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Dear Councillor

**POLICY & PERFORMANCE IMPROVEMENT COMMITTEE - MONDAY, 10TH MARCH, 2025**

I now enclose, for consideration the following appendices that were unavailable when the agenda was published.

**Agenda No    Item**

9.    **Community Plan Refresh** (Pages 2 - 78)

# COMMUNITY PLAN 2023 - 2027

REVISED: APRIL 2025







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# WELCOME TO NEWARK AND SHERWOOD'S COMMUNITY PLAN 2023 - 2027

Welcome to this updated version of Newark and Sherwood's Community Plan.

The plan covers the period up until May 2027 and sets out what the Council intends to achieve and how we will go about doing that.

Since the plan was first put together, a new national Government has been elected and there have already been a number of new policies and priorities introduced that are having an impact on our organisation and our local community. The first Mayor of the East Midlands has been elected and on the horizon is the most significant set of changes proposed for local government in 50 years, with plans to replace the current two-tier system of County and Borough/District Councils with unitary local councils. We've also had a number of changes to our own political make-up and hosted an external Corporate Peer Challenge that has identified a number of improvements to act upon.

This refreshed Community Plan takes stock of these and other changes in our operating environment and provides an agenda for action. At the time of writing, it takes us to a point in time that looks likely to be the end of Newark and Sherwood District Council as it is currently configured. Of course, we can be confident that the services we currently provide will be continued in part or in their entirety by our successor Council but this particular Community Plan has an eye to the legacy we want to leave – high quality services that offer good value for money and a Council that genuinely lives out its values – Welcoming and responsive; ambitious and forward thinking; caring and compassionate; commercial and business-like; professional and trustworthy.

In seeking to improve the quality of life for our local community and act in their best interests, we regularly go beyond the boundaries of our own organisational responsibilities. Flooding, re-settlement of refugees, health and well-being, business support, community events, environmental education, even the provision of leisure centres, all of these are non-statutory services for Newark and Sherwood District Council. It's part of our culture, part of what makes us an ambitious and responsive Council that we've stretched our remit, and the reality is that some discretionary services have come to be regarded as mandatory by the people we serve. But the recommendations from our Peer Challenge have encouraged us to take stock, to revisit our priorities and to scale back on activity that is not our core business. This doesn't mean that we won't take an interest in the full range of factors that impact on peoples' quality of life. Instead, that we should place greater emphasis on influencing others rather than expending our own resources on things that are the proper responsibility of others.

Delivery of the plan will be reviewed every quarter and will require the continued support of our excellent partners and colleagues.



**John Robinson**  
Chief Executive of Newark and  
Sherwood District Council

**Councillor Paul Peacock**  
Leader of Newark and  
Sherwood District Council



## OUR VISION

The ethos of Newark and Sherwood District Council is **'Serving People, Improving Lives'**. We exist for the benefit of others and we are accountable for making things better. We accept this responsibility and recognise that our Community Plan can only be achieved by working in partnership with others and at a variety of different levels – sometimes street based, sometimes regionally, nationally and internationally.



Our Council wants to make a positive difference - now and for future generations. We're passionate for everyone within our community to fulfil their potential and our aspiration is to remove the barriers to opportunity that prevent this from happening.

We are proud to represent Newark and Sherwood and although not everyone will agree with everything that we do, we are a Council that is true to its values: welcoming, ambitious, responsive, professional and value for money.

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# OUR PURPOSE AND OUR VALUES

We want to serve our local community in the best way we possibly can. As public servants we place a great emphasis on adopting a public sector ethos and seek to embody this in the way that we interact with you and with each other. The Council's purpose and values make it clear what we are here to do and how we will go about it.

## **Ambitious and forward thinking:**

Focused on achieving the very best and always looking to improve and innovate.

## **Caring and compassionate:**

Sensitive to the different needs and circumstances of others; seeks to empower people to fulfil their potential.

## **Commercial and business-like:**

Careful and creative with resources; securing value for money.

## **Professional and trustworthy:**

Open, honest and transparent. Consistently delivering on promises; providing good quality and demonstrating integrity.

## **Welcoming and responsive:**

Approachable, friendly and inclusive. Open to feedback and challenge and swift to act.

**'SERVING PEOPLE, IMPROVING LIVES'**

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# OUR DISTRICT

Welcome to our district, we are proud to be home to 122,900 people with a total of 53,300 households over 651 square kilometres. The population of Newark and Sherwood has increased by 7% between 2011 and 2021, meaning our population has grown more quickly when compared with the population nationally. The population of residents aged 65 years and over has increased the most (by 26.7%) with the number of residents in all age groups 50 and over being higher than the national average. In contrast those aged 15 year and under has increased by 1.3%, with the number of residents in all age groups 14 and below being lower than the national average.

Despite the growing population, as of 2021 Newark and Sherwood is the 12th least densely populated local authority area out of 35 in the East Midlands.

13.9% of households in the district are socially rented, which is 3.2% lower than the national average. However, there are 7,814 socially rented households within Newark and Sherwood, and of those 5,534 (70.82%) properties are owned by Newark and Sherwood District Council.

## STRENGTHS

Newark and Sherwood is a district which has much to celebrate and be proud of. The district is fortunate enough to have access to green spaces throughout the district, including five green flag parks as of 2023, as well as a number of green space visitor destinations which are detailed in the map of the district, which you can find on the next page.

The district also has a number of historic visitor destinations, Sherwood Forest is a historic and ancient woodland that is associated with the world-renowned legend of Robin Hood and draws many visitors into the district. Newark and Sherwood is also the home of the National Civil War Centre and Newark Castle and Gardens.

Looking at the residents who call Newark and Sherwood home, we know that 69.8% of households own their own home, either outright or with a mortgage, loan or shared ownership and this is 7.5% higher than the national average. Newark and Sherwood District Council is the largest social landlord in the district, with 69.24% of all socially rented properties being owned and maintained by the Council.





# CHALLENGES

Whilst there is much to celebrate and be proud of, it is recognised that there are challenges experienced by residents within the district.

There is educational disparity across the district, which varies by ward. For example, there are 2,059 residents concentrated in one ward who do not hold a formal qualification compared to 258 residents in a different ward. This theme continues when looking at numbers of residents who hold a level 4 qualification; 3,295 of residents who hold a level 4 qualification are concentrated in one ward compared to 592 residents in a different ward.

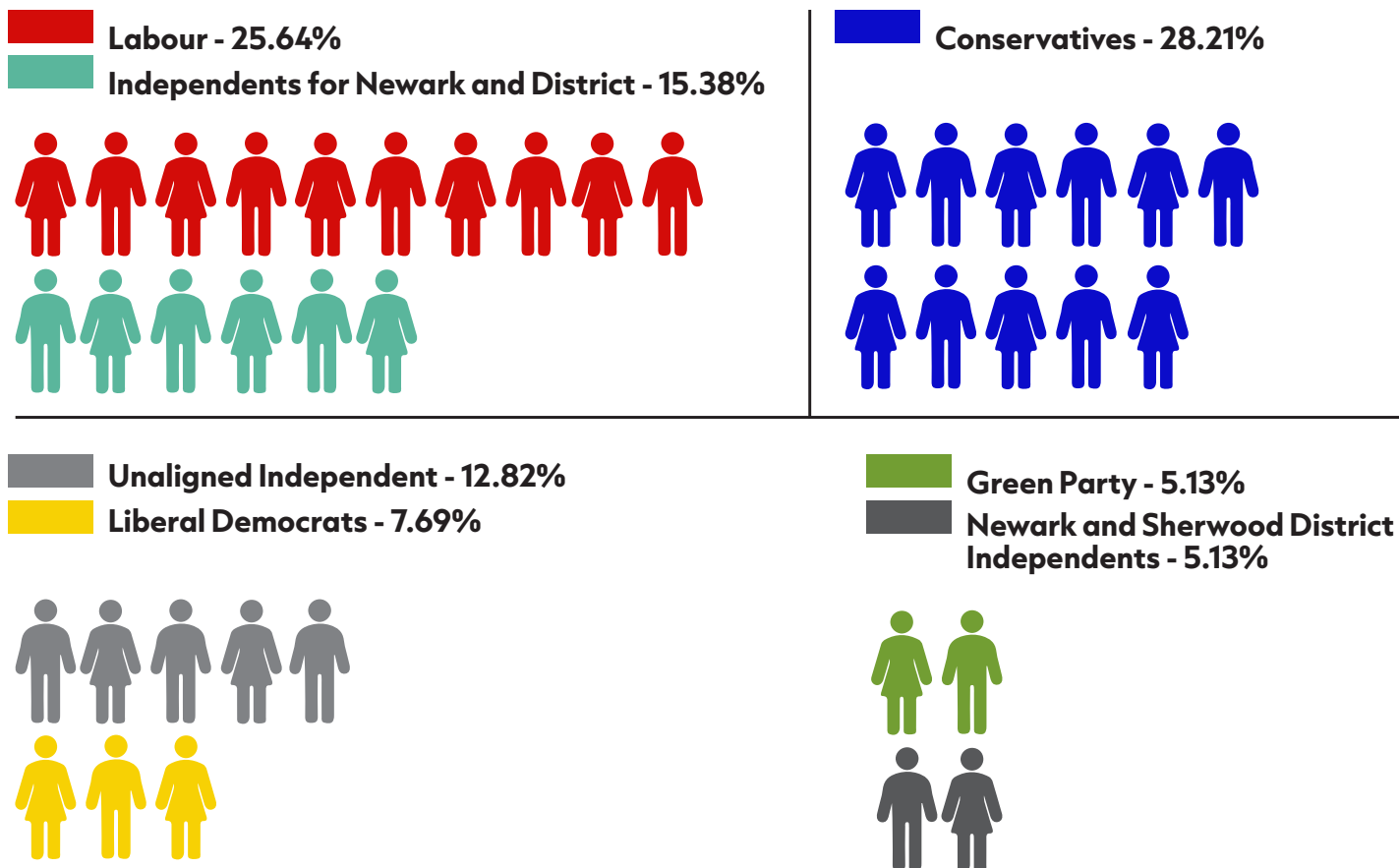
Employment rates are a challenge within the district. In 2021, 58.4% of the working age population of the district was in employment or actively seeking employment which is 2.5% lower than the national average. As such, we understand that the percentage of the working age population who were employed and not actively seeking employment, is lower than the national average.

The health of our residents presents some challenges. 44.7% of residents would describe their health as very good, which is 3.8% lower than the national average. There are several factors which shape the conditions in which we are born, grow, live, work and age. These factors result in the differences between people or groups caused by social, geographical, biological or economical influences which can both cause advantages and disadvantages to health. The gap in life expectancy across the district is 9.1 years for men and 9.4 years for women, this means the residents living in one particular area will live on average 9 years less than those in another.



# HOW THE COUNCIL WORKS

Newark and Sherwood District Council are represented by 39 elected members. The current political make-up of the Council is shown below. As no single political group has a majority of seats (20) on the Council, a collective has been formed between the Labour group and the Independents for Newark and District who between them provide the political leadership of the Council.



Councillors are elected by the community to represent local peoples interests and undertake a wide range of responsibilities. These include identifying priorities, making decisions on how to spend public money and responding to residents’ concerns. They have regular contact with the general public through Council meetings, telephone calls or surgeries. Surgeries provide an opportunity for any ward resident to go and talk to their Councillor face-to-face and these take place on a regular basis. Councillors appoint a Leader and Deputy Leader to provide political leadership and direction for the Council as a whole. Each year, Councillors also appoint a Chairman to undertake civic responsibilities on behalf of the whole Council.

Find out more about our Councillors, including the Councillor representative for each ward here:

[Your Councillors - Newark and Sherwood District Council \(newark-sherwooddc.gov.uk\)](http://newark-sherwooddc.gov.uk)

All Councillors meet together as the “Full Council” and these meetings are open to the public.



# HOW WILL WE FINANCE OUR PLANS?

The Council funds its ambitions and priorities through several different routes, four of which are outlined below:

**Fees and Charges:** This is made up of a number of different types of fees and charges, some of which are mandatory (for example certain types of planning fee or certain types of licencing fee) and some are discretionary (such as lorry park charging or entry fee to the National Civil War Centre).

**Business Rates –** All businesses have a rateable value (the estimated annual rental value for a property) which is set by the Valuation Office Agency. Central Government annually sets a multiplier, which generates how much each business must pay in Business Rates by multiplying the multiplier by the rateable value. The Council then collects those funds and retains 50%, which is split 40% to this Council, 9% to Nottinghamshire County Council and 1% to Nottinghamshire Fire Authority.



## BREAKDOWN PER £1 OF COUNCIL TAX

Average Parish Precepts - £0.04

Nottinghamshire Fire and Rescue  
- £0.04

Newark and Sherwood District  
Council - £0.08

Nottinghamshire Police and Crime  
Commissioner - £0.11

Nottinghamshire County Council  
- £0.73

**Council Tax** – This is a tax on domestic properties based on the estimated value of a property. Each property in the district is then levied with a charge based on their size and proximity to services and is allocated a band on a scale from A-H. Only around 8% of the total Council Tax collected goes to Newark and Sherwood District Council. The remaining 92% funds a number of other preceptors and their operations. The chart shows where each £1 of your Council Tax goes in respect of the 2023/24 financial year. The charges are reviewed annually by each of the authorities during February and March for the forthcoming year, and hence the proportions can change depending on what each authority approves. More information, and updated proportions visit [www.newark-sherwooddc.gov.uk/counciltax](http://www.newark-sherwooddc.gov.uk/counciltax)

**Central Government grants** – The Council receives a number of grants directly from Central Government to assist with both general funding (through grants such as the Revenue Support Grant (RSG) and New Homes Bonus) and specific funding (through grants such as the Homelessness Grant). Any external funding that is received assists the Council in delivering its ambitions and priorities and ensures that a smaller burden is placed on the local Council Taxpayer.

The Council has produced a Medium-Term Financial Plan, which describes how the ambitions and priorities set out in this document will be financed over the medium term. This document is refreshed annually to reflect the changing economic environment in respect of various external factors. From the changes described above in funding arrangements, through to economic fluctuations in interest rates and inflation, it is important to ensure that our ambitions and priorities remain sustainable.

The latest approved Medium-Term Financial Plan, together with future amendments and previous history is available on our website at [www.newark-sherwooddc.gov.uk/budgets](http://www.newark-sherwooddc.gov.uk/budgets)

An integral part of the Council's funding plans has been the approval of a Commercialisation Strategy in January 2022, which provides support for front line services by creating efficiencies and increasing income. Work continues over the medium term to drive forward the organisation and ensure that service delivery is efficient, effective and offers good value for money.

The original Commercialisation Strategy is available on our website at [www.newark-sherwooddc.gov.uk/councilstrategies](http://www.newark-sherwooddc.gov.uk/councilstrategies) Future updates on the progress of projects underpinned by this strategy are reported within the Medium-Term Financial Plan each financial year.

In respect of the social housing landlord responsibilities that the Council undertakes, it holds a ring-fenced account to maintain the income and expenditure. The Council produces a 30-year Housing Revenue Account (HRA) Business Plan, which details the projects and activities undertaken in support of the Councils Housing stock. This is reviewed annually to account for changes and assumptions made around internal and external factors that may affect the financial viability of the plan. This ensures that the priorities and commitments made around Housing services can be met and informs future investment decisions.





# SERVICES WE PROVIDE FOR OUR COMMUNITIES, EVERY DAY

“Local government touches the lives of everybody, every day.” – Local Government Association

As a local authority, we are responsible for providing a range of essential services which impact on the lives of our residents and businesses across the District every day. Each year we set a budget which enables the Council to provide these essential services and more. Most often these services are taking place in the background of our day to day lives, sometimes without our residents and businesses even being aware of it. This includes services such as refuse collection, street cleansing, parks and grounds maintenance, customer services, environmental protection, environmental health inspections, Council housing services, homelessness and resettlement support, communications, development of planning policy and the facilitation of property development, as well supporting the local economy to grow - to name a handful of the services our teams are working hard to deliver for you, our communities, every day.





## AMBITION 1

Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential



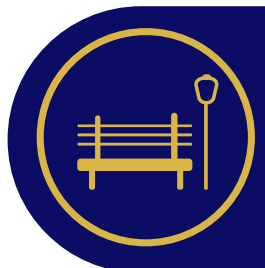
## AMBITION 2

Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards



## AMBITION 3

Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy



## AMBITION 4

Reduce crime and anti-social behaviour, improving community feelings of safety



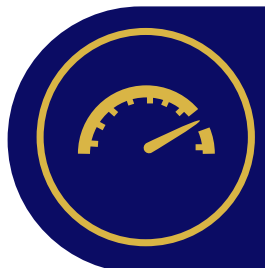
## AMBITION 5

Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit



## AMBITION 6

Reduce the impact of climate change and protect and enhance green spaces



## AMBITION 7

Be a top performing, modern and accessible Council that get its everyday services right for the residents and businesses that it serves





# AMBITION 1

Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential.

Ambition 1	Lead Director/ Officer	Portfolio Holder
Develop and deliver a new Sustainable Economic Development and Visitor Economy Strategy 2025-2030.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Maximise local economic opportunities in green and land management sectors.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Redevelop the Clipstone Holdings site.	Economic Growth and Visitor Economy Business Manager  Corporate Property Business Manager	Sustainable Economic Development
Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.	Economic Growth and Visitor Economy Business Manager  HR and Training Business Manager	Sustainable Economic Development
Support local communities to develop the necessary skills in order to benefit from the pipeline of major infrastructure developments.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Work with partners to identify options and sources of funding to improve public transport.	Planning Policy and Infrastructure Business Manager	Sustainable Economic Development
Continue to progress the regeneration scheme in Ollerton Town Centre.	Economic Growth and Visitor Economy Business Manager  Housing Strategy and Regeneration Business Manager	Sustainable Economic Development



# AMBITION 2

Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards

Ambition 2	Lead Director/ Officer	Portfolio Holder
Deliver the Housing Strategy, 2023-2028.	Housing Strategy and Regeneration Business Manager	Housing
Develop new homes for open market sale or rent through Arkwood Developments Ltd.	Chief Executive Officer	Strategy, Performance and Finance
Implement and embed our new Housing Management System, as part of a wider programme of improvements to Housing Repairs and Empty Homes Services.	Housing Maintenance and Asset Management Business Manager	Housing
Undertake stock condition surveys for Council Housing and private rented stock; use the findings to develop investment and improvement plans.	Housing Maintenance and Asset Management Business Manager  Public Protection Business Manager	Housing
Deliver phase 6 of the Council house building programme.	Director of Housing, Health and Wellbeing	Housing



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Ambition 2	Lead Director/ Officer	Portfolio Holder
Deliver phase 1 of the estate regeneration scheme at Yorke Drive.	Housing Strategy and Regeneration Business Manager	Housing
Undertake an options appraisal for 'Housing with Care' in conjunction with partners.	Housing Strategy and Regeneration Business Manager	Housing
Ensure ongoing compliance with regulatory standards, including the preparation for the inspection by the regulator of social housing.	Director of Housing, Health and Wellbeing	Housing
Explore applying the principles of the Boughton Community Hub to more areas, to coordinate services with partners in the community, building on existing support networks.	Housing Strategy and Regeneration Business Manager	Health, Wellbeing & Leisure
Renew Council homes' heating systems to improve affordability for tenants and reduce carbon emissions in line with government funding opportunities.	Housing Maintenance and Asset Management Business Manager	Housing





# AMBITION 3

Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy.

Ambition 3	Lead Director/ Officer	Portfolio Holder
<p>Explore options to further develop and uplift play parks in the district enabling free play and exercise, making sure the offer is as inclusive and as varied as possible.</p> <p>Including continuing to support Newark Town Council in the delivery of improvement plans at Sherwood Avenue Park, aimed at achieving green flag status.</p>	<p>Environmental Services Business Manager</p>	<p>Climate and the Environment</p>
<p>Complement the implementation of our 'Health and Wellbeing Strategy' with activities to reduce health inequalities in targeted areas.</p>	<p>Housing Strategy and Regeneration Business Manager</p>	<p>Health, Wellbeing and Leisure</p>
<p>Develop plans to raise the profile of cycling within the district and seek funding opportunities for the Council and its partners to improve cycling, wheeling and walking infrastructure.</p>	<p>Housing Strategy and Regeneration Business Manager  Planning Policy and Infrastructure Business Manager</p>	<p>Health, Wellbeing and Leisure  Sustainable Economic Development</p>
<p>Implement the 'Playing Pitch Strategy' and 'Sport and Recreational Facilities Strategy', including the provision of 5 new 5G sports pitches.</p>	<p>Housing Strategy and Regeneration Business Manager</p>	<p>Health, Wellbeing and Leisure</p>
<p>Investigate external investment opportunities with the aim of improving health and wellbeing facilities across the district.</p>	<p>Housing Strategy and Regeneration Business Manager</p>	<p>Health, Wellbeing and Leisure</p>
<p>Continue to progress the Clipstone regeneration scheme.</p>	<p>Economic Growth and Visitor Economy Business Manager Housing Strategy and Regeneration Business Manager</p>	<p>Sustainable Economic Development</p>
<p>Develop action plans to implement the Open Space Strategy and Playing Pitch Strategy audits, focusing on localities with significant shortfalls.</p>	<p>Housing Strategy and Regeneration Business Manager</p>	<p>Health, Wellbeing &amp; Leisure</p>





# AMBITION 4

Reduce crime and anti-social behaviour, improving community feelings of safety.

Ambition 4	Lead Director/ Officer	Portfolio Holder
Reduce opportunities for crime and anti-social behaviour, by reviewing infrastructure and encouraging behavioural change across the district with the aim of improving feelings of safety.	Public Protection Business Manager  Economic Growth and Visitor Economy Business Manager	Public Protection and Community Relations
Design and implement an annual targeted programme of nights of action and focus weeks.	Public Protection Business Manager	Public Protection and Community Relations
Continue to work with partners to support businesses, providing education and intervening where necessary in order to prevent anti-social behaviour.	Public Protection Business Manager	Public Protection and Community Relations
Assist in the delivery of 'Rural Crime and ASB Prevention' with additional target hardening at Sherwood Forest Corner.	Public Protection Business Manager	Public Protection and Community Relations
Deliver the new enhanced in-house CCTV control room.	Public Protection Business Manager	Public Protection and Community Relations
Work with statutory authorities to improve flood mitigation and resilience across the district	Public Protection Business Manager	Public Protection & Community Relations



# AMBITION 5

Promote, maximise and celebrate the diversity of Newark and Sherwood’s heritage, culture and community spirit.

Ambition 5	Lead Director/ Officer	Portfolio Holder
Deliver the Newark Castle Gatehouse scheme.	Economic Growth and Visitor Economy Business Manager  Heritage and Culture Business Manager	Heritage, Culture and the Arts
Deliver the National Portfolio Organisation (NPO) activity plan. Championing and promoting the arts, culture and heritage through the enjoyment of music and arts from different cultures.	Heritage and Culture Business Manager	Heritage, Culture and the Arts
Lead the delivery of the Newark Cultural Heart Events programme.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts
Complete the development of 32 Stodman Street and explore further opportunities to revitalise town centres through residential development.	Economic Growth and Visitor Economy Business Manager  Corporate Property Business Manager	Sustainable Economic Development
Explore options for implementing a youth Council and youth awards.	Democratic Services Business Manager  Housing Strategy and Regeneration Business Manager	Public Protection and Community Relations
Work with partners to look at opportunities for music and the arts.	Housing Strategy and Regeneration Business Manager	Heritage, Culture and the Arts  Health, Wellbeing and Leisure





Ambition 5	Lead Director/ Officer	Portfolio Holder
Develop opportunities to maximise the visitor offer linked to Sherwood Forest.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts
Install the Kiddey Sculptures.	Heritage and Culture Business Manager	Heritage, Culture & the Arts
Deliver physical transformation of Newark Market and Market Square.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Develop 14 Market Place Newark, as part of the wider transformation of the Town.	Economic Growth and Visitor Economy Business Manager  Corporate Property Business Manager	Sustainable Economic Development
Deliver a Parish Council conference.	Democratic Services Business Manager	Public Protection & Community Relations





# AMBITION 6

Reduce the impact of climate change and protect and enhance green spaces.

Ambition 6	Lead Director/ Officer	Portfolio Holder
Implement weekly food waste collections with WRAP (Waste and Resources Action Programme) and Nottinghamshire County Council.	Environmental Services Business Manager	Climate and the Environment
Provide opportunities for residents' involvement in parks and green spaces.	Environmental Services Business Manager	Climate and the Environment
Deliver the Council's Tree Strategy, enabling the exploration of options to develop new community woodland and wildlife spaces and support the improvement of air quality.	Environmental Services Business Manager	Climate and the Environment
Play an active role in biodiversity net gain for the district, including the potential to own our own biodiversity offset sites, as well as looking at how our own developments can contribute.	Planning Development Business Manager Corporate Property Business Manager	Climate and the Environment
Further develop and deliver a Council-wide decarbonisation plan for our built assets/deliver a programme of prioritised decarbonisation actions, in response to the Carbon Trust report 2025, following engagement with stakeholders.	Director of Communities and Environment	Climate and the Environment
Deliver the Brunel Drive Masterplan.	Director of Communities and Environment	Climate and the Environment
Implement the 'Local Area Energy Plan'.	Director of Communities and Environment	Climate and the Environment
Work in conjunction with the statutory authorities to promote good river and waterway health.	Environmental Services Business Manager	Climate and the Environment

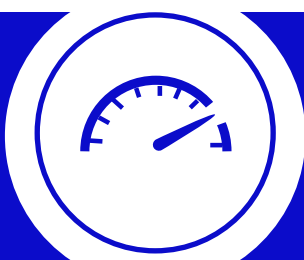




# AMBITION 6

Reduce the impact of climate change and protect and enhance green spaces.

Ambition 6	Lead Director/ Officer	Portfolio Holder
Explore coordinating and enhancing open space, including biodiversity and sports provision in the south of Newark. Including by developing plans and costed proposals for the Middlebeck Green Basin.	Economic Growth and Visitor Economy Business Manager Environmental Services Business Manager	Sustainable Economic Development
Develop a new Local Plan for Newark & Sherwood, promoting action to tackle climate change through sustainable design policies, protecting existing open space and securing new open space as part of development and securing biodiversity improvements through appropriate policies and projects.	Planning Policy and Infrastructure Business Manager	Sustainable Economic Development
Explore opportunities for commercial glass collection, with an ambition to run the service as close to breakeven as possible.	Environmental Services Business Manager	Climate & the Environment
Improve recycling levels by promoting positive behavioural changes, through community events, targeted communication and enforcement.	Environmental Services Business Manager	Climate & the Environment
Take the lead to develop a more joined-up approach to the management of the public realm, focusing on key areas in town centres and estates where appropriate.	Environmental Services Business Manager Housing Services Business Manager Economic Growth and Visitor Economy Business Manager	Climate & the Environment Housing Sustainable Economic Development



# AMBITION 7

Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves.

<b>Ambition 7</b>	<b>Lead Director/ Officer</b>	<b>Portfolio Holder</b>
Seek to secure the very best option for Newark and Sherwood arising from the reorganisation of local government.	Chief Executive	Strategy Performance and Finance
Develop and implement an action plan arising from the 'Corporate Peer Challenge.	Transformation and Service Improvement Manager	Strategy Performance and Finance
Through the Commercialisation Strategy and action plan, continue to seek out and generate new sources of income, whilst retaining our public service ethos.	Financial Services Business Manager	Strategy Performance and Finance
Develop a package of measures to recruit and retain staff, including a review of the pay grading structure and the Council's job evaluation scheme.	HR and Training Business Manager	Strategy Performance and Finance
Finalise and implement the Communications and Marketing Strategies.	Communications and Marketing Manager	Strategy Performance and Finance
Expand and embed a broader range of customer satisfaction measures to drive performance improvement.	Customer Services Business Manager Transformation and Service Improvement Manager	Strategy Performance and Finance



# OUR PERFORMANCE

## Why does the Council measure performance?

Monitoring performance across the Council is key to understanding if we are delivering on the promises we have made and that we're meeting the needs of our residents. Performance management is used as a tool to drive improvement rather than simply used as a counting device. We acknowledge the value of understanding our performance, as this knowledge allows us to embed and disseminate good practice and quality service delivery as well as identifying and tackling areas for improvement.

## How does the Council measure performance?

The Council's performance is measured in a variety of ways, to ensure that we understand if we're putting the right resource into delivering against the right priorities. This is done by analysing data and progress against key activities, as well as building a picture of the context of performance using district statistics, customer feedback and workforce information.



Some of the key methods we use to measure our performance are described below:

What we do:	Listening to our residents	Key performance indicators (KPI's)	Community Plan performance reporting	Finance performance reporting	Governance
<b>How often we do it:</b>	We do this by reviewing customer comments, feedback and complaints. We also undertake consultation and surveys.	These are set once every four years in line with the Community plan and reviewed when the Community Plan is refreshed annually.	Quarterly reports are presented to committee and published online.	Quarterly reports are presented to committee and published online.	At least six of the Policy and Performance Improvement Committee (PPIC) are held each year.  Quarterly meetings of Performance Cabinet held each year.
<b>Why we do it:</b>	To capture district wide views of residents, using this feedback to allow us to drive service improvement and deliver services that meet the needs of residents.	KPI's are developed to enable performance to be measured and tracked. KPI's also enable the Council's performance to be benchmarked against national indicators.	We report on performance against the Community Plan as this provides visibility of performance against key activities. This enables us to disseminate good practice and quality service delivery as well as identifying and tackling areas for improvement.	We report on financial performance to consider the forecast/ actual outturn position for each financial year for the Council's General Fund and Housing Revenue Account revenue and capital budgets.	The PPIC provide a 'scrutiny' function and has an integral role in improving the work of the Council through outcome focused challenge and development of strategies and policies.  Performance Cabinet meetings are held in order for Cabinet to review the Council's performance and identify areas of high performance and areas where improvement is required.
<b>How it relates to the Community Plan:</b>	Surveys such as the Resident Survey gather the views of residents which then informs the development of the Community Plan.	These are used to measure the success of the Community Plans aims.	This report examines how the Council has been performing against the Community Plan. It examines data to look at the performance of key services and delivery against the activities outlined in the plan.	Resource is key to delivering on our Community Plan actions and commitments.	The role of PPIC is a 'critical friend' to Cabinet, both committees review the Councils performance against the Community Plan.



# HAVE YOUR SAY

## RESIDENT PANEL

The Resident Panel is a group of people from across the district who would like to share their views on the area they live in and help shape the future of Newark and Sherwood. The panel has been created because we want to understand the views and experiences of residents in the district and use this understanding to ensure that our Council services are the best they can be.

Any resident of the district, over the age of 18, can join the panel to have their say on the Council's services, plans, proposals and development of their local area.



## TENANT ENGAGEMENT

### COMMUNITY LINK GROUPS

Following feedback from our tenants we have launched Community Link Groups to give tenants, leaseholders and residents the opportunity to further shape their local community.

Taking place at locations across the district, the Groups provide an essential forum for tenants and leaseholders to raise issues and ideas that are important to them and are specific to their local community with officers and councillors from the District Council and partner organisations such as Nottinghamshire Police.

To find out when the next Community Link Group is taking place, please visit our website: [www.newark-sherwooddc.gov.uk/communitylinkgroups/](http://www.newark-sherwooddc.gov.uk/communitylinkgroups/)





## **IF YOU ARE INTERESTED IN BEING PART EITHER PANEL YOU CAN SIGN UP IN THE FOLLOWING WAYS:**

If you are interested in being part either panel you can sign up in the following ways:

Online: [www.newark-sherwooddc.gov.uk](http://www.newark-sherwooddc.gov.uk) (Search resident panel or tenant scrutiny panel).

Email: [customerservices@newarksherwooddc.gov.uk](mailto:customerservices@newarksherwooddc.gov.uk)

Call: 01636 650 000

## **CONSULTATIONS**

We also regularly consult on Council services, plans and decisions. Visit our consultations page to have your say: [www.newark-sherwooddc.gov.uk/consultation](http://www.newark-sherwooddc.gov.uk/consultation).





# CONTACT US...

Our residents, tenants and businesses can contact us in a number of ways.

 01636 650 000

 [customerservices@newark-sherwooddc.gov.uk](mailto:customerservices@newark-sherwooddc.gov.uk)

 Castle House, Great North Road, Newark, Nottinghamshire NG24 1BY

 [www.newark-sherwooddc.gov.uk](http://www.newark-sherwooddc.gov.uk)

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Old Objective	Replaced by Ambition	Community Plan 2023 Action Detail	Update/Changes	Community Plan Revised 2025 Action Detail
<del>Objective 1: Improve health and wellbeing</del>	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	Review the impact of the Council's cost of living action plan and consider future support.	Complete/BAU	
<del>Objective 1: Improve health and wellbeing</del>	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	Maximise take up of housing benefit, Council Tax support and other household grants to support residents financially.	Complete/BAU	
<del>Objective 1: Improve health and wellbeing</del>	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	Support the delivery of community-based prevention services through the construction of a new car park at Newark Hospital.	Complete/BAU	
<del>Objective 1: Improve health and wellbeing</del>	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	Deliver our 'Warm Homes on Prescription' service in partnership with Mansfield District Council.	Complete/BAU	



<p><b>Objective 1: Improve health and wellbeing</b></p>	<p><b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b></p>	<p>Deliver our 'Playpark Investment Plan' to improve play park areas across the district, exploring natural play opportunities.</p>	<p><b>Merged into</b> <i>'Explore options to further develop parks in the district enabling free play and exercise, making sure the offer is as inclusive and as varied as possible. Including continuing to support Newark Town Council in the delivery of improvement plans at Sherwood Avenue Park.'</i></p>
<p><b>Objective 1: Improve health and wellbeing</b></p>	<p><b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b></p>	<p>Develop options for improving Southwell Leisure Centre, including the provision of a new centre.</p>	<p>Complete/BAU</p>
<p><b>Objective 1: Improve health and wellbeing</b></p>	<p><b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b></p>	<p>Explore options for 'green' entrances and exits to and from estates and villages.</p>	<p><b>Merged into ambition 6</b> <i>'Deliver the Council's Tree Strategy, enabling the exploration of options for 'green' entrances and exits to and from estates and villages whilst supporting the improvement of air quality'</i></p>
<p><b>Objective 1: Improve health and wellbeing</b></p>	<p><b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b></p>	<p>Explore options for improving air quality in specific locations.</p>	<p><b>Merged into ambition 6</b> <i>'Deliver the Council's Tree Strategy, enabling the exploration of options for 'green' entrances and exits to and from estates and villages whilst supporting the improvement of air quality'</i></p>

<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	<del>Work with partners to reduce health inequalities in targeted areas and seek to increase local access to services and green spaces for all.</del>	<b>Merged into ambition 3</b> <i>'Complement the implementation of our 'Health and Wellbeing Strategy' with activities to reduce health inequalities in targeted areas.'</i>
<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	<del>Support NHS partners via sign posting and jobs fairs to recruit and retain staff from the local community in order to improve access to health and social care.</del>	Complete/BAU
<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	<del>Develop plans and seek funding opportunities for the Council and its partners to improve cycling and walking infrastructure.</del>	<b>Merged into</b> <i>'Develop plans to raise the profile of cycling within the district and seek funding opportunities for the Council and its partners to improve cycling and walking infrastructure.'</i>
<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	<del>Develop an agreed approach to increase the number of groups and individuals actively engaged in volunteering, making sure the offer is as inclusive and as varied as possible.</del>	Complete/BAU

<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	Develop and seek funding to implement a 'Playing Pitch Strategy' and 'Facilities Improvement Plan'.	Language change	Implement the 'Playing Pitch Strategy' and 'Sport and Recreational Facilities Strategy', including the provision of 5 new 5G sports pitches
<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	Implement our 'Health and Wellbeing Strategy', having regard to the Office of National Statistics indices of wellbeing.	Language change	Complement the implementation of our 'Health and Wellbeing Strategy' with activities to reduce health inequalities in targeted areas.
<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	<del>Work with partners to develop a Local Transport Plan for the district, including options for improving public transport with a focus on increasing the geographical coverage and frequency of these services and opportunities for low emission vehicles.</del>	<b>Language change and moved to Ambition 1</b> <i>'Work with partners to identify options and sources of funding to improve public transport.'</i>	



<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	Explore options to further develop parks in the district enabling free play and exercise, making sure the offer is as inclusive and as varied as possible.	Language change	Explore options to further develop and uplift play parks in the district enabling free play and exercise, making sure the offer is as inclusive and as varied as possible. Including continuing to support Newark Town Council in the delivery of improvement plans at Sherwood Avenue Park, aimed at achieving green flag status.
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<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	Provide ongoing support to raise the profile of cycling within the district, including the promotion of high-profile events, supporting increased participation in cycling, and encouraging active travel and recreation.	Language change	Develop plans to raise the profile of cycling within the district and seek funding opportunities for the Council and its partners to improve cycling, wheeling and walking infrastructure.
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<b>Objective 1: Improve health and wellbeing</b>	<b>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</b>	To design and implement a changing places style facility within the Dukeries Leisure Centre to increase accessibility for all residents.	Complete/BAU
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**Objective 1:**  
~~Improve health and wellbeing~~

**Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.**

New

Investigate external investment opportunities across the district with the aim of improving health and wellbeing facilities.

**Objective 1:**  
~~Improve health and wellbeing~~

**Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.**

**Split out into two separate actions in Ambition 1** 'Continue to progress the regeneration scheme in Ollerton Town Centre' **and Ambition 3** 'Continue to progress the Clipstone regeneration scheme. '

Continue to progress the Clipstone regeneration scheme

**Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.**

New

Develop action plans to implement the Open Space Strategy and Playing Pitch Strategy audits, focusing on localities with significant shortfalls.

**Objective 2:**  
~~Increase the supply, choice, and standard of housing~~

**Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards**

Deliver the Housing Strategy, 2023-2028.

No change



<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	<del>Review the 'Housing Allocations Scheme', including a full refresh of the housing register.</del>	Complete/BAU	
<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	<del>Continue to respond to additional and emerging demands for the resettlement of refugees.</del>	Complete/BAU	
<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	<del>Deliver a 'Housing Stock Condition Survey' for Council housing and private rented sector properties.</del>	Replaced	Undertake stock condition surveys for Council Housing and private rented stock; use the findings to develop investment and improvement plans

**Objective 2: Increase the supply, choice, and standard of housing**

**Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards**

Implement a new Homelessness and Rough Sleeper Strategy, 2024-2027.

Complete/BAU

**Objective 2: Increase the supply, choice, and standard of housing**

**Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards**

Explore ways to reduce the number of empty private homes across the district.

Complete/BAU

**Objective 2: Increase the supply, choice, and standard of housing**

**Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards**

Explore ways to improve energy efficiency in the private rented sector.

**Picked up in 'Undertake stock condition surveys for Council Housing and private rented stock; use the findings to develop investment and improvement plans'**



<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	Complete the current Council house building programme and explore plans for a future programme.	Language change	Deliver phase 6 of the Council house building programme.
<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	Develop new homes for open market sale or rent through Arkwood Developments Ltd, balancing housing quality, mix of housing, environmental sustainability and financial return.	Language change	Develop new homes for open market sale or rent through Arkwood Developments Ltd.
<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	Undertake an options appraisal for 'Housing with Care' in conjunction with partners.	No change	

<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	Develop an 'Affordable Housing and Development Contributions Supplementary Planning Document'.	Complete/BAU
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<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	Progress the amended 'Allocations and Development Management DPD' through the examination process to adoption.	Complete/BAU
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<b>Objective 2: Increase the supply, choice, and standard of housing</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	Develop and deliver a strategy to meet the housing needs of the Gypsy, Roma and Traveller community.	Complete/BAU
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<p><b>Objective 2: Increase the supply, choice, and standard of housing</b></p>	<p><b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b></p>	<p>Complete development of Alexander Lodge, a new temporary accommodation facility, incorporating pathways to independence for care leavers.</p>	<p>Complete/BAU</p>
<p><b>Objective 2: Increase the supply, choice, and standard of housing</b></p>	<p><b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b></p>	<p>Embed and evaluate our new 'Repairs Online' service.</p>	<p><b>Picked up in</b> <i>'Implement and embed our new Housing Management System, as part of a wider programme of improvements to Housing Repairs and Empty Homes Services.'</i></p>
<p><b>Objective 2: Increase the supply, choice, and standard of housing</b></p>	<p><b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b></p>	<p>Review planning guidance and policies to encourage and require where possible enhanced sustainability standards in new developments.</p>	<p><b>Picked up in Ambition 6</b> <i>'Develop a new Local Plan for Newark &amp; Sherwood, promoting action to tackle climate change through sustainable design policies, protecting existing open space and securing new open space as part of development and securing biodiversity improvements through appropriate policies and projects.'</i></p>

<del>Objective 2: Increase the supply, choice, and standard of housing</del>	<del>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</del>	<del>Design and implement a 'New Housing Management System' for Council-owned homes, to provide a modern system and better user experience for both tenants and staff.</del>	<del>Replaced</del>	Implement and embed our new Housing Management System, as part of a wider programme of improvements to Housing Repairs and Empty Homes Services.
<del>Objective 2: Increase the supply, choice, and standard of housing</del>	<del>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</del>	<del>Deliver the estate regeneration scheme at Yorke Drive.</del>	Language change	Deliver phase 1 of the estate regeneration scheme at Yorke Drive.
<del>Objective 2: Increase the supply, choice, and standard of housing</del>	<del>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</del>	<del>Explore further ways to seek out imaginative and effective ways to engage with and involve tenants.</del>	Complete/BAU	

<p><b>Objective 2:</b> <del>Increase the supply, choice, and standard of housing</del></p>	<p><b>Ambition 2:</b> Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</p>	<p>Maximise sustainable development opportunities to deliver public art and performance spaces within the residential built environment.</p>	<p><b>Picked up in Ambition 6</b> <i>'Develop a new Local Plan for Newark &amp; Sherwood, promoting action to tackle climate change through sustainable design policies, protecting existing open space and securing new open space as part of development and securing biodiversity improvements through appropriate policies and projects.'</i></p>	
<p><b>Objective 8:</b> <del>To be a top performing, modern and accessible Council</del></p>	<p><b>Ambition 2:</b> Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</p>		<p><b>Moved from Ambition 7</b> <i>'Plan and implement arrangements to respond to new regulatory inspections and requirements.'</i> &amp; language change</p>	<p>Ensure ongoing compliance with regulatory standards, including the preparation for the inspection by the regulator of social housing</p>
<p><b>Objective 2:</b> <del>Increase the supply, choice, and standard of housing</del></p>	<p><b>Ambition 2:</b> Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</p>		<p>New</p>	<p>Explore applying the principles of the Boughton Community Hub to more areas, to coordinate services with partners in the community, building on existing support networks.</p>



<b>Objective 3: Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</b>	<b>Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</b>	<del>Review and adopt a new Sustainable Economic Development and Visitor Economy Strategy 2023-2028.</del>	Language change	Develop and deliver a new Sustainable Economic Development and Visitor Economy Strategy 2025-2030.
<b>Objective 3: Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</b>	<b>Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</b>	<del>Work alongside educators and employers to identify, support and expand local opportunities in green and land management sectors.</del>	Language change	Maximise local economic opportunities in green and land management sectors
<b>Objective 3: Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</b>	<b>Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</b>	<del>Support the further development of the Air and Space Institute (Newark)@ including linked sectors, future skills, and supply chain.</del>	Complete/BAU	

**Objective 3:** Raise peoples' skill levels and create employment opportunities for them to fulfil their potential

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

Continue to develop and deliver the 'Future First Career Expo' annually.

Complete/BAU

**Objective 3:** Raise peoples' skill levels and create employment opportunities for them to fulfil their potential

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

Maximise local employment opportunities during, and arising from, major infrastructure and housing schemes, including the Southern Link Road, A46 and Ollerton Roundabout.

**Merged into Ambition 1:** *Maximise local economic opportunities in green and land management sectors*

**Objective 3:** Raise peoples' skill levels and create employment opportunities for them to fulfil their potential

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

Redevelop the Clipstone Holdings site with high quality, environmentally sustainable industrial units.

Language change

Redevelop the Clipstone Holdings site.

<b>Objective 3: Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</b>	<b>Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</b>	<del>Progress the development of 14 Market Place to provide commercial space to the ground floor and residential dwellings above.</del>	<b>Language change and moved to Ambition 5 'Develop 14 Market Place Newark, as part of the wider transformation of the Town'</b>
<b>Objective 3: Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</b>	<b>Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</b>	<del>Progress the relocation of Newark Lorry Park and redevelopment of Newark Gateway.</del>	Complete/BAU
<b>Objective 3: Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</b>	<b>Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</b>	<del>Undertake a feasibility study for the refurbishment of the Sutton-on-Trent industrial site with a view to creating employment opportunities.</del>	Complete/BAU



**Objective 3:** Raise peoples' skill levels and create employment opportunities for them to fulfil their potential

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

Deliver the 'Shared and Rural Prosperity Fund Programmes' up to March 2025.

Complete/BAU

**Objective 3:** Raise peoples' skill levels and create employment opportunities for them to fulfil their potential

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

Reinvigorate Invest Newark and Sherwood.

Complete/BAU

**Objective 3:** Raise peoples' skill levels and create employment opportunities for them to fulfil their potential

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

Review annually the 'Infrastructure Funding Statement' to pro-actively support identified priorities through a combination of developer delivery, direct delivery, securing funding, and using influence to shape third party delivery plans.

Complete/BAU

<p><b>Objective 3:</b>  <del>Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</del></p>	<p><b>Ambition 1:</b>  <del>Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</del></p>	<p><del>Expand the number of apprenticeship and work experience opportunities across the Council and district, including major projects, working with partner organisations to deliver this.</del></p>	<p>Language Change</p>	<p>Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</p>
<p><b>Objective 3:</b>  <del>Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</del></p>	<p><b>Ambition 1:</b>  <del>Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</del></p>	<p><del>Promote the market for arts, culture and creative industries, including opportunities for high quality training and access to a variety of creative outlets.</del></p>	<p>Complete/BAU</p>	
<p><b>Objective 3:</b>  <del>Raise peoples' skill levels and create employment opportunities for them to fulfil their potential</del></p>	<p><b>Ambition 1:</b>  <del>Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</del></p>	<p><del>Recognise and promote access to art and creative subjects, enabling all residents to realise their potential and explore how to increase employment opportunities within this sector.</del></p>	<p>Complete/BAU</p>	

**Objective 3:** Raise peoples' skill levels and create employment opportunities for them to fulfil their potential

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

Review with partners the wide variations in educational attainment across the district and develop targeted proposals to address this.

Complete/BAU

**Objective 1:** Improve Health and Wellbeing

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

Consider how to ensure major projects are developed with community involvement where appropriate and seek to maximise the delivery of wider benefits, including health, climate, biodiversity and heritage and culture.

Language Change

Support local communities to develop the necessary skills in order to benefit from the pipeline of major infrastructure developments.

**Objective 1:** Improve health and wellbeing

**Ambition 1:** Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential

**Language change, moved from Ambition 3** 'Work with partners to develop a Local Transport Plan for the district, including options for improving public transport with a focus on increasing the geographical coverage and frequency of these services and opportunities for low emission vehicles.'

Work with partners to identify options and sources of funding to improve public transport.



<b>Objective 7:</b> <b>Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 1:</b> <b>Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential</b>	<del>Conclude feasibility work in readiness for future funding opportunities for Ollerton Town Centre and Mansfield Road, Clipstone.</del>	<b>Split out into two separate actions in Ambition 1</b> <i>'Continue to progress the regeneration scheme in Ollerton Town Centre'</i> <b>and Ambition 3</b> <i>'Continue to progress the Clipstone regeneration scheme.'</i>	Continue to progress the regeneration scheme in Ollerton Town Centre
<b>Objective 4:</b> <b>Reduce crime and anti-social behaviour</b>	<b>Ambition 4:</b> Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.	<del>Develop a Community Safety Strategy and action plan addressing the priorities for 2024/25.</del>	Complete/BAU	
<b>Objective 4:</b> <b>Reduce crime and anti-social behaviour</b>	<b>Ambition 4:</b> Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.	<del>Increase the level of resource in order to tackle anti-social behaviour in target locations.</del>	Complete/BAU	
<b>Objective 4:</b> <b>Reduce crime and anti-social behaviour</b>	<b>Ambition 4:</b> Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.	<del>Undertake a comprehensive review of public realm CCTV with a view to making recommendations for its future coverage,</del>	Replaced	Deliver the new enhanced in-house CCTV control room

geographical locations and partnership arrangements.

<p><b>Objective 4: Reduce crime and anti-social behaviour</b></p>	<p><b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b></p>	<p>Maximise the use and effectiveness of CCTV to deter crime and bring offenders to justice.</p>	<p><b>Replaced with</b> <i>'Deliver the new enhanced in-house CCTV control room'</i></p>
<p><b>Objective 4: Reduce crime and anti-social behaviour</b></p>	<p><b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b></p>	<p>Intervene to reduce the number of empty premises across high streets to deter potential anti-social behaviour and encourage footfall.</p>	<p>Removed, picked up in 'Reduce opportunities for crime and anti-social behaviour, by reviewing infrastructure and encouraging behavioural change across the district with the aim of improving feelings of safety.'</p>
<p><b>Objective 4: Reduce crime and anti-social behaviour</b></p>	<p><b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b></p>	<p>Improve lighting and review infrastructure to reduce opportunities for crime and anti-social behaviour and improve feelings of safety.</p>	<p>Replaced</p> <p>Reduce opportunities for crime and anti-social behaviour, by reviewing infrastructure and encouraging behavioural change across the district with the aim of improving feelings of safety.</p>

<b>Objective 4: Reduce crime and anti-social behaviour</b>	<b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b>	Integrate reduction mechanisms for crime and anti-social behaviour into town centre schemes, such as Newark Towns Fund, Newark Cultural Heart Programme, Heritage Action Zones and Shop Local campaigns.	Complete/BAU	
<b>Objective 4: Reduce crime and anti-social behaviour</b>	<b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b>	Actively promote the reporting of anti-social behaviour to increase intelligence and enable better targeting of interventions, including Pub Watch and Shop Watch.	Complete/BAU	
<b>Objective 4: Reduce crime and anti-social behaviour</b>	<b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b>	Continue to undertake regular 'Nights of Action', targeting crime and anti-social behaviour 'hot spots'.	Replaced	Design and implement an annual targeted programme of nights of action and focus weeks
<b>Objective 4: Reduce crime and anti-social behaviour</b>	<b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b>	Continue to work with partners and businesses to identify and intervene with known groups who perpetrate anti-social behaviour.	Language change	Continue to work with partners to support businesses, providing education and intervening where necessary in order to prevent anti-social behaviour



<b>Objective 4: Reduce crime and anti- social behaviour</b>	<b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b>	Continue to work with partners to encourage interventions at an early stage through education in schools and assisting families in need of support, including young people who have fallen out of education.	Complete/BAU
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<b>Objective 4: Reduce crime and anti- social behaviour</b>	<b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b>	Assist in the delivery of 'Rural Crime and ASB Prevention' with additional target hardening at Sherwood Forest Corner.	No change
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<b>Objective 4: Reduce crime and anti- social behaviour</b>	<b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b>	Coordinate enforcement activity across Public Protection, Housing and Estate Management and Environmental Services to ensure joined-up collaborative approaches.	Complete/BAU
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<b>Objective 4: Reduce crime and anti- social behaviour</b>	<b>Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</b>	Reduce the number of environmental crimes committed by increasing visibility and enforcement in targeted areas.	Complete/BAU
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**Objective 4: Reduce crime and anti-social behaviour**      **Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.**      Complete a programme of target hardening to protect vulnerable sites from unauthorised encampments.      Complete/BAU

**Objective 4: Reduce crime and anti-social behaviour**      **Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.**      Continue to deliver ‘Safer Streets’ projects and identify future funding streams.      Complete/BAU

**Objective 4: Reduce crime and anti-social behaviour**      **Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.**      Continue with the concession for the environmental crime enforcement scheme.      Complete/BAU

**Objective 4: Reduce crime and anti-social behaviour**      **Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.**      Work in partnership with other housing providers to enable early intervention in matters of anti-social behaviour, which may include enforcement action for those in private rented accommodation.      Complete/BAU

<b>Objective 4: Reduce crime and anti- social behaviour</b>	<b>Ambition 4:</b> Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.	Work with partners to develop early intervention and youth diversionary activities to prevent crime and anti-social behaviour and engage with young people to understand what those activities might be.	Complete/BAU
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<b>Objective 4: Reduce crime and anti- social behaviour</b>	<b>Ambition 4:</b> Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.	Consider options of expanding the 'Community Alcohol Partnership' (CAP) service into the district.	Complete/BAU
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<b>Objective 4: Reduce crime and anti- social behaviour</b>	<b>Ambition 4:</b> Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.	When new projects are underway, actively seek out ways to involve residents in aspects of their design and development, thereby increasing a local sense of ownership and mitigating against the risk of vandalism and damage.	Complete/BAU
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<p><b>Objective 4:</b> Reduce crime and anti-social behaviour</p>	<p><b>Ambition 4:</b> Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</p>	<p>Examine how the provision of art and creative activities could be used as a means of diverting some young people away from anti-social behaviour and giving direction, hope and aspiration for the future.</p>	<p>Complete/BAU</p>	
	<p><b>Ambition 4:</b> Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.</p>		<p>New</p>	<p>Work with statutory authorities to improve flood mitigation and resilience across the district</p>
<p><b>Objective 5:</b> Protect and enhance the district's natural environment and green spaces</p>	<p><b>Ambition 6:</b> Reduce the impact of climate change and protect and enhance green spaces</p>	<p>Support Newark Town Council in the delivery of improvement plans at Sherwood Avenue Park.</p>	<p><b>Picked up in ambition 3:</b> <i>Explore options to further develop parks in the district enabling free play and exercise, making sure the offer is as inclusive and as varied as possible. Including continuing to support Newark Town Council in the delivery of improvement plans at Sherwood Avenue Park.</i></p>	



<b>Objective 5: Protect and enhance the district's natural environment and green spaces</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Understand the biodiversity baseline within the district, allowing the development and implementation of a Biodiversity Strategy, 2024 –2028.	Complete/BAU	
<b>Objective 5: Protect and enhance the district's natural environment and green spaces</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	With WRAP (Waste and Resources Action Programme) and Nottinghamshire County Council, develop an options appraisal for the collection of weekly food waste collections and mixed recycling.	Language change	Implement weekly food waste collections with WRAP (Waste and Resources Action Programme) and Nottinghamshire County Council.
<b>Objective 5: Protect and enhance the district's natural environment and green spaces</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Roll out new kerbside glass recycling service.	Language change	Explore opportunities for commercial glass collection, with an ambition to run the service as close to breakeven as possible.

**Objective 5: Protect and enhance the district's natural environment and green spaces**

**Ambition 6: Reduce the impact of climate change and protect and enhance green spaces**

Improve recycling levels by promoting positive behavioural changes, through community events, targeted communication and enforcement.

**No change**

**Objective 5: Protect and enhance the district's natural environment and green spaces**

**Ambition 6: Reduce the impact of climate change and protect and enhance green spaces**

Improve the appearance of the environment and recycling rates in targeted communities by delivering at least 10 school or community projects per annum, aligned with the future 'Days of Action' programme.

Language change

Provide opportunities for residents' involvement in parks and green spaces.

**Objective 5: Protect and enhance the district's natural environment and green spaces**

**Ambition 6: Reduce the impact of climate change and protect and enhance green spaces**

Undertake environmental protection activities to reduce levels of littering and fly tipping across the district, whilst also focusing on improving the quality of natural habitats.

**Picked up in 'Improve recycling rates in targeted communities by delivering at least 10 school or community projects per annum'**

<b>Objective 5: Protect and enhance the district's natural environment and green spaces</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Utilise new real-time reporting analysis of street cleansing/grounds maintenance to improve our response times.	Complete/BAU
<b>Objective 5: Protect and enhance the district's natural environment and green spaces</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Carry out a district wide audit of litter and dog bins.	Complete/BAU
<b>Objective 5: Protect and enhance the district's natural environment and green spaces</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Conduct a programme of focus weeks (targeted following district wide monitoring) of joint working between Street Scene, Housing and the Environmental Protection Officer.	Picked up in Ambition 4 'Design and implement an annual targeted programme of nights of action and focus weeks.'

**Objective 5: Protect and enhance the district's natural environment and green spaces**

**Ambition 6: Reduce the impact of climate change and protect and enhance green spaces**

~~Deliver the Council's Tree Strategy.~~

Language change

Deliver the Council's Tree Strategy, enabling the exploration of options to develop new community woodland and wildlife spaces and support the improvement of air quality.

**Objective 5: Protect and enhance the district's natural environment and green spaces**

**Ambition 6: Reduce the impact of climate change and protect and enhance green spaces**

Play an active role in biodiversity net gain for the district, including the potential to own our own biodiversity offset sites, as well as looking at how our own developments can contribute.

No change

**Objective 6: Reduce the impact of climate change**

**Ambition 6: Reduce the impact of climate change and protect and enhance green spaces**

~~Further develop and deliver a Council-wide decarbonisation plan for our built assets as set out within the Decarbonisation Plan, including the decarbonisation of heating systems within our corporate and leisure buildings.~~

Language change

Further develop and deliver a Council-wide decarbonisation plan for our built assets/deliver a programme of prioritised decarbonisation actions, in response to the Carbon Trust report 2025, following engagement with stakeholders.



<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Continue to deliver the Brunel Drive Masterplan, including the trial of electric and hybrid vehicle options. Facilitate the expansion of mass vehicle charging required at Brunel Drive Depot.	Language change	Deliver the Brunel Drive Masterplan.
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Undertake an annual assessment of the carbon footprint of Newark and Sherwood District Council to measure performance against the Council's target of net zero.	Complete/BAU	
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Implement the 'Local Area Energy Plan'.	No change	
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Work with key strategic partners to support completion and evaluation of the 'Home Upgrade Grant' scheme.	Complete/BAU	

<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards</b>	Complete a project for our Council homes to renew over 100 oil heating systems with air source heat pumps and solar panels to improve affordability for tenants and reduce carbon emissions.	Moved from Ambition 6 & language change.	Renew Council homes' heating systems to improve affordability for tenants and reduce carbon emissions in line with government funding opportunities.
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Roll out programme of solar panels across Council buildings and explore other options to deliver our commitment to decarbonise Council owned assets.	Complete/BAU	
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Engage with the Carbon Trust to explore the feasibility and implications of accelerating the decarbonisation target, our pledge to become Net Zero by 2035 and expanding it to include social housing.	Complete/BAU	
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Investigate securing greater renewable energy solutions within new developments across the district, including small scale community schemes where appropriate.	Complete/BAU	

<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Restructure current collection rounds and develop improved driver behaviour strategies, including the monitoring of vehicle repairs, to reduce fuel consumption and CO2 emissions.	Complete/BAU	
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Take the lead to develop a more joined-up approach to the management of the public realm, focusing on key areas in town centres and local estates.	No change	
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Work with partners to consider how best to maximise the potential benefit of the River Trent, including as a source of energy generation and as a tourism asset.	Complete/BAU	
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Declare a 'Motion for the Ocean' to champion good stewardship by the relevant authorities of the River Trent and its tributaries. To encourage addressing pollution and litter at source, contributing significantly to the preservation and restoration of the ocean.	Language change	Work in conjunction with the statutory authorities to promote good river and waterway health.

<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Explore options for the creation of community works of art which communicate an environmental message, including a love of the natural world. Ensuring all residents have a voice including young people.	Complete/BAU	
<b>Objective 6: Reduce the impact of climate change</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>	Consider how to celebrate community contributions made through youth volunteering.	Complete/BAU	
<b>New</b>	<b>Ambition 6: Reduce the impact of climate change and protect and enhance green spaces</b>		<b>New</b>	Explore coordinating and enhancing open space, including biodiversity and sports provision in the south of Newark. Including by developing plans and costed proposals for the Middlebeck Green Basin.



**Objective 2:**  
~~Increase the supply, choice, and standard of housing~~

**Ambition 6:** Reduce the impact of climate change and protect and enhance green spaces

**Moved from Ambition 2** '*Review planning guidance and policies to encourage and require where possible enhanced sustainability standards in new developments.*' & **Language change**

Develop a new Local Plan for Newark & Sherwood, promoting action to tackle climate change through sustainable design policies, protecting existing open space and securing new open space as part of development and securing biodiversity improvements through appropriate policies and projects.

**Objective 7:**  
~~Celebrate and invigorate community spirit, pride of place and a sense of belonging~~

**Ambition 5:** Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit

~~Develop a flexible, creative approach to cultural visiting, with family orientated activities. To include family tours, drop-in arts activities and storytelling that utilise the three heritage sites with a vision of integrating our offer to broaden our reach and appeal to a wide range of audiences.~~

Complete/BAU

**Objective 7:**  
~~Celebrate and invigorate community spirit, pride of place and a sense of belonging~~

**Ambition 5:** Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit

~~Review current grant aid support to voluntary and community groups to ensure Council funding has maximum impact.~~

Complete/BAU

<p><del>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</del></p>	<p>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</p>	<p>Deliver seasonal destination marketing campaigns to promote visitor attractions, working in partnership with accommodation and food providers, and events promoters. Create brand ambassadors for the district both within the Council and the wider district.</p>	<p>Complete/BAU</p>	
<p><del>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</del></p>	<p>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</p>	<p>Deliver the Newark Castle Gatehouse scheme.</p>	<p>No change</p>	
<p><del>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</del></p>	<p>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</p>	<p>Deliver the National Portfolio Organisation (NPO) activity plan.</p>	<p>Language change</p>	<p>Deliver the National Portfolio Organisation (NPO) activity plan. Championing and promoting the arts, culture and heritage through the enjoyment of music and arts from different cultures.</p>

**Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

Support the delivery of community initiatives through ongoing grant schemes.

Complete/BAU

**Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

Develop and implement an Evening Economy Strategy for towns in the district.

**Picked up in Ambition 1:** Develop and deliver a new Sustainable Economic Development and Visitor Economy Strategy 2025-2030.

**Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

Develop and implement a package of improvements to enhance Sherwood Forest as a visitor destination.

**Picked up in** *'Develop opportunities to maximise the visitor offer linked to Sherwood Forest.'*

<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	<del>Lead the delivery of the Newark Cultural Heart programme.</del>	Language change	Lead the delivery of the Newark Cultural Heart Events programme
<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	<del>Respond to community requests to support any community-led days of action across the district, in conjunction with partners.</del>	Complete/BAU	
<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	<del>Implement a 'Shopfront Grant Scheme' as part of the Heritage Action Zone Programme.</del>	Complete/BAU	



**Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

Conclude feasibility work in readiness for future funding opportunities for Ollerton Town Centre and Mansfield Road, Clipstone.

**Split out into two separate actions in Ambition 1 'Continue to progress the regeneration scheme in Ollerton Town Centre' and Ambition 3 'Continue to progress the Clipstone regeneration scheme.'**

**Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

Complete the development of 32 Stodman Street and explore further opportunities to revitalise town centres through residential development, including the 'Newark Town Centre Masterplan and Design Code'.

Language change

Complete the development of 32 Stodman Street and explore further opportunities to revitalise town centres through residential development

**Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

Actively promote the Councils role in supporting the Veteran community, both as an employer and within the community.

Complete/BAU

<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Explore options for implementing a youth Council and youth awards, as a way of recognising the contribution of young people throughout the district as positive role models, in a range of settings that include the arts, providing positive mentoring and inspiring success stories.	Language change	Explore options for implementing a youth Council and youth awards
<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Champion and promote the arts, culture and heritage through the enjoyment of music and arts from different cultures, increasing a sense of belonging, shared experience and community pride.	<b>Picked up in</b> <i>'Deliver the National Portfolio Organisation (NPO) activity plan. Championing and promoting the arts, culture and heritage through the enjoyment of music and arts from different cultures.'</i>	
<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Explore opportunities for having themed music and art events that focus on individual communities that celebrate diversity in the district and mutual respect, through a celebration of the arts.	Complete/BAU	

<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Examine further ways to take art and artefacts out into areas of the community that are not geographically close to our museum and heritage buildings.	Complete/BAU
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<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Work with partners to look at opportunities for music and the arts.	No change
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<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Develop opportunities to maximise the visitor offer linked to Sherwood Forest.	No change
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<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Expand activities and events across the district to enable as many people as possible to benefit from the variety we offer, tying in ways to increase ease of access through joint promotion and offers, transport, food and facilities.	<b>Picked up in Ambition 1</b> <i>'Develop and deliver a new Sustainable Economic Development and Visitor Economy Strategy 2025-2030.'</i>
<b>Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Strive to ensure the composition of delivery boards for all major projects include as diverse a group as possible, leading to more inclusive decision making.	Complete/BAU
<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit</b>	Develop a Parish Council conference.	Moved from Ambition 7 & slight language change Deliver a Parish Council conference.



**Objective 3:**  
**Raise peoples' skill levels and create employment opportunities for them to fulfil their potential**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

**Moved from Ambition 1** *'Progress the development of 14 Market Place to provide commercial space to the ground floor and residential dwellings above.'*

Develop 14 Market Place Newark, as part of the wider transformation of the Town

**New**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

**New**

Install the Kidney Sculptures.

**New**

**Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit**

**New**

Deliver physical transformation of Newark Market and Market Square.

<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Commission a 'Corporate Peer Challenge' and develop an action plan arising from its findings.	Language change	Develop and implement an action plan arising from the 'Corporate Peer Challenge.
<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Develop a Parish Council conference.	Moved to Ambition 5	
<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Maximise the benefits to Newark and Sherwood arising from the East Midlands Mayoral Combined Authority.	Complete/BAU	

<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Explore opportunities with Nottinghamshire County Council and other Nottinghamshire District and Borough Councils for closer integration of services.	Complete/BAU
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<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Through the Commercialisation Strategy and action plan, continue to seek out and generate new sources of income, whilst retaining our public service ethos.	No change
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<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Finalise and implement the Communications Strategy.	Language change	Finalise and implement the Communications and Marketing Strategies.
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<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Ensure the new Customer Experience Strategy is fully embedded in the operations and culture of the Council.	Complete/BAU
<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Reinvigorate the Residents' Panel to ensure the panel is representative of the demographic profile to help drive service improvement across the Council.	Complete/BAU
<b>Objective 8: To be a top performing, modern and accessible Council</b>	<b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b>	Expand the range and quality of services available online, whilst ensuring we are accessible to all with continued telephony and face to face options for all residents.	Complete/BAU

~~Objective 8:  
To be a top performing, modern and accessible Council~~

~~Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves~~

~~Expand customer satisfaction measures, both internally and externally, through regular surveys and other means.~~

~~Language change~~

Expand and embed a broader range of customer satisfaction measures to drive performance improvement

~~Objective 8:  
To be a top performing, modern and accessible Council~~

~~Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves~~

~~Expand and refresh the wellbeing and engagement programme, including reinvigorating Councillor and officer wellbeing champions.~~

~~Complete/BAU~~

~~Objective 8:  
To be a top performing, modern and accessible Council~~

~~Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves~~

~~Undertake a Staff Survey every 18 months and respond to the survey findings.~~

~~Complete/BAU~~



<p><b>Objective 8:</b> <b>To be a top performing, modern and accessible Council</b></p>	<p><b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b></p>	<p>Develop a package of measures to recruit and retain staff, including a review of the pay grading structure and the Council's job evaluation scheme.</p>	<p>No change</p>
<p><b>Objective 8:</b> <b>To be a top performing, modern and accessible Council</b></p>	<p><b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b></p>	<p>Plan and implement arrangements to respond to new regulatory inspections and requirements.</p>	<p><b>Language change and moved to Ambition 2</b> <i>'Ensure ongoing compliance with regulatory standards, including the preparation for the inspection by the regulator of social housing'</i></p>
<p><b>Objective 8:</b> <b>To be a top performing, modern and accessible Council</b></p>	<p><b>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</b></p>	<p>Review the impact of the Community Hub, with findings being used to support improved access to services in targeted communities.</p>	<p>Complete/BAU</p>

**New**

**Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves**

**New**

Seek to secure the very best option for Newark and Sherwood arising from the reorganisation of local government.