

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**EXECUTIVE MANAGEMENT TEAM'S
REPORT TO CABINET**

09 September 2020

Report Title: Financial and Performance Review report – First quarter (Apr-Jun) 2020-21.

Submitted by: Executive Management Team

Portfolios: Corporate & Service Improvement, People & Partnerships, Finance & Efficiency

Ward(s) affected: All

Purpose of the Report

To provide Cabinet with the Financial and Performance Review report for the first quarter of 2020-21.

Recommendation

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

Reasons

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.

It should be noted that certain activities from 20 March 2020 were impacted by Covid 19 and the resulting actions taken by the Council to protect and ensure support is available to everyone.

1. **Background**

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the first quarter 2020/21 by presenting performance data and progress summary set within a financial context. The report provides broad financial information (Appendix A) and also details service performance (Appendix B) for the first quarter 2020/21.
- 1.2 This report covers the peak period of the Covid 19 lockdown, when a number of customer facing services were required to close, or where the customer base simply stopped using the service. Despite these unprecedented circumstances, as the summary of the overall performance picture is presented in section 4 of this report reflects, performance has generally held up well.

2. **2020-21 Revenue and Capital Budget Position**

- 2.1 The Council approved a General Fund Revenue Budget of £15,690,000 on 19 February 2020. Further financial information is provided in Appendix A.

3. **Development of the Financial and Performance Report**

- 3.1 The performance section –Appendix B was reviewed and updated for 2020-21 and the indicators continue to reflect the priorities in the Council Plan. In addition to reporting on key performance indicators, the report includes a progress summary for each priority, detailing the progress with the delivery of planned activities.

- 3.2 Additional performance information is provided, 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 economy.

4 Performance

- 4.1 The latest performance information for quarter one has been analysed and all indicators monitored for this period are listed in the table found in Appendix B.
- 4.2 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.
- 4.3 For this report a total of 16 indicators were monitored, and the proportion of indicators which have met their target (where set) or are within tolerance levels during this period stands at 87%. It should be noted that several indicators were not monitored this quarter due to the closure of some services for example, the Brampton Museum and leisure facilities.
- 4.4 There are 5 indicators off target this quarter, and officers consider that the performance against these indicators does not give rise to serious cause for concern at present (see commentary provided at Appendix B). The management of each of the service areas concerned continue to monitor and take steps to deal with under achievement of targets where possible and/or appropriate, taking into account the limitations presented by the Covid19 situation.
- 4.5 Progress on delivery of planned activities is summarised for each priority and no concerns are highlighted.

5. Legal and Statutory Implications

- 5.1 The Council has a duty to set targets for performance of a range of functions and needs to monitor these closely.

6. Equality Impact Assessment

- 6.1 There are no differential equality issues arising directly from this monitoring report.

7. Financial and Resource Implications

- 7.1 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.

8. Major Risks

- 8.1 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. The impact of Covid 19 is more apparent in the reporting of this quarter, impacting on many areas and the situation will continue to be monitored through the normal budget monitoring procedures.
- 8.2 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 monthly basis together with quarterly reports to Cabinet.

8.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

9. **Sustainability and Climate Change Implications**

9.1 N/A

10. **Key Decision Information**

10.1 Included on the Forward Plan

11. **Earlier Cabinet/Committee Resolutions**

11.1 N/A

12. **List of Appendices**

12.1 Financial information (Appendix A), and Performance (Appendix B).

13. **Background Papers**

13.1 Working papers held by officers responsible for calculating indicators.

Financial Position Quarter One 2020/21

1. General Fund Revenue Budget

- 1.1 The Council approved a General Fund Revenue Budget of £15.690m on 19 February 2020. The actual position compared to this budget is continuously monitored by managers, EMT and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.
- 1.2 The COVID-19 pandemic has had a significant impact on the Council's financial position through a mix of lost income and additional costs. Government funding of £1.573m has been secured which includes a third tranche of funding announced on 16 July 2020. In addition to this funding the Government has advised that they will be sharing income losses incurred as a result of COVID-19, for which the Council forecasts to receive £1.507m. This support has significantly relieved pressure on the Council's revenue budget during the remainder of the year.
- 1.3 The Council's revenue budget relies on service income from fees and charges across a wide range of services, with a significant proportion coming from Jubilee 2 and car parking. The Council has been actively monitoring the impact of the lockdown on income and the Council's working practices required to ensure safe practice and the safety of its residents.
- 1.4 In the longer term, any impact on either business rates collection (due to business failure) or Council Tax collection (due to non-payment) will materialise in 2021/22. The Government have announced that they will share collection fund losses and have advised that the Council can recover any deficits over 3 years.
- 1.5 The consequences of the Coronavirus on the Council's financial position will depend significantly on the duration of the lockdown and on the scale and timing of further Government financial support. The Council is actively lobbying our local Members of Parliament and through national networks as part of the wider public sector family, to make the case for further Government support to address COVID-19 related costs and loss of income. Particular emphasis in our lobbying has been the impact on Business rate and Council tax collection.
- 1.6 The Council continues to strongly manage budgets and spending. Action has been taken to furlough a number of staff, primarily from Leisure, where there is no ability or need to redeploy. This will enable the Council to recoup a proportion of their salary costs from the Government. Staff continue to be on full pay, and their contracts of employment are unaffected, with them returning to their usual roles as soon as the easing of lockdown permits. Furlough funding is estimated to amount to £0.176m, with Leisure facilities reopening at the end of July.
- 1.7 Careful monitoring of the financial position will be required over coming weeks and months leading to prompt corrective action where necessary to ensure that reserves are not exhausted and the Council remains in a position of being able to deliver a balanced budget position in the current financial year and beyond.

2. Capital Programme

- 2.1 A Capital Programme totalling £12,454,103 was approved for 2020/21. Of this total £10,454,103 relates to the total cost of new schemes for 2020/21 together with £1,000,000 for schemes funded by external sources (Disabled Facilities Grants), £1,000,000 contingency. In addition £3,024,776, was brought forward from the 2019/20 Capital Programme, resulting in a total Capital Programme of £15,478,879 for 2020/21.
- 2.2 Due to the COVID-19 pandemic and the financial impact this has placed on the Council, a review of the 2020/21 Capital Programme has been completed with the assistance of Budget Holders and members of the Capital, Assets and Commercial Investment Review Group. The rationale behind this

review was to establish which of the capital projects approved in the programme were essential or health and safety related, were unable to be commenced due to the pandemic, could be deferred to the following year due to resources and services available during the crisis or were no longer required.

2.3 The revised 2020/21 Capital Programme now totals £7,302,631 which includes £1,000,000 for schemes funded by external sources (Disabled Facilities Grants), £250,000 contingency to reflect the remainder of the year. A summary of these changes can be found in appendix A attached.

3. Revenue Budget Position

3.1 As at the end of the first quarter, the general fund budget shows an adverse variance of £0.089m. It is forecast that this variance will increase to £0.330m by the close of the financial year if no further action is undertaken.

3.2 The main reasons for the overall adverse variance are:

- a. Income shortfalls from sales, fees and charges which are eligible for partial reclaim via the Income Losses Scheme total £0.956m at the end of the first quarter, it is forecast that these losses will increase to £2.602m by the close of the financial year.
- b. Additional expenditure pressures of £0.496m at the end of the first quarter (forecast to increase to £1.240m at the close of the financial year) as a result of the COVID-19 pandemic.

These include Waste and Recycling (£334k disposal costs and hire of vehicles to allow social distancing at the end of the first quarter), Homelessness (£85k provision of accommodation at the end of the first quarter),

- c. Housing Benefits – there has been a shortfall in the recovery of housing benefits overpayments when compared to the budget of £0.045m during the first quarter, it is forecast that this will increase to £0.111m by the close of the financial year. In addition to this Housing Benefits payments made by the Council which are not fully subsidised by the Department of Works and Pensions are being incurred, mainly around the provision of accommodation for vulnerable people, it is estimated that the shortfall from this will amount to £0.300m by the close of the financial year.

- d. A top up of the general fund reserve to its minimum level regarding the 2019/20 deficit of £0.207m.

3.3 These adverse variances are partially offset by the following favourable variances:

- a. Government Funding to offset to offset pressures that the Council has/will continue to face as a result of the COVID-19 pandemic, £1.358m had been received during the first quarter, with a further £0.215m imminent.
- b. It is anticipated that the Council will be reimbursed £1.507m in relation to the Income Losses scheme for eligible sales, fees and charges income shortfalls.
- c. Furlough scheme funding of £0.138m has been received to date, it is estimated that a further £0.038m will be received for July.
- d. £0.170m will be paid to the Council for the administration of the COVID-19 Business grants schemes.
- e. Expenditure has been reduced wherever possible throughout the Council to ensure that only absolutely necessary spending is being incurred, this has helped to reduce the adverse variance on a service by service basis. It has been forecast that this situation will continue throughout the remainder of the financial year.

3.4 Cabinet and the Executive Management Team will continue to be updated on the Council’s financial position and actions taken in the forthcoming weeks and months. This will include a revised recommended level of reserves and the financial implications of this.

4. Capital Programme Position

4.1 The Capital Programme approved by Council in February 2020 has been updated to take account of amounts brought forward from 2019/20 where planned expenditure did not occur. This has been added to the budget for 2020/21 (apart from cases where costs have been reduced or expenditure will no longer be incurred). In addition a review of the Capital Programme has been completed (referenced in section 2 of the report) as a result of the COVID-19 pandemic. Therefore the revised budget for capital projects in 2020/21 now totals £7,302,631.

4.2 The expected total capital receipts due to be received this year following the sale of assets will amount to £3,745,000. Deposits in respect of the disposal of assets totalling £150,000 have been received to date. A summary of the expected income is shown in the table below.

Funding	Amount (£'000)
Proceeds from disposal of assets	2,945
Proceeds from Right to Buy sales	400
Proceeds from sale of old Waste Recycling Fleet	400
Total	3,745

4.3 The Capital Funding required for the 2019/20 programme includes £3,508,298 of capital receipts. The receipts received during the year amounted to £763,000, £2,290,000 expected to be received during 2019/20 will now be received in 2020/21 due to completions delays and Covid-19. The remaining £455,298 relates to two assets which will need to be re-listed due to withdrawal of interest from the purchaser and change in circumstances.

4.4 £3,546,689 of the revised budget was expected to be spent by 30 June; the actual amount spent was £3,538,661 resulting in a favourable variance at the end of the first quarter of £8,028. The expenditure in the first quarter predominately relates to the purchase of the new Recycling Waste Service Fleet and recycling bins.

5. Treasury Management

5.1 Borrowing will be required during 2020/21 to fund the revised capital programme however no borrowing arrangements have been made to date.

5.2 The Public Works Loan Board (PWLB) is currently completing a “Future Lending Terms” consultation, seeking views from local authorities and other stakeholders. This consultation period closing on 31 July 2020 and there is speculation that the outcome of this review will see the PWLB reduce its borrowing rates.

5.3 The PWLB is one of the borrowing options the Council is currently reviewing to fund its capital programme and will await the outcome of the consultation before securing borrowing requirements for the capital programme.

Appendix A

2020/21 Revised Capital Programme (Revised Programme shown in detail in second table)

CAPITAL PROGRAMME	Approved 2020/21 Programme	Revised 2020/21 Programme
	£	£
Service Area - Council Modernisation	380,000	254,653
Total	380,000	254,653
Service Area - Housing Improvements	1,070,000	1,071,000
Service Area - Managing Property & Assets	131,531	97,000
Total	1,201,531	1,168,000
Service Area - Environmental Health	10,000	10,000
Service Area – Street Scene and Bereavement Services	295,600	197,000
Service Area - Recycling and Fleet	3,766,000	3,503,703
Service Area - Leisure	3,682,000	1,135,000
Service Area - Museum	95,000	97,536
Service Area - Managing Property & Assets	55,547	20,000
Service Area - Engineering	165,873	232,873
Total	8,070,020	5,196,112
Service Area - Managing Property & Assets	1,702,553	333,866
Total	1,702,553	333,866
CONTINGENCY/FEASABILITY STUDIES	1,100,000	350,000
TOTAL	12,454,103	7,302,631

CAPITAL PROJECTS	Proposed Programme 2020/21 £
PRIORITY - Local Services that work for Local People	
<i>Service Area - Council Modernisation</i>	
Mobile Technology Roll Out	30,000
Desktop Technology Refresh	8,000
Microsoft LAR Uplifts	50,000
Digital Delivery Integration Costs	30,000
Replacement of Civica APP	30,000
Replacement of Civica Financials	30,000
Implementation of SharePoint	20,000
Mobile Telephony Refresh	10,000
Pilate Gauge Replacement	6,653
Packet Shaper refresh	20,000
E-payments replacement	20,000
Total (Service Area)	254,653
Total Priority	254,653
PRIORITY - Growing our People and Places	
<i>Service Area - Housing Improvements</i>	
Disabled Facilities Grants	1,000,000
Empty Homes Grants	6,000
Carbon Management	65,000
Total (Service Area)	1,071,000
<i>Service Area - Managing Property & Assets</i>	
Stock Condition Survey Works	97,000
Total (Service Area)	97,000
Total Priority	1,168,000
PRIORITY - A Healthy, Active and Safe Borough	
<i>Service Area – Environmental Health</i>	
CCTV/Body worn cameras	10,000
Total (Service Area)	10,000
<i>Service Area - Streetscene & Bereavement Services</i>	
Footpath Repairs	20,000
Play Area Refurbishment	30,000
Railings/Structures Repairs	15,000
Britain in Bloom	15,000
Traveller Encroachment	5,000
Memorial Survey	5,000
Crematorium Monthly Gardens	5,000
Pool Dam Marshes LNR	87,000
Grounds Maintenance Invest to Save Programme	15,000
Total (Service Area)	197,000
<i>Service Area - Recycling & Fleet</i>	
Replacement Bins/Containers	50,000
Wheelie Bins – New Recycling Service	870,000
Paper Recycling Internal Bin Caddie	43,703
Twin Body RCV for New Recycling Service x 7	1,650,000
New Food Waste Collection Service Vehicles x 7	490,000
Corporate Fleet Replacement	300,000

Transfer Station Alterations (New Recycling Service)	100,000
Total (Service Area)	3,503,703
Service Area - Leisure	
Aqua Sauna Refurbishment	75,000
Carbon Management	40,000
Jubilee 2 Pool Filters	20,000
Kidsgrove Sports Centre	1,000,000
Total (Service Area)	1,135,000
Service Area - Museum	
HLF Match Funding	75,000
CCTV Replacement/Upgrade	20,000
Museum Project	2,536
Total (Service Area)	97,536
Service Area - Managing Property & Assets	
Stock Condition Survey Works	20,000
Total (Service Area)	20,000
Service Area - Engineering	
Ryehills over Marian Platt walkway	45,000
Kidsgrove Loophole Bridge Over Walkway in Park	37,865
Road Bridge over former Railway, Audley	30,000
Car Park at Butchers Arms	20,000
St James Closed Churchyard, Newchapel	12,008
St James, Church Street, Audley	88,000
Total (Service Area)	232,873
Total Priority	5,196,112
PRIORITY - A Town Centre For All	
Service Area - Managing Property & Assets	
Stock Condition Survey Works	274,866
Midway Car Park, Newcastle	10,000
Markets	40,000
Bus Shelters	9,000
Total (Service Area)	333,866
Total Priority	333,866
CONTINGENCY	
	250,000
FEASIBILITY STUDIES	
	100,000
TOTAL	7,302,631

How did we do in Quarter 1 2020 - 21



PLANNING APPLICATIONS
(NON-MAJOR)
ISSUED
100%

IN EXCESS OF
2,000
BUSINESS SUPPORT
GRANT APPLICATIONS
PROCESSED

HARDSHIP
PAYMENTS
TO MORE
THAN
4,000

HOUSEHOLDS



INVOICES
PAID ON TIME
91.52%



(JADU)

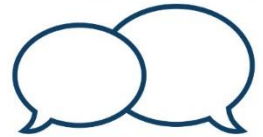
DIGITAL
ON-LINE
TRANSACTIONS
18,640

NUMBER OF
CONTACTS

UNIQUE
WEBSITE
USERS
124,917



HOUSEHOLD RECYCLING
COLLECTIONS **730,860**
GARDEN
WASTE **130,000**
REFUSE **365,430**



TELEPHONE
35,360

Corporate Performance Quarter 1 2020-21

Priority 1: Local Services that Work for Local People

Progress Summary

Overall, our performance with a combination of monitoring and target driven indicators for this priority is positive in this quarter but work is underway to impact on the result.

A summary of progress with planned activities for Priority One from the Council Plan 2018-2022 are as follows:-

- **Increase Access to Information;**

- Throughout the early stages of the Covid19 Lockdown, the Council maintained services by encouraging customer self service via the website, and through effective call centre support. This was a good test of the changes previously introduced to migrate to a modern customer relationship management system, which allowed much greater self-service than previously.

- **Improve Customer Satisfaction;**

- **Develop Customer Service**

In this quarter, a review on how Customer Services is delivered is being undertaken. Two key themes that are being looked at is how we use the insight data and feedback from customers in shaping the services moving forward and the benefits of Customer Service Excellence both locally in Customer Services and also across all front facing services delivered from other sites.

- **Improving the use of Customer Insight**

- The Customer and Digital Services Team continue to work on ways to collect citizen feedback more effectively. Automatic surveys are offered to customers at the end of telephone calls and online forms, asking customers to provide feedback. There is a continued approach to look at how we can improve on the gathering and interpretation of this data.

- **Digital Delivery :-Agree a transparent digital strategy: –**

- Investment in digital systems were tested this quarter by the Covid19 Lockdown. The Planning Service for example, which is now fully on line, maintained performance with the whole team working remotely, and Planning Committee operating virtually. Technology to support remote working was rolled out to all staff required to work from home during the COVID lockdown, allowing service delivery to continue uninterrupted for the most part.

- **Deliver new Recycling and Waste Service:**

During this quarter the decision was made to roll out the new recycling service ahead of its original planned introduction in September, as the new service is simpler to operate and more efficient, and therefore more able to deal with the effect of Covid related issues on staff numbers and social distancing. The roll out was undertaken in two phases starting on southern district rounds with distribution of bins and bags commencing at the end of May 20. First collections of the new service in the South of the borough started on Monday 8th June, and has been very successful with high participation, high quality material, and very positive feedback from residents who really like the new service. Roll out of bins and bags to the north of the borough commenced in the last week of June (Qtr 1) with the first collections commencing early July.

- **Establish Workforce Strategy:**

- **Develop robust, innovative and efficient work force plans**

Despite the Covid 19 situation, work has continued across services in the development of robust, innovative and efficient work force plans which align to the council vision for the future.

Progress summary continued

- **Develop organisational culture**

High on the list of priorities is the engagement of staff in the development of organisational values and behaviours; from which recognition and reward, development and learning and leadership strategies will be developed. Work was paused on this toward the end of quarter 4 due to significant resource channel to the Covid-19 response, however work to distribute a staff survey and develop a values realisation process to inform the culture commenced in this quarter. HR are continuing to work with all managers to coach and mentor them through all the HR policies to embed good practice and develop their skills in managing staff successfully to enable a positive working culture.




- **Ensure staff wellbeing**







There has been a strong focus on staff wellbeing over recent months, particularly around Mental Health, stress reduction and support. This includes a new Employee Assistance Programme and mental health helpline and a Thriving During Isolation workbook. Work will continue to develop other key People Policies which are designed to promote equity of practice, engagement, wellbeing and commitment to continuous improvement including a commitment embraced by the JNCC to sign the Dying to Work Charter in partnership with Trade Union colleagues.



- **To review and continue to develop key People policies**

Ongoing discussions with the Trade Unions on Organisation Change and Redeployment have been paused during the Covid-19 outbreak, but the HR team has continued to work with all managers to coach and mentor them through all the HR policies to embed good practice and develop their skills in managing staff successfully to enable a positive working culture.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 1 2019-20	Result Qtr 4 2019-20	Result Qtr 1 2020-21	Target Qtr 1 2020-21	How have we performed?	Status
1.1	Environmental Health	Cllr. Trevor Johnson	Percentage of food premises that have a zero or one national food hygiene rating	Low	1.24% (14 out of 1,131 published premises)	0.88% (10 out of 1138 published premises)	-	5%	Delivery of this planned programme was prevented during the Covid lockdown however, over two hundred Covid-19 queries and complaints received, and the team	-
1.2 New	Environmental Health	Cllr. Trevor Johnson	Percentage of category A and B food business inspections completed on time	High	100%	97%	-	-	continue to communicate with food premises and other licensed premises in order to advise and record future appointments.	-
1.3 New	Environmental Health	Cllr. Stephen Sweeney	No. Accidents/Incidents reported (RIDDOR)	Low	2	1	1	-	There was one incident which was slip, trip, fall and no further action required. There is no target set as it would be inappropriate to set a target in this respect.	-

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 1 2019-20	Result Qtr 4 2019-20	Result Qtr 1 2020-21	Target Qtr 1 2020-21	How have we performed?	Status
1.4a	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):- <ul style="list-style-type: none"> Dry Recycling 	High	16.32%	20.24%	18.26%	20%	Dry Recycling and food collection performance significantly affected by Covid. Separate food waste collections were suspended to concentrate resources into refuse, recycling and garden waste, as the department suffered a loss of 25% of its workforce due to Covid self-isolation and shielding. Tonnage of refuse increased significantly, 26.04% up on previous quarter 1 figures taken over the last three years. Recycling was up by 10.28%, but as refuse was so much greater, in overall percentage of the total amount of waste collected, it showed a decline. This trend is not unique to NuLBC, with similar patterns experienced throughout the country.	
1.4b			<ul style="list-style-type: none"> Food 	High	5.14%	5.86%	0.10%	5%		-
1.4c			<ul style="list-style-type: none"> Amount of residual Waste per household 	Low	110.66kgs	103.64kgs	131.19kgs	107.5kgs (per household) cumulative		
1.4d	Operations	Cllr. Trevor Johnson	Number of missed kerbside collections:- Total (per 100,000 collections)	Low	71	76.54	119.51	80 (per 100,000 collections)	In this quarter there were a total of 1,207,424 collections of residual, garden waste, recycling and food. There were missed collections of Residual - 577, Garden Waste – 349 and Recycling -517. Covid had a significant effect on staff numbers as stated above, meaning staff from other departments were redeployed onto collection rounds where they were unfamiliar. Rates of missed collections were worse in April, but improved by the end of June as redeployed staff became more familiar with the service rounds, and some staff returned from shielding.	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 1 2019-20	Result Qtr 4 2019-20	Result Qtr 1 2020-21	Target Qtr 1 2020-21	How have we performed?	Status
1.5	Operations	Cllr. Trevor Johnson	Levels of street and environment cleanliness (LEQ survey) free / predominantly free of litter, detritus, graffiti and fly-posting)	High	-	93.77% 93.56% 99.78% 100%	-	91% 91% 97% 99%	The surveys are undertaken at a later date.	-
1.6	Customer & ICT	Cllr. Simon Tagg	Percentage of requests resolved at first point of contact	High	99%	99%	99.28%	97%	An excellent result, exceeding the target set in Qtr. 1.	
1.7	Customer & ICT	Cllr. Simon Tagg	% Unmet demand (number of calls not answered as a % of total call handling volume)	Low	6.33%	12.15%	10.29%	10%	Performance is just slightly off target but within tolerance levels, and is an improved result for this quarter despite telephone contacts remaining high at 35,360 compared to 35,330 in Qtr 4.	
1.8	Digital Delivery	Cllr. Simon Tagg	Total number of digital on-line transactions (Jadu).	High	-	20,581	18,640	-	The number of online transactions in the Jadu system remains high.	-
1.9	Communication	Cllr. Simon Tagg	Total number of unique users to the website	High	101,097	107,005	124,917	79,500	There was a total of 124,914 unique users in this quarter, well up on the previous quarter.	
1.10	Revenues & Benefits	Cllr. Stephen Sweeney	Time taken to process Housing/Council Tax Benefit new claims and change events	Low	4.93 days	2.56 days	3.73 days	10 days	This result is well within target and improved on last year's result in spite of a spike in universal credit claims due to COVID during April and May.	
1.11	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of Council Tax collected	High	27.30%	97.3%*	26.5%	24.12%	The Council Tax Collection rate is slightly down on Qtr 1 last year and soft reminders have been sent in the last 4 weeks.	
1.12	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of National non-domestic rates collected	High	29.50%	99.47%	20.6%	26.22%	The result is below target this quarter due to the impact of COVID and suspension of recovery action for Business Rates.	

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 1 2019-20	Result Qtr 4 2019-20	Result Qtr 1 2020-21	Target Qtr 1 2020-21	How have we performed?	Status
1.13	Human Resources	Cllr. Simon Tagg	Average number of days per employee lost to sickness	Low	2.45 days	8.62 days	2.45 days	2 days Qtr 1 8 days annual (cumulative)	The Qtr 1 sickness figure of 2.45 days is just over the target. Work is ongoing to ensure consistency of application of attendance management policy. It was anticipated that sickness absence may increase due to Covid-19 but it has not had a dramatic effect on this indicator.	
1.14 New	Human Resources	Cllr. Simon Tagg	Staff turnover	Low	9.09%	4.19%	0.95%	10%	The turnover is down on the figure for this quarter last year.	
1.15 New	Human Resources	Cllr. Simon Tagg	Staff vacancy rates	Low	11.63%	5.08%	0.19%	-	Vacancy rates are low this quarter.	-

*The result is within tolerance

Priority 2: Growing our People and Places

Progress Summary

For this section, we had the introduction of four new indicators for planning in the second quarter which measure the speed and quality of decisions. A summary of progress with planned activities for Priority 2 from the Council Plan 2018-2022 are as follows:-

- **Deliver Joint Local Plan**

In February 2020, the Councils agreed to produce the Joint Local Plan in two parts; Part One Strategy and Policies and Part Two Site Allocations. There were due to be two consultations this year, with Part One being subject to consultation in April/May 2020 and Part Two in the Autumn of this year. Due to the impact of Covid 19, consultation on Part One of the Plan must now be postponed as it is not possible to carry out the consultation in a way which would have met the Councils obligations set out in the Joint Statement of Community Involvement. Work will continue on the Draft Joint Local Plan aiming to minimise any potential delay to the overall plan timetable. As such, it is proposed that both parts of the Draft Plan will be subject to one 6 week public consultation in the Autumn.

- **Delivery of the Economic Development Strategy and action plan**

Progress with delivery of the Economic development Strategy and action plan is set out in more detail below against individual projects – One Public Estate, Prepare a Town Centre Strategy, market, and business support. Establish a Town Centre Communications Group and Develop a Kidsgrove Town Centre Investment Plan. Additionally, in response to Covid-19 the Council addressed the issue of re-opening town centres post-Lockdown through the 'Back on Track' recovery plan. The Council also received notification of the Restarting High Street Safely Fund and in Quarter2 will submit and deliver proposals for Newcastle and Kidsgrove Town Centres in response to this fund.

- **Progress University Growth Corridor**

As the delivery of the UGC is dependent on the adoption of the Joint Local Plan, this work is being pursued through the review of the plan. Consultation with Silverdale and Keele Parish Councils will continue in line with the wider plan consultation process.

- **Deliver appropriate housing to those in need:**

- **Retender Housing Advice service –**

- Newcastle housing advice (NHA) service delivers the Council's homelessness, housing advice and housing register services in the Borough. The Council has made the decision to bring the service back in-house by 1st April 2021, over the forthcoming year the Council will be working with the current contractor Midland heart to transfer the service effectively. The Council has been successful in securing funding from the MHCLG for the appointment of a Rough Sleeper Navigator, this 12 month post will be established in April 2020 within the NHA team.

- **Joint allocation policy and procurement of a Choice Based Lettings system**

The Council has adopted a new Joint Housing Allocations Policy in-conjunction with Aspire Housing. This joint policy will allow customers of the Borough to access social housing owned and managed by Aspire Housing and other Private Registered Providers to whom the Council has partnerships within the Borough. The Council and Aspire Housing is procuring a joint Choice Based Letting (CBL) system during 2020/21 that will deliver the platform for the administration function of the housing

register. This will allow our customers to make one application for social housing, a greatly improved approach compared to our current systems requiring 2 applications. During the first quarter the specification was developed and Locata were chosen to deliver the IT system through a framework agreement.

Progress Summary continued

- **One Public Estate**

The Borough Council have received a sum of £50,000 from 'One Public Estate', (a body set up to encourage public agencies to work together to make better use of their property assets), to cover the cost of undertaking the masterplanning of Knutton Village. This will involve preparing proposals for the use or development of a number of cleared sites around the centre of Knutton in the ownership of the Borough and County Councils and Aspire Housing. The objective is to bring forward new housing development in the area and to assess the potential for investing in the improvement and consolidation of community facilities. Aspire Housing is also contributing to the resources of the Study with a view to reviewing its role as a provider of affordable housing in the area, including that of housing for the elderly. In this quarter, White Young Green completed a draft final report which has taken into account the physical, financial and practicalities of the viability of development and considered the views of local stakeholders and ward members, and this is now being reviewed by the Borough and County Councils and Aspire Housing (all of which are significant landowners in the area). Officers are now preparing for public consultation on the proposals which will start in Quarter 2. There will be financial implications for the Council and our partners which will need to be considered. The bid for Town Deal funding may consider helping to address some of the abnormal costs of bringing forward a suitable scheme.

- **Consideration of a property investment model and Property Diversification**


Consideration is being given to the Borough Council taking a more active role in developing its sites (i.e. by way of forming a property development company or similar) either on its own or in a partnership arrangement. The Commercial Strategy 2019-24 was approved by Cabinet in and the commercial investment advisors appointed to review and advise in respect of the Council's commercial portfolio. Work on this has been ongoing throughout quarter 1, during quarter 2 the draft report will be considered.

- **Masterplan of land at:- Chatterley Close area by Bradwell crematorium; off Liverpool Road, Keele Golf Course and Birchenwood**

The specification for the masterplan of land in the Chatterley Close area, Bradwell, was completed and tenders submitted to ensure a qualified and experienced consultant can undertake the work. The intention is to report to cabinet in October on the next steps of the consultation on the extension of the Cemetery. Keele masterplan was approved in principle last year and is subject to consideration as part of the development of the Joint Local Plan. Following the Phase 1 environmental impact assessment for Birchenwood, a preliminary ground investigation survey was delayed due to Covid but has now been commissioned.

- **Planning Consent – Sidmouth Ave**

Planning approval was granted in December 2019 for the partial demolition and change of use of the former Registry Office into a single dwelling and the provision of three new detached dwellings in Sidmouth Avenue. In Qtr 4 2019/20 alternative options were considered in respect of developing the site and in quarter 1 2020/21 the decision was taken to market the site, this has been done with a closing date for the beginning of September.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 1 2019-20	Result Qtr 4 2019-20	Result Qtr 1 2020-21	Target Qtr 1 2020-21	How have we performed?	Status
2.1	Property	Cllr. Paul Northcott	Percentage of investment portfolio vacant (NBC owned)	Low	7 %	8.3%	7%	12%	This indicator remains well within target.	
2.2	Planning & Development	Cllr. Paul Northcott	Speed of major development applications (P151a)	High	-	80% (Apr 2018-Mar 2020)	84.6% (Jul 2018 - Jun 2020)	60%	These indicators remain well within target and are improving or being maintained at an acceptable level.	
2.3			Quality of major development applications (P152a)	Low	-	1.6% (Jan 2017 – Dec 2018)	3% (Apr 2017 – Mar 2019)	10%		
2.4			Speed of non-major development applications (P153)	High	-	87.5% (Apr 2018-Mar 2020)	88.7% (Jul 2018 – Jun2020)	70%		
2.5			Quality of non-major development applications (P154)	Low	-	0.9% (Jan 2017 – Dec 2018)	1% (Apr 2017 – Mar 2019)	10%		

Priority 3: A Healthy, Active & Safe Borough

Progress Summary

Overall the performance for this priority advises the progress where possible, however the impact of Covid 19 is considerable to service provision or where facilities have had to close during this period.

A summary of progress with planned activities for Priority 3 from the Council Plan 2018-2022 are as follows:-

- **Secure J2 Remedial works**

Following consultation with Cabinet the Aqua Sauna is now being redesigned as a Pilates room. This will enhance the health and wellbeing offer at Jubilee2 and create a unique customer experience. It is envisaged that this project will be completed in the Autumn of 2020.

- **Secure J2 commercialisation**

During lockdown memberships at Jubilee2 fell by 20% which was in line with the industry average. Jubilee2 opened with a reduced capacity on the 25th July 2020 to comply with industry and Government advice on social distancing. Work is progressing with Alliance Leisure to ensure members are retained and two new schemes have been launched. Options are also being considered to identify how we can reduce operational costs, and should these ideas be deemed appropriate, a business case will be raised to agree the necessary investment. In addition, options are being explored for the Council to deliver a school swimming programme which should bring additional income into the service, from January 2021.

- **Kidsgrove Sports Centre**

Work is continuing with WDC and the community group to secure a financially viable scope of works that suits both the needs of the community groups' business model and the budgetary constraints of the Council. Additional funding opportunities are being investigated also. Advance works / internal strip out works by WDC are then hoped to commence in October 2020, upon completion of the property transfer from Staffordshire County Council in October.

- **Secure funds for Museum Extension**

The council is awaiting the Permission to Start from the National Lottery heritage Fund. Once that has been received the invitation to tender will be released on open tender.

- **Open Space Strategy**

Due to the pandemic, the Heart of England in Bloom campaign and all local Newcastle in Bloom competitions and activities have been suspended for 2020 – the intention is to roll most of the planned activities forward to 2021. The Green Flag Awards scheme has been reviewed and will proceed in 2020 on a desktop assessment basis with a mystery shop site visit later in the year. The Council has entered 7 sites.

- **Streetscene Fleet procurement**

Procurement of fleet and equipment for the insourcing of the Bereavement Services Grounds Maintenance was successfully completed, allowing grounds maintenance at the cemeteries and crematorium to continue at a time when these sites are very important to bereaved families.

- **Feasibility study for Crematorium extension**

An officer working group was established to progress the feasibility study and this work was linked into the masterplanning commission for the Chatterley Close area which has been completed. A workshop to discuss initial findings was held in April 2020 and a report is being prepared for consideration by Cabinet in October 2020.

Progress Summary continued

- **Affordable Funeral Scheme**

A suite of tender documents has been prepared for issue to local suppliers. However, the pandemic has meant there is a delay due to other priorities and capacity issues across the whole sector so the timeline is being reviewed.

- **Deliver Capital Programme projects**

Work was completed on a number of sites to install deterrent measures to discourage unauthorised encampments and railing/fencing repairs.

- **Protect our communities by delivering priority community safety, food safety & licensing projects:**

- **Taxi Licensing Policy**

In the first quarter of 2019-20, members of the Licensing and Public Protection Committee approved the content of the taxi policy. The policy document is a wide scale reform of the current policy, to ensure that the Council has a policy that is fit for purpose in respect of the legislative framework and administration of the service. Members of the Licensing and Public Protection Committee approved the policy and agreed that the policy has been implemented on 1st November 2019 with two exceptions noted to be undertaken in January 2020. The equality training and completion of a new knowledge test has now been completed in quarter 4 resulting in full implementation of the policy.

- **Environmental Health & Licensing**

A new responsibility for the authority this quarter is for the team to ensure the Covid 19 restrictions were applied and in place as directed by Government. Also the new pavement licensing regime is to be administered by the service, this is a temporary licence which allows premises to apply for a licence for tables & chairs and other furniture on the pavement outside of their premises. In addition, the service is supporting the County Council in the Covid outbreak controls for high risk premises. It is unknown at present how long these responsibilities will remain in place.

- **Commission new CCTV Service**

Following approval by Cabinet and the Business Improvement District Board for the commissioning of the CCTV service with Stoke City Council significant work has been undertaken to make the service live by 1st April 2020. A new CCTV Policy has also been approved alongside the development of a range of documents which form the legal contract with Stoke City Council. The replacement CCTV cameras in the town centre and Midway have been successfully installed and are operational. The new cameras in Bridge Street need additional electricity supply which unfortunately was not completed prior to the Covid-19 lockdown. This will be picked up by the relevant contractors once the businesses are back operating.

- **Town Centre ASB enforcement**

A range of Partnership activity continues to be co-ordinated this quarter, including; the CCTV implementation and monitoring; identifying ASB hotspot areas to target harden and make more secure; working closely with partners to identify individuals in need of support, working with the rough sleepers team to ensure that appropriate support is provided, utilising the Council's civil enforcement powers such as Community Protection Notice Warnings (CPNWs), Community Protection Notices and Injunctions, continued enforcement of PSPOs for the Town Centre and Queen Elizabeth Park, working with the Police to encourage use of Section 34/35/59 powers (criminal powers), and developing a range of community safety projects to improve the aesthetics of the town centre and contribute to improving perceptions of safety. The council has an appointed Rough Sleeper Co-ordinator to assist in galvanising partnership activity with some of our vulnerable residents. As part of the Covid-19 Everyone In response, the Council provided additional accommodation and support to Rough Sleepers to encourage engagement where possible.

- **Air Quality Local Development Plan**

Work is continuing with Stoke-on-Trent City Council and Staffordshire County Council to create the North Staffordshire Local Air Quality Plan to bring about improvements in Nitrogen Dioxide (NO₂) levels. This quarter has seen progress with development of all the business cases and drafting outline business case.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 1 2019-20	Result Qtr 4 2019-20	Result Qtr 1 2020-21	Target Qtr 1 2020-21	How have we performed?	Status
3.1a	Community Safety	Cllr. Helena Maxfield	Anti-Social Behaviour (ASB) cases:-						There are currently 11 cases discussed at the ASB, Youth Violence and Gangs Case conference.	-
			-New cases received during the quarter	Low	117	71	107	-		-
3.1b			-Current open cases at the end of the quarter	Low	28	6	11	-		-
3.1c			-Cases closed in the quarter	High	97	71	102	-		-
3.2	Community Safety	Cllr. Helena Maxfield	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	High	40	27	56	-	A total number of 56 referrals were made from Daily Hub meetings that have taken place over the period 1 April – 30 June 2020.	-
3.3	Culture & Arts	Cllr. Jill Waring	Number of people visiting the museum	High	16,775 Qtr 1 (cumulative)	8599* Qtr 4 (57300) cumulative)	-	(59,000 cumulative)	The museum and leisure facilities closed due to COVID-19 on March 20 th so there were no visitors from 20 March 2020 to date.	-
3.4	Leisure	Cllr. Jill Waring	Number of people accessing leisure and recreational facilities	High	141,579 Qtr 1 (cumulative)	118,667 Qtr 4 (545,516 cumulative)	-	(600,000 cumulative)		-
3.5	Leisure	Cllr. Jill Waring	Net growth in J2 Membership (Quarterly)	High	1.01% (3,057)	-5.17% (2899 members)	-	(3,250 members) 6.31% Annual		-

Priority 4: A Town Centre for All

Progress Summary

For this quarter, the results demonstrate a varying level of activity and further comments are detailed in this report.

A summary of progress with planned activities for this priority from the Council Plan 2018-2022 are as follows:-

- **Prepare a Town Centre Strategy**

The Council has been successful in progressing to the next stage of the Future High Street Fund and has been invited to take part in the Town Deal. As part of the Future High Streets Fund the Council has commissioned Stantec to assist in the development of the Business Case in line with MHCLG requirements, initial plans were submitted to MHCLG in quarter 4 and further development of the bid took place in Quarter 1. The final bid will be approved and submitted by the end of July 2020. Partners have come together to establish the Town Deal Board, which in Quarter 1 worked with the appointed consultants AECOM to put out a call for projects, consider these against the strategic outcomes for the Town Deal and start development of the Town Investment Plan which has to be submitted by the end of October 2020. The Government has also offered all Town Deal additional 'accelerated funding' to deliver quick win projects, which have to be notified to MHCLG by 14 Aug 2020 and completed by end March 2021. The council and Newcastle Town Deal Board have been working with AECOM to develop a suite of early interventions to use this additional funding in a way that is in line with the Town investment Plan proposals.

- **Market**

The Service Improvement Plan for the market was presented at the June 2019 Cabinet and the Economic Development & Enterprise Scrutiny Committee where it was approved with recommendations noted and for delivery in 12 months. The Town Centre Officer has been appointed and progress made in delivering the improvement plan, this has included moving some of the stalls to the southern side of the Guildhall where there is greater footfall and to enable use of the stalls for the farmers market. Plans were also made to focus on specialist markets such as the successful Continental Market. During Quarter 1 market activity was suspended during Lockdown. During this period the opportunity was taken to appoint a contractor to install lighting on market stalls in the upper market area. Unused market stalls at the lower end of the market were also removed to condense the market to the more popular northern area. Additional Visiting Markets have been added to the event calendar with the successful Continental Street Market and new Sunday Record Fair attending in Quarter 2. The Town Centre action group meets on a quarterly basis.

- **Business Support**

Work continues in signposting business queries to the Growth Hub and maintenance of Business support pages on website. The Business pages on the website have been updated in the light of Covid-19 to signpost businesses to sources of information and support. Around 900 business have contacted the council for business advice via the online form since March 2020, plus additional queries by phone. In June, all contacts were sent a copy of the council's re-opening checklist, a link to add their details to the Shop Local page and a request to hold their contact details on file if they were interested in receiving a regular e-newsletter. Over 100 responded to this request, which gives an excellent starting point to keeping business updated in the future. Additionally, a Business Recovery page has been set up on the website, as well as a 'Shop Local' page aimed at giving consumers information about the re-opening of local businesses and the steps they are taking to protect customers. A specific business information Twitter account has also been set up. The 2019 Business Boost competition was completed with over 20 businesses taking part in 4 prize categories. The Business Boost competition will not be going ahead in 2020 but will be re-launched in 2021 with a revised format, focusing on businesses who have survived and thrived during the pandemic.

- **Parking Policy**

The Council adopted a new Car Parking Strategy in 2019/20. The Council is working to establish card payments on the pay and display car parks which has included the purchase of 12 ticket machines, these were due to be installed at the end of March however the manufacturer has unfortunately placed production on hold due to Covid and the machines are now due to be installed in quarter 2. The Council has also commenced in quarter 1 the procurement of a new contractor for the

delivery of a mobile phone APP to enable drivers to pay for their parking and extend without the need to return to their cars. The 3 month notice has been served on the current contractor with the intention of the new service commencing in Quarter 3.

Progress Summary continued

▪ **Establish Town Centre Communications Group**

A core group which consists of the Borough Council, Business Improvement District, HitMix Radio, Newcastle College, New Vic Theatre and Newcastle-based information platform BaBaBaboon continue to meet on a regular basis and the goal is to share and jointly promote positive messages and information about Newcastle town centre. HitMix Radio are due to bring their roadshow to the Sunday Record Fair in July and have heavily promoted the event in the weeks before on their broadcasts.

• **Develop a Kidsgrove Town Centre Investment Plan**

Partners have come together to form a Kidsgrove Town Deal Board (KTDB) which has continued to meet monthly, supported by the appointed consultants, AECOM. A readiness checklist has been submitted to MHCLG outlining the town’s preparedness to develop new plans. AECOM are continuing to lead and develop both the Newcastle-under-Lyme and Kidsgrove Town Investment Plans, working in partnership with the two Town Boards, Newcastle-under-Lyme Borough Council, wider organisations and the area’s communities to deliver the Town Investment Plans. These Investment Plans will review and build on existing plans where appropriate; create the conditions for further investment; and realise lasting and sustainable benefits for the area’s residents and businesses. The Government has also offered all Town Deal additional ‘accelerated funding’ to deliver quick win projects, which have to be notified to MHCLG by 14 Aug 2020 and completed by end March 2021. The council and KTDB have been working with AECOM to develop a suite of early interventions to use this additional funding in a way that will enhance the projects being included in the Investment Plan.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 1 2019-20	Result Qtr 4 2019-20	Result Qtr 1 2020-21	Target Qtr 1 2020-21	How have we performed?	Status
4.1	Regeneration & Economic Development	Cllr. Stephen Sweeney	Car parking usage:- Number of tickets purchased	High	114,874	100,209	-	-	Charges for car parking were suspended during this period due to COVID-19.	-
4.2	Regeneration & Economic Development	Cllr. Simon Tagg	Footfall	High	809,546	675,820	-	-	This will be reported in the next quarter.	-
4.3	Regeneration & Economic Development	Cllr. Stephen Sweeney	Average stall occupancy rate for markets	High	57%	-	-	60%	The markets were suspended at the beginning of lockdown but have recommenced now.	-

N/A Performance information not available at this time or due to be provided at a later date



Performance is not on target but direction of travel is positive



Performance is not on target where targets have been set



Performance is on or above target