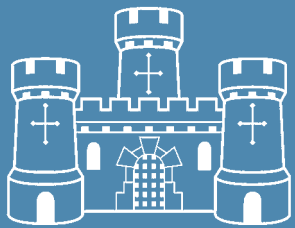


COUNCIL PLAN

2022 - 2026



NEWCASTLE
UNDER LYME
BOROUGH COUNCIL

CONTENTS

Foreword	Page 3
Our Priorities	Page 4
Priority One: One Council Delivering for Local People	Page 5
Priority Two: A Successful and Sustainable Growing Borough	Page 7
Priority Three: Healthy, Active and Safe Communities	Page 9
Priority Four: Town Centres for All	Page 11
Facts and Figures	Page 13
Corporate Performance	Page 14



OUR VISION

Good local services, a prosperous borough, and safe and welcoming places for all



Leader of the Council
Simon Tagg

"This plan sets out an ambitious vision for the borough as a place where people have good jobs, live in vibrant communities, and receive quality services."

"We are creating a sustainable borough where green parks and open spaces are protected and providing new homes in the right places to meet people's needs."

"Government funding secured under the Town Deal and Future High Streets programmes gives the Council a once in a generation opportunity to boost the local economy and enable our communities to thrive."

"Delivery of this plan over the next four years will see that opportunity realised."

Foreword

Welcome to the Newcastle-under-Lyme Borough Council Plan 2022-2026. This plan sets out the Council's priorities for the next four years and serves to focus the work of everyone at the Council.

The Council Plan is shaped around our four key priorities:

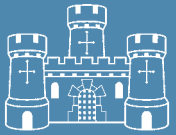
- One Council Delivering for Local People
- A Successful and Sustainable Growing Borough
- Healthy, Active, and Safe Communities
- Town Centres for All

This plan sets out how we will work to make Newcastle-under-Lyme a better place for everyone who lives here or comes here to work, to study or for leisure. Our aims can only be achieved by taking advantage of every opportunity available and developing further opportunities through innovation and collaborative working.

The Council is committed to strong and sustainable economic growth for the borough, focusing on opportunities around Keele University, Newcastle town centre and Kidsgrove.

The Council has worked hard to secure more than £50m from government programmes aimed at boosting the economic fortunes of areas such as ours. This plan includes a transformational portfolio of major projects but also reflects our ambition to attract yet more funding and take this work even further.

The Council Plan builds on four years of achievement, despite the huge disruption caused by the Covid-19 lockdowns. It is very likely that the initial period of this plan's delivery will be strongly influenced by the impact of rising energy costs and their impact on the cost of living. Our key achievements, summarised in the plan, provide an excellent foundation from which to respond to this issue and to shape the next four years of delivery and improvement.



Outcomes

In Newcastle



Residents have easy access to good quality services



Businesses flourish and residents have access to good, well paid, jobs



Everyone has the opportunity to be active, healthy and fulfilled



Town Centres are vibrant places to live, work and visit

Priorities



One Council Delivering for Local People



A Successful and Sustainable Growing Borough

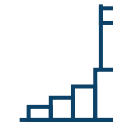


Healthy, Active, and Safe Communities



Town Centres for All

Approach



Our Employees will be supported and empowered to succeed



we will work closely with valued partners to deliver skills, jobs and growth



We will support our communities to improve lives and life chances



We will develop opportunities which will help our town centres thrive and grow



OUR PRIORITIES

Priorities for our Borough

The Council has developed four priorities to focus delivery:

One Council Delivering for Local People

This underpins everything we do. We will be a Council that listens to its local residents and communities and is responsive to their needs. We will work with them to deliver first-class, efficient services while keeping Council Tax low.

A Successful and Sustainable Growing Borough

We will build a strong and sustainable economy to ensure opportunities and support are available to everyone to improve their lives.

Healthy, Active, and Safe Communities

We will ensure everyone enjoys a safe environment and access to a wide-range of facilities and activities to support and improve their health and quality of life.

Town Centres for all

We will transform Newcastle and Kidsgrove town centres to ensure their future as places everyone can live, work, shop, study and spend their leisure time.

PRIORITY ONE:

One Council Delivering for Local People

The Council will closely manage all of its resources to ensure we deliver the services that local people need, and to prepare for future challenges. Our One Council Programme ensures efficient and effective service delivery and makes it much easier for the public to access services and information online, 24 hours a day. The programme makes use of multi-skilled teams to address challenges faced by our residents and communities.

Over the past four years the Council has:

- Introduced a new recycling service as part of an ongoing drive to improve recycling rates in the borough.
- Secured the future of the historic Guildhall as a community resource and voluntary sector hub, encouraging people to keep using our town centre.
- Launched the One Council programme, saving £1m per year and giving residents better access to services.
- Moved the planning service fully online, improving efficiency for those making and reviewing planning applications.
- Delivered award-winning services, including winner of the APSE 'Most Improved Performer' for Cemetery and Cremation Services, and shortlisting by APSE for Street Cleaning Services.
- Brought partners and communities together to meet the challenges of Covid-19, creating a working foundation for more collaboration in the future.
- Created a Cost of Living reserve fund to help the Council meet the challenges of rising costs.



To achieve our priority we are committed to:

- Delivering the One Council Programme to ensure our services are efficient and accessible. We will:
 - improve digital access;
 - simplify how we work;
 - improve performance management;
 - improve customer satisfaction.
- Delivering a Workforce Strategy, developing professional talent across the Council and providing opportunities for staff to grow their careers.
- Ensuring strong financial discipline across the Council, identifying and delivering opportunities generate income from commercial development.
- Working with our communities to ensure services reflect local need.
- Working with partners, including Staffordshire County Council, Staffordshire Leaders Board, Newcastle Business Improvement District (BID), Keele University, Aspire Housing and the Newcastle Partnership, to deliver the best for our communities.
- Delivering our services to a high standard every day.
- Continuing to keep Council Tax low for the borough's residents.



PRIORITY TWO:

A Successful and Sustainable Growing Borough

The Council will grow the borough's economy and build on recent successes. We have the foundations for growth: good transport links, excellent education opportunities at Keele University and Newcastle-under-Lyme College, strong local communities and excellent partnerships. We have caught the attention of government and secured £50m to invest in the borough's development.

Our aim is for the borough to be a place where the economy is strong and sustainable, where local people have the skills and opportunities to take up the good jobs with good wages that are created, and where everyone benefits from economic growth. This also means that we need to ensure that there are good homes for everyone and that every citizen has a safe and secure place to live.

The next phase of the borough's development will move us closer to securing carbon net zero and will actively drive environmental sustainability.

Over the last four years the Council has:

- Secured more than £50m in government funding to drive the transformation of the local economy – this forms the basis of growth plans for the next four years.
- Adopted a Sustainable Environment Strategy and committed to delivery of a detailed work programme.
- Served an abatement notice against the odour pollution from Walleys Quarry, with work ongoing to assert this notice.
- Transformed, along with Aspire Housing, support for residents who are at risk of homelessness or who are sleeping rough.
- Delivered long standing commitments to release sites for housing in Loggerheads, Knype Way, Sidmouth Avenue, Knutton and Red Street.



To achieve our priority we are committed to:

- Delivering the Newcastle Local Plan to support the sustainable development of our towns and villages.
- Protecting our communities by improving how we use our enforcement powers.
- Delivering the Sustainable Environment Strategy: protecting parks and green spaces for future generations, ensuring that the Council's operations are carbon neutral by 2030.
- Securing a carbon neutral borough by 2050, working with the county-wide Staffordshire Sustainability Board.
- 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.
- 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.
- 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.
- Continue to bid for government funding to support a pipeline of ambitious projects, including the further development of Keele Science and Innovation Park and the University Growth Corridor.
- Secure a successful resolution to the Walleys Quarry odour problem.



PRIORITY THREE:

Healthy, Active, and Safe Communities

We want our communities to be healthy, happy and active and able to enjoy living in a safe environment.

The Council provides an outstanding suite of facilities so that residents and visitors alike can enjoy an active and fulfilling experience in the borough: six Green Flag parks, Jubilee2 and the successful Britain in Bloom programme - which involves residents, businesses, schools, community groups and a wide range of volunteers. Plus, we have Brampton Museum, the 'jewel in the crown', providing free access to our rich heritage, history and identity.

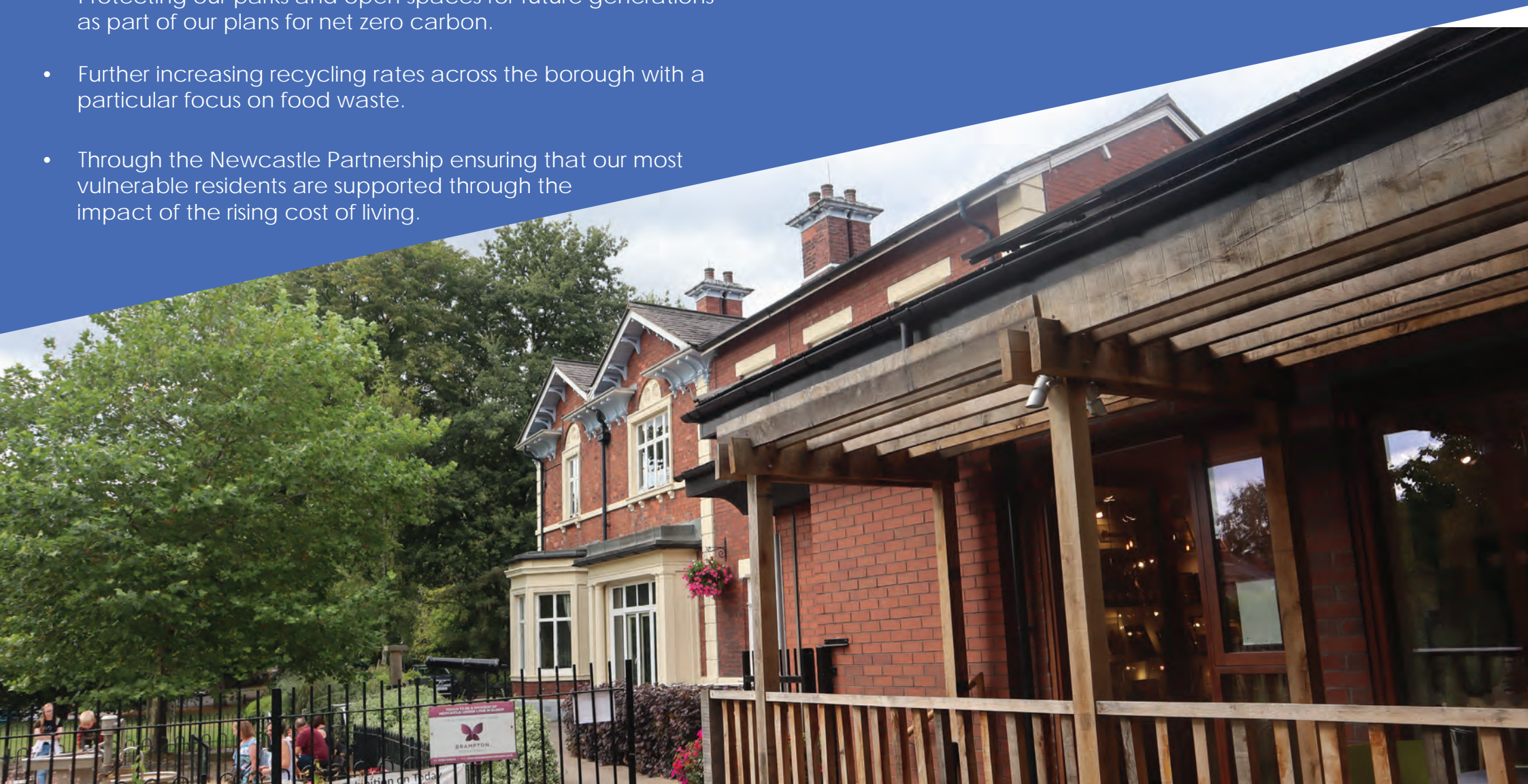
Over the last 4 years we have:

- Delivered the refurbishment and reopening of Kidsgrove Sports Centre. The centre has been transferred to a local trust and is now once again serving the community.
- Delivered a new BMX Pump Track and new 3G football pitches in Kidsgrove for community use.
- Delivered improvements to Jubilee2, including renewal of all gym equipment and addressing legacy issues concerning build quality, ready to support more residents in achieving their fitness goals.
- Secured our 19th consecutive Gold Award in the RHS Heart of England Britain in Bloom competition.
- Supported our communities and our businesses through the Covid 19 Pandemic, rapidly getting the borough "back on track".
- Used the multi-agency Daily Vulnerability Hub to address the complex needs of the borough's most vulnerable citizens.
- Extended and refurbished Brampton Museum to provide enhanced gallery space and improve our offer to local schools.



To achieve our priority we are committed to:

- Securing a step-change in street cleanliness and the quality of the public domain through the expansion of the street warden scheme and the creation of neighbourhood delivery teams.
- Protecting our parks and open spaces for future generations as part of our plans for net zero carbon.
- Further increasing recycling rates across the borough with a particular focus on food waste.
- Through the Newcastle Partnership ensuring that our most vulnerable residents are supported through the impact of the rising cost of living.
- Building on our work with Staffordshire Police and other partners to reduce anti-social behaviour and crime in our communities.
- Working with partners to support the development of community solutions to local problems through effective community bodies.
- Delivering an economic and cultural legacy from the celebration of the borough's 850th anniversary in 2023.



PRIORITY FOUR:

Town Centres for All

We are working to make the town centres in Newcastle and Kidsgrove vibrant and successful. We want to ensure that they have the diverse offer and vibrant environment necessary to attract visitors and businesses. Town centres across the country are under pressure from retail parks, online shopping and the impact of Covid-19 on footfall. The Council continues to focus on addressing these challenges.

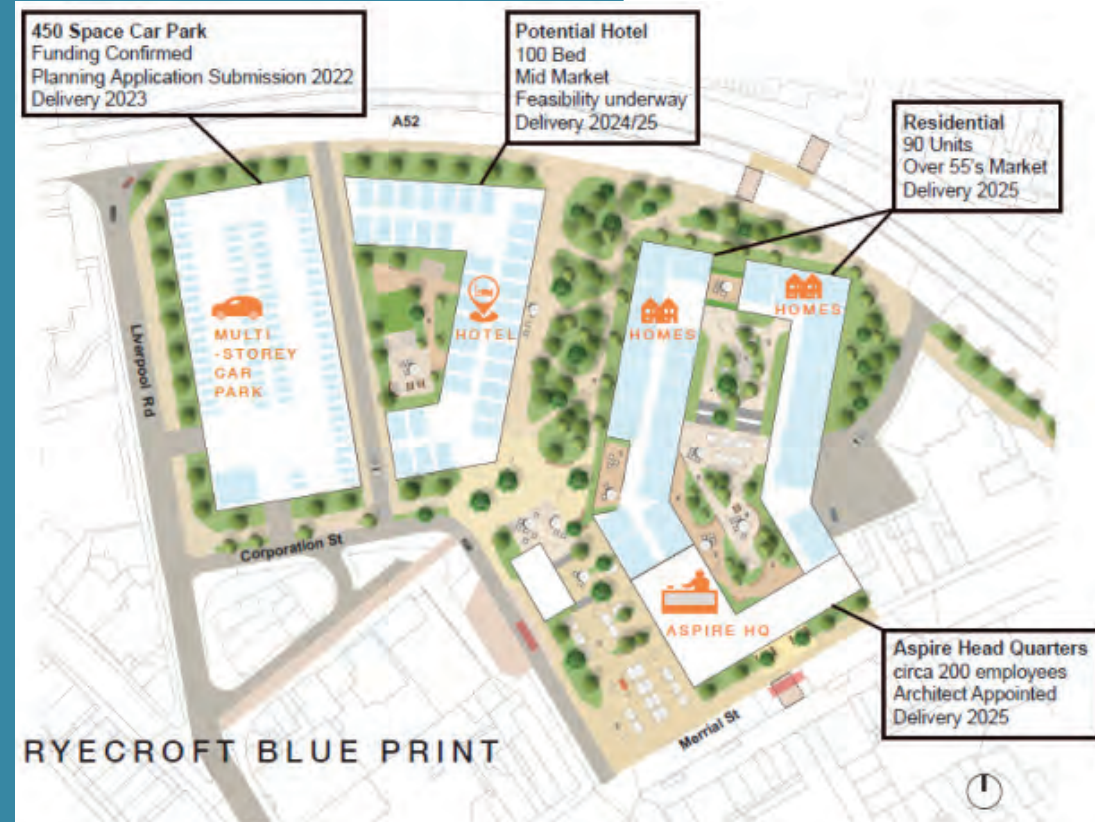
Over the past four years the Council has:

- Secured a £16m Town Deal for Kidsgrove to enable key town centre developments.
- Secured £11m from the Future High Streets Fund for Newcastle to enable the redevelopment of the Ryecroft site and other town centre improvements.
- Cleared the Ryecroft site and purchased York Place to facilitate regeneration.
- Established a Town Centre Strategy for Newcastle and delivered:
 - A Town Centre Officer – to coordinate cross agency work to support traders.
 - A refocused historic market hosting diverse, award-winning events to increase visitor numbers.
 - A parking strategy that supports business growth.
 - Improved CCTV coverage for Newcastle, with the Newcastle Business Improvement District.
 - Targeted support for 'rough sitters' in the town centre with our marshalls and Staffordshire Police colleagues.
- Used Advanced Town Deal funding to develop Grosvenor Roundabout as a safe and attractive active travel route.



To achieve our priority we are committed to:

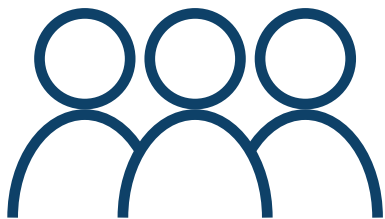
- Continuing to work with key partners to deliver the redevelopment of opportunities across the borough.
- Increasing the number of people living, working and using Newcastle town centre, and to use and enhance its historic architecture as a backdrop for excellent and inviting public spaces.
- **Redevelopment of Ryecroft Site:**
 - High quality offices
 - Residential development
 - Multi-story car park
 - Hotel or commercial space
 - Public open space
- **Redevelopment of York Place:**
 - Restaurants and eateries
 - Commercial space
 - Plaza linking Ironmarket and Ryecroft
- Redeveloping Midway car park to provide aspirational town centre residential accommodation.
- Further enhance the historic market and public realm and boost our signature specialist market programme.
- Delivering the Town Deal programme for Kidsgrove, including:
 - Enhancing Kidsgrove Railway Station and access to the local canal network.
 - Developing a Shared Service Hub with key partners.
- Developing a Town Centre Strategy for Kidsgrove to encourage visitors and support local businesses.



Newcastle-under-Lyme Facts and Figures

THE BOROUGH

HAS A POPULATION OF



123,300

(The source for all the above is 2021 Census)

21.7%

OF RESIDENTS ARE

65 PLUS

(26,700)

15.2%

OF RESIDENTS ARE AGED

15 AND UNDER

(18,800)

28.5%

OF RESIDENTS ARE YOUNG PEOPLE

UNDER 24

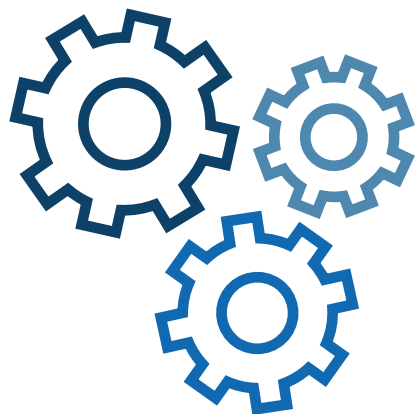
(35,100)

42.3%

OF RESIDENTS ARE AGED

50 PLUS

(52,200)



79.7%

OF RESIDENTS OF WORKING AGE ARE IN EMPLOYMENT

(66,200)

The source for all of the below, and to the left and right, is NOMIS August 2022

63.1% OF RESIDENTS ARE OF WORKING AGE

AGED 16 - 64

(5 1 , 6 0 0)



6.1%

OF WORKING AGE POPULATION ARE OUT OF WORK DUE TO ILL HEALTH

(APPROX. 5,000)

35.7%

OF ADULTS HAVE

NVQ4+

QUALIFICATIONS



LIFE EXPECTANCY AT BIRTH

FOR MALES IS **78.5 YEARS**

AND FEMALES IS **82.3 YEARS**



Corporate Performance Quarter 1 2022 - 23

Newcastle's Cabinet is committed to maintaining a strong corporate culture of performance management. It will publish performance against the following indicators each quarter. These will be available to the Finance and Performance Scrutiny Committee to discuss and challenge performance.

Performance reporting will be enhanced during 2022-23 to provide more trend data where this is available. For some indicators, where performance is largely beyond the Council's direct control, targets are not set. Instead, the 2021-22 out-turn data is used to provide a baseline against which future performance can be assessed. In the tables below such indicators are marked *.

Priority 1: One Council delivering for Local People

Ref	Indicator	Out turn 2021-22	Target 2022-23
1.1	Percentage of food premises that have a zero or one national food hygiene rating	0.9%	5%
1.2	Percentage of Category A and B food business inspections completed on time	40%	90%
1.3	Number of accidents/incidents reported (RIDDOR)	4	4*
1.4a	Percentage of household collections from the kerbside comprising dry recycling	24%	25%
1.4b	Percentage of household participation in food waste collection		30%
1.4c	Amount of residual waste per household per annum	440kg	440kg
1.4d	Number of missed kerbside collections (per 100,000 collections)	59	60
1.5	Levels of street and environment cleanliness (LEQ survey) free/predominantly free of :		
	Litter	95%	91%
	Detritus	93%	91%
	Graffiti	99%	97%
	Fly-posting	99%	99%
1.6	Percentage of requests resolved at first point of contact	97%	97%
1.7	Percentage of unmet demand (number of calls not answered as a percentage of total call handling volume)	16%	20%
1.8	Total number of digital online transactions per annum	55,278	63,000
1.9	Total number of unique users to the website per quarter	95,197	95,000

1.10	Time taken to process Housing Benefit new claims/change events	6.11	10 days
1.11	Percentage of Council Tax collected	97.4%	97.5%
1.12	Percentage of National Non-Domestic Rates collected	95.6%	96%
1.13	Average number of days per employee lost to sickness	8.86 days	8.8 days
1.14	Staff turnover	4.9%	10%
1.15	Staff vacancy rates	6.6%	6.6%*

Priority 2: A Successful and Sustainable Growing Borough

Ref	Indicator	Out turn 2021-22	Target 2022-23
2.1	Percentage of investment portfolio vacant (Council-owned)	10%	12%
2.2	Speed of major development applications (P151a)	99%	66%
2.3	Quality of major development applications (P152a)	5.5%	10%
2.4	Speed of non-major development applications (P153)	99%	70%
2.5	Quality of non-major development applications (P154)	0.7%	10%
2.6	Percentage of complainants informed within the required timescales of any action to be taken about alleged breaches of planning control.		75%

Priority 3: Healthy, Active and Safe Communities

Ref	Indicator	Out turn 2021-22	Target 2022-23
3.1a	Anti-Social Behaviour (ASB) cases New cases received during the quarter	147 av/qtr	147*
3.1b	Current open cases at the end of the quarter	36 av/qtr	36*
3.1c	Cases closed in the quarter	120 av/qtr	120*
3.2	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	65 av/qtr	65*
3.3 New	Number of People Accessing the Museum's collections online and in Person	162,000	180,000
3.4	Jubilee 2 Membership	2392	2900

3.5	Jubilee 2 Customer Satisfaction – Net Promotor Score		40%
3.6	Live application on the housing register	1245	1245*
3.7	Number of lets to registered providers from the housing waiting list	513	513*
3.8	Emergency homeless presentations	419	419*
3.9	No of customers in temporary accommodation at the end of the quarter	12	12*

Priority 4: Town Centres for All

Ref	Indicator	Out turn 2021-22	Target 2022-23
4.1	Car parking usage:-Number of tickets purchased	337,078	340,000
4.2	Town Centre Footfall - Newcastle	553,000	553,000*
4.3	Average stall occupancy rate for markets	56%	60%
4.4	Total rough sleepers verified in the quarter	69	69*
	- New rough sleepers	18	18*
	- Returning rough sleepers	32	32*
	Entrenched rough sleepers	19	19*