



*Castle House
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Friday, 4 April 2025

**Chair: Councillor M Pringle
Vice-Chair: Councillor N Ross**

Members of the Committee:

**Councillor N Allen
Councillor A Brazier
Councillor C Brooks
Councillor A Freeman
Councillor J Hall
Councillor R Holloway
Councillor R Jackson**

**Councillor D Moore
Councillor P Rainbow
Councillor K Roberts
Councillor M Spoons
Councillor T Thompson
Councillor T Wendels**

Substitutes

**Councillor D Darby
Councillor P Farmer
Councillor P Harris
Councillor S Michael
Councillor L Tift**

MEETING:	Policy & Performance Improvement Committee
DATE:	Monday, 14 April 2025 at 6.00 pm
VENUE:	Civic Suite, Castle House, Great North Road, Newark, NG24 1BY

**You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.**

If you have any queries please contact Helen Brandham on helen.brandham@newark-sherwooddc.gov.uk.

AGENDA

Page Nos.

1. Notification to those present that the meeting will be recorded and streamed online
2. Apologies for Absence
3. Declaration of Interest by Members and Officers
4. Minutes of the meeting held on 10 March 2025

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Reports and Presentations

5. Newark Town Centre Master Plan
6. Attendance at Committee by Portfolio Holders
7. Performance Framework
8. Policy & Performance Improvement Committee's Work Programme for 2025/2026

Verbal
Report

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Reports from Working Group

None

Review of Cabinet Work Programme and Recent Decisions

9. Cabinet Forward Plan - April to July 2025
10. Minutes of Cabinet (Performance) Meeting held on 11 March 2025

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Topic Suggestions

None

11. Provisional Items for Future Agendas

Provisional Financial Outturn Report to 31 March 2025

Yorke Drive Development Update

Bassetlaw and Newark & Sherwood CSP – Progress and Performance

Annual Compliance Update – Corporate Estate

Annual Homelessness Prevention & Rough Sleepers Strategy

Social Value Charter

UKSP/REPF

Appointment of Members to: Tenant Engagement Board; and Planning
Policy Board
Local Nature Recovery Strategy
Attendance at Committee by Portfolio Holder for Strategy, Performance &
Finance

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Policy & Performance Improvement Committee** held in the Civic Suite, Castle House, Great North Road, Newark, NG24 1BY on Monday, 10 March 2025 at 6.00 pm.

PRESENT: Councillor M Pringle (Chair)
Councillor N Ross (Vice-Chair)

Councillor N Allen, Councillor C Brooks, Councillor R Holloway,
Councillor S Michael, Councillor D Moore, Councillor P Rainbow,
Councillor M Spoons, Councillor T Thompson and Councillor T Wendels

APOLOGIES FOR ABSENCE: Councillor A Brazier, Councillor A Freeman, Councillor J Hall, Councillor R Jackson and Councillor K Roberts

82 NOTIFICATION TO THOSE PRESENT THAT THE MEETING WILL BE RECORDED AND STREAMED ONLINE

The Chair advised that the meeting was being recorded and live streamed from Castle House.

83 DECLARATION OF INTEREST BY MEMBERS AND OFFICERS

There were no declarations of interest.

84 MINUTES OF THE MEETINGS HELD ON 10 FEBRUARY AND 17 FEBRUARY 2025

The minutes from the meetings held on 10 and 17 February 2025 were agreed as a correct record and signed by the Chair.

85 BUILDING SAFETY POLICY

The Committee considered the report presented by the Director – Housing, Health & Wellbeing which sought to share with Members the draft Building Strategy Policy which now included how tenants and leaseholders in Council owned homes could raise safety concerns together with the Council’s own responsibilities to keep homes warm, safe and decent.

As reported, the aim of the Policy was to set out how the Council met the requirements of the Building Safety Act 2022, the Fire Safety Act 2021 and other legislative and regulatory changes that had been introduced and proposed following the Grenfell tragedy and how it discharged those duties to residents and other stakeholders to keep residents and buildings safe.

It was also reported that there was a separate Policy for tenants and residents called “Safety in the Home” which set out how the Council managed their health and building safety responsibilities. This Policy outlined how the Council managed all risks identified to ensure effective action plans were in place to mitigate those risks as soon as reasonably practicable for all residents living in those buildings, employees and contractors who would work in and around those buildings and members of the public.

In responding to a query about what process was in place should there be a lift failure at one of the Council's housing with care facilities, the Director advised that this was set out in the Fire Safety Strategy.

AGREED (unanimously) that the Building Safety Policy be endorsed.

86 COMPLIANCE UPDATE - HOUSING SERVICES

The Committee considered the report presented by the Director – Housing, Health & Wellbeing which sought to provide Members with the performance position as at 31 December 2024 (Q3) against the Council's legal and regulatory landlord responsibilities for a range of building safety measures which included: fire protection; gas; asbestos; electrical; and water. The report also summarised details of the Council's housing stock. The information was presented in a new format with regard to compliance, including actions to rectify identified issues. It was reported that the range of the Red/Amber/Green (RAG) ratings had been shortened as recommended by external auditors and the Regulator of Social Housing with the changes detailed at paragraph 2.4 of the report.

Performance exceptions were listed at paragraph 3 of the report and these included: Domestic Gas Servicing; Fire Safety Checks; Fire Door Inspections; Domestic Asbestos & Communal; Water Safety; Stair Lifts & Hoists; EICR Electrical Certification; and Solid Fuel & Oil Servicing.

In responding to a query raised about the number of Red ratings within the performance exceptions, the Director advised that consideration was being given to whether additional resources were required. She also noted that some of the exceptions listed had a very low level of tolerance and that it would only take 1 or 2 issues to put the compliance rating into amber or red.

In relation to incidents of damp and mould, a Member queried whether the Council were aware of the primary causes and whether these were prioritised. The Director advised that consideration was being given as to whether the compliance criteria should be broadened to include this. Work was ongoing to introduce Awab's Law but the reason for incidents of damp and mould could be due to a variety of reasons for example: a cold spot on an external wall; issues with ventilation. The Council employed a Damp & Mould Surveyor and also operated a 24 hour emergency response. She noted that the number of complaints had increased, in part due to the Council actively engaging with tenants to ask them questions about this.

In closing the debate, the Chair referred to the annual fire risk assessment and the work undertaken in relation to fire door repairs and also welcomed the inhouse challenges to the housing teams in a drive to improve service provision.

AGREED (unanimously) that:

- a) the exceptions to performance of the housing service compliance functions be noted; and

- b) the new format for performance for Q3 2024/2025 onwards be noted.

87 PROJECTED GENERAL FUND AND HRA REVENUE AND CAPITAL OUTTURN REPORT TO 31 MARCH 2025 AS AT 31 DECEMBER 2024

The Committee considered the report presented by the Business Manager – Financial Services which provided Members with the forecast outturn position for the 2024/2025 financial year for the Council’s General Fund and Housing Revenue Account revenue and capital budgets. The report also provided Members with information as to the performance against the approved estimates of revenue expenditure and income and on major variances from planned budget performance, in accordance with the Council’s Constitution.

Details were provided as to the current position (as at 31 December 2024) variances. Table 1 showed a favourable variance on service budgets against the revised budget of £1.023m, with an overall favourable variance of £0.250m that would require transferring to the General Fund reserves. Table 3 provided an overview of projected Housing Revenue Account (HRA) Outturn for 2024/25 with an unfavourable variance on the net cost of HRA Services against the revised budget of £0.061m and an increase in the forecast transfer to the Major Repairs Reserve of £0.500m. Details of the overview of the Projected Capital Outturn 2024/25 were also provided.

In considering the report, a Member queried as to the increase in variation to the budget for the remedial works at the Newark Castle. The Business Manager advised that he would provide a written response.

AGREED (unanimously) that:

- a) the General Fund projected favourable outturn variance of £0.250m be noted;
- b) the Housing Revenue Account projected favourable outturn variance of £0.500m to the Major Repairs Reserve be noted; and
- c) the Capital Programme forecast Outturn of £42.162m be noted.

88 COMMUNITY PLAN PERFORMANCE FOR QUARTER 3

The Committee considered the report presented by the Transformation & Service Improvement Officer which presented to Members the Quarter 3 Community Plan Performance Report (October to December 2024). Members were asked to review the Reports attached as Appendix 1 together with the Compliance Report attached as Appendix 2.

In considering the report, a number of queries were raised and responded to in relation to ASB; adaptations; and increase in rent arrears. In relation to footfall indicators Members queried whether there was data available that would enable an IP address to be split and whether there was a charge for the removal of graffiti on commercial premises. Members were advised that a written response would be provided.

AGREED (unanimously) that the Community Plan Performance Report for Quarter 3 be noted.

89 COMMUNITY PLAN REFRESH

The Committee considered the report presented by the Transformation & Service Improvement Officer which presented to Members the refreshed Community Plan 2023/2027. It was reported that the Community Plan was the key direction setting document used to outline the priorities and vision for the Council for a four-year term. Portfolio Holders, committee Chairs and Vice-Chairs had been working to review progress against the Community Plan as it entered the start of the third year and this had led to the document being refreshed as detailed in paragraphs 2 and 3 of the report.

AGREED (unanimously) that the refreshed Community Plan 2023/2027 be endorsed and forwarded to Cabinet for consideration at their meeting on 1 April 2025.

90 PRESENTATION BY PORTFOLIO HOLDER FOR SUSTAINABLE ECONOMIC DEVELOPMENT

The Committee considered the presentation delivered by the Portfolio Holder for Sustainable Economic Development.

Detailed within the presentation was reference to work undertaken in relation to the areas which fell within the Portfolio Holders remit. These broadly included: within Economic Growth & Visitor Economy - Business Support & Investment Skills; social Mobility, Pride in Place & Place Making; within Planning Development – planning applications; street naming; land charges; agenda forum; Council and Regeneration Projects; Conservation Ecology Leaders; national planning targets (both major and minor); within Planning Policy & Infrastructure – development and production of planning policy documents; spatial planning support of priorities; and infrastructure.

The presentation also provided Members with future proposals for the delivery, reform and reshaping of policies and strategies to enable development and regeneration within the district.

In considering the presentation, Members raised a number of queries.

Social Mobility - a Member requested statistical information as to NSDC's ranking within the whole country to enable comparisons to be made on the Council's progress to improve this.

Education & Skills – the Portfolio Holder advised that conversations were ongoing with Nottinghamshire County Council to develop this area of work.

Capacity to Deliver on all Projects – was this prioritised and was there sufficient resource to deliver? The Portfolio Holder advised that the Economic Growth Team had the expertise to deliver on the projects and had the ability to pivot on projects as priorities changed.

High Street Support – what did this mean in practical terms? The Portfolio Holder advised that this was about high street regeneration. A team of Business Advisors were able to support businesses to develop.

Visitor Economy – a Member commented that the Council must ensure that promotion of our district was a priority to ensure that visitors were aware of what was on offer. The Portfolio Holder advised she would raise this with the Visitor & Marketing Manager for a response.

Results of 2022 Residents Survey – what was being done to bridge the gap between the most important services and residents’ opinions. The Portfolio Holder advised that there had been 11 crossovers and they were being addressed regardless of whether they were highlight as priorities of residents.

AGREED (unanimously) that Councillor Claire Penny, Portfolio Holder for Sustainable Economic Development be thanked for her presentation.

91 UPDATE ON DIGITAL STRATEGY REFRESH WORKING GROUP

The Committee considered the verbal update of the Chair of the Review of the Digital Strategy Working Group, Councillor Neil Ross.

Councillor Ross advised that the final meeting of the Working Group had taken place and listed the key learning taken from the work of the group: the importance of keeping the customer at heart; there must be a balance between analogue and digital communication; acknowledgement that there was poor digital connectivity in certain areas of the district; digital connectivity and infrastructure was essential going forward; acknowledgement of the progression of 5G; acknowledgement of emerging technologies e.g. AI and the need for a flexible approach; how to best engage with communities; digital poverty; how best to measure success and achievements; future benchmarking by comparing to neighbouring authorities; ability to merge systems ready for local government reorganisation. Members were advised that the next step was a presentation of the Digital Framework Strategy to the June 2025 meeting of the Committee.

In considering the verbal update, a Member queried whether anything specific had been discussed in relation to provision into social housing. Councillor Ross advised that maximum connectivity was vital but that the Council were unable to control the installation of infrastructure to achieve that. He added that if individual connectivity was not possible, consideration could be given to providing this at community centres.

NOTED the verbal update presented by Councillor Neil Ross, Chair of the Digital Strategy Refresh Working Group.

92 CABINET FORWARD PLAN - FEBRUARY TO MAY 2025

NOTED the Forward Plan of the Cabinet for the period February to May 2025.

93 MINUTES OF CABINET MEETING HELD ON 18 FEBRUARY 2025

NOTED the Minutes of the Cabinet meeting held on 18 February 2025.

94 PROVISIONAL ITEMS FOR FUTURE AGENDA

NOTED the provisional items for future meetings of the Policy & Performance Improvement Committee.

Meeting closed at 7.50 pm.

Chair



Report to **Policy and Performance Improvement Committee Meeting** -14 April 2025

Director Lead: Deborah Johnson, Director – Customer Services & Organisational Development

Lead Officer: Mark Randle, Transformation and Improvement Officer

Report Summary	
Report Title	Future Attendance at Committee by Portfolio Holders
Purpose of Report	Members to agree the proposed changes to the approach taken by Portfolio Holders and agree the schedule of their attendance at the Policy & Performance Improvement Committee..
Recommendations	That the Policy & Performance Improvement Committee: a) agree the changes to the approach that Portfolio Holders take when attending the Committee; and b) note the proposed schedule of attendance by Portfolio Holders, subject to their availability

1.0 Background

1.1 At the Policy & Performance Improvement Committee meeting held on 29 January 2024, Members agreed a process for Portfolio Holders to be invited to meetings of the Committee. This enabled the Portfolio Holder to brief the Committee on their remit and current and future plans and projects. It would also offer the Committee opportunity to ask focussed questions of the Portfolio Holder.

1.2 Portfolio Holders attended in the following order and dates.

- 4 March 2024 - Councillor Paul Peacock (Strategy, Performance & Finance)
- 24 June 2024 - Councillor Lee Brazier (Housing)
- 2 September - Councillor Paul Taylor (Public Protection & Community Relations)
- 28 October 2024 - Councillor Rowan Cozens (Heritage, Culture & the Arts)
- 25 November 2024 - Councillor Emma Oldham (Climate & the Environment)
- 10 February 2025 - Councillor Susan Crosby (Health, Wellbeing & Leisure)
- 10 March 2025 – Councillor Claire Penny (Sustainable Economic Development)

2.0 Proposal/Options Considered

2.1 It is proposed to continue regular updates from Portfolio Holders now with the inclusion of the Leader of the opposition and some changes to the approach taken by them at the Committee meeting.

- The committee will be asked for any specific area of the portfolio that they would like to be updated on.
- The Portfolio Holder will be asked to produce a short report/memo in answer to that question, which they will present back to the Committee during their attendance at the Committee, this should last no longer than 5 mins and should not be a PowerPoint presentation.
- It will then be open for any questions from the Committee.

It is proposed that the order of the Portfolio Holders and Cabinet Members will be:

- Councillor Paul Peacock (Strategy, Performance & Finance)
- Councillor Jack Kellas (Leader of the Conservative Group)
- Councillor Paul Taylor (Public Protection & Community Relations)
- Councillor Rowan Cozens (Heritage, Culture & the Arts)
- Councillor Simon Forde (Climate & the Environment)
- Councillor Susan Crosby (Health, Wellbeing & Leisure)
- Councillor Claire Penny (Sustainable Economic Development)
- Councillor Lee Brazier (Housing)

3.0 Implications

In writing this report and in putting forward recommendation's, officers have considered the following implications; Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability, and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- **PPIC Report 29 January 2024** - Attendance by Portfolio Holders to Future Meetings of the Policy & Performance Improvement Committee



Report to: Policy & Performance Improvement Committee – 14 April 2025

Director Lead: Deborah Johnson, Director - Customer Services & Organisational Development

Lead Officer: Carl Burns, Transformation & Service Improvement Manager,
Rowan Bosworth-Brown, Senior Transformation & Service Improvement Officer

Report Summary	
Report Title	Performance Framework 2025-26
Purpose of Report	To provide Members of the Policy & Performance Improvement Committee (PPIC) with an update on the Performance Framework and indicators that will be used to monitor and measure our performance against the refreshed Community Plan. Also to share with Members the results of the recent Assurance Review of Performance Management.
Recommendations	That the Policy & Performance Improvement Committee note: <ul style="list-style-type: none"> a) the Corporate Planning, Performance Management and Assurance Framework (Appendix 1) and the refreshed performance indicators (Appendix 2); and b) the findings of the recent Assurance Review of Performance Management (Appendix 3)

1.0 Background

- 1.1. The Council’s performance management framework is a collection of principles that are used to help achieve high quality service delivery. Understanding our performance enables us to deliver quality services and embed good practice, as well as to identify and address areas for improvement.
- 1.2. The Community Plan 2023-2027 has recently undergone a process to be refreshed and updated in line with our achievements to date, as well as ensuring the plan is still reflective of our current priorities. It is therefore necessary to revisit the overarching performance framework and how we monitor and measure performance.
- 1.3. Performance indicators are created to measure performance against the actions detailed within the Community Plan and are owned by relevant Business Managers, who review the performance indicators relevant to their business unit each year in line with the business planning cycle. The relevant Director responsible for that business unit will also review these indicators alongside the Business Manager, before the

Council wide list of indicators are taken to SLT for approval. The indicators are shared with PPIC and Cabinet for awareness, prior to the reporting cycle commencing.

- 1.4. It is also timely to report that the Council's Performance Management process has recently undergone an assurance process, as carried out by TIAA. The purpose of this assurance process was to review and consider the way in which key performance data is collected to inform effective decision making, taking into account the accuracy, integrity and consistency of the data collected.
- 1.5. This has resulted in the Council being assessed as having 'Substantial Assurance' which is the highest level of assurance that can be awarded based on the methodology used by TIAA and the key strategic findings can be found detailed within **Appendix 3**.

2.0 Proposal/Options Considered

- 2.1 That the Policy & Performance Improvement Committee note the indicators. Further information will be provided to Members through a presentation at the committee.

3.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- [Community Plan Refresh – Report to PPIC](#)
- Community Plan Refresh – Report to Cabinet (*not yet published*)

**Newark & Sherwood District Council
Corporate Planning, Performance Management and
Assurance Framework**



Document Title	Corporate Planning, Performance Management and Assurance Framework	
Version Number	2025/26	
Lead Director	Customer Services and Organisational Development	
Lead Business Unit	Transformation	
SLT Approval Dates	25/03/25*	
Annual Review Dates	PPIC	Cabinet
	14/04/25*	10/06/25*
<i>*Scheduled date</i>		

1. Introduction

- 1.1 This document sets out the arrangements for effective corporate planning, performance management and assurance at Newark and Sherwood District Council (NSDC).
- 1.2 Our corporate planning process includes setting the direction for the Council, devising outcomes and identifying relevant supporting actions to help us deliver the outcomes, within the resources available.
- 1.3 Our performance management arrangements include the framework and processes established by the Senior Leadership Team (SLT) to routinely monitor and manage performance across the Council. Through strategic oversight SLT will ensure that Business Managers deliver in accordance with objectives included within their business plans which in turn will facilitate delivery against the ambitions and actions included within the Council's Community Plan.
- 1.4 Our corporate assurance arrangements are intended to provide assurance to SLT, and where appropriate members, on corporate and strategic matters not reported through alternate mechanisms. The activities undertaken as part of this process supplement existing assurance arrangements including, but not restricted to, internal and external audit and assurance obtained through the completion of the annual governance statement.

2. Scope

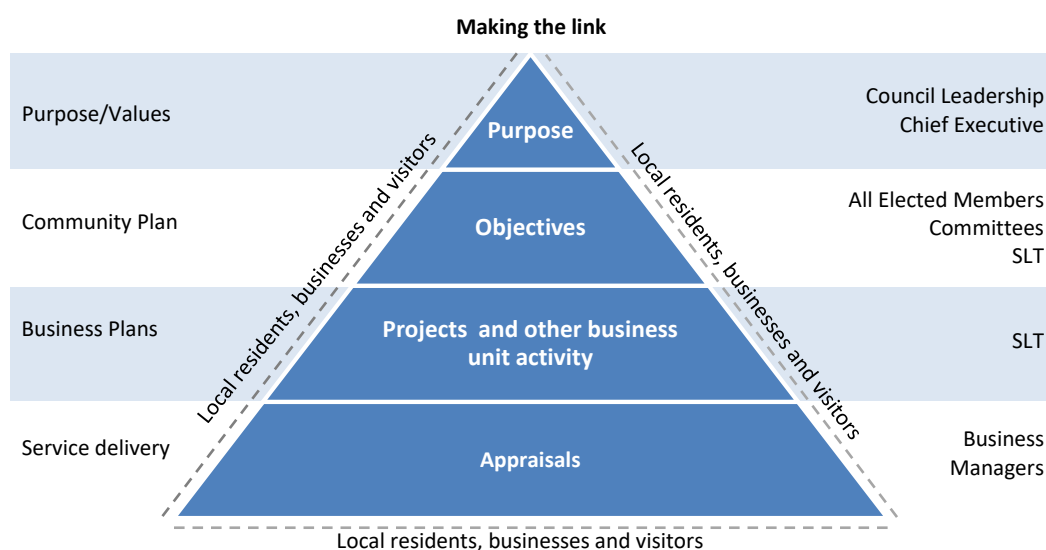
- 2.1 These arrangements apply to all directly managed services of the Council. Activities undertaken by wholly owned companies are subject to separate assurance arrangements managed through the relevant client officer.

3. Corporate Planning

- 3.1 Our corporate planning process will take place on a four year cyclical basis aligned to the election cycle to ensure that an up to date Community Plan exists prior to the commencement of the new financial year in which the elections take place (refer to Appendix A). As part of the process we will:
 - engage and consult with relevant stakeholders (including but not restricted to Members, Business Managers, Partner Agencies, Residents, Parish Councils and Communities);
 - have regard to our Medium-Term Financial Plan and how Council resources can be used to fund delivery of the plan;
 - use performance data and information (including equality) and customer/resident feedback to inform what we need to improve on;
 - clarify what the priorities for the Council are (both internal and external) and what actions the Council will take to deliver them;
 - Agree Key Performance Indicators (KPIs) for each of the ambitions.

Note: Appendix A will be updated annually to reflect revised dates for committees.

- 3.2 The Council will revisit the content of the Community Plan on an annual basis, adopting a light touch engagement/consultation process to ensure that the plan remains up to date and is fit for purpose. The planning process will be undertaken simultaneously with the financial planning process.
- 3.3 Once the Community Plan has been adopted by the Council, business plans for each of the respective areas will be signed off including targets (where appropriate) for KPIs and operational indicators in readiness for the forthcoming financial year.
- 3.4 The diagram below provides an overview of how the Council ensures that appropriate linkages are made throughout the organisation from setting direction through to implementation. It provides an overview of how the Council manages performance, from a strategic perspective cascaded through to individual members of staff.



4. Performance Management

- 4.1 The performance management cycle of planning, doing, reviewing and revising is integral to good performance management. There are several layers of performance monitoring within the Council, which are identified in the corporate planning yearly cycle, details of which are provided at Appendix A. Further details of performance reporting and business planning processes are provided at Appendix B. By measuring and monitoring performance in this way the Council is able to monitor how effectively it is delivering its ambition and achieving objectives in an economical, efficient and effective manner.
- 4.2 The framework recognises the diversity of work undertaken by the Council, as well as the variety of external requirements, e.g. statutory returns, partnership arrangements, and different legal, regulatory and/policy frameworks.

4.3 Performance Management – Strategic/Corporate

4.3.1 What?

The Community Plan includes 7 key ambitions, underpinned by a number of supporting activities. A basket of KPIs, together with analysis of financial position, demonstrates how the Council is moving towards achieving its overarching objectives. The KPIs comprise quarterly and annual measures.

4.3.2 How?

Progress reports will be submitted to SLT, Policy and Performance Improvement Committee (PPIC) and Cabinet on a quarterly basis. Reports will provide an update around performance against KPIs along with commentary around activities undertaken during the quarter in relation to the ambitions and underpinning actions. Following this same reporting cycle are the financial performance reports. A separate report which details Customer Feedback, including complaints, praise and suggestions, is presented to SLT, PPIC and Cabinet twice per year.

Performance information including progress against KPIs and additional commentary will be published on the council's website. KPI's will be maintained by the performance team using a Microsoft Access database.

4.4. Performance Management - Operational

4.4.1 What?

As part of the corporate planning process each Business Manager is required to produce a business plan that is directly aligned to the Community Plan and updated annually in line with the refreshed Community Plan.

In addition to KPIs business units will maintain a range of operational indicators to demonstrate how well their individual service area is performing, and these will be included within business plans. These plans will also include a range of operational based activities above and beyond the day job that are expected to be delivered over the plan period.

4.4.2 How?

Directors will convene quarterly performance management meetings within their directorate to monitor performance.

During this meeting the Director will review performance against KPIs and corporate indicators for their service areas. Business Managers will be expected to provide an update around operational indicators and progress against actions included in their business plan.

Operational data to be referred to at this meeting will be presented by Business Managers, who are responsible for updating and maintaining their own data set from an operational

perspective. Where possible, Business Managers are encouraged to use the database for this purpose unless there is a more appropriate platform. The performance team are available to advise/assist Business Managers in relation to maintaining their operational data sets.

Financial information will also be provided by the relevant accountant for discussion at this meeting to allow for closer scrutiny of budgets and identify opportunities for re-allocation of budgets within year. Consideration will also be given to assurance around key issues currently discussed on an individual basis with Business Managers including health and safety.

An update on how the Business Unit is performing will be provided to staff by the Business Manager.

4.5 ***Performance Management - Personal Appraisal***

4.5.1 *What?*

The employee appraisal process is fundamental to managing and improving the Council's performance and the achievement of its ambitions. Therefore, it is vital to link corporate and service priorities/targets with goals and/or objectives for teams and individual employees which in turn will allow for monitoring and managing of performance.

The Council has recently revised and updated its performance appraisal process to provide a flexible framework through which managers and employees engage in regular, quality conversations in a way that best suits them and their Business Unit.

To ensure the appropriate linkage with the Community Plan, Business Managers are encouraged to use their business plan to inform discussions with employees during the appraisal process. This will enable managers to demonstrate to employees how their role and function contributes to the achievement of the Council's ambitions, whilst also providing a platform to manage performance and identify areas for personal development.

4.5.2 *How?*

Within the Council's appraisal process the first appraisal meeting will normally take place between February and June using a cascade approach from the Chief Executive, through to Directors through to Business Managers and then on to all employees. The first appraisal meeting will be used to assess achievement against the previous year's objectives and to set objectives for the coming year. Regular discussions will then take place with employees throughout the year to monitor progress.



5. **Assurance**

5.1 *What?*

Assurance is an evaluated opinion, based on evidence, on the Council's governance, risk management and internal control framework. In simple terms, assurance is about knowing what is actually going on and having strong evidence to prove it. The Council needs assurance to ensure that its risk management, governance and service delivery processes are supporting achievement of its objectives whilst also operating in accordance with statutory requirements. The framework included at Appendix C provides a mechanism for this and includes an overview of what and how assurance is undertaken and by whom.

5.2 *How?*

5.2.1 ***Individual Leadership and Management – Directors/Business Managers*** responsible for:

- ensuring that the assurance arrangements for the Council are fit for purpose and appropriately support delivery of the Council's ambitions;
- ensuring that senior officers have regard to assurance relating to the Council's wholly owned companies in their capacity as client officer and report any issues or concerns relating to the operation of these organisations;
- day to day management and controlling of activities within the Council;
- delivery of services in line with the Code of Corporate Governance;
- escalating key governance concerns or weaknesses, as they occur.

Business Managers are expected to comply with the requirements set out in the assurance framework, unless any concerns or weaknesses have already been escalated by alternative arrangements e.g. internal/external audit or corporate oversight function.

Where concerns are escalated managers are required to identify mitigating actions and/or additional support required to increase the level of assurance.

5.2.2 ***Corporate oversight – SLT***. Corporate assurance considers the organisation as a whole and is concerned with strategic matters. Members of SLT are responsible for ensuring that effective governance arrangements are in place to deliver Council services. Actions taken to ensure this include the following:

- the Council has put in place policies and procedures to guide/advise business units on governance, e.g. a Risk Management Policy and Toolkit;
- SLT to receive an annual update report from the S151 Officer (or deputy thereof) in the form of the Annual Governance Statement (AGS) which provides assurance around the existing governance arrangements and systems of internal control. Any areas for improvement around governance are noted within the statement, together with actions to improve. Updates around progress relating to actions are provided to SLT as part of quarterly assurance reporting;
- information to be provided to ensure services are compliant and are meeting statutory and/or defined organisational requirements. To help manage assurance SLT is provided

with data and information to show how well corporate based activities are being undertaken across the organisation against set expectations, policy or regulatory considerations. SLT to receive regular reports providing assurance in relation to risk management; Legionella, health and safety, recurring contracts, audit actions (ttaa), fraud and business continuity and other aspects of governance as required.

- assurance reports will normally be quarterly. However, SLT may require less frequent reporting where robust and effective arrangements are in place, or more frequent reporting for high risk areas or those where there is concern.

5.2.3 **Internal audit** – To provide further assurance the Council contract ttaa to provide independent and objective opinion/assurance on service delivery arrangements, management of risks, design and operation of controls, performance and governance arrangements. Work undertaken by ttaa is scheduled on a risk basis annually and may not cover all the areas requiring assurance in any one year. However, all significant risk areas will be covered over a three-year period.

6. **Data Quality**

6.1 Business Managers are responsible for ensuring the quality and accuracy of the data in the systems for which they are responsible.

6.2 The performance team administers the targets, thresholds and key data using Microsoft Access. Permissions within the system allow for separation of duties between the input and authorisation of data being entered. When authorising data Business Managers are confirming the data entered is accurate.

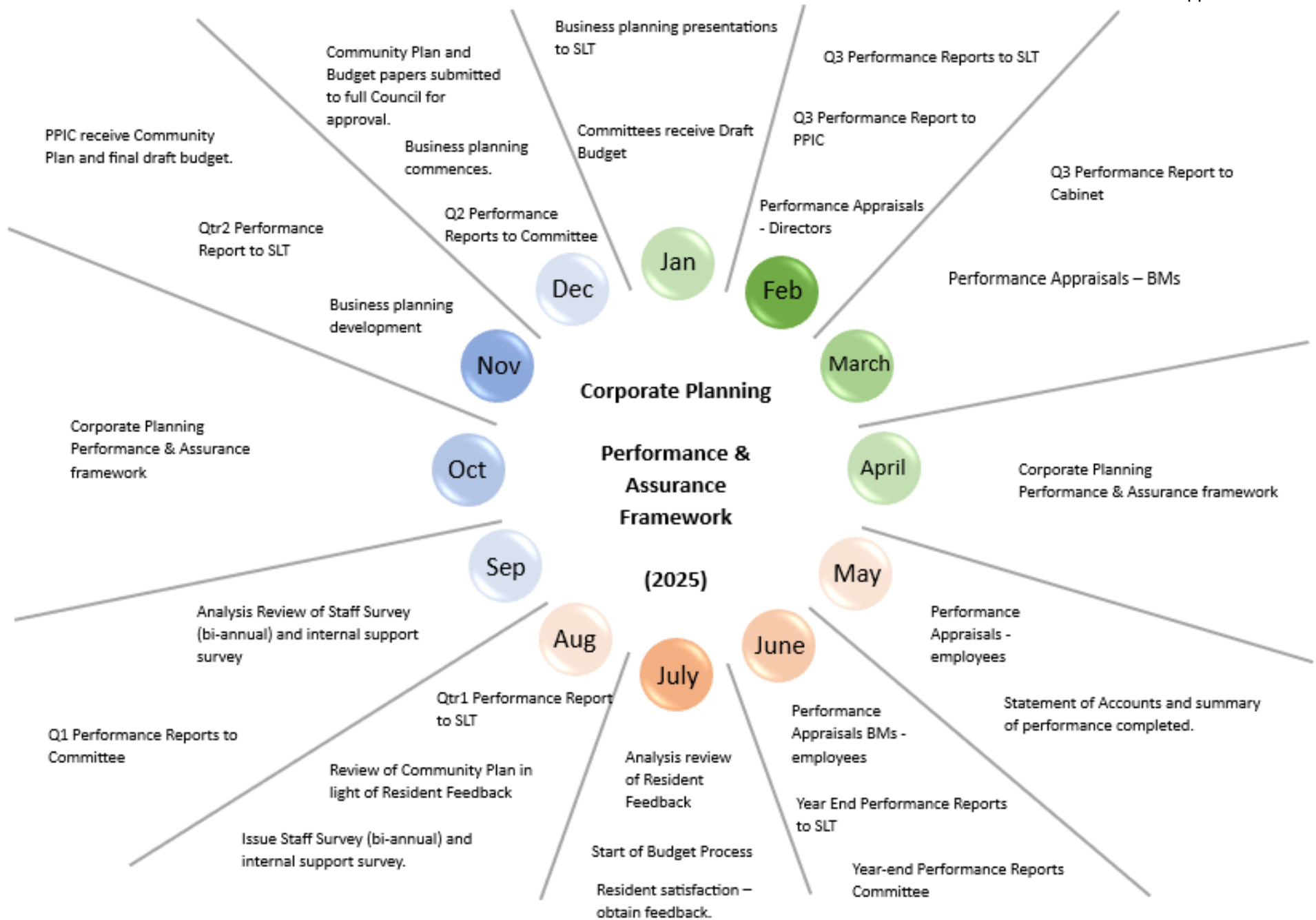
6.3 Data quality checks in respect of Microsoft Access are normally undertaken by the performance team at least quarterly to ensure that:

- data sign off sheets (guidance) have been agreed for each performance indicator included within the system;
- KPIs and their targets are reviewed as part of the annual Community Plan refresh
- operational targets are reviewed at least annually by the Business Manager and respective Director;
- details of any new indicators are agreed with the relevant Business Manager(s);
- the accuracy of data is maintained by undertaking a sample check of data held in the database.
- new users of the system will be added at the written request of the Business Manager with permissions approved by a systems administrator

6.4 Reference should also be made to the Council's Data Quality Policy.

7. Review

This framework will be reviewed every three years or more frequently if required in response to audit feedback or changes in other NSDC policies, procedures or agreement.



Performance reporting and business planning processes

Community Plan

To facilitate the management of performance the following arrangements will be put in place:

- following on from the development of the Community Plan, a basket of KPIs will be approved so that performance progress can be measured against the high level ambitions agreed by SLT and Members;
- KPIs will be maintained ensuring that data is input as soon as possible after the quarter end;
- The Performance Team will produce quarterly performance reports on KPIs including commentary and analysis. These reports will include appendices relating to corporate performance and assurance;
- SLT will discuss performance and progress towards objectives prior to reports being submitted to PPIC;
- Members will receive KPI reports and provide commentary/feedback to inform future direction of Council activity;
- the Community Plan will be refreshed on an annual basis.

Business Plans

To ensure appropriate linkage with the Community Plan the following arrangements will be put in place:

- Business Managers will identify PIs which they use to understand and measure the performance of their Business Unit as part of, and identified in, their business plan;
- Business Managers will ensure PIs are signed off by their Director as part of the signing off of their business plan;
- PIs will be maintained in the most appropriate place for the business unit, which is currently done via Microsoft Access
- Data from operational PIs will be used by Business Managers to report progress to their Director in a format agreed between the Director and their BM;
- Business plans will be refreshed annually to include a summary of the previous year's performance.

Wholly owned companies/arms length organisations (Arkwood, Active4Today)

To provide the necessary levels of assurance to the Council, client officers will ensure that:

- performance indicators are agreed between the client officer lead and wholly owned company (through/following approval of the business plan/service level agreement (SLA));
- PIs are maintained on Microsoft Access, with the organisation given the access to input; ;
- regular meetings are held between the client officer and the organisation to discuss performance against the SLA/business plan using data collected
- Reference to wholly owned companies/arm's length organisations is included in the business plan as appropriate.

Council performance management

In addition to performance data generated by the Performance Team and SLT will also have regard to:

- quarterly sickness reporting;
- 6 monthly Customer Feedback reports (including complaints), service requests, and requests for information;
- financial performance reporting; and
- Health and Safety updates provided on a six monthly basis.

Assurance reporting

As well as considering performance related matters SLT will also have regard to assurance, arrangements relating to review/reporting as set out below:

- quarterly assurance provided by the Performance Team in respect of risk management, Legionella, health and safety, recurring contracts, audit actions (Assurance Lincolnshire), Fraud, and Business continuity. Assurance arrangements relating to other aspects of governance, e.g. policies, projects, contracts and equality and diversity will be developed as appropriate;
- actions identified for progression within the AGS;
- monthly Legionella assurance reports;
- outcomes from quarterly strategic risk reviews;

Role of the Performance Team (Transformation & Service Improvement)

To facilitate corporate planning, performance management and assurance management the performance team will:

- maintain the Council's Performance Management System;
- manage the business planning process;
- undertake assurance in terms of KPIs, strategic risks, business planning and Legionella and other aspects of governance identified by SLT and produce reports to the required timescales;
- provide support to client officers in relation to the collation/presentation of data for performance managing wholly owned companies/arms length organisations;
- provide performance support for Directorate Management Meetings and work with Business Managers each quarter to gain assurance on performance, risk, partnerships, policies and strategies, contracts, audit recommendations, health and safety and equality and diversity and other matters as required;
- provide quarterly reports for SLT and members on progress against the Community Plan, including detailed analysis of KPIs;
- provide appendices to the quarterly reports for SLT to include assurance;
- provide performance support for Directorate Management Meetings as required
- provide advice to Business Managers regarding recording, monitoring and managing of local PI data referenced in their business plan.

Assurance Map/Framework

WHO	Individual leadership and management	Corporate oversight (SLT through corporate support)	Internal audit
WHAT	Day to day responsibility for managing and controlling activities	Regular, appropriate and proportionate review of policies, procedures, risk and performance	Independent assurance on service delivery arrangements, risk, design & operation controls, performance & governance
HOW	Business planning	Quarterly review of strategic risk and corporate assurance	Annual audit plan
	Regular review of new legislation		Annual risk assessment to inform audit Plan
	Identification of key risks	Regular meetings of Risk Management Group with exception reporting to SLT	All areas covered with three year period
	Activity matched to corporate priorities	Quarterly performance reporting on key indicators to SLT & elected members	
	Robust performance management	Annual Statement of Accounts includes section highlighting/summarising key achievements and performance	
	Effective budgeting	Annual Governance Statement	
	Business continuity planning in place	Annual Risk Management Workshop	
	Annual appraisals with individual staff		

Intentionally blank

Key
Newly created Community Plan indicators for 25/26
Target increased (more challenging)
Target decreased (less challenging)
Targeted for the first time
No change

Ambition	Directorate	Code	Indicator Type	Frequency	Indicator Name	23/24 Outturn	Current Annual Target 24/25	Proposed Annual Target 2025/26
1. Break down barriers	Resources	COR001	Com	Quarterly	Newark Beacon - % of occupied units	80.0%	88.0%	83%
1. Break down barriers	Resources	COR011	Com	Quarterly	Commercial Property - % occupied units	98.0%	95.0%	95%
1. Break down barriers	Resources	COR019	Com	Quarterly	Sherwood Forest Arts and Crafts - % of occupied units	100.0%	95.0%	95%
1. Break down barriers	Planning & Growth	ECG007B	Com	Quarterly	Newark town centre footfall count (average visitors per day)	6,497	7,000	7,000
1. Break down barriers	Planning & Growth	ECG020	Com	Annually	Percentage of town centre retail premises vacant across the NSDC District VV	7.2%	8.0%	8.00%

1. Break down barriers	Planning & Growth	ECG048	Com	Annually	Increase in length of time spent in Newark Town Centre (hours/minutes)	New	New	10-15 minutes
1. Break down barriers	CSOD	HTR012	Com	Quarterly	Number of work experience placements offered at differing levels of education	New	Trend	12
1. Break down barriers	CSOD		Com	Quarterly	Number of apprenticeships commenced at all educational levels	New	Trend	12
1. Break down barriers	CSOD	HTR013	Com	Annually	% of eligible apprenticeships completed, at all educational levels, that result in further employment	New	New	80%
1. Break down barriers	Planning & Growth	PDV008	Com	Quarterly	% of planning applications (major) determined within statutory timelines	92.3%	90.0%	90%
1. Break down barriers	Planning & Growth	PDV009	Com	Quarterly	% of planning applications (non-major) determined within statutory timelines	94.4%	90.0%	90%
2. Increase housing supply	Arkwood	ARK002	Com	Quarterly	Number of homes delivered through our housing development company Arkwood	79	Trend	67
2. Increase housing supply	Arkwood	ARK003	Com	Quarterly	Number of plots commenced through our housing development company Arkwood	87	Trend	107
2. Increase housing supply	Resources	FIN019	Com	Quarterly	Arkwood - forecast pre tax profit for the year	New	Trend	£1,414,508
2. Increase housing supply	HHW	HEM001	Com	Quarterly	Average time spent in temporary accommodation where interim duty is owed. (weeks)	11.6	13.0	13
2. Increase housing supply	HHW	HEM003	Com	Quarterly	Average time to re-let Council properties (days)	30.9	28.0	28
2. Increase housing supply	HHW	HEM030	Com	Quarterly	Satisfaction with lettings service	92.0%	95.0%	95.0%

2. Increase housing supply	HHW	HEM069	Com	Annually	Overall Satisfaction with Housing Services (TP01)	77.9%	79.0%	Awaiting 24/25 outturn to establish target
2. Increase housing supply	HHW	HLM006	Com	Quarterly	Amount of current arrears as a % of annual rent debit	1.47%	2.10%	2.30%
2. Increase housing supply	HHW	HRA001	Com	Quarterly	Average "End to End" time for all reactive repairs (calendar days)	16.6	16.0	16
2. Increase housing supply	HHW	HRA002	Com	Quarterly	% of repairs completed at first visit	91.1%	93.0%	93%
2. Increase housing supply	HHW	HRA009	Com	Annually	% of Council homes with an energy efficiency (SAP) rating of C or above	52.3%	70.0%	75%
2. Increase housing supply	HHW	HRA110	Com	Quarterly	Number of Council homes with retrofitted energy efficiency measures	New	Trend	TBC
2. Increase housing supply	HHW	RHS004	Com	Quarterly	Number of new council houses built	38	30	75
3. Improve health & wellbeing	Resources	REV004	Com	Quarterly	Average number of calendar days to process new council tax support applications	12.8	14.0	14
3. Improve health & wellbeing	Resources	REV005	Com	Quarterly	Average no of calendar days to process council tax support change in circumstances	4.1	7.0	7
3. Improve health & wellbeing	Resources	REV006	Com	Quarterly	Average no of calendar days to process housing benefit change in circumstances	1.5	4.0	4
3. Improve health & wellbeing	Resources	REV007	Com	Quarterly	Average no of calendar days to process new housing benefit claims	14.5	14.0	14

3. Improve health & wellbeing	HHW	RHS007	Com	Quarterly	Number of User Visits - Active 4 Today (all)	1,101,987	1,000,000	1,100,000
3. Improve health & wellbeing	HHW	RHS008	Com	Quarterly	Live Leisure Centre membership base (all)	11,170	11,500	11,500
3. Improve health & wellbeing	HHW	New	Com	Quarterly	Number of new Active4Today leisure members	New	New	TBC
3. Improve health & wellbeing	HHW	RHS012A	Com	Quarterly	Leisure Services - based on your experience; how likely are you to recommend us to a friend, family member, or colleague?	New	60.0%	60%
3. Improve health & wellbeing	HHW	RHS012B	Com	Annually	Customer satisfaction with all Active4Today leisure centres	70.7%	Trend	TBC - Awaiting 24/25 Outturn
4. Reduce Crime and ASB	C&E	ENS001	Com	Quarterly	% fly tipping incidents removed within 72 hours	93.6%	80.0%	95%
4. Reduce Crime and ASB	C&E	ENS002B	Com	Quarterly	% of incidents resulting in an FPN or prosecution	New	New	17%
4. Reduce Crime and ASB	C&E	PPR001	Com	Quarterly	% reduction in anti-social behaviour - Newark & Sherwood District compared against County area	17.0%	County%	County%
4. Reduce Crime and ASB	C&E	PPR002	Com	Quarterly	% reduction in all crime - Newark & Sherwood District compared against County area	-2.0%	County%	County%
4. Reduce Crime and ASB	C&E	PPR020	Com	Quarterly	% of Businesses in the District with a food hygiene rating of 3 or higher (Generally satisfactory or above)	98.00%	98.00%	98%
4. Reduce Crime and ASB	C&E	PPR029	Com	Quarterly	Number of positive outcomes resulting from CCTV intervention	No Data Rec'd	Trend	Trend
4. Reduce Crime and ASB	C&E	ENS038	Com	Quarterly	Fixed penalty notices for fly tipping (number issued)	New	Trend	Trend
5. Promote & maximise	C&E	HCV001	Com	Quarterly	Total number of admissions - National Civil War Centre	16,800	14,000	17,000

heritage & culture								
5. Promote & maximise heritage & culture	C&E	HCV002	Com	Quarterly	Total number of admissions - Palace Theatre	52,619	50,000	55,000
5. Promote & maximise heritage & culture	C&E	HCV011	Com	Annually	% of visitors from schools – National Civil War Centre	24.0%	Trend	25%
5. Promote & maximise heritage & culture	C&E	HCV012	Com	Annually	% of visitors from schools – Palace Theatre	12.0%	Trend	12%
5. Promote & maximise heritage & culture	C&E	HCV013	Com	Quarterly	Number of people reached through direct participation and outreach	12,060	12,000	12,500
5. Promote & maximise heritage & culture	C&E	HCV014	Com	Quarterly	Total footfall across all heritage and culture services and sites	99,651	100,000	105,000
6. Reduce climate change & protect green space	C&E	ENS004	Com	Quarterly	% of household waste sent for reuse, recycling and composting	33.4%	40.0%	TBC
Reduce climate change & protect green space	C&E	ENS005B	Com	Quarterly	Number of missed bins (per 100,000 households)	52.5	45.0	45
Reduce climate change & protect green space	C&E	ENS006	Com	Quarterly	Total number of garden waste subscriptions	20,949	20,000	22,000

6. Reduce climate change & protect green space	Resources	COR062	Com	Annually	Total gas and electricity energy consumption across Council owned corporate assets	New	Trend	Trend
6. Reduce climate change & protect green space	Resources	COR063	Com	Annually	Total energy generated from solar panels on Council owned corporate assets	New	Trend	Trend
6. Reduce climate change & protect green space	C&E	ENS009	Com	Quarterly	% of failing sites - street and environmental cleanliness - litter	0.6%	2.7%	1.50%
6. Reduce climate change & protect green space	C&E	ENS010	Com	Quarterly	% of failing sites - street and environmental cleanliness - detritus	1.0%	1.7%	1.20%
6. Reduce climate change & protect green space	C&E	ENS018B	Com	Quarterly	Number of fixed penalty notices issued for all environmental offences (excluding fly tipping)	New	Trend	Trend
6. Reduce climate change & protect green space	C&E	ENS020	Com	Quarterly	Kg of residual household waste collected per household	493.1kg	Trend	Trend
6. Reduce climate change & protect green space	C&E	ENS021	Com	Quarterly	Number of events held in NSDC parks	326	150	200

6. Reduce climate change & protect green space	C&E	ENS026	Com	Annually	Number of trees planted on Council land or partner land	867	600	600
6. Reduce climate change & protect green space	C&E	ENS027	Com	Annually	Number of trees given away to residents	1,305	1,000	1,000
6. Reduce climate change & protect green space	C&E	ENS028	Com	Quarterly	Number of targeted focus weeks	5	7	8
6. Reduce climate change & protect green space	C&E	ENS042	Com	Quarterly	Number of children reached via environmental education visits including river health and 'Motion for the Ocean'	New	900	900
7. Top performing council	CSOD	CSC002	Com	Quarterly	Contact Centre - telephony - average length of time to answer call (seconds)	156.0	120.0	110
7. Top performing council	CSOD	CSC003	Com	Quarterly	No of face to face contacts (Castle House)	16,720	Demand	Demand
7. Top performing council	CSOD	CSC004	Com	Quarterly	No of phone calls presented to Contact Centre	113,532	Demand	Demand
7. Top performing council	Resources	FIN001	Com	Quarterly	% invoices paid within 30 days - whole Council	98.0%	98.5%	98.50%
7. Top performing council	CSOD	HTR001	Com	Quarterly	Average number of sick days per employee (FTE) per year lost through sickness absence	6.8	6.5	6
7. Top performing council	CSOD	HTR002B	Com	Quarterly	% of staff turnover	14.0%	13.0%	10%

7. Top performing council	Resources	REV002	Com	Quarterly	% business rate collection	97.8%	98.2%	98.20%
7. Top performing council	Resources	REV003	Com	Quarterly	% council tax collection	97.2%	97.40%	97.40%



Newark and Sherwood District Council

Assurance Review of Performance Management

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Final
March 2025

Executive Summary

OVERALL ASSESSMENT



ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

Inaccurate and inconsistent data relating to Performance management.

SCOPE

The review considered the way in which key performance data is collated to inform effective decision making, taking in to account the accuracy, integrity, and consistency of data.

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KEY STRATEGIC FINDINGS



The Council has an established formal procedure in place for corporate planning and performance management, ensuring a structured and consistent approach to data collection and reporting.



The Council supports Business Managers in relation to corporate performance management by offering targeted training.



The performance and assurance framework for 2024, aligns with the Council's priorities/objectives.



As part of the testing, when comparing the data currently available in the system with the data presented in the guidance notes, some discrepancies were identified, however this information has now been entered onto the system therefore no recommendation was made.

GOOD PRACTICE IDENTIFIED



There are one-to-one meetings with all team members and business managers to improve communication and collaboration.



The Council conducts quarterly reviews of reporting timelines.

ACTION POINTS

Urgent	Important	Routine	Operational
0	0	1	0

Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	The Corporate Planning and Performance Management framework lacks a date and an official sign off approval, which are essential for ensuring its validity and authority.	To incorporate to the procedure elements such as the date of review, the approving authority and a structured record of amendments to track changes, for better governance and accountability.	3	<i>The performance framework will be presented to SLT before then being presented to the Policy, Performance & Improvement Committee for endorsement. This document now carries the required 'date and sign off approval stamp' for easier recognition of approval dates.</i>	14 April 2025	Carl Burns, Transformation & Service Improvement Manager

PRIORITY GRADINGS

1 URGENT Fundamental control issue on which action should be taken immediately.

2 IMPORTANT Control issue on which action should be taken at the earliest opportunity.

3 ROUTINE Control issue on which action should be taken.

Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
No Operational Effectiveness Matters were identified.				

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures.

Findings



Directed Risk:

Failure to properly direct the service to ensure compliance with the requirements of the organisation.

Ref	Expected Key Risk Mitigation	Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
GF	Governance Framework There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation.	Partially in place	1	-
RM	Risk Mitigation The documented process aligns with the mitigating arrangements set out in the corporate risk register.	In place	-	-
C	Compliance Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.	In place	-	-

Other Findings



For each of the Performance Data collected there are three guidance notes as follows:

- KPI Guidance notes – to ensure the data being collected is reliable and in a consistent manner.
- Database guidance notes – to ensure that the data entry is managed consistently.
- Data return guidance notes – for officers completing performance data returns.



The Corporate Planning and Performance Management framework has been reviewed, ensuring it effectively outlines the key elements of performance management. The document presents the full performance management cycle covering planning, doing, reviewing and revising. It clearly distinguishes between strategic corporate-level performance management and operational-level performance management providing a structured approach to improvement. Overall, the document provides a solid foundation for effective performance oversight and service improvement.

Other Findings



As part of the audit, guidance notes for 10 selected KPI's were reviewed. The review confirmed that for all selected KPI's:

- A responsible manager was assigned.
- The calculation method was documented and presented.
- The data source for each KPI was clearly identified.

However, when comparing the data currently available in the system with the data presented in the guidance notes, some discrepancies were identified:

- Data sources: 3 records are missing in the system.
- Calculation method: 2 records were empty in the system.

However, as part of the exit meeting it was confirmed that, during the audit, the system was being updated and these has now been updated and therefore, no further recommendation will be made.



The aim of the further testing was to verify how the data is collected, and to ensure that it is being monitored and approved by the Business Manager. Two KPI's (ENS005B and FIN001) were reviewed alongside the source data to verify the data collection process and ensure accuracy, while also assessing whether appropriate training was provided.

The data is gathered through the system which records relevant metrics. Reports are generated based on predefined criteria ensuring accuracy in tracking key performance indicators. The data is then processed and uploaded into a central database for further analysis. In addition, the data is reviewed and, if necessary, explanations are provided when targets are not met. The Business Manager oversees the process and ensures compliance with reporting standards. There is no formal training programme on data collection, but knowledge is typically passed down through a handover process. Employees learn how to collect and manage data through guidance from colleagues. The collected data is also used internally for performance reviews. Business Managers are responsible for ensuring the quality and accuracy of the data in the systems for which they are responsible. The performance team administers the targets, thresholds and key data using Microsoft Access.



It was noted that some KPI's in the system had not been updated since 2022 and 2023. The explanation given by the Transformation and Service improvement Manager was that the last update date in the system reflects when they were last modified (e.g., title change or calculation methods change), not necessarily when they were last monitored.

The process for monitoring underperforming KPI's includes:

- Performance reports highlight underperforming KPI's.
- If a KPI remains underperforming (red or amber status) for 3 quarters, it is added to a 'watch list' for further scrutiny.
- Senior Leadership Team involvement may be required, and a service review could be initiated to improve performance.



TRC-OR-01 Assurance Failure is a part of the operational risk register. The Assurance Failure report generated on 17th January 2025 was reviewed. Despite the overall risk remaining at the amber level, no actions have been identified or assigned for completion. Additionally, the target risk matrix does not indicate the desired risk level, making it unclear what the intended risk position should be. However, the updated document, dated 26th February 2025, has been provided, and the missing information has been included; therefore, no recommendation will be made.



There is not a data return form for collecting or submitting essential data related to performance, progress, or compliance. During the second quarter of 2023-2024, the Council was considering transitioning from the spreadsheet version of data collecting to a MS Access version. Currently, business managers enter the data directly into the database (see Data Returns Using Microsoft Access). Permissions within the system allow for separation of duties between the input and authorisation of data being entered. When authorising data, Business Managers are confirming the data entered is accurate. Microsoft Access can be accessed via links shared with all Business Managers. The registration of access to Microsoft Access is managed by the Research and Development officer. The various business manager downloads the relevant data, and this is then accessed by the Performance Team.

Other Findings



The overall responsibility for performance management lies with the Senior Transformation and Service Improvement Officer. The job description for the Senior Transformation and Service Improvement Officer (Performance Development) has been reviewed to ensure clarity in roles and responsibilities. That description clearly defines the necessary duties related to performance management and outlines the officer's role in supporting members of the Senior Leadership Team (SLT).

Key activities and duties are structured covering essential areas such as:

- Policy and performance development to drive service improvements.
- Supporting SLT in strategic decision making and performance oversight.
- Ensuring effective performance management frameworks are in place.



The following training is being provided:

- Business analyst level 4 (ILM).
- Microsoft Access Level 3 (Udemy).
- Guidance notes or one to one session if a Business Manager is struggling, as well as on the job training through drop-in sessions.



Delivery Risk:

Failure to deliver the service in an effective manner which meets the requirements of the organisation.

Ref	Expected Key Risk Mitigation	Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
PM	Performance Monitoring There are agreed KPIs for the process which align with the business plan requirements and are independently monitored, with corrective action taken in a timely manner.	In place	-	-
S	Sustainability The impact on the organisation's sustainability agenda has been considered.	Out of scope	-	-
R	Resilience Good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery is adopted.	In place	-	-

Other Findings



The following reports are produced/provided:

- Annual review of the Performance Framework by the Senior Leadership Team and the Cabinet.
- Quarterly Corporate Performance and Quarterly Compliance Report reports to the Senior Leadership Team, the Policy Performance and Improvement Committee (effectively the Scrutiny Committee), the Cabinet and the Housing Assurance Board.
- Quarterly Directorate Performance report.
- Half Yearly report on Customer Feedback – All customer feedback is reported to the Senior Leadership Team, the Policy Performance and Improvement Committee, the Cabinet and the Housing Assurance Board.



The report presented at the Policy and Performance Improvement Committee meeting on 25th November 2024 was reviewed. Its primary objective was to provide an overview of the Community Plan Performance Report, assessing progress against key performance indicators (KPI's) and identifying areas requiring improvement. The document includes a detailed analysis of performance indicators outlining:

- Comparisons to evaluate trends over previous years.
- Future performance targets, setting benchmarks for the next reporting period.
- Achievement percentages for each KPI, offering an assessment of performance levels.

This report serves as a tool for monitoring progress and ensuring that necessary measures are in place.

Other Findings



The report from the Cabinet meeting dated 3rd December 2024 was reviewed. The purpose of this report was to present the Community Plan Performance Report highlighting key performance indicators and identify areas for improvement. The report provides comprehensive information on performance indicators including:

- A comparison to previous years data to track trends over time.
- Target values set for the next period and ensuring a forward-looking approach.
- Percentage of achievement for each KPI, offering a clear measure of progress and performance.

The analysis presented in the report highlights underperforming areas that needs further investigation and targeted improvements, ensuring that necessary actions can be taken to enhance future outcomes.



Data quality checks in respect of Microsoft Access are undertaken by the Performance Team at least quarterly to ensure that:

- Data sign off sheets (guidance) have been agreed for each performance indicator included within the system.
- KPIs and their targets are reviewed as part of the annual community plan refresh.
- Operational targets are reviewed at least annually by the Business Manager and respective Director.
- Details of any new indicators are agreed with the relevant Business Manager(s).
- The accuracy of data is maintained by undertaking a sample check of data held in the database.
- New users of the system will be added at the written request of the Business Manager with permissions approved by a systems administrator.



The following good practice measures have been adopted:

- Team development.
- Quarterly review of reporting timelines.
- Monthly team meeting.
- 1:1 meeting with all team members/Business Managers.

EXPLANATORY INFORMATION

Scope and Limitations of the Review

1. The definition of the type of review, the limitations and the responsibilities of management in regard to this review are set out in the Annual Plan. As set out in the Audit Charter, substantive testing is only carried out where this has been agreed with management and unless explicitly shown in the scope no such work has been performed.

Disclaimer

2. The matters raised in this report are only those that came to the attention of the auditor during the course of the review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Effectiveness of Arrangements

3. The definitions of the effectiveness of arrangements are set out below. These are based solely upon the audit work performed, assume business as usual, and do not necessarily cover management override or exceptional circumstances.

In place	The control arrangements in place mitigate the risk from arising.
Partially in place	The control arrangements in place only partially mitigate the risk from arising.
Not in place	The control arrangements in place do not effectively mitigate the risk from arising.

Assurance Assessment

4. The definitions of the assurance assessments are:

Substantial Assurance	There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved.
Reasonable Assurance	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved.
Limited Assurance	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved.
No Assurance	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Acknowledgement

5. We would like to thank staff for their co-operation and assistance during the course of our work.

Release of Report

6. The table below sets out the history of this report:

Stage	Issued	Response Received
Audit Planning Memorandum:	28 th June 2024	28 th June 2024
Draft Report:	11 th March 2025	12 th March 2025
Final Report:	17 th March 2025	



Report to: Policy & Performance Improvement Committee – 14 April 2025

Director Lead: Deborah Johnson, Director – Customer Services & Organisational Development

Lead Officer: Helen Brandham, Democratic Services Officer

Report Summary	
Report Title	Policy & Performance Improvement Committee’s Work Programme for 2025/2026
Purpose of Report	For Members to consider the Committee’s Work Programme for June 2025 to April 2026.
Recommendations	That the Policy & Performance Improvement Committee: <ol style="list-style-type: none"> a) consider the proposed topics for inclusion in the Work Programme, as listed in Paragraph 1.2 of the report; and b) put forward any additional topics they would wish to receive throughout the year.

1.0 Background

1.1 Prior to the meeting of the Policy & Performance Improvement Committee held on 10 March 2025, Members were invited to attend a workshop in relation to setting the Committee’s Work Programme for the forthcoming year.

1.2 During this workshop the following topics were put forward for inclusion:

- 1) UK Shared Prosperity Fund/Rural Prosperity Fund
- 2) Gypsy, Romany, Travellers – Services & Needs
- 3) Continuation of Portfolio Holder Presentations
- 4) Castle Gatehouse Project
- 5) Active4Today
- 6) Arkwood Development Ltd.
- 7) New Crematorium
- 8) Invitations to External Organisations

2.0 Proposal/Options Considered

2.1 It is proposed that following Members’ consideration of the above items these will be included in the Work Programme attached as **Appendix 1** to this report. Members will see that there are already items listed within the Work Programme with dates of when they are scheduled to come to Committee for consideration.

2.2 Members are also asked to put forward any additional items they may wish to see included. Once all items are finalised, Officers will schedule them into the Work Programme for the forthcoming municipal year.

2.2 In relation to point 3) above, there will be a standing item on future Agendas asking Members to set the focus of the Portfolio Holder presentation for the following meeting. This could also include specific questions which Members may wish the Portfolio Holder to answer. It is also proposed to extend an invitation to the Cabinet Member without Portfolio.

3.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

3.1 Financial Implications

There are no financial implications arising from this report.

3.2 Legal Implications

There are no legal implications arising from this report.

3.3 Human Resources Implications

There are no human resource implications arising from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

Work Programme for Policy & Performance Improvement Committee

2 JUNE 2025	
Report Title/Topic	Responsible Officer & Business Unit
Provisional Financial Outturn Report to 31.03.25	Nick Wilson
Yorke Drive Development Update	Suzanne Shead Cara Clarkson
Bassetlaw and N&S CSP Progress & Performance/Review of Priorities	Jenny Walker
WPED	Matt Finch/Matt Adey/Matthew Norton/Nick Law
Annual Compliance Update – Corporate Estate	Kevin Shutt
Homelessness Prevention & Rough Sleepers Strategy	Cara Clarkson
Appointment of Members to: Tenant Engagement Board; and Planning Policy Board	Helen Brandham
Attendance at Committee by the Portfolio Holder for Strategy, Performance & Finance	Councillor Paul Peacock, Leader of the Council

30 JUNE 2025

Report Title/Topic	Responsible Officer & Business Unit
N&S Community Lottery Annual Update	Cara Clarkson/Andy Hardy
Health & Community Development Annual Update	Cara Clarkson/ Victoria Endersby/ Helen Ellison
Budget Strategy 2026/27	Nick Wilson
Changes to National Recycling Policies Update	Ryan Oliff
Attendance at Committee by Cabinet Member without Portfolio	Councillor Jack Kellas - the Leader of the Conservative Party

1 SEPTEMBER 2025

Report Title/Topic	Responsible Officer & Business Unit
Affordable Housing Annual Outturn	Cara Clarkson/ Jill Sanderson
Annual Review – Grant Funding Outturn	Cara Clarkson/ Victoria Endersby
Q1 Financial Forecast Outturn Performance 2025/26 GF/HRA/Capital	Nick Wilson
Q1 Community Plan Performance Report	Rowan Bosworth-Brown
Attendance at Committee by the Portfolio Holder for Public Protection & Community Relations	Councillor Paul Taylor

6 OCTOBER 2025

Report Title/Topic	Responsible Officer & Business Unit
Attendance at Committee by the Portfolio Holder for Heritage, Culture & the Arts	Councillor Rowan Cozens

1 DECEMBER 2025

Report Title/Topic	Responsible Officer & Business Unit
Review of HRA Business Plan Assumptions	Nick Wilson Suzanne Shead
Customer Satisfaction half yearly report	Jill Baker
Q2 Financial Forecast Outturn Performance 2025/26 GF/HRA/Capital	Nick Wilson
Q2 Community Plan Performance Report	Rowan Bosworth-Brown
Attendance at Committee by the Portfolio Holder for Clime & the Environment	Councillor Simon Forde

23 FEBRUARY 2026

Report Title/Topic	Responsible Officer & Business Unit
General Fund Capital Programme 2026/27-2029/30	Nick Wilson
General Fud Revenue Budget 2026/27	Nick Wilson
General Fund Medium Term Financial Plan 2026/27-2029/30	Nick Wilson
Q3 Community Plan Performance Report	Rowan Bosworth-Brown
Attendance at Committee by the Portfolio Holder for Health, Wellbeing & Leisure	Councillor Susan Crosby

16 MARCH 2026

Report Title/Topic	Responsible Officer & Business Unit
Annual Compliance Update – Housing	Suzanne Shead
Q3 Financial Forecast Outturn Performance 2025/26 GF/HRA/Capital	Nick Wilson
Attendance at Committee by the Portfolio Holder for Sustainable Economic Development	Councillor Claire Penny

13 APRIL 2026

Report Title/Topic	Responsible Officer & Business Unit
Attendance at Committee by the Portfolio Holder for Housing	Councillor Lee Brazier

Forward Plan

For the Period April 2025 - July 2025



What is the Plan?

This Forward Plan sets out all of the Key Decisions that are expected to be taken during the period referred to above.

The Council has a statutory duty to prepare this document, in accordance, with the Local Government Act 2000 (as amended). The Plan is published monthly and will be available on the [Council's Website](#).

What is a Key Decision?

The decisions listed in this plan are 'Key Decisions'. A Key Decision is one that is likely to:

- (a) Result in the Council spending or making savings of over £150,000 revenue or £300,000 in capital, or;
- (b) Where the impact of the decision would be significant in terms of its impact on communities living or working in two or more Wards.

Under the Council's Constitution, Key Decisions are made by the Cabinet, Portfolio Holders, or officers acting under delegated powers.

Exempt Information

The plan also lists those 'Exempt' Key Decisions which are going to be taken over the next four months. Exempt Key Decisions are those decisions which have to be taken in private. This is because they involve confidential or exempt information which cannot be shared with the public.

Agenda papers for Cabinet meetings are published on the Council's website 5 working days before the meeting [here](#). Any items marked confidential or exempt will not be available for public inspection.

Any background paper listed can be obtained by contacting the Responsible Officer. Responsible officers can be contacted on 01636 650000 or customerservices@newark-sherwooddc.gov.uk

Decision to be taken / Report title and Summary	Decision maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Community Plan Refresh	Cabinet	1 Apr 2025	Leader - Portfolio Holder Strategy, Performance & Finance	Carl Burns, Transformation and Service Improvement Manager carl.burns@newark-sherwooddc.gov.uk	Open	
Mansfield and District Joint Crematorium Committee - New Crematorium	Cabinet	1 Apr 2025	Leader - Portfolio Holder Strategy, Performance & Finance, Portfolio Holder - Health, Wellbeing & Leisure	Sue Bearman, Assistant Director of Legal and Democratic Services Sue.Bearman@newark-sherwooddc.gov.uk	Part exempt	
Levelling Up Fund 3 Sherwood Programme	Cabinet	1 Apr 2025	Leader - Portfolio Holder Strategy, Performance & Finance	Sarah Husselbee sarah.husselbee@newark-sherwooddc.gov.uk	Open	
Assetlaw, Newark & Sherwood Community Safety Partnership Strategy	Cabinet	1 Apr 2025	Portfolio Holder - Public Protection and Community Relations	Jenny Walker, Business Manager- Public Protection jenny.walker@newark-sherwooddc.gov.uk	Open	

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Domestic Abuse Policy	Cabinet	1 Apr 2025	Portfolio Holder - Public Protection and Community Relations	Jenny Walker, Business Manager- Public Protection jenny.walker@newark-sherwooddc.gov.uk	Open	
Stodman Street Phase 2 - St Marks	Cabinet	10 Jun 2025	Leader - Portfolio Holder Strategy, Performance & Finance	Neil Cuttell, Business Manager- Economic Growth & Visitor Economy Neil.Cuttell@newark-sherwooddc.gov.uk, Kevin Shutt, Housing Development Manager HRA kevin.shutt@newark-sherwooddc.gov.uk	Part exempt	
Newark Lorry Park Improvements	Cabinet	10 Jun 2025	Leader - Portfolio Holder Strategy, Performance & Finance	Steven Chitty, Major Capital Projects Delivery Manager steven.chitty@newark-sherwooddc.gov.uk	Part exempt	
Development Plot Adjacent to Newark Lorry Park	Cabinet	10 Jun 2025	Leader - Portfolio Holder Strategy,	Steven Chitty, Major Capital Projects	Part exempt	

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
			Performance & Finance	Delivery Manager steven.chitty@newark-sherwooddc.gov.uk		
Solar Energy Supplementary Planning Document	Cabinet	10 Jun 2025	Portfolio Holder - Sustainable Economic Development	Matthew Norton, Business Manager - Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk	Open	
Plan for Neighbourhoods Update	Cabinet	10 Jun 2025	Portfolio Holder - Sustainable Economic Development	Matt Lamb, Director - Planning and Growth Matt.Lamb@newark-sherwooddc.gov.uk	Open	
Management of Open Spaces in new Developments and Fernwood Open Space	Cabinet	10 Jun 2025	Portfolio Holder - Climate and the Environment	Matt Lamb, Director - Planning and Growth Matt.Lamb@newark-sherwooddc.gov.uk	Open	

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Cabinet** held in the Civic Suite, Castle House, Great North Road, Newark, NG24 1BY on Tuesday, 11 March 2025 at 6.00 pm.

PRESENT: Councillor P Peacock (Chair)

Councillor R Cozens, Councillor S Crosby, Councillor L Brazier,
Councillor S Forde, Councillor C Penny, Councillor P Taylor and
Councillor J Kellas

ALSO IN ATTENDANCE: Councillor P Rainbow

APOLOGIES FOR ABSENCE: None

252 NOTIFICATION TO THOSE PRESENT THAT THE MEETING WILL BE RECORDED AND STREAMED ONLINE

The Leader advised that the proceedings were being audio recorded and live streamed by the Council.

253 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

There were no declarations of interest.

254 MINUTES FROM THE PREVIOUS MEETING 18 FEBRUARY 2025

The minutes from the meeting held on 18 February 2025 were agreed as a correct record and signed by the Chair.

255 BUDGET PERFORMANCE QUARTER 3

The Assistant Business Manager - Financial Services presented a report which detailed the forecast outturn position, as at 31 December 2024, for the 2024/25 financial year for the Council's General Fund and Housing Revenue Account revenue and capital budgets. The report detailed performance against the approved budget estimates of revenue expenditure and income; report on major variances from planned budget performance; and report on variations to the Capital Programme for approval; all in accordance with the Council's Constitution.

Members noted a projected favourable variance on Service budgets against the revised budget of £1.023m, with an overall favourable variance of £0.250m to be transferred to General Fund reserves. The favourable variance of £1.023m on service budgets managed by business managers represented 4.71% of the total service budgets. The Council had been fully compliant with all prudential indicators during the reporting period.

AGREED (unanimously) that Cabinet:

- (a) note the General Fund overall projected favourable outturn variance of £0.250m;
- (b) note the Housing Revenue Account overall projected favourable outturn variance of £0.500m to the Major Repairs Reserve;
- (c) approve the variations to the Capital Programme at Appendix E;
- (d) approve the Capital Programme revised budget and financing of £42.162m; and
- (e) note the Prudential indicators at Appendix H.

Reasons for Decision:

To consider the forecast outturn position for the 2024/25 financial year for the Council's General Fund and Housing Revenue Account revenue and capital budgets.

To show performance against the approved estimates of revenue expenditure and income; report on major variances from planned budget performance; and report on variations to the Capital Programme for approval; all in accordance with the Council's Constitution.

Options Considered:

Not applicable.

256 COMMUNITY PLAN PERFORMANCE QUARTER 3

The Transformation and Service Improvement Officer presented a report which detailed the Quarter 3 Community Plan Performance Report (October to December 2024).

The report and accompanying presentation highlighted various projects undertaken by Business Units and performance in areas including Council Tax Support and processing Housing Benefit Claims, rent arrears, the Beacon Centre, recycling and focus weeks, and the new Newark and Sherwood Gift Card.

In discussion, Members noted that with regard to the rent arrears target, an increase in arrears had been anticipated due to the move to universal credit and the delay in new benefits being paid. The new Housing Management system due to be launched imminently, would help reduce the levels through faster transactions.

Members discussed the Beacon Centre, noting the performance targets for occupation and the difficulty setting a target for the centre due to the nature of the churn of tenants, which was to be welcomed as a space for new businesses to grow. The target would be reliant on the tenants predicted growth. The Centre Manager was in regular dialogue with tenants and advertisement and marketing was undertaken to raise awareness of the Centre and to attract new businesses.

AGREED (unanimously) that Cabinet:

- a) review the Community Plan Performance Report attached as **Appendix 1**;
- b) review the compliance report attached as **Appendix 2**; and
- c) consider the Council's performance against its objectives highlighting any areas of high performance and identifying areas for improvement.

Reasons for Decision:

Performance management is used to drive improvement 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.

Options Considered:

Not applicable.

257 QUARTER 3 2024/25 - HOUSING HEALTH & WELLBEING HOUSING COMPLIANCE ASSURANCE REPORT

The Director - Housing, Health & Wellbeing presented a report which set out the performance position as of 31 December 2024 (Quarter 3) in the new format with regard to compliance, including actions to rectify identified issues. The report set out the Council's performance against the Council's legal and regulatory landlord responsibilities for a range of building safety measures including fire protection, gas, asbestos, electrical and water as well as summarising details of the Council's housing stock.

Members discussed the actions taken in relation to fire safety, including fire safety checks and fire door inspections, noting the challenging inspection programme and the need to be able to demonstrate safety compliance. Members were satisfied with the proposed schedule of inspections.

AGREED (unanimously) that Cabinet note:

- a) the exceptions to performance of the housing service compliance functions; and
- b) the new format for performance for Quarter 3 2024/25 onwards.

Reasons for Decision:

To enable the Cabinet to monitor performance and compliance relating to the Council's legal and regulatory landlord responsibilities for 27 building safety measures including fire protection, gas, asbestos, electrical and water.

Options Considered:

Not applicable.

Meeting closed at 7.05 pm.

Chair