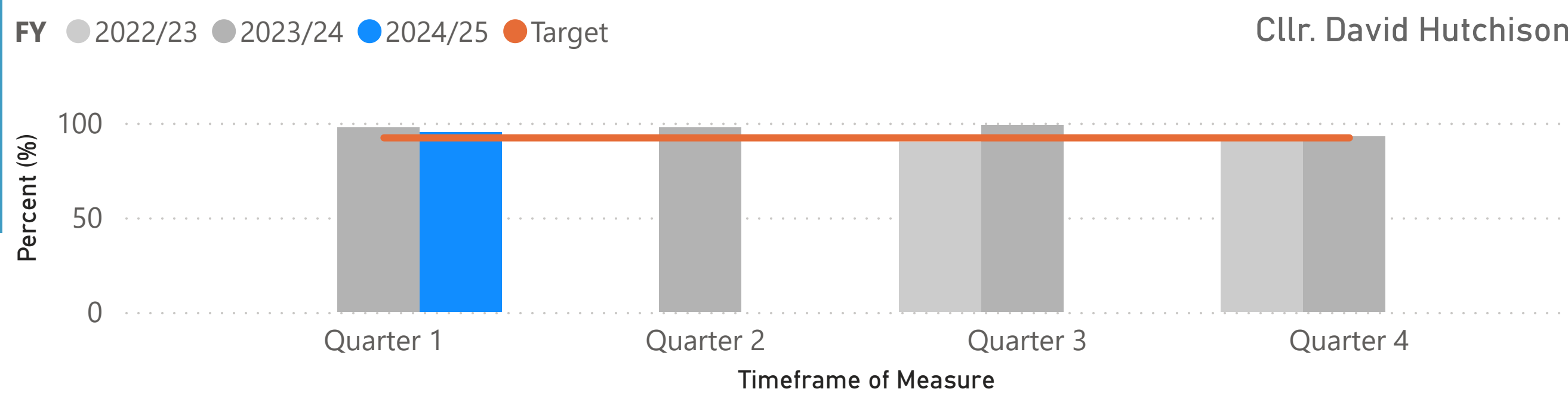
High
ID1.5a - Litter: Levels of street and environment cleanliness (LAMS survey) free / predominantly free of litter

Is Good

Per Quarter (Snapshot)

Negative

Yearly Trend



Current Status

SMART Actions if Off Target

95.00 ✓

Not Required as Target Met

Target:

92.00

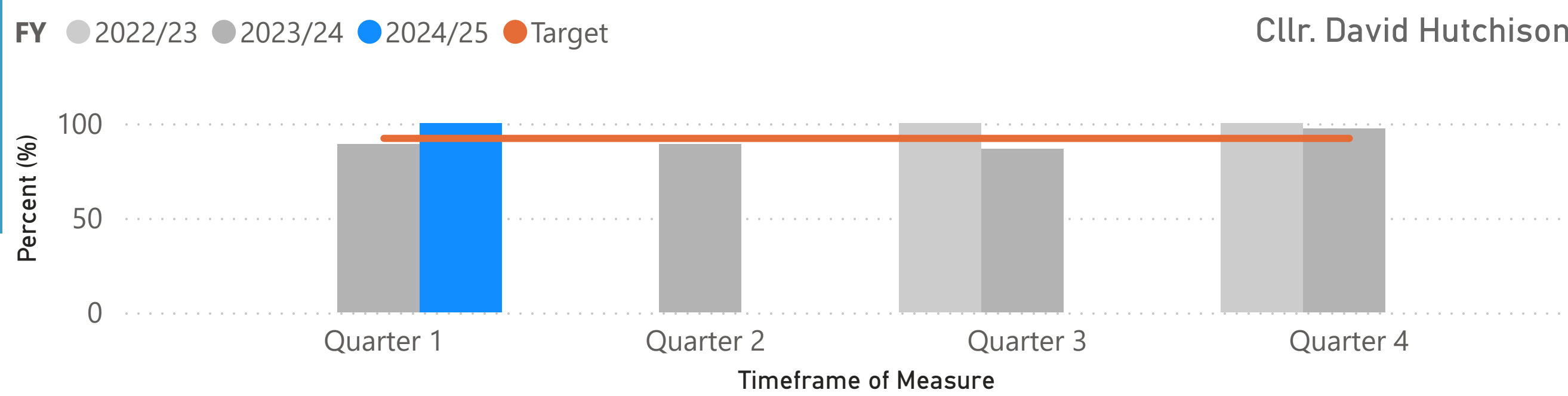
High
ID1.5b - Detritus: Levels of street and environment cleanliness (LAMS survey) free / predominantly free of detritus

Is Good

Per Quarter (Snapshot)

Positive

Yearly Trend



Current Status

SMART Actions if Off Target

100.00 ✓

Not Required as Target Met

Target:

92.00

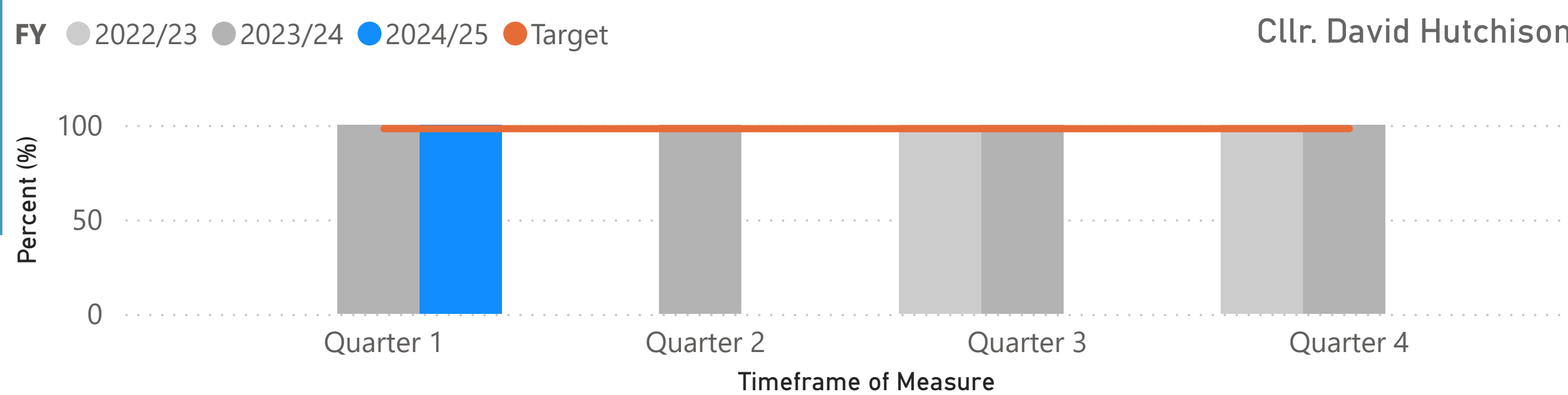
High
ID1.5c -d environment cleanlin_Levels of street aness (LAMS survey) free / predominantly free of graffiti

Is Good

Per Quarter (Snapshot)

No Change

Yearly Trend



Current Status

SMART Actions if Off Target

100.00 ✓

Not Required as Target Met

Target:

98.00

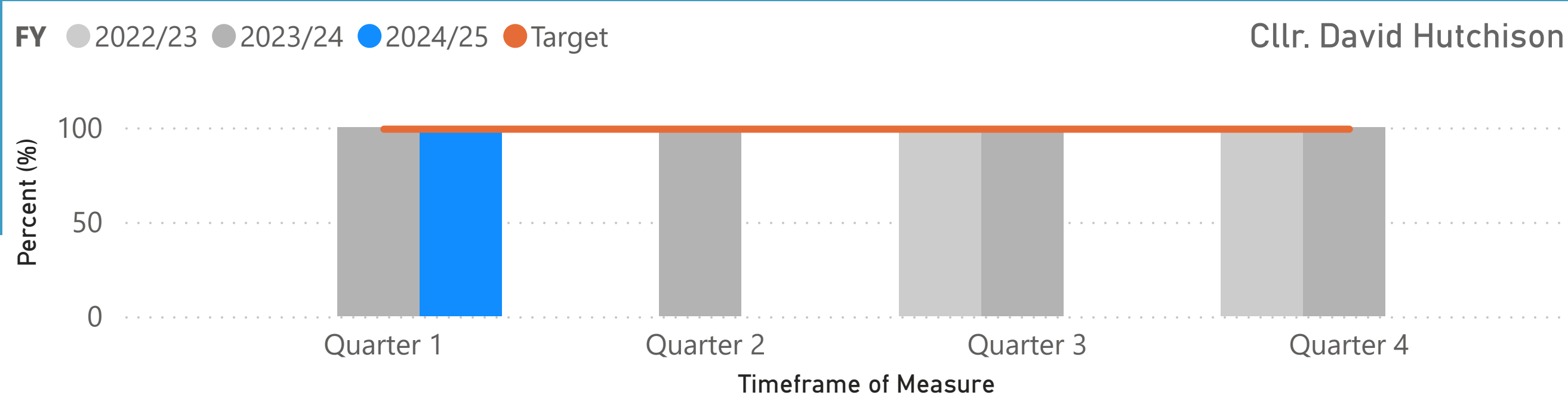
High
ID1.5d - Fly-Posting: Levels of street and environment cleanliness (LAMS survey) free / predominantly free of fly-posting

Is Good

Per Quarter (Snapshot)

No Change

Yearly Trend



Current Status

SMART Actions if Off Target

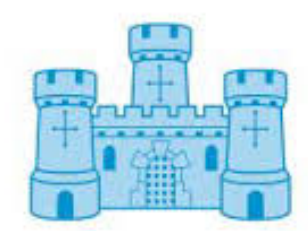
100.00 ✓

Not Required as Target Met

Target:

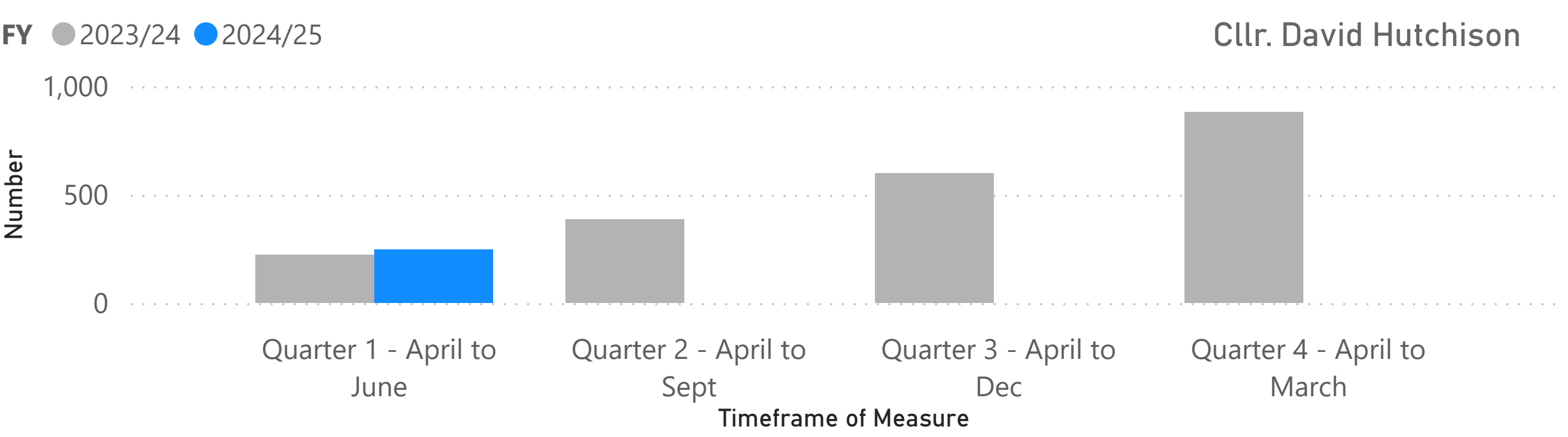
99.00

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



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

Low
Is Good
Cumulative



245

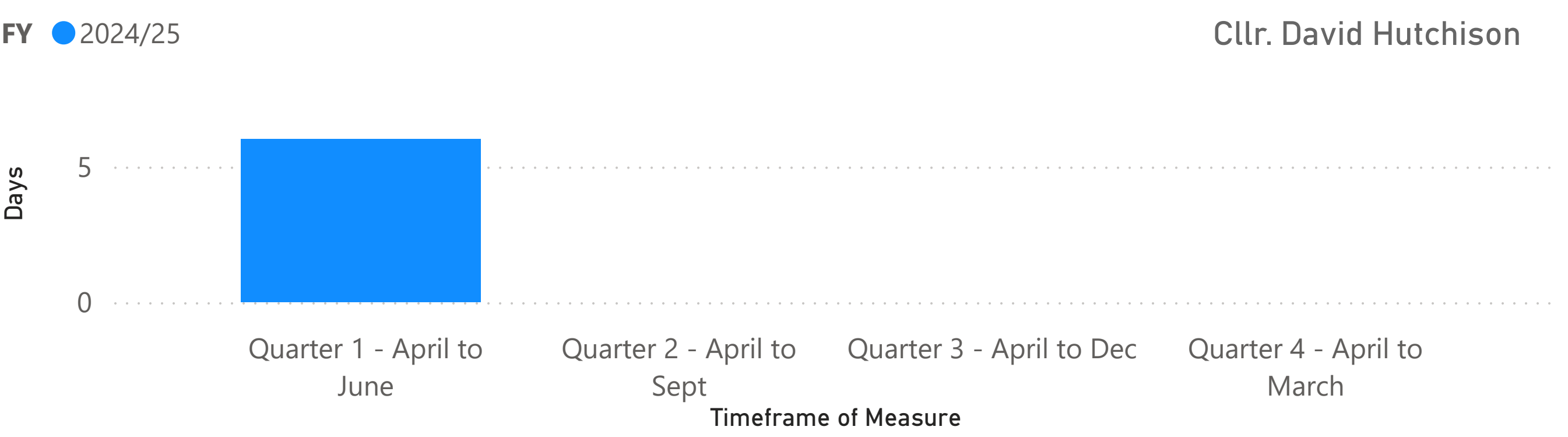
This is a new measure to scope number of fly tips we have received. These are fly tipping reports made directly to the Council for us to action. Streetscene to respond initially to clear the fly tip. Neighbourhood Delivery to then follow this up with enforcement if relevant.

Positive
Yearly Trend

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

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

Low
Is Good
Cumulative (Per Annum)



6.01

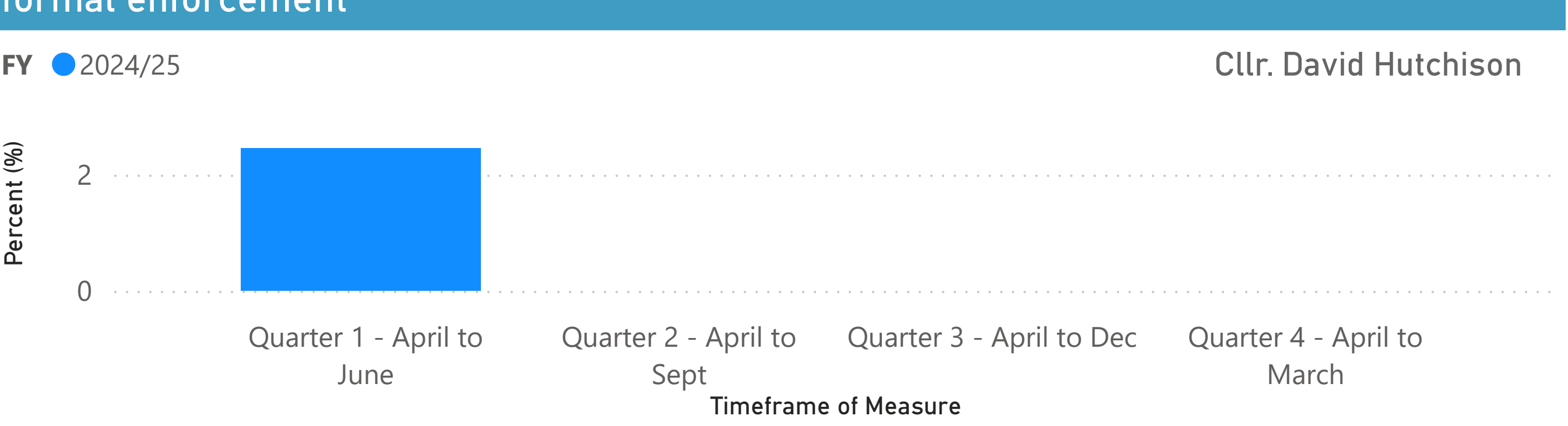
Third month of measuring shows a reduction in number of days back to 6.01. Number of received cases also dropped. Measure will be monitored throughout the year to understand trends.

N/A
Yearly Trend

Reduce anti-social behaviour and crime in our communities

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

High
Is Good
Cumulative (Per Annum)



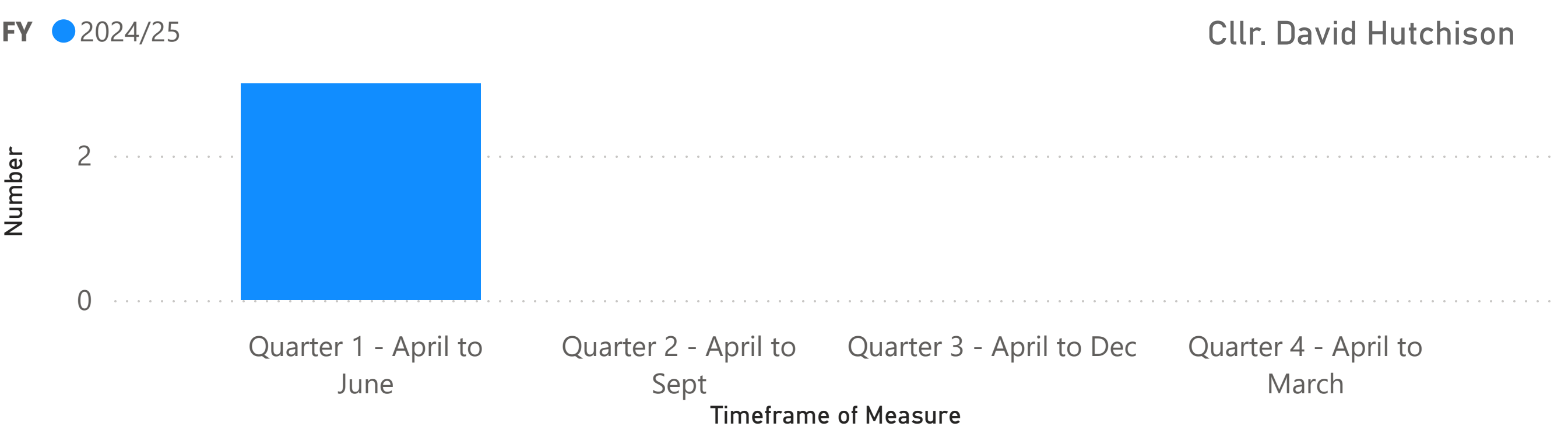
2.45

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

N/A
Yearly Trend

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

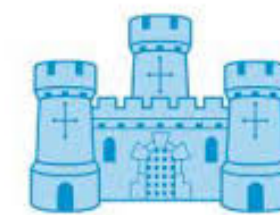
High
Is Good
Cumulative (Per Annum)



3

Total number of FPN's served against those cases where evidence has been seized. This includes offences such as fly tipping and duty of care offences.

N/A
Yearly Trend



High

Is Good

Cumulative
(Per Annum)

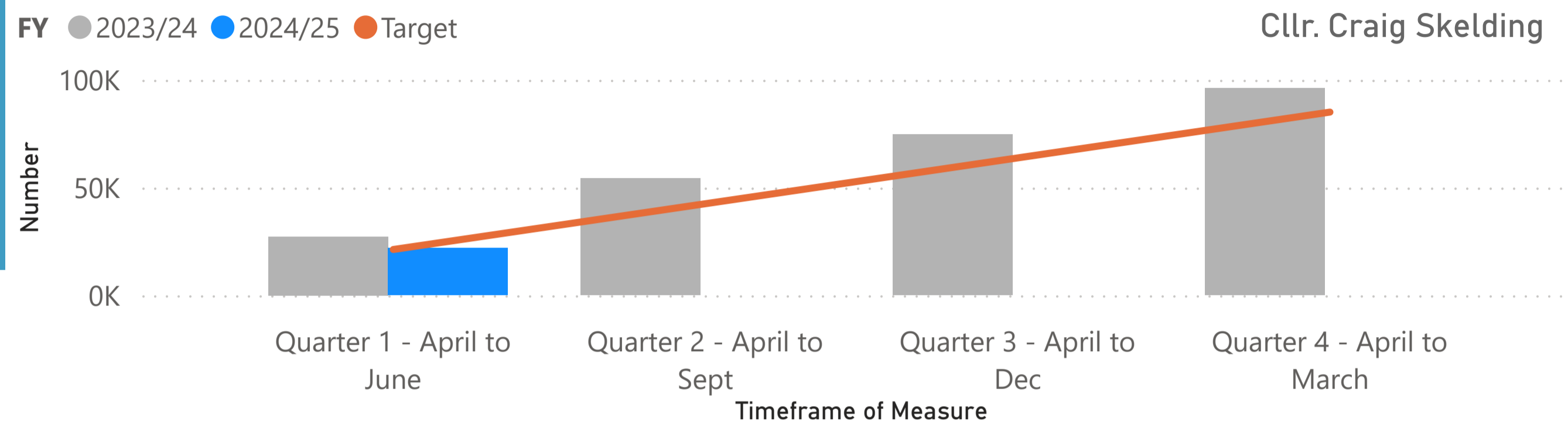
Negative

Yearly Trend

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

Current Status

SMART Actions if Off Target



21,932 ✓

Target:
21,250

Not required as Target Met - Previous financial year are expected to have higher figures due to the 850th Celebrations taking place in 2023. The figure is adjusted based on an automated counter and should be treated as an estimated number of visitors attending the museum in person.

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

High

Is Good

Cumulative
(Per Annum)

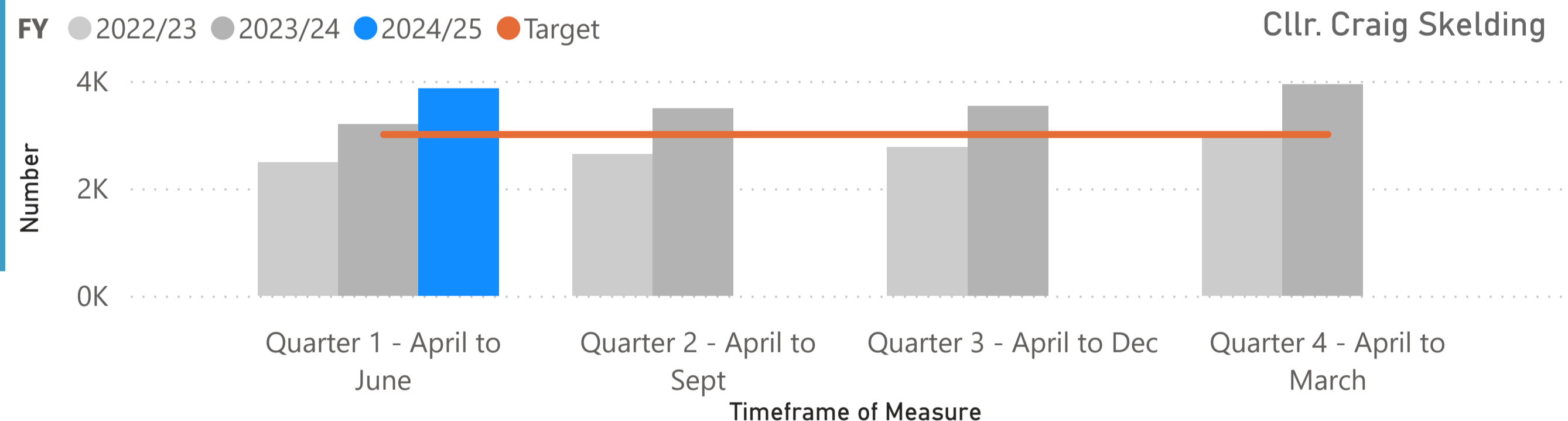
Positive

Yearly Trend

ID3.4 - J2 Membership growth

Current Status

SMART Actions if Off Target



3,864 ✓

Target:
3,000

Not Required as Target Met

Support the development of community solutions to local problems

High

Is Good

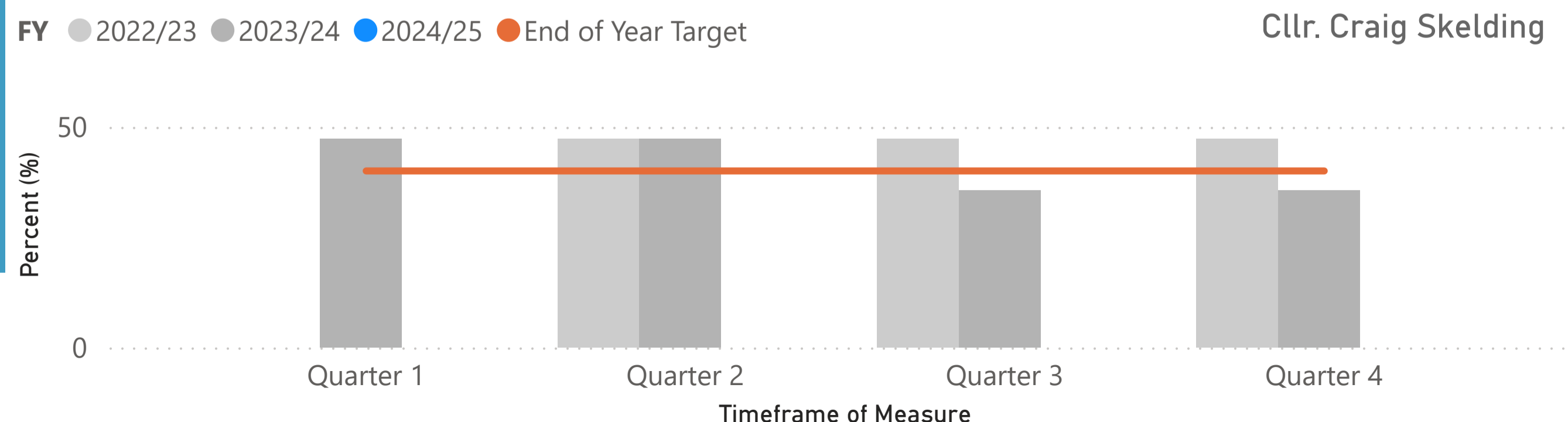
Per Quarter
(Snapshot)

N/A
Yearly Trend

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

Current Status

SMART Actions if Off Target



0.00 !

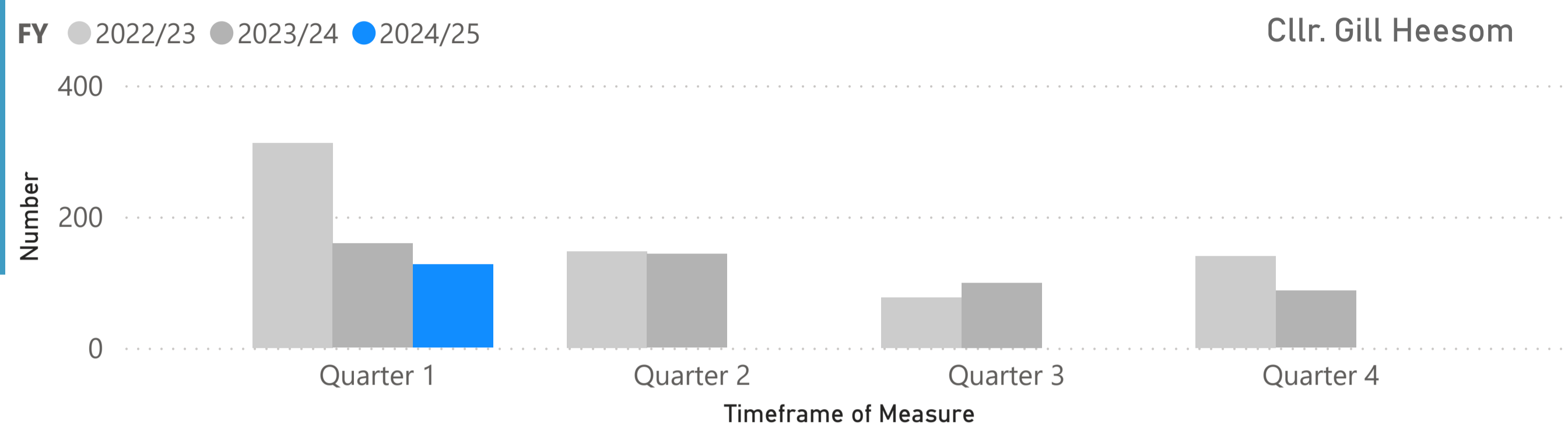
End of Year Target:
40.00

Not due until end of year - Recorded once per year. Previous measure of 35.68% is current Net Promotor Score for Jubilee2



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

Is Good
Per Quarter (Snapshot)



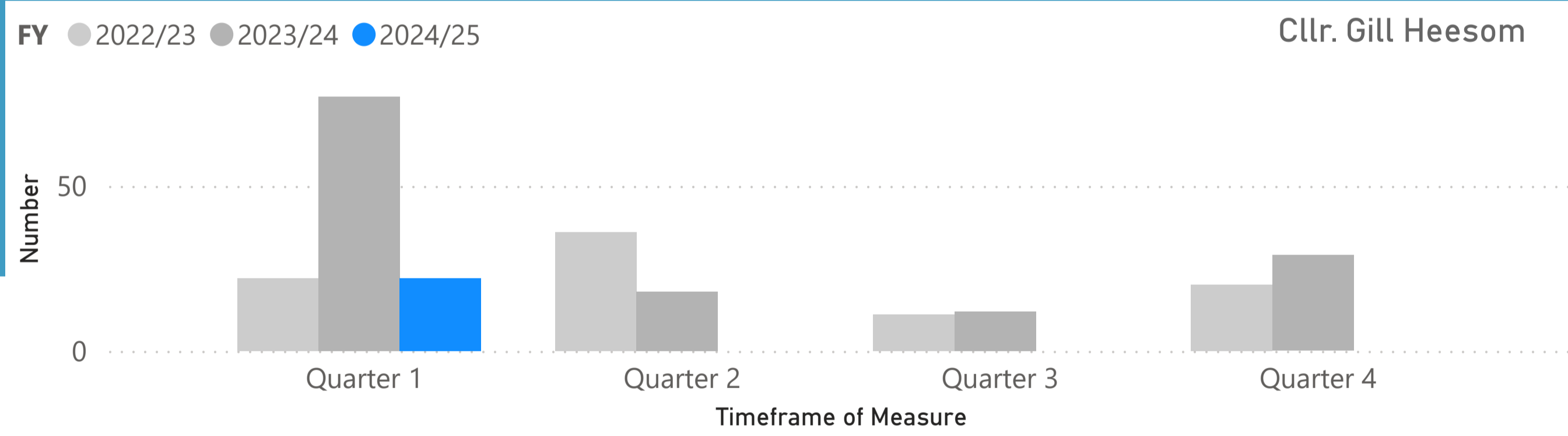
127

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

Positive
Yearly Trend

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

Is Good
Per Quarter (Snapshot)



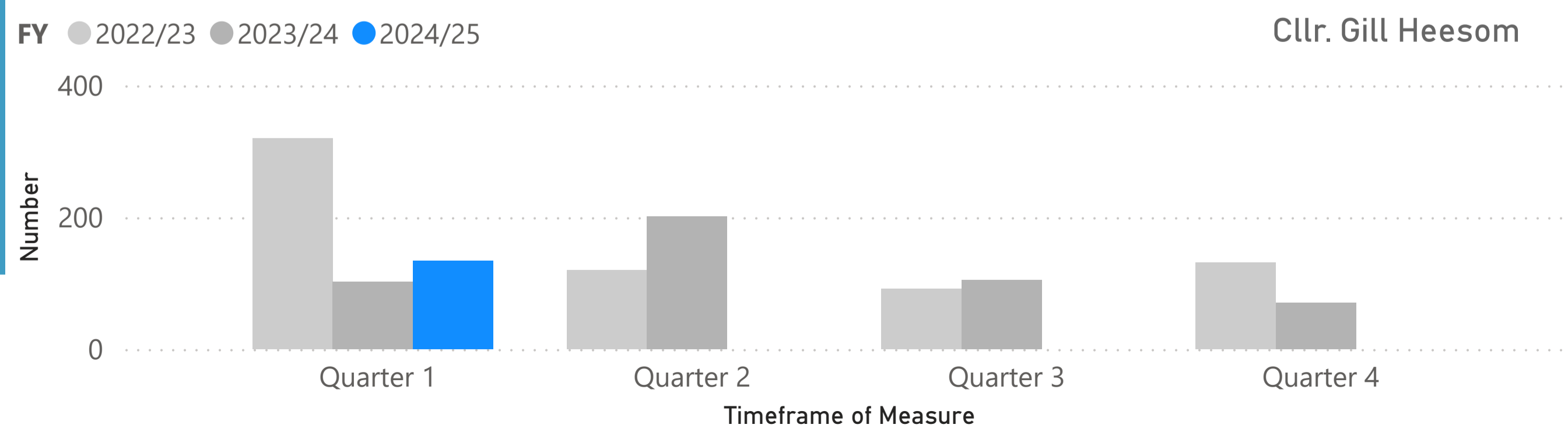
22

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

Positive
Yearly Trend

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

Is Good
Per Quarter (Snapshot)

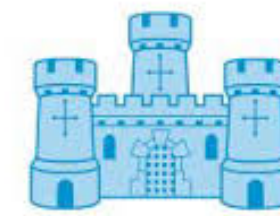


134

Value is also relative to the measure of new cases received. We continue partnership working to reduce ASB and ensure any complaints are dealt with efficiently and effectively in a timely manner.

Positive
Yearly Trend

Reduce anti-social behaviour and crime in our communities



Low
Is Good
Cumulative (Per Annum)

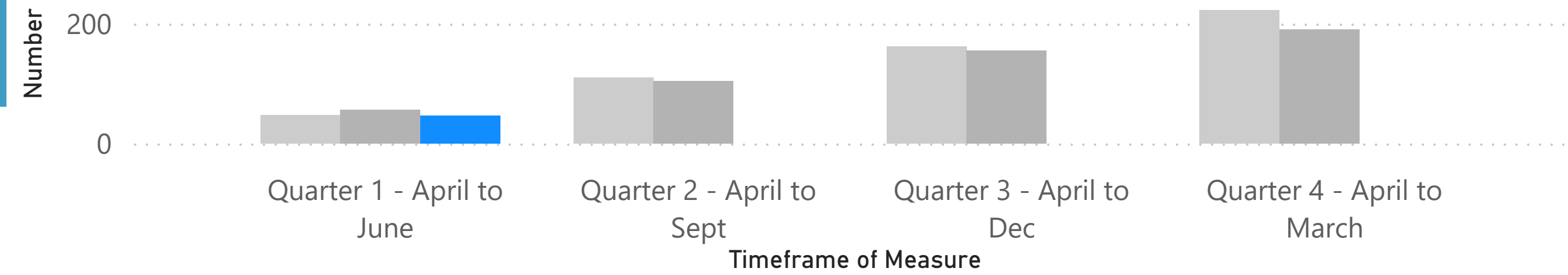
ID3.2 - Number of referrals made regarding vulnerability by participating organisations at the Daily Hub

Current Status

SMART Actions if Off Target

FY ● 2022/23 ● 2023/24 ● 2024/25

Cllr. Gill Heesom



46

We have seen an increase of hoarding cases on the vulnerability hub. We are working with Reaching North Staffs on these cases to provide hoarding specialist support. We know that there is an increased risk of death by fire in severe hoarding cases. We have successfully obtained an allotment plot which will be used by individuals that we discuss on the hub. The aim is to reduce isolation, give them a purpose and improve their mental health. Other than the increase in hoarding cases we continue to see a steady stream of referrals on issues such as alcohol and substance misuse, mental health, domestic abuse and exploitation.

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

Positive
Yearly Trend

Low
Is Good
Cumulative (Per Annum)

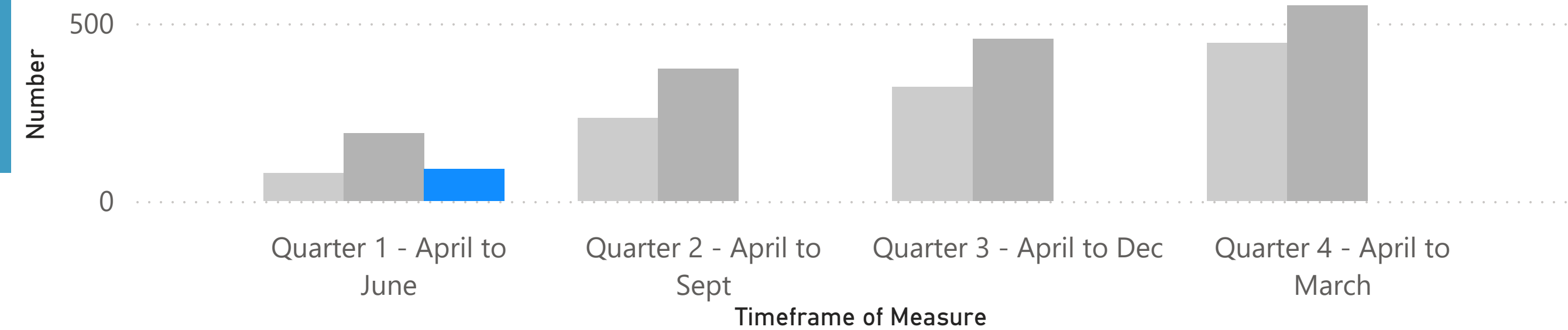
ID3.8 - Emergency homeless presentations

Current Status

SMART Actions if Off Target

FY ● 2022/23 ● 2023/24 ● 2024/25

Cllr. Gill Heesom



90

Homeless trend is increasing, measure will be monitored as year progresses, target is to reduce from last year

Positive
Yearly Trend

Low
Is Good
Per Quarter (Snapshot)

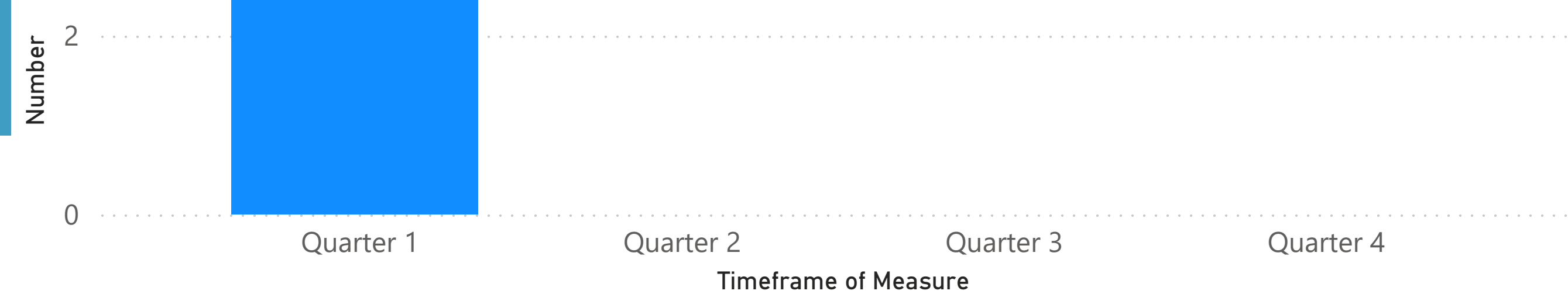
ID3.9 - Number of open Disabled Facilities Grant enquiries

Current Status

SMART Actions if Off Target

FY ● 2024/25

Cllr. Gill Heesom



225

The aim is for this to decrease through the year as cases are processed more efficiently through to completion

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

N/A
Yearly Trend

High
Is Good
Cumulative (Per Annum)

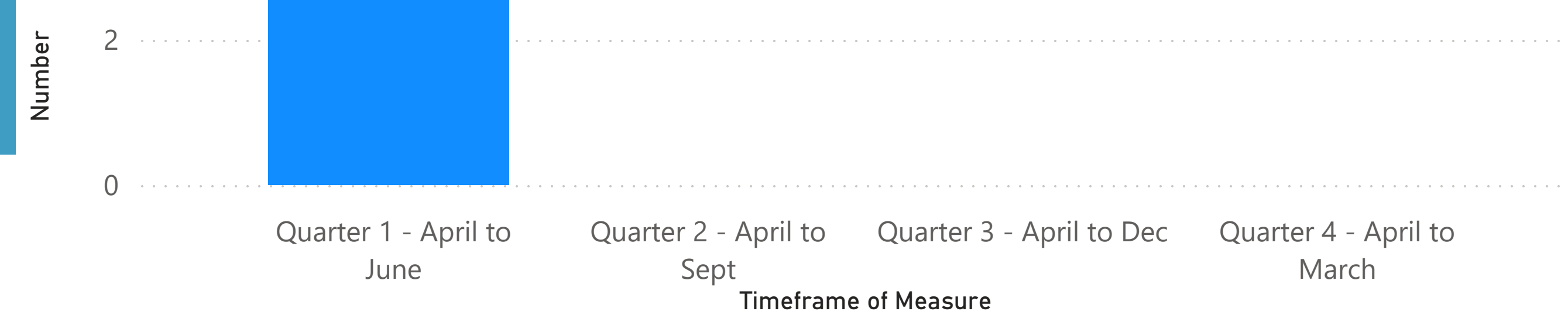
ID3.10 - Number of Disabled Facilities Grants completed

Current Status

SMART Actions if Off Target

FY ● 2024/25

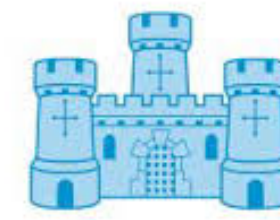
Cllr. Gill Heesom



39

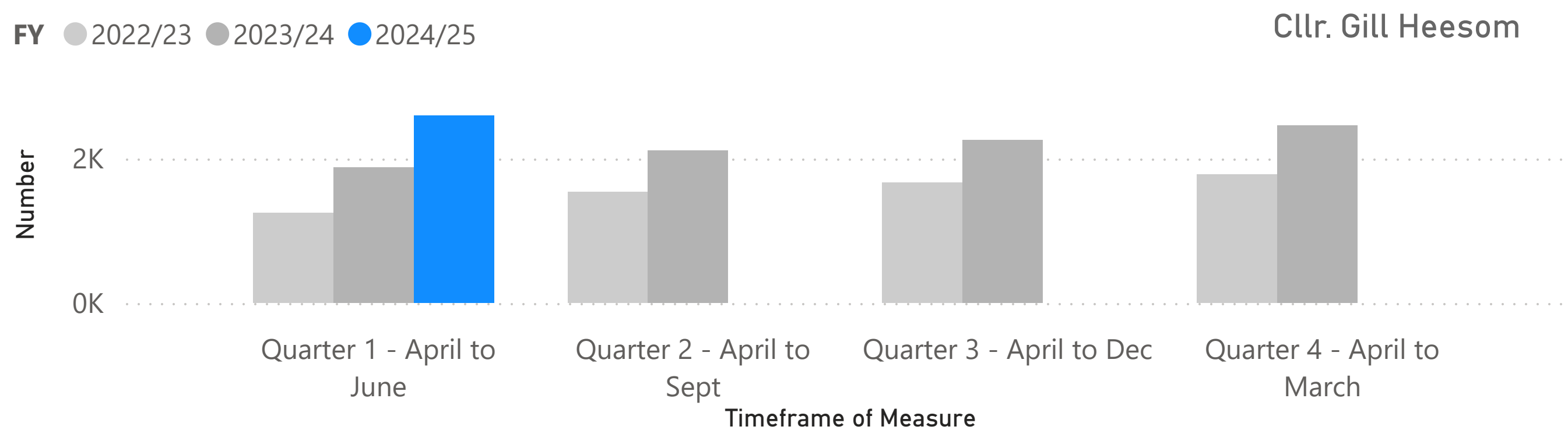
Measure should increase through the year as grants are completed

N/A
Yearly Trend



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

Is Good
Per Quarter (Snapshot)



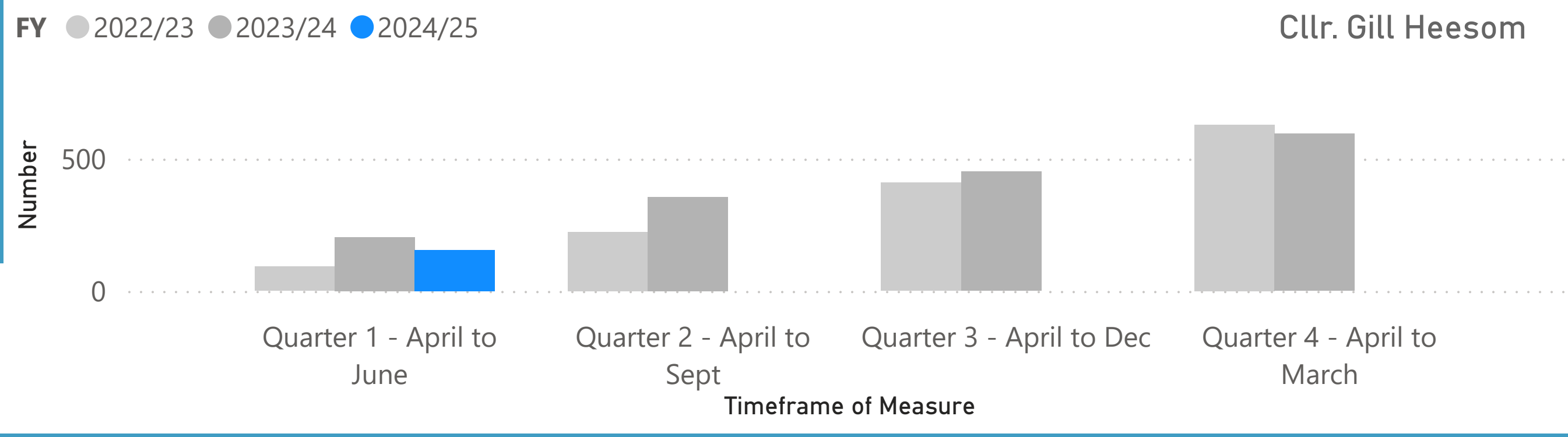
2,591

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

Negative
Yearly Trend

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

Is Good
Per Quarter (Snapshot)



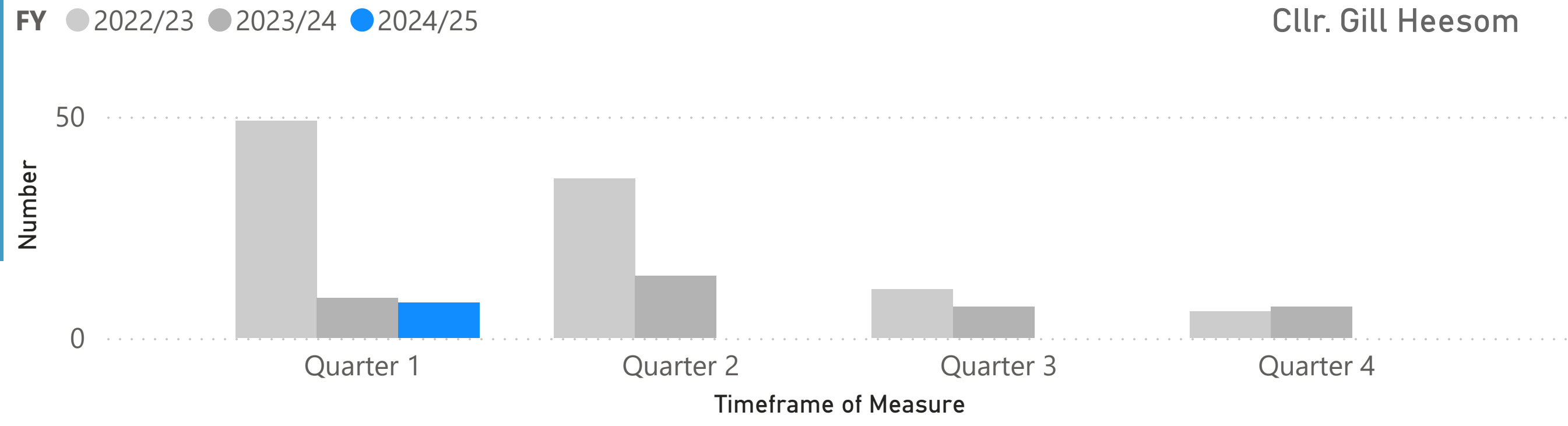
155

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

Negative
Yearly Trend

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

Is Good
Per Quarter (Snapshot)



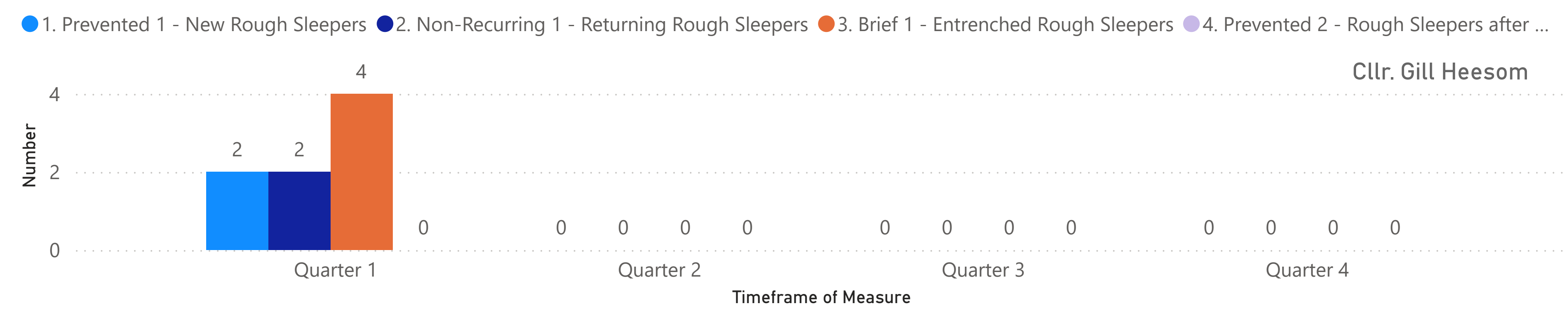
8

The last rough sleeper count took place on the 17th May 2024 and 8 individuals were verified.

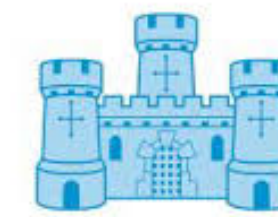
5 were Stoke connection and 3 Newcastle. We seem to be having an influx of rough sleepers from out of area. Having the Multi Agency Hub is enabling us to link in with other providers to ensure those individuals are receiving the right support to get them to access provision in their area.

Positive
Yearly Trend

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



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



Project Status Split for Priority 3.

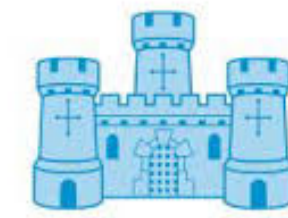
Project/Action is Progressing as Expected

5

Project/Action is Completed

1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Gill Heesom	Neighbourhoods	Build on our work with Staffordshire Police	Reduce anti-social behaviour and crime in our communities	✔ Project/Action is Progressing as Expected	Partnership working with the Police is progressing well. The Community Safety Action Plan is being updated based on priorities identified in the Strategic Assessment. Operational work is continuing in Newcastle town centre to tackle ASB.
Cllr. Craig Skelding	1. Commercial Delivery 2. Neighbourhoods	Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.	Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.	✔ Project/Action is Progressing as Expected	The final element of this, the new Queen Elizabeth statue is due to be unveiled on site at Queens Gardens in Quarter 3
Cllr. David Hutchison	1. Neighbourhoods 2. Sustainable Environment	Expansion of the street warden scheme and the creation of neighbourhood delivery teams.	Secure a step change in street cleanliness and the quality of the public domain	★ Project/Action is Completed	Project/Action has been completed.
Cllr. David Hutchison	Sustainable Environment	Further increasing recycling rates across the borough with a particular focus on food waste	Further increasing recycling rates across the borough with a particular focus on food waste	✔ Project/Action is Progressing as Expected	Planning for the roll out of food waste to flats now underway. Bins have been procured, and routing for collection vehicles being undertaken. Recycling rates for organics have increased in quarter 1 showing a positive trend.
Cllr. Simon Tagg	1. Strategy, People and Performance 2. Neighbourhoods	Work collaboratively with the Newcastle Partnership	Ensure that our most vulnerable residents are supported through the impact of the rising cost of living.	✔ Project/Action is Progressing as Expected	Ongoing partnership work continues. Through the partnership board, we are progressing working groups around vulnerability, cost of living and mental health. We also are the designated chair for Better Health Staffordshire in Newcastle and are in receipt of grant funding to impact on health inequalities.
Cllr. Craig Skelding	Neighbourhoods	Work with partners to develop effective community bodies	Support the development of community solutions to local problems	✔ Project/Action is Progressing as Expected	Community groups are being supported at Bradwell Dingle to develop a project for recreational facilities, the Lyme Valley to develop sustainable management techniques, and other various community events across the Borough



Priority 4: Performance Indicators Current Status

Off Target - Negative Trend

1

Corporate Objective	Count
Increasing the number of people living, working and using Newcastle town Centre	1
Total	1

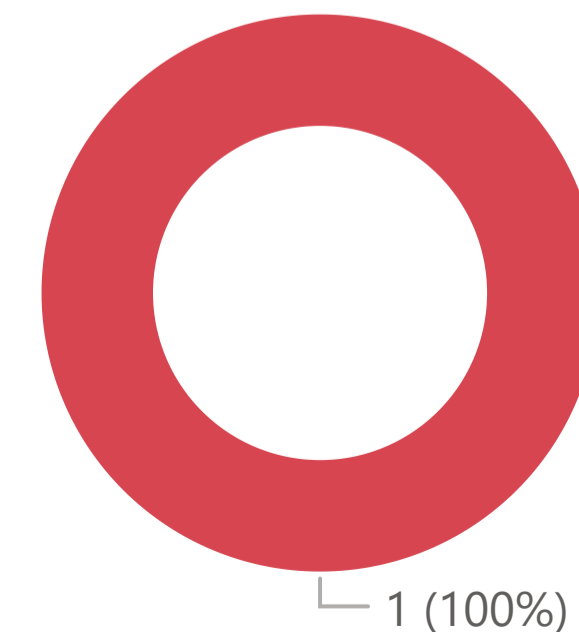
Smart Narrative

- There is 1 Indicator which have set targets this quarter within Priority 4. Ordinarily we would see 3 indicators in this priority but due to ongoing developments within the markets, 2 are not available this quarter.
- This indicator failed to meet targets in this quarter and shows a negative trend to last year.
- Of the 2 Indicators which could not able to be supplied this quarter, these will be included again in Quarter 2 when data is available. One of the indicators is around town centre footfall, the data is provided by an external source and has not been supplied. The other indicator relating to Markets Attendance, has not been able to be recorded due to the remodeling work taking place during Q1.
- Within Priority 4, One project/action has been classed as completed; this being "Developing a Town Centre Strategy for Kidsgrove". All other Projects/Actions were identified to be progressing as expected.

Priority 4: Summary Project Status Split

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

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



● Deterioration of Previous Year



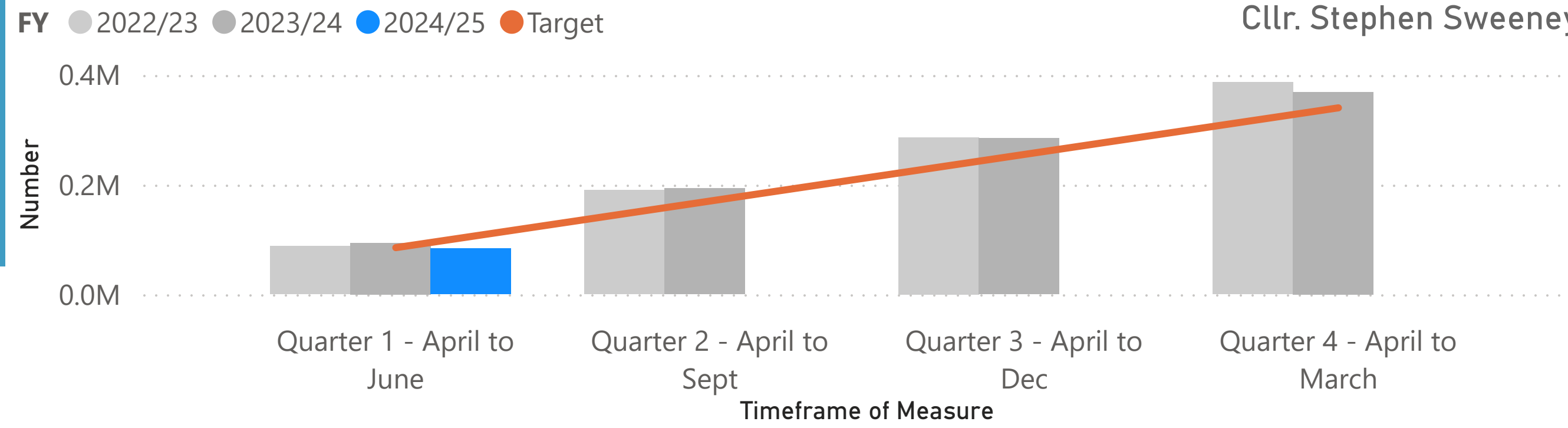
High
Is Good
Cumulative
(Per
Annum)

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

Current Status

SMART Actions if Off Target

Cllr. Stephen Sweeney



Measure is marginally lower against the target which is due to a combination of factors and our ongoing developments impacting our car parks in the town centre. We have seen a fluctuating picture of usage from contractors and building works ongoing in the town leading to a different pattern of use during the quarter. It is expected that the number of tickets sold will improve over the summer months. This measure will be reviewed in a forthcoming car parking strategy and will be rebased at that point

Negative
Yearly Trend

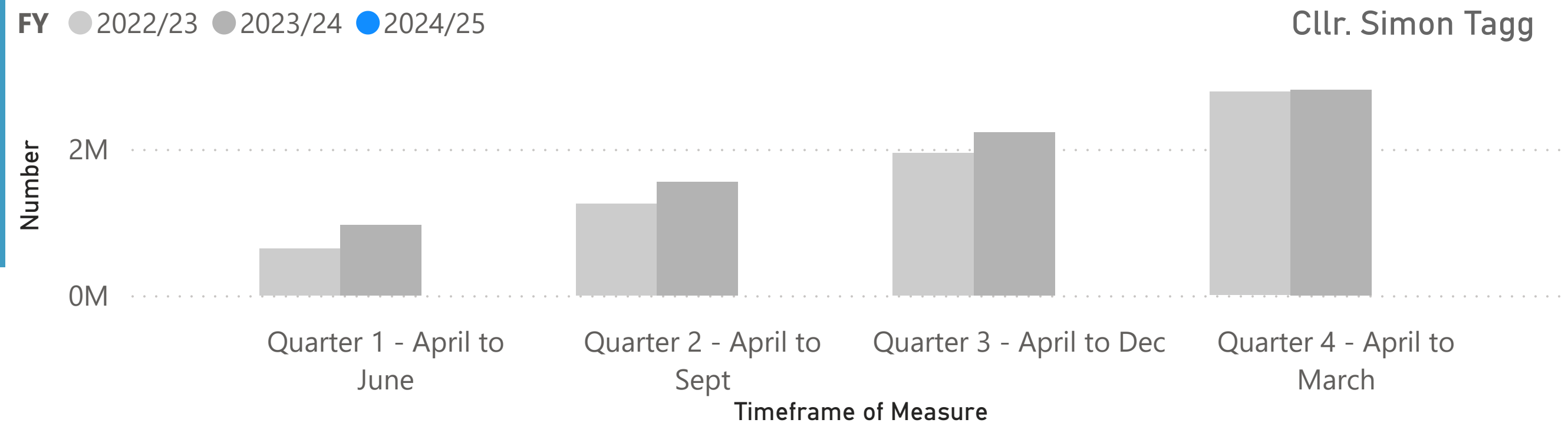
High
Is Good
Cumulative
(Per
Annum)

ID4.2 - Town Centre Footfall - Newcastle

Current Status

SMART Actions if Off Target

Cllr. Simon Tagg



Data not provided by the BID in time for the report - will be back dated when data has been made available.

N/A
Yearly Trend

High
Is Good
Cumulative
(Per
Annum)

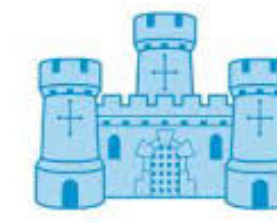
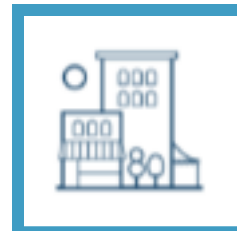
ID4.3 - Average stall occupancy rate for markets - Overall

Cllr. Stephen Sweeney

PIs for stall occupancy are now under review due to a Market remodelling project and reduced numbers of fixed stalls. The work commenced mid-Q1 2024/25 and is due for completion at the end of July 2024.

N/A
Yearly Trend

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



Project Status Split for Priority 4.

Project/Action is Progressing as Expected

4

Project/Action is Completed

1

Portfolio Holder	Service Area	Action	Corporate Objective	Status report	Commentary on progress
Cllr. Stephen Sweeney	1. Commercial Delivery 2. Planning	Redeveloping Midway car park to provide aspirational town centre residential accommodation	Increasing the number of people living, working and using Newcastle town centre	✔ Project/Action is Progressing as Expected	Concrete testing has been completed. Designs are progressing and an agreement is in place with Capital & Centric to RIBA 3 planning with a target for submission in September 2024.
Cllr. Stephen Sweeney	1. Neighbourhoods 2. Commercial Delivery	Developing a Town Centre Strategy for Kidsgrove	Encourage visitors and support local businesses in Kidsgrove	★ Project/Action is 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	Development of Castle Car Park is well underway with a target date for completion in November. An agreement is in place with Capital & Centric to RIBA 3 Planning, with a target date of submitting for planning in September 24 for the housing element and November 24 for a hotel / residential element. Negotiations continue with McCarthy Stone with a view to the sale of land for their development on this site.
Cllr. Stephen Sweeney	Commercial Delivery	Redevelopment of York Place	Continuing to work with key partners to deliver the redevelopment of opportunities across the borough	✔ Project/Action is Progressing as Expected	Strip out of asbestos is complete. A demolition contractor is being appointed with a planned start date in July, subject to agreement of the hoarding line with SCC Highways. An agreement is in place with Capital & Centric to RIBA 3 planning with a target for submission in September 2024.
Cllr. Stephen Sweeney	Neighbourhoods	Further enhance the historic market and public realm and boost our signature specialist market programme	Further enhance the historic market and public realm and boost our signature specialist market programme	✔ Project/Action is Progressing as Expected	The contract to improve the public realm and stalls is in progress with anticipated completion in July. The Makers Market is now established on the first Sunday of each month.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

18 September 2024

Report Title: Commercial Strategy Update

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

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

Ward(s) affected: All

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

1. Background

- 1.1 The Council's Commercial Strategy was adopted by Cabinet in October 2019 and more recently updated and approved by Full Council in February 2024. Our vision is for Newcastle-under-Lyme to be a sustainable and business-oriented Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's Medium Term Financial Strategy. As a Council which adopts a commercial mind-set across the organisation, we expect staff to think innovatively and deliver services differently. We will use commercial principles to maximise the impact of our assets (whether physical or intangible) to benefit our communities and deliver financial sustainability.
- 1.2 The primary objective is to use the Council's resources as effectively and efficiently as possible when delivering the Council Plan.

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

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

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

1.4 Direct investment in commercial property offers a relatively familiar path as the Council already has a diversified property portfolio including office, retail and industrial assets which currently generates a net annual revenue stream.

1.5 The aim of the strategic asset development programme will be to steer and manage development opportunities from the Council's property asset base so as to deliver capital receipts and improved revenue income streams but at the same time securing the regeneration and economic development objectives of the Council. Examples include acquisition and development of strategic town centre sites, housing and industrial sites within the borough. Developments may be undertaken on a co-investment basis with public, not for profit and private sector partners.

2. Issues

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

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

	currently charged at low rates in Staffordshire	
Investment Opportunities for commercial return	Continue to investigate investment opportunities that will deliver a commercial return and build up our commercial portfolio	Increased revenue generation, servicing demand in the local area and supporting economic development

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

2.2.1 Ryecroft

Development of new multi-storey car park (Castle car park), will be complete in late November 2024.

Capital&Centric are developing plans for the remaining areas on the site. A planning application is due to be submitted in September for the Ibis Styles hotel brand, the Aspire Housing development and the Capital&Centric residential developments. It is anticipated that this planning application will be considered in the New Year.

A further portion of the site (behind the Church) has been sold to McCarthy and Stone, in August 2024, to develop an over 55 year old residential development. It is anticipated that a planning application for the site will be submitted before Christmas.

2.2.2 York Place Shopping Centre

Capital&Centric are starting the partial demolition / strip out works to expose the existing concrete frame to be developed into a new commercial and residential development. The planning application for the final development is due to be submitted by September 2024.

2.2.3 Midway Car Park

Upon completion of the Castle Car Park on the Ryecroft site in November 2024, the Midway Car Park will become surplus to requirements and therefore alternative uses will need to be considered. Capital&Centric will be submitting a planning application for the redevelopment of the structure (as with York Place the concrete frame will be retained) in September 2024.

2.2.4 Land Adjacent to Keele Cemetery

The plans for a solar energy installation on Council owned land that is adjacent to Keele Cemetery are still under development and further details will be provided in due course.

2.2.5 Chatterley Valley

The opportunities that the Council has been developing have now come to an end due to the end user not being able to afford the development costs on this site. Alternative sites for the end user are currently being investigated and if the Council will need to be a financial partner. Further updates will be provided as and when work has progressed further and plans are clearer.

2.2.6 Enterprise Units

The former Zanzibar nightclub (Aspire Housing owned) has been demolished. It is intended to be replaced with residential development, along with approximately 6 small enterprise units which the Council will own and manage. Morgan Sindall have been appointed by the land owner, Aspire Housing, and are currently working up design concepts for the residential element of the development, with a view to submitting a planning application in October 2024, for the overall development, with development on site commencing in 2025.

2.2.7 Land at Park House West

We have recently sold a parcel of brown field land at the Park House West industrial estate to Givenergy who will be developing a new North Staffordshire hub for clean tech start-ups, in line with the zero carbon and sustainable borough. This new development whilst not delivered through yourselves has been an aspiration and strategy for the Council and to have found a partner who wishes to undertake this development is another route for the delivery of our plans and strategies for more investment in new business in the borough.

3. Recommendation

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

4. Reasons

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

5. Options Considered

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

6. Legal and Statutory Implications

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

7. Equality Impact Assessment

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

8. Financial and Resource Implications

8.1 As detailed in section 2 of the report, the Council is working a range of projects that could be considered in line with the Commercial Strategy.

8.2 Expenditure of up to £2,649,000 to develop the three schemes (Ryecroft, York Place and Midway Car Park) to the end of RIBA Stage 3, and the submission of the requisite planning applications was approved at Full Council on 14 February 2024.

9. Major Risks & Mitigation

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

10. UN Sustainable Development Goals (UNSDG)

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



11. Key Decision Information

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

12. Earlier Cabinet/Committee Resolutions

12.1 Cabinet 16 October 2019 adopted the Commercial Strategy.

12.2 Full Council 14 February 2024 approved the updated Commercial Strategy.

13. List of Appendices

13.1 None.

14. Background Papers

14.1 Commercial Strategy 2024/25.

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

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

18th September 2024

Report Title: Town Deal and Future High Street Funds Update

Submitted by: Deputy Chief Executive

Portfolios: Portfolio Holders - Finance, Town Centres and Growth

Ward(s) affected: All

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

1. Background

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

2. Updates

2.1 Future High Street Fund

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

2.1.1 Market improvements

The contract for public realm works to lower High Street completed in August and the benching and planters are due early September. As previously reported 18 fixed

stalls have been removed, leaving 27 fixed stalls which have had new canopies fitted and some have been relocated into more appropriate areas. New temporary stalls have arrived for markets which require more than the remaining 27 fixed stalls.

2.1.2 York Place

The demolition / strip out contract for the removal of the building fabric, exposing the framework for future development commenced in September 2024, in readiness for the build out stages once planning permission is agreed and construction costs are finalised. Planning permission is due to be submitted in September.



Ryecroft

2.1.3 Castle Car Park

Construction continues on the project with completion due in late November 2024. The ticketing system and highworks to the entrance and former site entrance have been ordered. The EV Charging are being installed (Funding £12m (£3.50m from FSHF)).



2.1.4 McCarthy and Stone Residential Development

McCarthy and Stone signed a land acquisition agreement with the Council in August and are now working on the preparation of a planning application for the new development.

2.1.5 New Hotel

Capital and Centric are continuing their design feasibility works for the whole Ryecroft site which will include the new Hotel build, which is now anticipated to be developed on the corner of Merrial St and Corporation St. A planning application is due to be submitted as part of the wider Ryecroft development submission, due in September 2024.

2.1.6 Aspire Housing

Aspire have agreed with Capital and Centric a site boundary and the works that will be undertaken to develop out residential units.



2.2 Newcastle Town Deal

2.2.1 Midway Car Park

Capital and Centric have been developing plans for the re-development of the Midway structure, based around the principle of retaining the concrete frame and floors and re-engineering the structure for residential purposes and are due to submit a planning application for the works in September 2024.

2.2.2 Astley Performing Arts Centre

The Philip Astley CIC are continuing their investigation for Phase 2 for the circus skills training space, for ariel work etc. It is unlikely to be within the remodelled York Place due to the 6.5m height requirements.

2.2.3 Knutton and Chesterton

Knutton

Aspire Housing are planning to commence construction works in November 2024 for the residential development at the High Street site.

Also, as above, the former community centre site development by Aspire is due to commence in November 2024.

Whilst work on the extension to the Enterprise Centre will be complete in November 2024.

The plans for a village hall at High Street in Knutton will be considered by the planning committee in September 2024. Support Staffs are to be approached to discuss potential operators.

The development of the football changing rooms at the Wammy has commenced and will be complete in February 2025.

Cross Street Chesterton

Aspire Housing are currently undertaking a procurement exercise for a contractor in preparation for a start on site in 2025.

2.2.4 Zanzibar Enterprise Units

These are to be Council owned small enterprise units to rent to small and developing businesses on North Street. Morgan Sindall have been appointed by Aspire for the overall development. A planning application for the development is expected in mid October 2024, with construction starting in spring / summer 2025 and completion of the units by the end of 2025.

2.2.5 Walking and Cycling Provision

Works for these schemes has begun through Staffordshire County Council with cycling improvements implemented along George Street, at Gallowstree Roundabout and works will commence along Barracks Road in summer 2025.

2.2.6 Sustainable Travel

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

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

Works continues with internal fit out works. Keele in Town is due to launch in October 2024.

2.2.8 EV Charging Points

These works now form part of the new Castle Car Park project and will be in place ready for opening of the car park.

2.2.9 Digital infrastructure

A procurement exercise for the works is underway with plans to have the works to be installed by the end of 2024.

2.3 Kidsgrove Town Deal

2.3.1 Chatterley Valley

The development plans for the Plot D unit have now ended and the prospective end user has withdrawn from the development. Haworth are continuing to market the site with the first plot being ready later this year.

Works to the highway / entrance works to the new site continue and are now complete and the road is open.

2.3.2 Kidsgrove Train Station works

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

2.3.3 Canal Pathways

Works by the Canal and Rover Trust are being tendered currently with works anticipated to commence in September in 2024.

2.3.4 Shared Service Hub

The outstanding issues around the mine works licence and insurance have been resolved and survey works are being investigated.

3. Recommendation

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

4. Reasons

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

5. Options Considered

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

6. Legal and Statutory Implications

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

7. Equality Impact Assessment

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

8. Financial and Resource Implications

- 8.1 The Council was awarded Future High Streets Fund funding in June 2021 of £11.0m to progress projects to help future economic growth. The full £11.0m has now been received of which £10.183m has been spent at 3rd September 2024, as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Ryecroft / Site Preparation	3,756	3,348	408
Multi Story Car Park	3,500	3,500	0
York Place	3,015	2,768	247
Stones Public Realm	321	112	209
Market Stalls	76	76	0
Project Management	380	379	1
Total	11,048	10,183	865

8.2 £23.6m was awarded to the Council via the Town Deals Fund for Newcastle to enable a vision to improve communications, infrastructure, and connectivity in Newcastle-under-Lyme to become a reality. £15.0m has been received to date of which £3.05m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Digital Infrastructure	2,285	29	2,256
Sustainable Public Transport	3,421	65	3,356
Electric Vehicle Charging	400	0	400
Pedestrian Cycle Permeability	950	0	950
Transform Key Gateway Sites	3,810	361	3,449
Astley Centre for Circus	1,810	640	1,170
Digital Society	3,510	662	2,848
Heart into Knutton Village	3,534	682	2,852
Cross Street, Chesterton	2,955	0	2,955
Project Management	925	614	311
Totals	23,600	3,053	20,547

8.3 £16.9m has also been awarded via the Town Deals fund for Kidsgrove to enable real and lasting economic benefits to be realised in Kidsgrove and the surrounding area. To date £10.2m has been received of which £6.9m has been spent as shown below:

Project	Award (£000's)	Spend/Ordered (£000's)	Remaining (£000's)
Kidsgrove Sports Centre	2,328	2,328	0
Chatterley Valley West	3,661	3,661	0
Kidsgrove Station	3,638	212	3,426
Shared Services Hub	6,183	162	6,021
Canal Enhancement	420	0	420
Project Management	670	528	142
Total	16,900	6,891	10,009

9. Major Risks & Mitigation

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

10. UN Sustainable Development Goals (UNSDG)

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



11. Key Decision Information

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

12. Earlier Cabinet/Committee Resolutions

- 12.1 None.

13. List of Appendices

- 13.1 None.

14. Background Papers

- 14.1 None.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**CORPORATE LEADERSHIP TEAM'S
REPORT TO**

Finance Assets and Performance Scrutiny Committee
18 September 2024

Report Title: Turnover Report

Submitted by: Service Director Strategy People and Performance

Portfolios: One Council, People and Partnerships

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To present a review of turnover figures over the past year, including an analysis of leaving reasons, work undertaken and next steps			
<u>Recommendation</u>			
1. That the committee note the information included in the report			
<u>Reasons</u>			
To provide assurance on internal processes and practise.			

1. **Background**

- 1.1 Over the past years, during a period of change for the Council, turnover rates have been flagged as over target across services.
- 1.2 Committee have requested further information to inform understanding on the subject and to understand where action has been taken, as well as consideration of further action remaining.

2. **Issues**

- 2.1 The turnover rate remains a core KPI which is monitored cumulatively each month with an annual target of 10%
- 2.2 Turnover in 2023/24 stood at 15.22% across the year.
- 2.3 Turnover is currently measured across all leavers with no separation across voluntary leavers (i.e. resignations and retirements) and those who leave at the instigation of the Council (i.e. dismissals, TUPE)
- 2.4 Exit interview data is limited. Although requests are sent to all leavers, this can not be mandated and so it is difficult to accurately capture nuanced data on those who voluntarily leave employment.
- 2.5 Retirement remains a significant percentage of those who leave employment and this is reflective of the demographic of the workforce.

3. **Proposal**

3.2 That the committee note the information included in the report

4. **Reasons for Proposed Solution**

4.1 To provide assurance on internal processes and practise.

5. **Options Considered**

5.1 None.

6. **Legal and Statutory Implications**

6.1 none

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 people practices. Equality Impact Assessments are conducted on all policies relating to recruitment, people management and exit.

8. **Financial and Resource Implications**

8.1 None directly as a result of this report, however resource implications remain in terms of vacancy management.

9. **Major Risks**

9.1 none

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.



11. **Key Decision Information**

11.1 n/a.

12. **Earlier Cabinet/Committee Resolutions**

12.1 n/a.

13. **List of Appendices**

13.1 Appendix A – Turnover Report

14. **Background Papers**

14.1 None

Appendix A. Analysis of Turnover and Leavers -August 2024

Period reviewed; 01/08/2023-31/07/2024.

Background

Turnover remains a core KPI which is monitored cumulatively each month, the annual target is 10% but 23/24 saw a total of turnover of 15.22% for the year. Turnover at the Council is used to measure the rate at which employees leave the organisation, a total measure is used, so there is no separation between voluntary (resignations/retirements) and involuntary (dismissals, TUPE, end of fixed term contract etc)

Monthly turnover is calculated as; **Leavers in month/Total headcount at end of month**

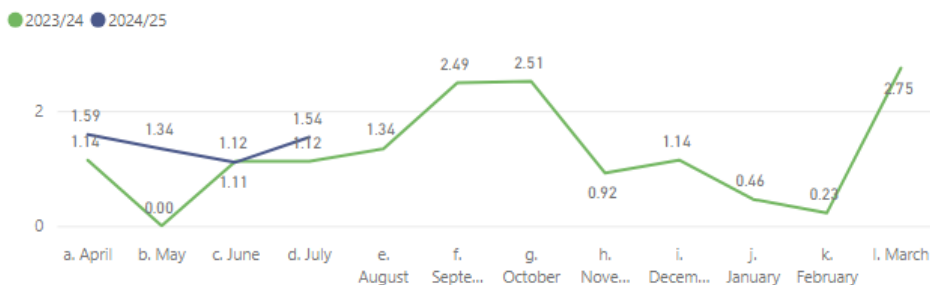
Cumulative turnover is calculated as; **Leavers in YTS/Average monthly headcount in YTD**

High voluntary turnover can be a sign of low morale, dissatisfaction with pay and benefits, lack of career or development opportunities and a competitive market amongst other things.

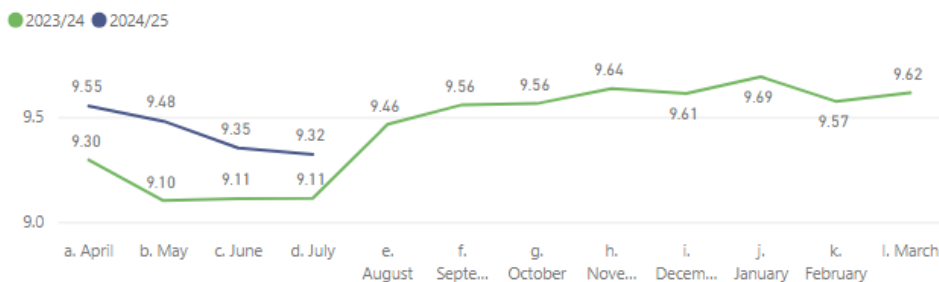
For Q1 24/25 turnover was 4.03%, which if the current trend continues, will mean a similar cumulative turnover % to the previous year.

So far for 24/25 turnover and vacancies are both tracking at a marginally higher level than 23/24.

Turnover % Over Time



Vacancy Rate Over Time



This report compiles information from leavers reports, HR dashboard data and exit interviews to examine the information behind this data in more detail.

Reasons for Leaving

Over the past 12 months (August 2023-July 2024) a total of 84 people have left the Council, an average of 7 per month. The reasons recorded for leaving are as outlined below;

Reason for leaving	Number	% of total leavers
Dismissed capability - Health	6	7.14%
Dismissed conduct	2	2.38%
End of FTC	2	2.38%
MARS	5	5.95%
Probationary Period Incomplete	10	11.90%
Resigned	37	44.05%
Retired	20	23.81%
TUPE Transfer out	2	2.38%
Grand Total	84	

Almost a quarter of those leaving are retirees and this reflects the age profile of the workforce, with 52% of the workforce currently aged over 50 and almost 5% aged 65+, in addition the fact that 6 of the leavers were dismissed due to long term ill health (including some approved for ill health retirement) reflects the levels of long term sickness absence the council have seen in recent years.

A number of leavers were either transferred to another organisation (TUPE), had fixed term contracts which expired (this could be a short-term project or cover such as maternity), or applied for the MARS scheme and were approved as the removal of their post offered a way to deliver services differently/more effectively. These individuals should not be considered as natural turnover, as their posts would not be recruited to in a like for like manner and so do not necessarily represent any trends or reflect on staff mood or engagement. Some of these leavers represent services which the Council no longer delivers in-house.

A growing number of individuals have had their contract terminated within 6 months due to not completing their probationary period, one of the reasons for this increase has been a change in the way we have recruited a flexible workforce, a number of staff who were previously agency or casual workers were offered short term seasonal contracts in either Streetscene or waste and recycling, but failed to fulfil their contractual requirements. The most common reason for probationary failures has been high levels of absence, including unauthorised absences and high levels of sickness, there have also been some cases of misconduct. The fact that probationary failure dismissals are rarely due to capability in terms of required skill or competence indicates that our recruitment processes are appropriate for selecting skills alignment; however we continue to hone our recruitment practices and promote values based recruitment to limit the likelihood of failed probationary periods.

Additionally, these issues tend to be more prevalent in a more transient/seasonal workforce where perhaps individuals are just looking for very short-term work (students/people who usually work on agency/those who view the council as a “stop-gap”).

Historically the organisation has not always acted on concerns during this initial period of employment and this can lead to longer more serious issues arising; therefore closer adherence to the policy in this respect is a positive reflection on management confidence and capability, as well as indicating that teams and services are clearer about what constitutes appropriate behaviour and adherence to our values.

Resignations

There have been a total of 37 resignations in a 12 month period, these are the turnover posts which are more indicative of any trends within workforce.

The highest number of resignations were within the following roles.

- Fitness instructors (5)
- Swim teachers (4)
- Customer hub assistants (5)
- Customer hub officer (3)
- Waste collection operatives/drivers (5)

Leisure posts are well known across the industry for high turnover and fitness and swimming instructors are hard to attract and retain. The swim academy, which is a project partnering with Swim England to train new swimming teachers and potentially offer ongoing employment, based at J2 has increased recruitment into these posts, but retaining trainees longer term is a challenge. Fitness instructors have fed back that the private sector is much more lucrative for those with training and experience in delivering classes, J2 have been reviewing their workforce model to explore ways to improve recruitment and retention.

The customer hub team experience high turnover predominantly within the entry level customer hub assistant posts, this may be due the roles being viewed as a first step into customer services, but there has also been feedback about the challenges of first line customer service experienced by some individuals who have left. This is being fed back into ongoing work around service improvement. The model now in place evidences a much stronger career pathway than previous models; and next steps are to use this to support our recruitment processes. Three staff have been internally promoted from Grade 4 to grade 6 within the last 12 months.

The waste and recycling teams are one of the largest teams in the council and therefore it is expected that they will account for a larger proportion of the leavers, there isn't a significant concern about these posts as the average tenure within the sustainable environment service is very high, with 47 people currently employed for over 20 years.

Exit Interview Data

Exit interview links are sent out to all individuals upon notification of their leave date, unfortunately completion rates remain much lower than expected, but the data provided is reported on and reviewed to identify and trends or concerns.

Since February 2023, when a simplified exit interview process was launched, 27 questionnaires have been completed. The majority of the feedback on these forms was positive, two thirds of people said they would recommend working for the council and only 3/27 people rated the Council as an employer as below average.

Next Steps

There are a number of small workstreams looking at challenges in recruitment and retention in certain teams, such as within the leisure service at Jubilee 2. Scrum work continues to identify challenges and new ways of working which could assist with retention.

As exit interview data is limited, it is proposed that some of the questions included in the exit interview questionnaire ([available here](#)) are included as part of the annual staff survey to provide an oversight and benchmark into how employees currently feel about pay, benefits and working conditions, in order to address any areas of concern.

Leaver information and exit interviews will continue to be monitored monthly and any trends (such as those outlined in certain roles) identified and acted upon.

FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE



Work Programme 2024/25

Chair

Cllr M. Holland

Vice-Chair

Cllr A. Bryan

Members

Cllrs D. Allport, R. Bettley-Smith, W. Brockie, R. Lewis, A. Lawley, A. Parker, M. Stubbs, J. Tagg and P. Waring

Scrutiny Champion

Sarah Wilkes

Portfolio Holders within the Committee's remit

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

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

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

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

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

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

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

Planned Items

DATE OF MEETING	ITEM	NOTES
18 September 2024	<ul style="list-style-type: none"> - Medium Term Financial Strategy 2025/26 - Q1 Finance and Performance Report 2024/25 - Commercial Strategy Update - Town Deal and Future High Street Funds Update - Staff Turnover Report 	Requested at FAPS on 27/06/24
5 December 2024	<ul style="list-style-type: none"> - Q2 Finance and Performance Report 2024/25 - Draft Savings Proposals 2025/26 	

Previous Items

DATE OF MEETING	ITEM	NOTES
19 January 2023	<ul style="list-style-type: none"> - Revenue and Capital Budget and Strategies 2023/24 - Schedule of Fees and Charges 2023/24 	
30 March 2023	<ul style="list-style-type: none"> - Q3 Finance & Performance Report 2022/23 - One Council update 	
26 June 2023	<ul style="list-style-type: none"> - Q4 Finance & Performance Report 2022/23 - Commercial Strategy Update 	
25 September 2023	<ul style="list-style-type: none"> - Asset Management Strategy - Medium Term Financial Strategy 24/25 - Q1 Finance and Performance Report 	

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

Last updated on 1st July 2024

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