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Monday, 24 March 2025

Chair: Councillor P Peacock

Members of the Committee:

**Councillor R Cozens
Councillor S Crosby
Councillor L Brazier
Councillor S Forde**

**Councillor C Penny
Councillor P Taylor
Councillor J Kellas**

MEETING:	Cabinet
DATE:	Tuesday, 1 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 nigel.hill@newark-sherwooddc.gov.uk 01636 655243

AGENDA

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12. Exclusion of the Press and Public	

The Cabinet will be invited to resolve that under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.'

Category of "Exempt Information" under Schedule 12A of the Local Government Act 1972 as amended:

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

13. Mansfield Crematorium Redevelopment - Exempt Appendices 174 - 194

Agenda Item 4

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



Report to: Cabinet Meeting - 1 April 2025

Portfolio Holders: Councillor Paul Peacock, Strategy Performance & Finance
Councillor Claire Penny, Sustainable Economic Development

Director Leads: Matt Lamb, Director - Planning & Growth
Sanjiv Kohli, Deputy Chief Executive & Director - Resources

Lead Officers: Sarah Husselbee - Programmes Manager, Ext. 5802
Ellie Buchanan - Senior Regeneration Officer, Ext. 5238
Lisa Chaney - Senior Regeneration Officer

Report Summary	
Type of Report	Open Report / Key Decision
Report Title	Levelling Up 3 - Programme Update
Purpose of Report	To provide an update on the Levelling Up 3 (LUF 3) programme, and to present key recommendations to Cabinet regarding the delivery of the Ollerton and Clipstone regeneration projects.
Recommendations	<p>That Cabinet:</p> <ul style="list-style-type: none"> a) notes the updates associated with the LUF 3 Programme, including the recent execution of the Government Memorandum of Understanding (MoU), and the initial payment of LUF 3 grant to the Council, as detailed in 1.2 of this report. <p><u>Ollerton Town Centre Regeneration Scheme</u></p> <ul style="list-style-type: none"> b) approves the reallocation of £450,000 of the Capital budget of £500,000 approved by Cabinet on 10 December 2024, to revenue, as detailed in 2.5 of this report, funded by the LUF 3 grant; c) approves the addition of £68,000 within the capital programme, financed by grant, as detailed in 1.5 and 1.6 of this report; and d) approves the addition of a £322,000 revenue budget, financed by grant, as detailed in 1.5 and 1.6 of this report. <p><u>Clipstone Regeneration Scheme</u></p> <ul style="list-style-type: none"> e) approves the reallocation of the Capital budget of £200,000 approved by Cabinet on 10 December 2024 to revenue, as detailed in 2.6 of this report, funded by the LUF 3 grant; and

	f) notes the additional £40,000 revenue budget, funded by Government granted LUF 3 capacity funding, as detailed in 1.13 of this report.
Alternative Options Considered	Consideration has been given as to whether both Ollerton and Clipstone should be placed into a secondary paused status, until the outstanding risks and matters noted in this report are resolved. This approach is not recommended at this stage, as by pausing both projects again, it is unlikely that either scheme will be able to defray the LUF 3 funds by March 2028, preventing transformational change to be delivered to the Ollerton and Clipstone communities. Furthermore, the budgets requested within this report are required to finalise the outstanding matters detailed in this report, and therefore progression is not possible without additional funding.
Reason for Recommendations	The recommendations within this report aim to prevent further delays of both Ollerton and Clipstone projects, supporting the scheme to meet an anticipated March 2028 LUF 3 spend deadline. Without the provision of additional funding to progress key workstreams, the ability to meet a March 2028 spend deadline is further compromised and would present a subsequent risk regarding potential loss of funding.

1.0 **Background**

- 1.1 Following the LUF 3 update report presented to Cabinet in December 2024, Officers continued to discuss the developments associated with the ‘Shaping Sherwood’s Revival Scheme’ with the Ministry for Housing, Communities and Local Government (MHCLG). This includes the provision of key monitoring and reporting metrics, as well as financial forecasting for both Ollerton and Clipstone regeneration projects, to support the release of programme funding. The Council also continues to seek the necessary extension of the LUF 3 funding period to March 2028, following a pause of the national programme in 2024, and the prolonged confirmation of the £20m grant for the local scheme.
- 1.2 In January 2025, the Council and MHCLG successfully formalised the £20m LUF 3 commitment to Sherwood through a Memorandum of Understanding (MoU). The executed MoU provides the Council with further assurance relating to the future funding, in addition to the release of an initial draw down of the LUF 3 grant of £1,264,211. The first payment of grant will finance eligible agreed budgets to date against both schemes, replacing contributions previously forward funded by the Council, totalling £1,189,788. Proposed uses of the remaining £74,423 will be presented through a future report.
- 1.3 Whilst it is positive to report the recent advances relating to the funding and the initial draw down of grant, it is important to note that the essential deadline extension to March 2028, remains unconfirmed by Government at this stage. The MoU currently stipulates a requirement to spend by March 2026, and the two-year financial extension to March 2028, is now subject to the Government’s 2025 Spring Budget Review. As detailed previously to Cabinet, the progression of both Ollerton and Clipstone projects is restricted, without confirmation of the flexibility to the LUF 3 funding period. Conversely, the development of Phase 1 of the Clipstone project (commercial units),

continues to progress as planned due to the existing approved budget for this element of the scheme.

- 1.4 It is important to note that the key risks associated with both projects remain as presented to Cabinet previously. Aside from the unconfirmed LUF 3 grant extension to March 2028, most prevalent risks comprise land access, tenure and acquisition, Business Case approval, planning permission, outstanding match funding and any subsequent potential design changes as a result. The Council continues to prioritise matters surrounding land acquisition and tenure, as well as match funding needs for both Ollerton and Clipstone schemes. As agreed by Cabinet in June 2024, planning applications will not be submitted for either project, until a resolution to outstanding match requirements is confirmed, as well as the legal completion of land acquisitions/security of tenure.

Ollerton Town Centre Regeneration Scheme

- 1.5 For the Ollerton Town Centre Regeneration Scheme to meet the requested March 2028 spend deadline, it is recommended that a total budget of £390,000 is established in 2025/2026. This would be financed by incoming UK Shared Prosperity Fund (UKSPF) grant, acting as a source of match funding towards the scheme. This follows an in-principle recommendation presented to Cabinet in February 2025, committing a proportion of UKSPF grant towards the Shaping Sherwood’s Revival Scheme.

- 1.6 The proposed £390,000 as described above, would finance both capital and revenue activities, in accordance with the table below:

Activity	Budget Required	Funding Source
Remainder of the RIBA 3 activities	£322,000	UKSPF Revenue Grant
Legal fees relating to scheme land acquisitions and submission of full planning application	£68,000	UKSPF Capital Grant
	£390,000	

- 1.7 The above workstreams assume a single-phase delivery through the existing design and build contractor, procured via the Scape Framework. Further works are currently ongoing through the RIBA 3 stage to finalise costings, and agree options for delivery, including a potential phased build approach, value engineering and any other possible routes to maximise value for money.

- 1.8 Discussions continue with likely future tenants, including cinema operators and local services looking to expand. Disappointingly, Nottinghamshire County Council have advised that they no longer wish to be part of the project. This is based on the space available being unable to meet service delivery requirements, despite involvement with the designs of the space. Capital cost is also cited, with the only offer made being a contribution which is inappropriate and unacceptable. This is all despite Nottinghamshire County Council and a new library having been part of the Levelling Up Fund proposals since 2022. The lack of library, whilst disappointing for the residents of

Ollerton, does not diminish the desire to deliver the project, with discussions with alternative tenants and partners having taken place.

1.9 A future report will be presented to Cabinet at a later date, detailing finalised forecasted costings, scope and outcomes associated with the project. This will provide the opportunity for the Council to establish the remaining budget within the capital programme (as required to deliver the project), and commence RIBA 4, subject to completion of the following matters:

- Approval of the Green Book Business Case (including full cost implications and confirmation of match funding).
- Land acquisitions.
- Confirmed extension of the LUF 3 grant, to March 2028 minimum and MHCLG approval of any changes in scope.
- Planning application submission (as noted in 1.4, planning will not be submitted until completion of legal land matters, and confirmation of outstanding match funding).

Clipstone Regeneration Scheme

1.10 The Clipstone regeneration scheme, located on Mansfield Road, continues to operate in 3 core phases, aiming to provide employment opportunities through the development of commercial units at the Clipstone Holdings Site (Phase 1), an enhanced sports and leisure facility (Phase 2) and an improved educational and visitor offering at Vicar Water Country Park (VWCP) (Phase 3).

1.11 Phase 1 was granted planning permission at the Planning Committee meeting of 13th March 2025 and it is expected that works will commence on site in the summer. The Council continues to work in partnership with Clipstone Miners Welfare Community Trust (CMWCT) to support delivery of the proposed new sports and leisure offering (Phase 2). This scheme is being delivered through a land swap transaction with Welbeck Estates, the Colliery landowners. Welbeck are providing CMWCT with 10.2ha of Colliery land to the South East of the Headstocks in exchange for the current CMWCT land at the Lido site in Clipstone. This would allow the Miners Trust to expand their sports provision offer at the former Colliery site and provide Welbeck land for housing development at the Lido site. This deal is subject to both proposed developers receiving planning permission, expected Spring 2025. Negotiations with the football foundation, CMWCT and Welbeck remain ongoing. A further report will be presented at Cabinet in due course once these have concluded.

1.12 Phase 3 of the Clipstone Scheme provides an enhanced visitor centre, café and Rangers' facilities, with improved connectivity to the proposed new sports facilities adjacent to Vicar Water Country Park (VWCP). The scheme now proposes enhancements to the current VWCP visitor café facility, in conjunction with the tenants and ranger service who are keen to maximise outdoor education provision. Negotiations also continue with Welbeck estates regarding the Council buying out the current lease for VWCP.

1.13 To conclude these negotiations and design works it is recommended that Cabinet approve an additional budget of £40,000, to be funded by LUF 3 capacity funding, recently granted by Government to support the development of either Sherwood project.

2.0 Implications

2.1 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.

Legal Implications (LEG2425/7802)

2.2 The execution of the MoU by Government for any funding streams noted within this report provides assurance to the Council regarding funding commitment, although it does not create a legal obligation.

2.3 Cabinet is the appropriate body to consider the content of this report.

Financial Implications (FIN24/25/4582)

2.4 The report to Cabinet in December 2024 outlines the current commitments for both Ollerton and Clipstone, which also incorporate the amounts recommended within this report from the UK Shared Prosperity Fund. However, this figure remains contingent upon receiving written confirmation from the East Midlands Combined Authority (EMCCA).

Revenue	Ollerton	Clipstone Phase 1	Clipstone Phase 2/3
SLT January 2023 NSDC Reserves	23,255		
Cabinet Dec 2024 NSDC Reserves*	150,000		
Third Party Contribution	5,000		
UKSPF	189,650		31,377
S106	31,654		
Capacity Funding			255,000
Cabinet June 2024 NSDC Reserves*	35,000		121,000
Forward Funding approved December Cabinet*	450,000		200,000
Cabinet April 2025 UKSPF	322,000		
Total Revenue	1,206,559		607,377
Capital	Ollerton	Clipstone Phase 1	Clipstone Phase 2/3
Cabinet June 2024*		32,788	
S106 Clipstone Miners Welfare			220,121
Ollerton Bank Acquisition*	151,000		
Forward Funding approved December Cabinet*	50,000		
Cabinet April 2025 UKSPF	68,000		

Total Capital	269,000	32,788	220,121
Overall Total Investment (Revenue and Capital)	1,475,559	32,788	827,498

- 2.5 The items marked with an * above amount to £1,189,788. These expenses will be covered by the Levelling Up Fund (LUF) Grant from MHCLG, in accordance with the MoU. The initial payment of £1,264,211 due to be received on 21 March 2025 will contribute towards financing these costs as outlined in paragraph 1.2 and will account for the forecasted spending incurred up to June 2025.
- 2.6 The £500,000 allocated to Ollerton under Capital will be reallocated, with £450,000 assigned to Revenue and £50,000 remaining as Capital. This ensures that all RIBA 3 works are funded through Revenue, addressing the uncertainties highlighted in paragraph 1.3. Following this, the budget for the Planning application and RIBA 4 – Technical Design and subsequent stages can be included in the Capital Programme.
- 2.7 There are still uncertainties surrounding the Clipstone scheme, so only the budgets for phase 1 of Clipstone Holdings have been incorporated into the Capital Programme so far. However, sufficient revenue from prior capacity funding and the new allocation from the Levelling Up Fund (LUF) is available to advance phases 2 and 3 of Clipstone up to the Spring budget announcement. In line with paragraph 2.5 above, the £200,000 allocated to Capital, will be reallocated to revenue and funded by the LUF grant when required.
- 2.8 As per paragraph 1.9, a report will be presented at a future Cabinet meeting to provide Members with a comprehensive overview of the schemes and to seek approval for their progression.

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.

Levelling Up Fund Round 3

Levelling Up White Paper, 2022

Levelling Up Fund Prospectus and Guidance, 2022

Sherwood Levelling Up Bid, July 2022

Cabinet Report, Levelling Up Submission and UK Shared Prosperity Fund, June 2022

Cabinet Report, Sherwood Levelling Up Fund Update, November 2022

Cabinet Report, Ollerton Hall, July 2023

Cabinet Report, Ollerton Town Centre Regeneration and Bank purchase, December 2023

Cabinet Report, Sherwood Levelling Up 3 Update – Ollerton & Clipstone, March 2024

Cabinet Report, Sherwood Levelling Up 3 Update 2 – Ollerton & Clipstone, June 2024

Cabinet Report, Levelling Up Fund (LUF) 3 Update, July 2024

Cabinet Report, Sherwood Levelling Up, Long Term Plan for Towns Fund and UKSPF / REPF Fund Update, November 2024

Cabinet Report, Levelling Up 3 Programme Update, December 2024

Cabinet Report UKSPF, February 2025



Report to: Cabinet Meeting – 1 April 2025

Portfolio Holder: Councillor Claire Penny, Sustainable Economic Development

Director Lead: Matt Lamb, Director – Planning & Growth

Lead Officer: Matthew Norton, Business Manager – Planning Policy & Infrastructure
Ext 5852

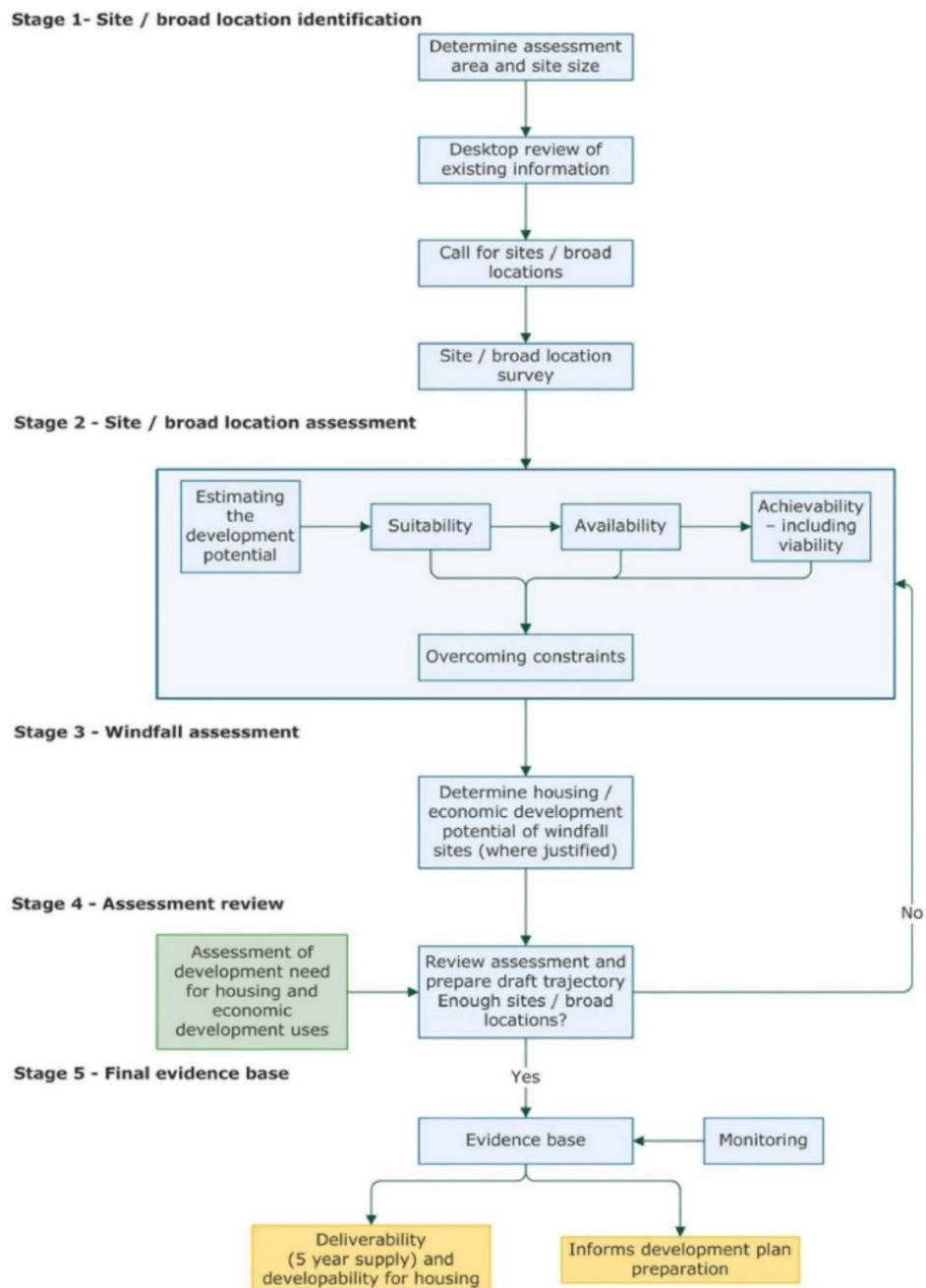
Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Strategic Housing and Employment Land Availability ('SHELAA') Assessment Methodology
Purpose of Report	To present the draft SHELAA methodology and seek approval for public consultation.
Recommendations	That Cabinet approve: a) the proposed contents of the SHELAA Methodology at Appendix 1 ; and b) that public consultation be undertaken for a period of 6-weeks with relevant stakeholders on the proposed Methodology.
Alternative Options Considered	There is no formal requirement to consult on SHELAA methodology, but it is considered that by doing so it will ensure the site assessment process is robust.
Reason for Recommendations	To allow the District Council to consult on the draft SHELAA Methodology.

1.0 Background

- 1.1 The National Planning Policy Framework requires all local authorities to prepare a Strategic Housing & Employment Land Availability Assessment ('SHELAA'), to identify a sufficient supply and mix of sites for housing and employment. This assessment forms a key component of the evidence base to underpin allocation policies in the Local Plan for housing and economic development.
- 1.2 The purpose of the SHELAA is to identify a future supply of land that is suitable for residential and / or employment purposes. It contains an assessment of sites which have been submitted to the Council for consideration for development by landowners through a 'Call for Sites' exercise and sites which have been identified by the Council. The key outputs of the SHELAA are:

- 1) A comprehensive list of sites submitted for potential development by the public, developers and other stakeholders with associated location maps;
- 2) An assessment of each site in terms of suitability, availability and achievability which will enable the Council to determine whether a site has the potential to be developed;
- 3) Detailed information on site constraints which show assessment outcomes that have been evidence and justified;
- 4) An assessment of the potential type and quantity of development, including reasonable estimates of build rates / densities, any barriers to delivery and any potential mitigation measures that are required.

1.3 In order to assess each site, it is necessary for a Methodology document to be prepared which advises on the process that should be followed when preparing a SHELAA. Planning Practice Guidance advises on the methodology and breaks the process down into five broad stages and the Council is proposing to adopt this broad structure for its own SHELAA Methodology. These stages are outlined below:



- 1.4 NSDC previously prepared a Strategic Housing Land Availability Assessment (SHLAA) between 2008 and 2010 to identify sites suitable for housing that informed the production of the original Core Strategy and the subsequent housing allocations in the Allocation and Development Management DPD. The methodology which was used at the time was the Nottingham Outer Strategic Housing Land Availability Assessment Methodology (July 2008). The SHLAA has been updated on a number of occasions including 2014, 2016, 2021 and 2023. As work is commencing on a new Local Plan, it is necessary to review this methodology and update it in line with subsequent changes to national planning policy. Attached at **Appendix 1** is the proposed Draft SHELAA Methodology.
- 1.5 The key differences between the 2008 Methodology and the proposed Methodology are as follows:
- In the revised SHELAA Methodology, only sites where development would be precluded by absolute constraints are removed from the assessment process (such as sites wholly within Flood Zone 3).
 - Previously some sites were excluded at Stage 1 from further assessment due to their location being in the Green Belt. This will no longer be the case. A standalone Green Belt Assessment will be undertaken which will assist the Council in determining whether there are specific areas of land that could be considered for release from the Green Belt to aid meeting housing and / or employment need.
 - Previously some sites were excluded at Stage 1 from further assessment due to their location away from a main settlement.
 - Inclusion of locally informed build-out rates and lead-in times assumptions that will be used when preparing the trajectory of suitable, available and achievable sites.
- 1.6 The SHELAA assessment does not in itself determine whether a site should be allocated for development. It is for the Local Plan to determine which of these sites are the most suitable for housing and employment need.
- 1.7 The draft Methodology was considered at Planning Policy Board in February 2025 where the contents of the report was endorsed and it was agreed to progress to Cabinet.

2.0 Proposal/Details of Options Considered

- 2.1 It is proposed that the Council consult on the SHELAA methodology in order that site assessment work to inform the new Local Plan can be progressed following a 'call for sites' exercise.
- 2.2 The consultation is proposed to last for a period of six weeks and will consult relevant industry stakeholders including developers, town and parish council's and statutory consultees.

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 FIN24-25/781

There are no financial implications as the SHELAA process will be funded from the existing Planning Policy budget.

3.2 Legal Implications LEG2425/4204

Cabinet is the appropriate body to consider the content of this report.

3.3 Human Resources Implications

None identified

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



Newark & Sherwood Local Development Framework

Strategic Housing and Employment Land Availability Assessment

Methodology

February 2025

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1 Introduction

Scope of the Methodology Report

- 1.1 Newark & Sherwood District Council are working towards the preparation of a new Local Plan. Once adopted, the Local Plan will guide future growth and development in the district and supersede the current Local Development Framework.
- 1.2 This report sets out Newark & Sherwood District Council's ('NSDC') methodology for undertaking the Strategic Housing and Employment Land Availability Assessment ('SHELAA'). This methodology is proposed to update and replace the previous Nottingham Outer Strategic Housing Land Availability Assessment Methodology which was originally produced in 2008.
- 1.3 The methodology has also been updated to reflect changes to national planning policy.

What is a Strategic Housing and Employment Land Availability Assessment?

- 1.4 The National Planning Policy Framework ('NPPF') requires strategic policy-making authorities to have a clear understanding of the land available in their area for housing and economic development uses through the preparation of a Strategic Housing and Economic Land Availability Assessment ('SHELAA').
- 1.5 The overall purpose of the availability assessment is to identify a future supply of land that is:
 - Suitable for housing or economic development uses;
 - Available for development now or at a point during the plan period; and
 - Achievable (i.e. likely to be a viable development during the plan period and at the point envisaged).
- 1.6 The process of undertaking the SHELAA is intended to act effectively as a baseline and ensure that all land is consistently assessed as part of the Local Plan preparation process. It will identify which sites are the most suitable and deliverable for a particular use and the Council will also end up with a list of sites considered as the 'reasonable alternatives' for development.
- 1.7 The SHELAA does not in itself determine whether a site should be allocated for development in the Local Plan nor does it guarantee planning permission would be granted or give any weight as part of a planning application. It is just one of the key evidence base documents utilised in addressing anticipated future growth and Plan preparation.
- 1.8 The SHELAA is a 'live' document and any information is correct at the time of publication. Any subsequent changes, such as the results of Local Nature Recovery Strategy, will be integrated as appropriate.

2 National Planning Policy Context

Introduction

- 2.1 This section provides an overview of the national planning policy context informing the approach to the SHELAA. This is as set out in the National Planning Policy Framework (2024) ('NPPF') and the National Planning Practice Guidance ('PPG').
- 2.2 The NPPF requires local authorities to have a clear understanding of the land available in their area through the preparation of a strategic housing land availability assessment. In the Newark & Sherwood District, this also includes an assessment of employment land availability.
- 2.3 The SHELAA provides an audit of land that is suitable, available and achievable for housing and economic development/employment uses over the Local Plan period. From this, the NPPF requires Local Plans to identify a sufficient supply and mix of sites, taking into account their availability, suitability and likely economic viability. Planning policies should identify a supply of:
- a) Specific, deliverable sites for five years following the intended date of adoption, and
 - b) Specific, developable sites or broad locations for growth, for the subsequent years 6-10 and, where possible, for years 11-15 of the remaining plan period.
- 2.4 The PPG sets out how land availability assessments should be undertaken and states that they should:
- Identify sites and broad locations with potential for development;
 - Assess their development potential; and
 - Assess their suitability for development and the likelihood of development coming forward (availability and achievability).
- 2.5 The PPG also confirms that the assessment does not itself determine whether a site should be allocated for development and that it is the role of the assessment to provide information on the range of sites which are available to meet the local requirements, but it is for the development plan itself to determine which of those sites are the most suitable to meet those requirements.

3 Methodology

Introduction

- 3.1 The PPG states that an assessment of land availability identifies a future supply of land, which is suitable, available and achievable for housing and economic development uses over the Plan period.
- 3.2 The Council will follow the standard methodology for assessing housing and economic land availability, as set out in the PPG and shown on the flowchart at Appendix 1. The PPG states that an assessment should:
- Identify sites and broad locations;
 - Assess their development potential; and
 - Assess their suitability for development and the likelihood of development coming forward (availability and achievability).
- 3.3 The PPG requires Local Authorities to identify all sites and broad locations (regardless of the amount of development needed) in order to provide a complete audit of available land.
- 3.4 The PPG methodology includes the following stages:
- Stage 1: Identification of sites and broad locations;
 - Stage 2: Site / broad location assessment;
 - Stage 3: Windfall assessment (where justified);
 - Stage 4: Assessment review; and
 - Stage 5: Final Evidence base.
- 3.5 The focus of the SHELAA methodology is on Stages 1 and 2 of the PPG methodology. The assessment and findings relating to Stages 3, 4 and 5 will be presented in separate evidence base documents which include the Strategic Housing and Employment Land Availability Assessment Main Report (Stage 3 and 5) and a Windfall Assessment contained in the Five Year Housing Land Supply Report (Stage 4).

4 Stage 1: Site Identification

Geographical Area

- 4.1 The PPG states that the area selected for the SHELAA assessment should be the plan-making area; this could be the local planning authority area, two or more local authority areas, areas covered by a spatial development strategy, or areas covered by the Local Enterprise Partnership.
- 4.2 Previously, the SHELAA methodology was undertaken at ‘Outer Nottingham Housing Market Area’ level comprising Ashfield District Council, Mansfield District Council and Newark & Sherwood District Council. The area covered by the SHELAA is now based on the administrative boundary of Newark & Sherwood District Council instead of the wider Housing Market Area.

Site Identification

- 4.3 The sites identified in the SHELAA have come from a number of sources. Potential sources that may have been used to collate the SHELAA sites are listed in the table below.

Table 1: SHELAA Site Sources

Type of Site	Potential Data Source(s)
Existing housing and employment allocations	Adopted Development Plan
Planning permissions for housing and employment development that are unimplemented or under construction	Contained in separate NSDC Housing Land Supply Database and Employment Land Monitoring Reports
Planning applications that have been refused (including those subject to appeal) or withdrawn.	Desktop review
Undetermined planning applications, including those subject to pending legal agreements.	Desktop review
Pre-application enquiries that haven’t progressed	Contact landowner / applicant
Land in local authority ownership	Engagement with NSDC and general day-to-day liaison
Surplus public land / land likely to become surplus	Engagement with public bodies via informal ‘call for sites’ exercise.
Rural Sites	Desktop review
Redevelopment / redesign of established employment areas	Existing SHELAA sites Local knowledge
Sites in and adjoining settlements	Local Plan Evidence Base
Potential urban extensions and new settlements	‘Call for Sites’ exercise

Call for Sites

- 4.4 The District Council will carry out a ‘Call for Sites’ exercise in 2025 to provide landowners and developers an opportunity to submit their sites.
- 4.5 This exercise will seek the following type of information:
- Site ownership details
 - Legal issues/constraints

- Current and potential land use
- Any viability information
- Estimated timescales for delivery
- Environmental information
- Any known constraints
- Access to utilities, road network and any neighbour issues.

4.6 As historically, the ‘call for sites’ submission will be kept ‘open’. Any sites submitted after the end of the formal ‘call for sites’ exercise will be assessed as part of the next update of the SHELAA.

Determining Which Sites and Areas Will Be Surveyed

4.7 The PPG requires plan-makers to assess a range of different site sizes, from small-scale sites to opportunities for large-scale developments such as village and town extensions and new settlements where appropriate and necessary.

4.8 The PPG is clear that sites should not be excluded from the assessment simply because of current policy designations. It states that *‘there may be some sites which, when taking into account national policy and designations, it will not be appropriate to carry out these more detailed assessments for, where it is clear that they will not be suitable for development.’* These initial surveys should be proportionate.

4.9 Previously, sites submitted for residential development were filtered out if they had capacity for less than 5 dwellings or for employment development this was less than 0.25ha in size or less than 500 sqm in floorspace. This is proposed to remain the same.

4.10 A number of national and local designations and other factors have informed the Stage 1 assessment. These factors include Flood Zone 3, Sites of Special Scientific Interest (SSSI) and maintaining the minimum site threshold detailed above. Table 2 below sets out the criteria for excluding sites from the Stage 1 Assessment.

Table 2: Exclusion Criteria for Stage 1

Stage 1 Criteria	Reason
Sites with capacity of less than 5 dwellings for residential or 0.25ha for employment (or 500sqm of floorspace)	This is in accordance with PPG. Sites can still come forward through the planning application process.
Sites within Flood Zone 3	Land that is wholly in flood zone 3 will not be included in the SHELAA. Sites that lie partly within flood zone 3 will be carefully considered at Stage 2.
Designations including Special Area of Conservation (SAC), Sites of Special Scientific Interest (SSSI), Local Nature Reserve, Ancient Woodlands, Scheduled Ancient Monuments.	These are important designations and any sites for development within these designations will be excluded. Any sites adjacent to these designations will be carefully considered at Stage 2.

4.11 Green Belt has been excluded from this list as it tightly constrains several key settlements (including Lowdham, Blidworth and Rainworth), and as a result may be prohibitive to achieving a sustainable growth strategy for the District. Therefore, sites will not automatically be screened out based on their location in the Green Belt. A standalone Green Belt Assessment will be undertaken which will assist the Council in determining whether there are specific

areas of land that could be considered for release from the Green Belt to aid meeting housing and / or employment need.

- 4.12 Any site that is wholly, or mostly affected by any of the criteria in Table 2 will be excluded from the assessment. Where only part of a site falls within any of the criteria above, a judgement will be made whether to include the site in the SHELAA and the developable area will be reduced.
- 4.13 If there are insufficient sites to meet the housing need, it may be necessary for sites excluded at Stage 1 to be assessed through Stage 2.

5 Stage 2: Sites / Broad Location Assessment

5.1 Stage 1 will result in a list of identified sites for further assessment for housing and economic development. Stage 2 involves an assessment of the development potential of these sites and will determine whether the SHELAA sites are considered to be 'available, suitable and achievable'. The Stage 2 assessment also takes account of the findings of the desktop review.

Assessment of Availability

5.2 The starting point of Stage 2 is to determine if the site is available for development. The majority of the sites have been identified through 'call for sites' submission by a landowner or developer.

5.3 For new sites put forward through the 'Call for Sites' exercise, whereby a completed submission form is submitted, the site will automatically be deemed available. If sites have been identified through other means, such as refused planning applications, efforts will be made to identify landowners and contact them to seek their views on the potential availability of the site for development and, where possible, obtain a completed Call for Sites submission. Where it is not possible to identify or contact owners, a reasoned judgement will be made as to the likelihood of development coming forward on individual sites and therefore whether the site should be deemed available or not.

5.4 Sites with extant planning permission will be assessed as 'available' unless there is evidence to suggest otherwise.

5.5 The Council will endeavour to confirm availability at regular intervals to ensure that the sites continue to remain available for development. Where the Council has been unable to contact the landowner / developer, or a landowner confirms that there is no longer an intention to develop the site, the site will be treated as 'not available'.

5.6 Landowners with sites previously contained in the SHELAA will be contacted in 2025 inviting them to complete the new SHELAA form which has been prepared as part of updating this methodology.

5.7 Based on the assessment of availability, sites will be split into one of the following categories:

- **Red** will generally indicate that a site is not available;
- **Amber** will indicate that a site is potentially available / available in the future;
- **Green** will indicate that the site is available now.

Assessment of Suitability

5.8 The PPG requires an assessment of the suitability of the site for the intended use or mix of uses. These may include, but are not limited to:

- market housing;
- affordable housing
- self-build;
- housing for older people; and
- economic development sites.

5.9 The assessment of the suitability of sites is guided by the Development Plan and national policy, and by market and industry requirements.

- 5.10 The Council has developed an assessment framework for the SHELAA that will align with, and input into, the Local Plan site assessment and Sustainability Appraisal assessments, that will be undertaken as part of the preparation of the forthcoming Local Plan. The table below sets out the assessment criteria that will be used to assess the suitability of sites for development. A traffic-light system will be used to assign colours to each assessment factor:
- **Red** will generally indicate that a site is not suitable (and no mitigation measures could make it suitable) with respect to that factor;
 - **Amber** will indicate some constraints or negative impacts that can potentially be mitigated against / resolved;
 - **Green** will indicate a high level of suitability on that factor.
- 5.11 Based on the assessment of all the factors, Officers will then make a judgement as to the site's overall suitability. The suitability factors includes:
- Location in relation to existing settlement;
 - Land use classification;
 - Compatibility with the surrounding uses;
 - Access to services via public transport / walking;
 - Proximity and access to green spaces;
 - Policy considerations;
 - Physical constraints (including highways);
 - Impact of landscape and biodiversity and historic environment.
- 5.12 Sites with extant planning permission, or where planning permission has recently lapsed will be presumed to be suitable. Sites with constraints that need further investigation are categorised as 'may be suitable'. Sites where constraints are insurmountable are categorised as 'not suitable'.
- 5.13 In some instances, the suitability of a site may not be assessed due to the site not being available.

Assessment of Achievability

- 5.14 A site is considered achievable where there is a reasonable prospect that the type of development in question will be delivered on site within the timescale envisaged. This is essentially a judgement about the economic viability of a site, and the capacity of the developer to complete the development over a certain period.
- 5.15 As it is impractical to undertake a detailed viability assessment of each of the SHELAA sites, the Council has drawn from the following in order to make an assessment of achievability:
- Information taken from 'call for sites' form;
 - Informal discussions with landowners;
 - Existence of any interested parties;
 - Existing evidence base, including the assumptions in the Whole Plan Viability Assessment;
 - Build rates for similar / nearby sites;
 - Residential market strength in the area;
 - Identified constraints e.g. ground conditions, abnormal costs.
- 5.16 The findings from the achievability assessment will be categorised as set out below. As this is a high-level judgement, further detailed assessment of the site by the landowner may be able to demonstrate that the site is at least potentially available.

- **Red** will generally indicate the site is not achievable;
- **Amber** will indicate the site might be achievable or potentially be achievable in the future;
- **Green** will generally indicate the site is achievable now.

5.17 In some instances, the achievability may not be assessed as the site is not available.

Approach to Density

5.18 Another part of Stage 2 is to estimate the number of homes or the amount of employment floorspace and when this might be able to come forward. The PPG advises that the site capacity should be derived from existing Local Plan policies on density. The densities for housing in the table below are derived from the Amended Core Strategy (2019).

5.19 As a 'rule of thumb', the starting point (including where site capacity is not specified in site submissions) for determining site capacity is based on the following proportions and may be applied to the gross site area to give an indication of net developable area for different sizes of sites.

Table 3: Density Assumptions

Housing		
Site Size	Net Developable Area	Density
Newark Urban Area		
Up to 2ha	100%	40dph
2ha to 4ha	80%	
4ha+	65%	
Elsewhere		
Up to 2ha	100%	30dph
2ha to 4ha	80%	
4ha+	65%	
Employment		
Type	Ratio	Comment
Serviced plot on industrial estate fronting road	100%	
Area of land that could easily subdivide into serviced plots with road frontage	100%	
Large area of land on industrial estate too big for single scheme, having regard to other buildings on estate.	95%	Provision for spur road
Major undeveloped part of industrial estate or extension to industrial estate	90%	Provision for roads and landscaping to one or more sides
Small local allocation, requiring infrastructure	90%	Provision for spur road, but landscaping likely to be minimal
Level site allocated for industrial estate	85%	Provision for spur road and landscaping
Site allocated for industrial estate where terracing or bunding is required	75%	Provision for spur road and landscaping
Land allocated for business park with high landscape quality.	75%	Provision for spur road, extensive landscaping, balancing ponds etc
Land allocated for employment use where a singer end user could be in the market.	100%	All land to be taken by single user, surplus areas to be kept for its expansion

5.20 However, whilst the table above is a good starting point, the proportion of developable area in respect of potential sites is likely to vary on a site-by-site basis, depending upon specific site

characteristics. For large sites, a bigger reduction in developable area may reflect access roads, on site open space, sustainable drainage systems and other ecological mitigation that would be expected to be provided as part of the development.

- 5.21 For these reasons, and to cautiously take account of site-specific constraints, when considering housing or employment potential of sites (no. of dwellings / amount of floorspace), the Council will have regard to:
- a. The yield set out in any planning permission or Local Plan allocation;
 - b. The yield indicated in the 'Call for Sites' submission;
 - c. Site constraints, including part of the site that may not be developable due to flood risk, nature conservation value, Biodiversity Gain Hierarchy, etc or that are needed for infrastructure / open space etc;
 - d. Density assessments based on Local Plan policy, and on local circumstances.

Estimated Built-Out Rates and Lead-In Times

- 5.22 The assumptions on build-out rates and lead-in times are set out in the tables below. These are based on past delivery of housing sites in the District since 2013. Unless there is evidence to indicate otherwise, these assumptions will be used to inform the SHELAA trajectory.
- 5.23 The assumptions relating to build-out rates (based on past delivery in the District) are set out in Table xx below. The local evidence will be updated annually as part of the Statement of Five Year Housing Land Supply Report.

Table 4: Assumptions on Build-Out Rates

Site Size	Average Annual Build-Out Rate	Sample Size
SUE's (3,000+ dwellings)	95dpa	2
500-999 Dwellings	46dpa	1
100-499 dwellings	42dpa	8
0-99 dwellings	41dpa	15

- 5.24 The assumptions relating to lead-in times (to first completion) from the granting of planning permission are set out in table xx below. The local evidence will be updated annually as part of the Statement of Five Year Housing Land Supply Report

Table 5: Assumptions on Lead-In Times

Site Size	Lead-In Time	Sample Size
100+ dwellings	2.34 years	11
0-99 dwellings	2.26 years	19

6 Stage 3: Windfall Assessment

- 6.1 The PPG states that incorporating a windfall allowance for housing development in the SHELAA may be justified where a local planning authority has compelling evidence as set out in Paragraph 75 of the NPPF. Such evidence includes proof that such sites have consistently become available in the District and will continue to provide a reliable source of supply.
- 6.2 The NPPF at Paragraph 75 states that:
- “Where an allowance is to be made for windfall sites as part of anticipated supply, there should be compelling evidence that they will provide a reliable source of supply. Any allowance should be realistic having regard to the strategic housing land availability assessment, historic windfall delivery rates and expected future trends.”*
- 6.3 The past delivery rates on windfall sites demonstrate that these have been a reliable source of housing over recent years. A windfall allowance will be factored into the SHELAA in recognition of the significant contribution of windfall sites to housing supply.
- 6.4 The most recent windfall assessment is included in the [2024 Five Year Housing Land Supply Report](#) with a base date of 1st April 2023 – 31st March 2024.
- 6.5 A windfall allowance will not be included in relation to employment land supply as there is insufficient local evidence to support such an approach.

7 Stage 4: Assessment Review

- 7.1. In Stage 4 of the Assessment, an indicative trajectory will be produced to show the development potential of all the sites and when they are capable of being delivered.
- 7.2. 'Deliverable' sites will therefore be those considered capable of delivery in the first five years following the intended date of adoption of the Local Plan and 'developable' sites will be those considered capable of delivery for the subsequent years 6-10 and, where possible, for years 11-15 of the remaining plan period.
- 7.3. Once the indicative trajectory has been produced, the Council will review where there are sufficient sites / locations capable of meeting the housing and employment land need.

8 Stage 5: Final Evidence Base

8.1 In line with the PPG, the SHELAA will have the following outputs:

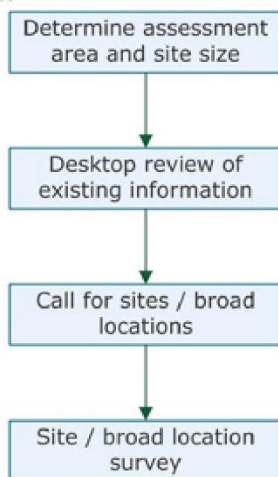
- A list of all sites or broad locations considered and their locations identified on maps;
- An assessment of each site or broad location, in terms of its suitability for development, availability and achievability to determine whether a site is realistically expected to be developed and when;
- An assessment of the potential type and quantity of development that could be delivered on each site / broad location, including a reasonable estimate of build out rates;
- Identifying any barriers to deliver and how this could be overcome;
- An indicative trajectory of anticipated development and consideration of associated risks;
- A list of discounted sites with clearly evidenced and justified reasons.

8.2 The SHELAA will be published as a written report with accompanying maps and assessments grouped by settlement. It will be published on the Council's website. The report will be split into two main chapters; housing and employment.

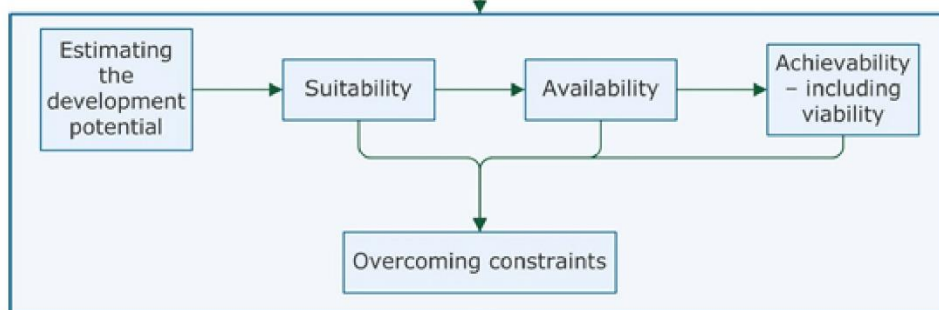
8.3 For each settlement, the SHELAA report will provide a summary of the potential supply from deliverable and developable sites.

Appendix 1: PPG Methodology Flowchart

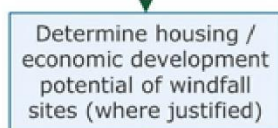
Stage 1- Site / broad location identification



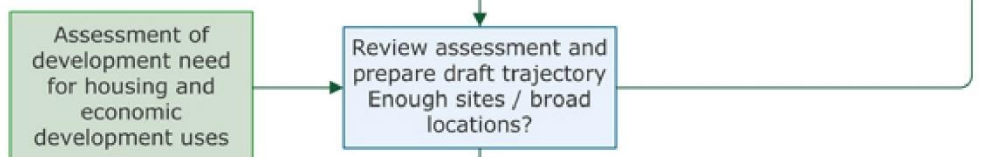
Stage 2 - Site / broad location assessment



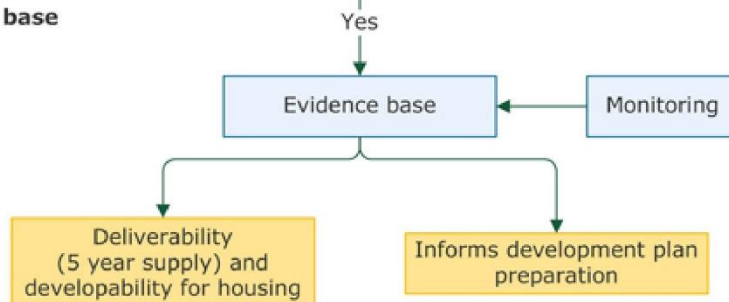
Stage 3 - Windfall assessment



Stage 4 - Assessment review



Stage 5 - Final evidence base



1

¹ <https://www.gov.uk/guidance/housing-and-economic-land-availability-assessment#identification-of-sites-and-broad-locations>



Report to: Cabinet Meeting - 1 April 2025
 Portfolio Holder: Councillor Paul Taylor, Public Protection & Community Relations
 Director Lead: Matthew Finch, Director - Communities and Environment
 Lead Officer(s): Jenny Walker, Business Manager - Public Protection, Ext. 5210

Report Summary	
Type of Report	Open Report / Key Decision
Report Title	Bassetlaw and Newark & Sherwood Community Safety Partnership Strategy
Purpose of Report	To present to Members for approval the new Bassetlaw and Newark & Sherwood Community Safety Partnership Strategy
Recommendations	That Cabinet approve the adoption of the new Community Safety Strategy.
Alternative Options Considered	Community Safety Partnerships are required to have a strategy in place. This document has been adopted by Bassetlaw. There are no other alternative options.
Reason for Recommendations	To ensure Newark and Sherwood District Council meet the requirement from the Community Safety Partnership by adopting the strategy. This directly links to the reduction of Crime and Anti-Social Behaviour Objective from the Community Plan.

1.0 Background

1.1 The existence of a Community Safety Partnership (CSP) is a statutory requirement under Section 5 of the Crime & Disorder Act 1998 (“the Act”), as amended by the Police Reform Act 2002 and the Police & Justice Act 2006. There are a number of ‘Responsible Authorities’ that form the partnership. They are:

- i. The District Council(s)
- ii. The County Council
- iii. The Chief Officer of Police
- iv. The Fire and Rescue Authority
- v. The Integrated Care Boards

1.2 The Bassetlaw and Newark & Sherwood CSP (BNSCSP) meets on a quarterly basis with wider partners through the Joint Strategic Group (JSG). The chair of the JSG represents the CSP at the Nottinghamshire Safer Neighbourhoods Board and this role alternates between the two district councils on a biennial basis.

- 1.3 The CSP and its priorities are determined by statutory requirements set by government and localised priorities and requirements through the Safer Notts Board and related strategic groups.

2.0 Proposal/Details of Options Considered

Community Safety Partnership (CSP) Strategy

- 2.1 Every CSP should have in place a Strategy and a delivery plan that sets out the key themes within the CSP alongside the delivery plan on how actions, activities and other work programmes linked to the strategy to seek improvements for the community.

- 2.2 The Bassetlaw, Newark and Sherwood Community Safety Strategy is provided in Appendix 1. This document has been developed through the CSP, members of the CSP have reviewed the document in its draft form and had an opportunity to provide feedback. The strategy has been formally adopted by Bassetlaw District Council. The strategy document sets out the key legal requirements within the area of community safety and sets out key themes. The key themes are:

- Serious Violence (SV), Violence against Women and Girls (VAWG) and Domestic Abuse
- Anti-Social Behaviour
- Vulnerability and Contextual Safeguarding
- Community Cohesion
- Neighbourhood Crime

- 2.3 The strategy document provides the overarching roles, responsibilities and legal requirements and requires a local delivery plan to detail how each council is working towards the main themes. The NSDC Delivery plan is provided in Appendix 2.

- 2.4 This encompasses work and activities from the NSDC Community Plan, statutory requirements such as PREVENT, Serious Violence, Violence Against Women and Girls (VAWG) to name a few. The local delivery plan enables a fuller picture to be provided and how our work feeds back through the key themes and statutory requirements.

- 2.5 The delivery plan will become the localised action plan for community safety matters and will replace presenting to this committee the previous limited set of priorities but instead enable the committee to have a full oversight of the work to be undertaken and the progress of those actions in line with the key themes. This will further enable the committee to have a broader conversation about prioritises for our communities and see the scale of the work being undertaken.

- 2.6 The strategy was presented to Policy Performance and Improvement Committee in February 2025 and no amendments were requested.

3.0 Community Safety Partnership Review

- 3.1 A countywide decision was taken to complete a full review of the Community Safety Partnerships in place across the county. This work has been ongoing for the last 6 months and draft proposals have been submitted for consultation. A key benefit of this review is to look at the meetings that are attended, the documentation linked to the CSPs and how these can work more efficiently.

- 3.2 As the BNS CSP Strategy was the most recent document in place, it has proved a useful starting point for discussions. The other CSPs have also agreed to adopt the thematic approach developed by Bassetlaw as the basis of their strategies but also as a countywide approach to this work area.
- 3.3 The aim is to ensure that all the work activities and meetings set up, or new or emerging issues that come into place, will always fit within one of the key themes, with cross cutting issues embedded across the areas. This will ensure that any new emerging area is properly considered in line with existing meeting structures and delivery plans rather than creating another meeting, groups, panel etc.
- 3.4 The aim is to also provide a consistent approach at a district and borough for all multi agency meetings held by the district. This will ensure that all partners attending have a clear understanding of the meeting, the terms of reference and allow for more consistent attendance and information sharing. This review work is ongoing with agreed changes to take place during 25/26.

4.0 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.

4.1 Financial Implications FIN24-25/1747

There are no financial implications arising from this report

4.2 Legal Implications LEG2425/7958

It is a statutory requirement pursuant to the Crime and Disorder Act 1998, to formulate and implement:

- (a) a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment); and
- (b) a strategy for combatting the misuse of drugs, alcohol and other substances in the area; and
- (c) a strategy for the reduction of re-offending in the area]; and
- (d) a strategy for—
 - (i) preventing people from becoming involved in serious violence in the area, and
 - (ii) reducing instances of serious violence in the area.

The suggested document will meet the requirements of the legislative requirement.

4.3 Human Resources Implications

There are no human 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.

10.02.25 - Policy & Performance Improvement Committee

Bassetlaw and Newark & Sherwood Community Safety Partnership Progress and Performance Update and Review of Priorities.



COMMUNITY SAFETY STRATEGY

2024-2027

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Foreword

Community safety and crime prevention is a substantial quality of life issue for all of our communities, as individuals and collectively. Delivering good community safety is multifaceted and is not just about tackling crime and disorder, but ensuring good health and wellbeing, suitable housing, safe neighbourhoods and positive economic and social regeneration, as well as community cohesion.

The delivery of our new community safety strategic plan requires all stakeholders, partners and the communities across Bassetlaw and Newark & Sherwood to work towards shared objectives. We will work hard to maximise our effectiveness as a partnership, tackling not only the obvious impact, but also the underlying issues which drive crime and disorder within our communities.

The ability to report concerns in relation to crime and disorder issues is important, as well as how we respond to these issues, providing communities with the confidence that as a partnership, we take these concerns seriously and provide feedback on the actions that have been taken.

This document outlines the partnership's commitment to community safety by way of a strategic plan for the next three years, identifying the actions we will take and what success will look like, so our communities can be assured that as a partnership, we will do all we can to build safer, stronger, and more confident districts.

Introduction

This document aims to clearly articulate the vision, priorities and objectives of the Bassetlaw, Newark & Sherwood Community Safety Partnership (CSP) over the next three years. The strategy will be supported by localised delivery plans with SMART actions to help achieve the objectives at a local level, providing clarity and guidance around national and local requirements through both statutory and non-statutory duties.

This document will link into the corporate plans of our individual District Councils, as well as the many strategies, plans and guidance documents from the Home Office at national level and others at a county level.

Context

There are many pieces of legislation that inform, direct and influence the approach and available responses to community safety. Section 17 of The Crime & Disorder Act (1998)¹ places a statutory duty on relevant authorities to consider the impact they have in exercising their powers and delivering services and do all they reasonably can to prevent crime and disorder in their area. Relevant authorities include local authorities, police, health, probation and social housing providers. Consequently, Community Safety Partnerships (CSPs) evolved from the original Crime & Disorder Partnerships (CDRPs) but their function remains the same in ensuring a multi-agency approach to tackling crime and disorder.

Numerous pieces of legislation have been introduced in recent years that place further statutory duties upon CSPs and/or the partners within. Examples of this include the new 'Public Health Duty' introduced in January 2023 to 'ensure that relevant services work together to share data, intelligence and knowledge to understand and address the root causes of serious violence including knife crime'. In addition, the government have amended section 6 of the Crime and Disorder Act 1998 to ensure that serious violence is an 'explicit priority for Community Safety Partnerships, which include local police, fire and probation services, by making sure they have a strategy in place to tackle violent crime.'²

We need to be prepared and flexible as a CSP to adapt to any future requirements that may be presented to us and continue to work well in partnership. Our three-year strategy is to be reviewed annually but the delivery plan will be a rolling document to ensure any changes or additions can be effectively managed. All such duties will be captured within the delivery plans, in order to keep this document brief and concise.

¹ <http://www.legislation.gov.uk/ukpga/1998/37/section/17>

² [Serious Violence Duty - Statutory Guidance \(publishing.service.gov.uk\)](#)

Bassetlaw, Newark & Sherwood Community Safety Partnership (BNS CSP)

Figure 1. Map of Nottinghamshire Districts and Boroughs



Rank of average score (1 is the most deprived)			
Nottingham	11	Newark & Sherwood	145
Mansfield	46	Gedling	209
Ashfield	68	Broxtowe	220
Bassetlaw	106	Rushcliffe	314

Figure 2. Table of ranked Districts according to IMD Sept. 2019

Based in the East Midlands of England, Nottinghamshire is a two-tier authority with the County Council and seven District/Borough Councils, as illustrated in figure 1. Nottingham City Council works independently of the other local authorities. Nottinghamshire has a population in excess of 826,257³.

Bassetlaw, Newark & Sherwood are two of the most northern districts, with large rural areas and a couple of large towns each. Bassetlaw borders with South Yorkshire, Derbyshire and Lincolnshire which also borders Newark & Sherwood. Bassetlaw currently has a population of approx. 118,351, whilst Newark & Sherwood is approx. 123,383. The table (fig.2) illustrates how the county districts are ranked according to the most recent indices of deprivation out of the 317 districts in England.⁴

Although Newark & Sherwood District Council are covered by the Nottingham & Nottinghamshire Integrated Care Board (ICB), Bassetlaw is under the South Yorkshire & Bassetlaw Integrated Care Service (ICS). We share all other services at county level across Nottinghamshire.

The two separate districts of Bassetlaw and Newark & Sherwood legally became one single CSP on May 1st 2010 under the Crime & Disorder Act 1998.

³ Nottinghamshire Population 2023 | Varbes

⁴ Indices of deprivation published on 29/09/19 - <https://www.nottinghamshireinsight.org.uk/research-areas/deprivation>

Governance Structure and Relationships

Figure 3 illustrates the different Boards/Groups and their association with the SNB. Not all the Boards report into the SNB, although the majority have representation at the Performance Group. This structure is taken from 2020 and may have changed from that time.

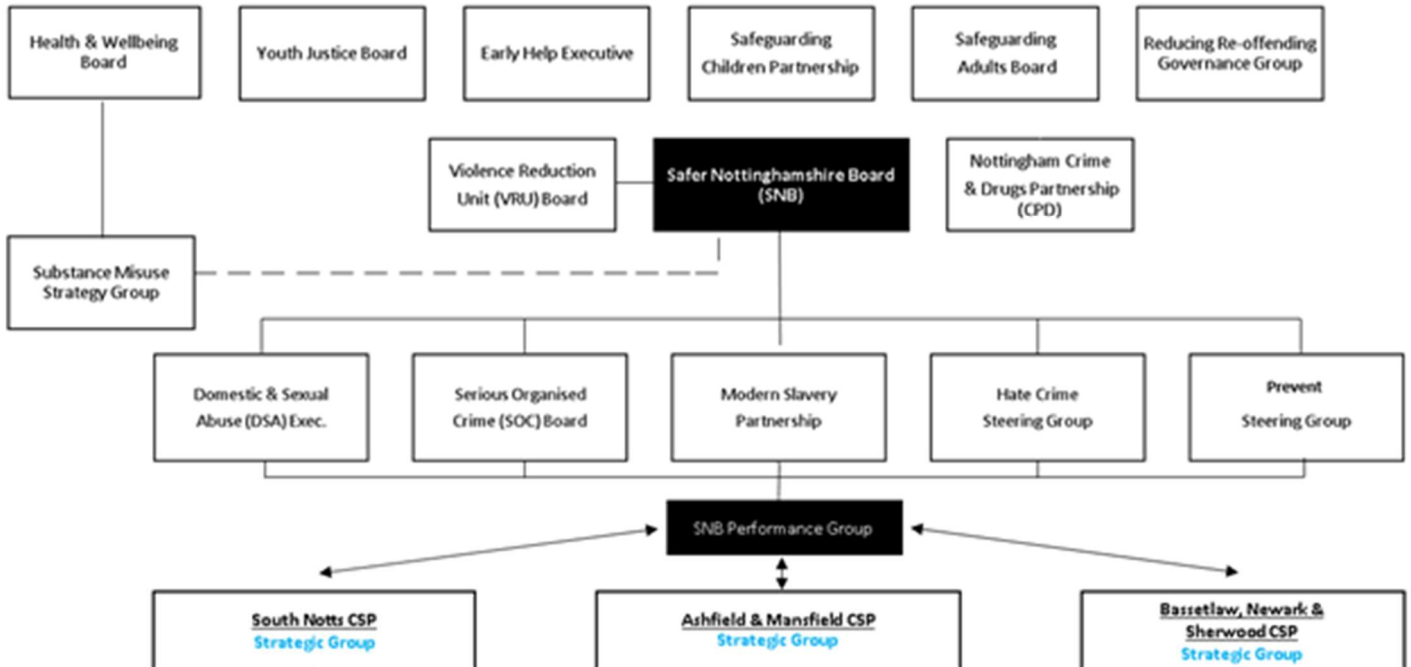


Figure 3. Governance Structure 2020

There are then the following countywide groups with thematic specialisms that should link into the SNB and feed down into the CSPs.

- Domestic Abuse Executive (DSE)
- Modern Slavery Partnership
- Hate Crime Steering Group
- Serious Violence Board and Implementation Group
- Serious Organised Crime (SOC) Group
- Prevent Board & Steering Group
- ASB Taskforce
- Nottinghamshire Fraud Partnership

The Safer Nottinghamshire Board (SNB)

The Safer Nottinghamshire Board is a countywide strategic group (equivalent to Nottingham City’s Community Safety Partnership) that is required under Crime and Disorder Regulations 2007 to ensure the delivery of shared priorities and a community safety agreement (CSA). Its key role is to provide leadership and set the strategic direction for community safety in Nottinghamshire. This is done through an annual strategic needs assessment (SNA) completed by the OPCC which informs the partnership CSA. The SNB was established in 2008 and has fulfilled the requirement for a county strategy group in Nottinghamshire since then. The Board has delegated its comprehensive performance management functions to the Performance Group. This Group is tasked to provide a summary of performance to the Board at each Board meeting together with any exception reports

around areas of poor performance or areas of concern in order that the Board is then able to take key decisions, and areas of excellent/effective performance for the Board to note.⁵

The SNB Community Safety Agreement (CSA) 2023-2025

The 2023-2025 Safer Nottinghamshire Board's CSA (appendix A) identifies the following:

Priorities:

- Domestic Abuse
- Serious Violence (incorporating Young People at risk of offending and/or criminal exploitation, Sexual Violence and Violence against Women and Girls)
- Prevent
- High Harm Offences – slavery and exploitation
- Fraud and Cybercrime

Cross-cutting Themes:

- Reducing Reoffending
- Substance Misuse
- Feelings of safety

Community Safety Partnership led priorities:

- Neighbourhood Crimes – robbery, burglary, vehicle crime and rural crime
- Anti-social Behaviour

Nottinghamshire Office of the Police & Crime Commissioner (OPCC)

The Commissioner sets the priorities for Nottinghamshire Police, to respond to the needs and expectations of communities. They will also ensure that the resources are available to address local and national priorities when they set the budget and they will assess the performance of the Force.⁶ The OPCC conducts an annual strategic need's assessment (SNA) to identify the county's policing priorities that inform the Strategic Framework that Nottinghamshire Police work to and the local Police & Crime Plan (Make Notts Safe Plan 2021-25).

The Make Notts Safe Plan 2021-25

The Make Notts Safe Plan prioritises the following issues:

- Serious violence and knife crime
- Violence against women and girls
- Neighbourhood crimes, including burglary, vehicle crime, robbery and rural crime
- Other high harm offences such as slavery, exploitation and abuse

⁵ SNB Strategic Plan - <https://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Work/Our-Partners/Safer-Nottinghamshire-Board.pdf>

⁶ NOPCC Website - <https://www.nottinghamshire.pcc.police.uk>

And there is a commitment to fulfil responsibilities to:

- Promote equal opportunities and community cohesion between diverse communities and work to eliminate discrimination and harassment
- Have regard to the national priorities for policing set by the Home Secretary, which include terrorism, serious and organised crime, cyber-crime and child sexual exploitation
- Have regard to the need to safeguard and promote the welfare of children

Funding Opportunities

The OPCC provide CSPs and Local Authorities with some of their key funding opportunities. These currently include the Locality, Safer Streets and Safer for All Funds. The BNS CSP has been successful in securing Safer Streets funding through joint bids to the OPCC in recent years, receiving between £100K-£300K per bid per Local Authority.

Locality Fund – annually provides an opportunity for Districts to apply for funding to enable local delivery against the PCCs Make Notts Safe Plan. This can be up to around £30-£40k but varies.

Safer For All - is intended to bolster situational crime prevention initiatives which have a sustainable year on year benefit to ensure maximum value for money e.g. fixed or re-deployable CCTV, CCTV Refuge Cameras, street lighting, target hardening of homes or vehicles, Automatic Number Plate Recognition cameras (ANPR) all of which must support the Commissioner's 'Make Notts Safe Plan' and be located in places where maximum impact can be gained.

Safer Streets – In Nottinghamshire, the local authorities apply for this funding through their joint CSPs via the OPCC. This is a Home Office initiative for crime prevention plans in areas affected by high levels of neighbourhood crime, such as burglary and robbery. In recent years, anti-social behaviour (ASB) and violence against women and girls (VAWG) have also become target themes. The funding is limited to specific local super output areas (LSOAs) that are provided by the OPCC for selection.

Performance Data, Analysis and Monitoring

The Partnership Analyst's role is integral to the work of the CSP in providing and analysing crime and ASB data. This work enables us to monitor, assess and plan our work at a local level, ensuring that resourcing and funding decisions are evidence based. Analytical products currently include a monthly ASB assessment and also a wider crime assessment for the CSP area, broken down to the two districts. The majority of data available is through the police recording systems.

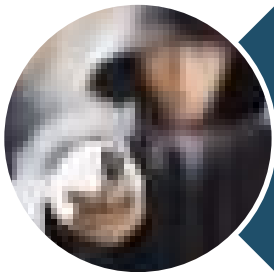
The BNS Joint Strategic Board (JSB) meets on a quarterly basis and will oversee performance, measured through delivery plans and analytical products.

Strategic Objectives



Prevention

- *Provide factual information and advice on all community safety issues to reduce the risk of harm and enable people to make well informed choices in keeping themselves and others safe.
- *Deter offending behaviour through pro-active activity and action.
- *Improve visibility of and accessibility to services and support.
- *Build social capital through positive engagement.
- *Look for opportunities to raise aspirations.



Early Intervention & Enforcement

- *Consolidate clear and efficient pathways from point of report to close of case for offenders, victims and witnesses, to ensure the most appropriate actions are taken expeditiously and with full consideration of evidence.
- *Use evidence based decision-making in resourcing and funding opportunities.
- *Work with partners to solve local issues.
- *Reflect the community's needs in our service delivery by recording and analysing feedback through satisfaction surveys and other research methods.



Safeguarding & Support

- *Provide a customer focused, responsive service that has a robust approach to assessing the individual risk and support needs of victims and vulnerable people, whilst addressing any safeguarding issues.
- *Develop a pro-active approach to all work that considers 'contextual safeguarding' and enables the identification of those who are vulnerable and/or at risk of exploitation in extra familial settings.
- *Pro-actively promote support services.



Collaborative Working

- *Ensure we are legally compliant by having sufficient information sharing agreements (ISAs) in place to enable affective contribution and engagement from all key partners.
- *Ensure that we have appropriate, regular and consistent opportunities for officers to share information and contribute to the process of reducing the risk of harm.
- *Effectively manage and record cases working across partnerships.



to reduce harm across our communities, whilst making them safer, more inclusive and cohesive

We aim to achieve this vision by addressing each of the **5 thematic priorities** within our delivery plans under the following **strategic objectives**. Substance & alcohol misuse is a cross-cutting theme throughout each priority and will need to be addressed in relation to each.

Thematic Priorities

We have identified 5 Thematic Priorities. Substance and alcohol misuse is not a priority theme on its own as it cuts across each area and so will be considered as part of each priority.



Serious Violence (SV), Violence against Women & Girls (VAWG) & Domestic Abuse (DA)

What will we do?

- Raise awareness within the communities and ensure staff are trained to recognise and report concerns
- Engage with and contribute to the work of the Nottinghamshire Violence Reduction Partnership (VRP) and Domestic Abuse Partnership Board, through local delivery plans
- Consider all opportunities for targeted diversionary activity where funding and resources are available
- Promote and support the 'healthy relationships' and 'knife crime' education within schools
- Embed existing safety campaigns across licensed premises and engage in further safety activity within the night-time economy (NTE)
- Further develop relationships and activity with specialist commissioned service providers such as Women's Aid and Equation
- Build on the existing network of CCTV and refuge points across the district to enhance feelings of safety, especially for women and girls
- Engage with and contribute to operational multi-agency meetings to safeguard victims, survivors and vulnerable individuals of domestic abuse
- Provide safe accommodation for survivors of domestic abuse
- Achieve DAHA Accreditation in relation to domestic abuse

How will we measure performance?

✓ Compliance with the Serious Violence Duty	- Notts OPCC
✓ # Incidents of violence with injury	- Notts Police
✓ Hospital admissions for injury with a sharp object	- ICB/ICS
✓ # Incidents of young people carrying knives	- Notts Police
✓ # Incidents of rape and sexual offences	- Notts Police
✓ # Incidents of VAWG in public places	- Notts Police
✓ # Incidents of domestic abuse and repeat cases	- Notts Police
✓ # Domestic homicides	- Notts Police
✓ # MARAC referrals	- Notts County Council
✓ % accessing safe accommodation	- Notts County Council

Anti-social Behaviour (ASB)

What will we do?

- Raise awareness of ASB within communities, promote reporting methods and encourage reporting
- Deal with all reports of ASB expeditiously and robustly in line with local policy and the ASB Protocol as part of the Nottinghamshire OPCC's ASB Task Force
- Increase the identification and targeting of offenders through improved evidence gathering
- Provide high-visibility foot patrols to tackle issues of ASB and promote feelings of safety in town centres and other locations as appropriate
- Support and develop key initiatives focused on prevention and early intervention, referring young people into available programmes
- Facilitate regular partnership surgeries in key locations
- Continue to work closely with the CCTV Control Room staff to gather evidence
- Facilitate, engage with and contribute to the ASB and Partnership Problem-Solving meetings to more effectively address problematic and persistent issues – working with youth offending service, education, social services, CGL etc.
- Work closely with schools as partners to deter offending behaviour and better manage local issues
- Effectively use available equipment such as deployable CCTV and body-worn cameras to support the evidence gathering process
- Consider all opportunities for diversionary activity where funding and resources are available
- Consider how funding opportunities such as Safer Streets, Locality funding and Shared Prosperity Fund might be used in tackling ASB
- Make full use of our licensing laws to improve the management of licensed premises
- Develop and work to a seasonal comms plan to address peaks in activity

How will we measure performance?

✓ Satisfaction Survey	- Notts OPCC
✓ Perception - Crime Survey	- Notts Police
✓ # Incidents of ASB	- Notts Police
✓ # Incidents of ASB (youth / NTE related)	- Notts Police
✓ # Incidents of environmental crime	- BDC
✓ # Repeat victims of ASB	- Notts Police
✓ # Secondary fires	- Notts Fire & Rescue Service

Vulnerability & Contextual Safeguarding

(includes Child Criminal & Sexual Exploitation, Modern Slavery, Human Trafficking & Fraud)

What will we do?

- Raise awareness within the communities and ensure staff are trained to recognise and report concerns regarding exploitation and abuse, to safeguard both children and adults
- Promote and support educational packages and opportunities in schools to educate students and staff around exploitation and abuse
- Target perpetrators and strengthen the community response to tackling these crimes
- Develop understanding and activity around contextual safeguarding
- Implement Safe Space Accreditation Schemes
- Ensure support services and multi-agency partnership working is in place regarding vulnerability including mental health and substance & alcohol misuse.
- Support and develop key initiatives to improve the lives of vulnerable residents
- Facilitate, engage with and contribute to local multi-agency safeguarding meetings such as complex case, vulnerable people, rough sleepers, CCE/CSE and MARAC panels where appropriate
- Encourage partners to adopt a Modern Slavery Statement
- Ensure local intelligence processes are in place across partners to identify patterns/concerns

How will we measure performance?

✓ Referrals into the Multi-agency Safeguarding Hub (MASH)	- Notts OPCC
✓ Incidents of Child Criminal Exploitation (CCE)	- Notts Police
✓ Incidents of Child Sexual Exploitation (CSE)	- Notts Police
✓ Referrals into the National Referral Mechanism (NRM)	- Notts Police
✓ Intelligence reports into the police	- Notts Police

Community Cohesion

(Counter-Terrorism & Hate)

What will we do?

- Educate our communities and professionals and challenge attitudes that underpin hate
- Facilitate and support schools' Prevent training to ensure staff are able to recognise and report concerns
- Ensure staff are trained to recognise and report hate as an offence itself but also as a motivating factor within other offences such as anti-social behaviour and domestic abuse
- Target perpetrators and strengthen the community response to tackling these crimes
- Raise awareness of radicalisation and extremism, and reporting mechanisms into Prevent, True Vision and the police
- Facilitate, promote and support opportunities for community engagement activity to develop tolerance, cohesion and resilience
- Publish and work in line with the Counter-Terrorism Local Plan (CTLP)

How will we measure performance?

✓ # Referrals into Prevent	- Notts Police
✓ # Incidents of Hate and Hate Crime	- Notts Police
✓ # Schools receiving Prevent training	- Notts Police
✓ Confidence survey	- Notts OPCC
✓ Victim feedback	- Notts Police

Neighbourhood Crime

(Burglary, theft, vehicle crime)

What will we do?

- Raise awareness of crimes and reporting routes
- Develop resident participation initiatives to empower local communities
- Increase the membership of Neighbourhood Watch & Alert
- Target perpetrators and strengthen the community response to tackling these crimes
- Build on the existing network of CCTV and refuge points across the district to increase the capacity for evidence gathering, whilst acting as a deterrent
- Target harden residential properties and public spaces
- Make environmental improvements through regeneration opportunities

How will we measure performance?

✓ Number of burglaries	- Notts Police
✓ Number of vehicle crimes	- Notts Police
✓ Number of thefts	- Notts Police
✓ Uptake of Neighbourhood Watch/Alert	- Notts Police
✓ Confidence survey	- Notts OPCC
✓ Victim feedback	- Notts Police

2025 – 2027

Community Safety Partnership Delivery Plan 2025-26

Author: Yvonne Swinton, Community Protection Manager

Jenny Walker, Business Manager – Public Protection

This delivery plan is a detailed outline of the actions required to support in the delivery of the Community Safety Strategy and NSDC's Community Plan.

Introduction

This delivery plan will describe specific actions to help deliver the objectives of the Bassetlaw, Newark & Sherwood CSP Community Safety Strategy. The actions are split into the four strategic themes shown below, which prevents duplication and allows cross-over of the many crime and thematic areas. All individual thematic plans have been incorporated into this main document to allow for more effective delivery and monitoring. It will include all statutory duties and agreed actions across the many countywide partnerships and is a flexible working document that can be added to and amended.



Strategic Themes

PREVENT

- Provide information and advice on all community safety issues, to reduce the risk of harm and enable people to make well-informed choices in keeping themselves and others safe. This will be achieved through:
 1. Training.
 2. Communications.
- Deter offending behaviour through pro-active approaches (such as the broken window theory and diversionary activity).
- Improve visibility of and accessibility to services and support.
- Build social capital through positive and targeted engagement.
- Look for opportunities to raise aspirations and help achieve them.

RESPOND

- Consolidate clear and efficient pathways from point of report to close of case for offenders, victims, and witnesses, to ensure the most appropriate actions are taken expeditiously and with full consideration of evidence.
- Use evidence-based decision making in resourcing and funding opportunities.
- Work with partners to solve local issues.
- Reflect the community's needs in our service delivery by recording and analysing feedback through satisfaction surveys and other research methods.

SUPPORT

- Provide a customer focused and responsive service that has a robust approach to assessing the individual risk and support needs of victims and vulnerable people, whilst addressing any safeguarding issues.
 - Domestic abuse, stalking and 'honour'- based abuse (DASH)
 - Anti-Social Behaviour (ASB)
 - Risk assessments.
 - Signposting.
- Develop a pro-active approach to all work that considers 'contextual safeguarding' and enables the identification of those who are vulnerable and/or at risk of exploitation in extra familial settings.
- Pro-actively promote support services.

COLLABORATE

- Ensure we are legally compliant by having sufficient information sharing agreements (ISAs) in place to enable affective contribution and engagement from all key partners.
- Ensure that we have appropriate, regular, and consistent opportunities for officers to share information and contribute to the process of reducing the risk of harm.
- Have clear and concise recording case management across partnerships.

Prevention

Working proactively with our partner agencies to prevent crime and anti-social behaviour.

Method	By when	Lead	Action(s)	Update(s)	R A G
Objective 1: Provide information and advice on all community safety issues					
Policies, Procedures and Statements	31/3/2025	JW/YS	1) Provision/review and refresh of corporate policies and procedures on <ul style="list-style-type: none"> a. Domestic Abuse b. Safeguarding c. ASB Policy d. Enforcement Policy 	<p>NSDC is currently undertaking the DAHA Accreditation process and the ethos will be embedded into all policies to ensure compliance across the organisation. The accreditation is expected to be obtained in December 2025.</p> <p>Domestic abuse policies to be reviewed to include both inward and outward facing documents for victims and perpetrators of domestic abuse. This will also include safeguarding as it is often intrinsically linked to domestic abuse as a wider safeguarding context.</p> <p>The NSDC ASB Policy is currently being refreshed and updated as part of the standard review process.</p>	
	31/3/2025	JW/YS	2) Consideration of how the following are included within NSDC corporate policies and/or if they should be: <ul style="list-style-type: none"> a. Violence Against Women & Girls (VAWG) b. Prevent (Counter-Terrorism) c. Modern Slavery & Human Trafficking d. Hate 	<p>NSDC has undertaken the benchmarking process for our PREVENT readiness. This has highlighted some areas that require improvement, mostly around training. As part of the countywide PREVENT Delivery Group a revised training programme is being rolled out through 25-26.</p> <p>Modern Slavery is now managed by the countywide Slavery and Exploitation Team managed by Nottingham City Council. Referrals can be made by any</p>	

			<ul style="list-style-type: none"> e. Serious Violence (SV) f. Fraud 	<p>agency and multi agency meetings to discuss cases have been set up alongside countywide overview meetings.</p> <p>NSDC has a serious violence action plan developed across the CSP with the Violence Reduction Partnership. The progress is reviewed on a quarterly basis.</p>	
	On-going	JW/YS	3) Consider the use of the Police Designing Out Crime (DOC) Officers in planning for both short and long term projects.	DOC Officers have been used for various projects this year including a review of Newark Town Centre, Balderton Lakes and shops and Yorke Drive.	
			4) Develop a local situational risk assessment (RSA) using the county Counter-Terrorism Local Plan (CTLP) for Prevent	NSDC is in the process of developing the Local Situation Risk Assessment using the recently released CTLP document issued.	
	Completed	JW	5) Produce and publicise a Modern Slavery and Human Trafficking Statement	Published online, NSDC website and Intranet. 25/26 both documents to be reviewed.	
	On-going	NR/YS	6) Conduct Domestic Abuse Related Death Review (DARDR) when required within specified framework	<p>DV Co-ordinator Newark and Sherwood and Bassetlaw leads on this working with Community Protection Manager as appropriate.</p> <p>A county review is currently underway to establish the benefits of managing DARDR's from a central location within Nottinghamshire.</p> <p>Currently managing 3 DARDR's across the CSP.</p>	
Training	On-going	JW/YS	7) Provision of mandatory training modules for all NSDC staff on <ul style="list-style-type: none"> a. Domestic Abuse b. Safeguarding c. Prevent 	<p>Discussions to be held with HR for definitive list of themes to be added to the mandatory training.</p> <p>All training will be provided in various formats dependent on need of role within the authority.</p> <p>Three further ASB Officers to be fully trained into the additional responsibility of Safeguarding Officer and to form part of the NSDC Safeguarding team.</p>	

	On-going	JW/ YS	8) Review the provision of staff training modules on a. Hate / Unconscious Bias. b. Bystander/Upstander (VAWG/DA/SV) c. Modern slavery & human trafficking. d. Fraud and Cybercrime. e. Substance Misuse.	The new LMS, Ambition Academy will be used where possible for online training and the recording details for each member of staff.	
	April 2025	YS	9) ASB and Community Protection Team to have training on a. Evidence gathering and statements. b. Contextual safeguarding.	Evidence gathering and statement training took place in Nov/Dec 2024.	
	On-going	JW/ YS	10) Consider and deliver a collective community safety package of training for Elected members.	25/26 in person training to be developed.	
Comms	On-going	JW/ YS /SM	11) Produce a NSDC information sheet of community safety campaigns (newly developed or existing) for: a. Anti-social Behaviour (ASB) b. Domestic Abuse (DA) c. Violence Against Women & Girls (VAWG) d. Prevent (Counter-Terrorism) e. Modern Slavery & Human Trafficking f. Hate g. Serious Violence (linked with VAWG) h. Fraud i. Neighbourhood Crime	25/26 develop leaflets and look to update website.	
	On-going	YS /SM	12) Embed quarterly meetings with the Comms team to review and update the events calendar for consistent forward planning in relation to the afore-mentioned campaigns	Regular meetings currently held with Comms for ASB and Domestic Abuse. These need to be extended to include the other areas and take place quarterly.	

	YS /SM /KS	13) Provision of material to educate and raise awareness and provide information on reporting pathways.	<p>Report It campaign leaflets are used in areas where there is believed to be under reporting and where there is an increase in ASB. New fridge magnets detailing reporting pathways distributed at Community Safety events.</p> <p>DA/VAWG campaign materials obtained and distributed in line with national events.</p> <p>Active involvement by Community Safety on the Cocaethylene nights of action. Materials distributed within the nighttime economy to raise awareness.</p>
April 2025	YS /SM /KS	<p>14) Review and refresh of NSDC community safety web pages with signposting to include:</p> <ul style="list-style-type: none"> a. Anti-social Behaviour (ASB) b. Domestic Abuse (DA) c. Hate d. Prevent (Counter-Terrorism) e. Modern Slavery & Human Trafficking f. Violence Against Women & Girls (VAWG) 	<p>Web training has been received by members of the team and website meetings have been diarised to address all areas that need reviewing and refreshing.</p>
April 2025	YS /KS	<p>15) Display the below corporate policies on the web pages (inter/intranet)</p> <ul style="list-style-type: none"> ✓ Domestic Abuse ✓ Safeguarding ✓ ASB 	<p>We have adopted the Nottinghamshire District Councils and Borough Children and Adult Safeguarding Policy, and a link is provided from our website.</p> <p>Domestic Abuse Policy to be reviewed as part of DAHA Accreditation.</p> <p>ASB Policy in final draft stage ready to be reviewed – January 2025</p>

	April 2025	YS/ KS	16) Pro-active promotion of Crimestoppers, NeighbourhoodWatch, PubWatch and ShopWatch	We need to add Crimestoppers, and Neighbourhood Watch to website and comms plan.
Partnership Meetings	On-going	YS/ SM/ KS	17) To continue to chair, support and nurture partnership meetings, improving relationships, building on the quality of shared information, and working together to prevent crime and ASB. <ul style="list-style-type: none"> • ASB Panel • Vulnerable Person Panel • Newark and Sherwood Safeguarding and Disruption Panel 	Amount of attendance at meetings and duplication is currently a part of the countywide CSP review.
Education			18) Support the Violence Reduction Partnerships role out of schools-based healthy relationship programmes (Serious Violence/VAWG)	Training involving healthy relationships to be provided by Equation.
			19) Consideration of opportunities for 'consequential thinking' training at primary school level.	The School Safety Challenge, an event that started in 2024 and is running again this year provides up to a 1000, year 5/6 children with the opportunity to take part in a day of learning and consequential thinking around fire safety, water safety, crime, ASB, First Aid and this year will also include the dangers of the rail network, drugs and weapons.

Objective 2: Deter offending behaviour through pro-active approaches

Data Analysis	Ongoing	CSP	1) Agree the frequency and content of analytical products our Analyst can produce at a local level for NSDC to ensure we are sufficiently monitoring: <ul style="list-style-type: none"> a. Anti-social Behaviour (ASB) b. Domestic Abuse (DA) c. Violence Against Women & Girls (VAWG) d. Prevent (Counter-Terrorism) e. Modern Slavery & Human Trafficking f. Hate g. Serious Violence h. Fraud 	Analyst currently provides data on crime types and ASB. Further information can be requested.
	On-going	JW /YS	2) Use the analytical products to inform operational planning in an organised and consistent approach with key partners.	Analytical data is requested and used in all planning including events, prevention, and enforcement.
Visible signage	January 2025	YS	3) Implementation and placement of PSPOs in key locations, supported by pro-active enforcement by Police and Community Protection Officers.	All orders made or renewed in July 2024. Signage being placed across the district. Website is being updated. Training delivered to local policing teams in October 24 to allow them to be proactive with enforcement of PSPO's
		JW /YS	4) Placement of CCTV with signage in key locations.	<p>Currently running a replacement programme of cameras due to the ageing stock.</p> <p>The proposal to bring the CCTV control room back in house is now in the final stages of confirmation. Tender will need to be made available in March/April 2025 for all works to be completed by March 2026.</p> <p>Signage to be reviewed.</p>

		YS	5) Uniformed Community Protection Officers to wear body worn cameras to aid with safety of the officer and the collation of evidence for potential prosecution.	Body worn cameras are being extended to members of the ASB team and other departments such as planning enforcement.
Broken Window Theory		SM	6) Pro-actively engage with households that present untidy/littered gardens and properties to educate, advise and support them in improving and maintaining standards.	Estate walks are conducted on a regular basis with a variety of agencies dependent on the issues present in that area. Action may be taken on any tenured property should there be an issue that can be addressed.
Diversionsary Activity		YS/ SM	7) Look for and consider opportunities for diversionsary activity, especially those that encourage tolerance and integration.	A range of diversionsary activities are considered annually when funding is available from the OPCC. The funding has been decreased year on year and now awaiting information as to the plan for locality funding moving forward.
Thematic Initiatives				
Operational Activity	December 2026	YS	8) Create and implement safe spaces for women and girls to reduce levels of fear (VAWG)	Once the CCTV Control Room is back in house, we will look to introduce 'Help Points' throughout the district.
	April 2026	YS	9) Consider the tactical use of ANPR and CCTV cameras to pro-actively observe criminal and harmful behaviour	There is a high expectation that the new control room will allow the controllers to work in partnership, proactively with the police not just to deter crime but assist in the detention of more individuals involved in crime.
	Ongoing	JW/ YS	10) Target hardening	Where a hotspot area is identified the Designing Out Crime Officer (DOCO) will be requested to carry out an assessment of the area and provide recommendations.
	Ongoing	YS/ NR	11) Sanctuary Scheme	The Sanctuary Scheme is an ongoing provision that provides essential security measures at the homes of survivors of domestic abuse allowing them to stay in their homes.

Objective 3: Improve visibility of and accessibility to services and support

Visible, physical presence	Ongoing	YS/SM	<ul style="list-style-type: none"> Provide high visibility patrols in hot spot areas and other key locations. Activities to be included: <ul style="list-style-type: none"> Regular patrols of designated high crime/ASB areas. Partnership working with Parishes to encourage reporting, attend PC meetings and build relationships with the communities. 	<p>We have 4 Community Protection Officers who have been assigned a specific 'patch' area of the district. In those areas they are building relationships with parishes and the public, supporting other agencies, and reporting issues as they arise.</p> <p>Several hours of patrolling has also taken place in partnership with Nottinghamshire Police as part of their Hot Spot patrols since the Summer 2024. This is due to end at the end of March 2025.</p> <p>Nights of Action arranged regularly with Nottinghamshire Police to target specific 'hotspot' areas, challenge and deal with criminal and anti-social behaviours and offer reassurance to the public.</p>
	Ongoing	YS/SM/KS	<ul style="list-style-type: none"> Attendance at programmed local events within all geographical areas to deter ASB and provide a better customer service. 	<p>A busy programme of events takes place throughout the district every year. Where it is necessary and feasible the Community Protection Officers provide support and attend, to deter ASB along with policing team colleagues.</p>
Virtual Access	Ongoing		<ul style="list-style-type: none"> Use of social media to promote services. Regular programme of social media releases on projects, events, and local issues 	XXX
			<ul style="list-style-type: none"> Promotion of ASB Team, Community Protection Officers on social media to allow greater contact/communication 	XXX

Objective 4: Build social capital through positive and targeted engagement

Engagement	On-going	SM	<p>1) ASB Officers and Community Protection Officers and Housing Wardens to pro-actively plan regular site visits to</p> <ul style="list-style-type: none"> a. familiarise and promote themselves with their local geographical areas, businesses, and residents, especially where there appears to be a lack of reporting. b. Offer advice and signpost support services 	<p>Regular estate walks take place throughout the year involving staff members from NSDC and other partner agencies when required.</p> <p>'Report it' campaigns are completed in areas where there are issues but there is a lack of reporting.</p>
	On-going		<p>2) Help develop, implement, and encourage membership of local Neighbourhood Watch (NHW) Schemes NottsWatch, identifying and supporting potential 'Neighbourhood Alerts'.</p>	<p>A new Neighbourhood Watch is being established in Balderton with the assistance of Safer Streets 5 and Locality funding.</p>
	On-going	YS /SM /KS	<p>3) Where funding opportunities arise, consideration of providing multi-agency events/consultation within the community</p>	<p>Every opportunity will be taken to apply for funding where available.</p>

Objective 5: Look for opportunities to raise aspirations and help achieve them

Positive Messaging	Ongoing	YS/ SM	1) Pro-actively address truancy, working with schools to identify and tackle attendance issues.	All Secondary education provision attends the ASB panel where those young people who are involved in ASB are also often failing to attend regularly at any educational provision.	
	Ongoing	YS/ SM	2) Consider opportunities to tackle the normalisation of drug taking.	All Secondary education schools including alternative provision have been given the opportunity to host Prison Me No Way. An area that is included in their education package is drugs.	
	Ongoing	YS? SM	3) Use of voluntary tools such as ABC's very early on to direct and focus young people.	NSDC follows a young people enforcement process and ABC's form part of that and will be considered when necessary.	
	Ongoing	YS/ SM	4) Enable staff to be familiar and confident with educational and work pathways to advise and signpost young people needing direction	All staff who work with young people are aware of the relevant pathways and can signpost.	
			5) Promote membership of the emergency service and armed force cadets, as well as other positive extra-curricular activities	25/26 develop social media releases to promote. Supported Nottinghamshire Police with their showcase of available diversionary activities within the district in 2024.	
	Ongoing	YS/ SM	6) Consider opportunities to incentivise positive decision-making and behaviour	Where an individual has been subject to either informal or formal interventions and has rectified their behaviour diversionary activities will be sought for them to reward them for their improved behaviour and to continue their non engagement in ASB.	

Response

We want to take a positive and robust approach to dealing with complaints of unacceptable and offending behaviour, parallel and proportionate to the support offered

Method	By when	Lead	Action(s)	Update(s)	R A G
Objective 6: Consolidate clear and efficient pathways from point of report to close of case					
Case Management	April 2025	YS	1) Provision of clear procedures that are understood and adhered to by all relevant staff dealing with reports and delivery of enforcement paperwork	Procedures currently being produced.	
	April 2025	YS	2) Implementation and embedding of procedures for all cases, to include the completion of ASB risk assessments.	Training being arranged. Needs to extend across to Housing to ensure that risk assessments are being produced to the same criteria.	
	Ongoing	YS	3) All aspects of case management to be recorded on Uniform system and system to accurately reflect the status of every case at any given time (within 24hrs of action). Ensure that no cases are left open unnecessarily for long periods of time.	A discussion needs to be held about Ecins and whether this system is to be identified reporting system for all ASB.	
Effective use of legislation	Ongoing	YS	4) Focus on prevention and early intervention through pro-active use of voluntary interventions such as Acceptable Behaviour Contracts (ABCs) early on	All ASB involving young people follows an agreed process. ABC's will always be considered as part of that process.	
	Ongoing	YS	5) Well considered use of the tools and powers available under the ASB, Crime & Policing Act 2014 in civil proceedings and to support criminal charges, informed by effective and expeditious evidence gathering	All tools and powers are utilised where required.	

Objective 7: Use evidence-based decision making in resourcing and funding opportunities

Safer Streets Funding	Oct 2023 – April 2025	JW/ YS	1) Successful delivery of the Safer Streets 5 Project at Balderton North	A Graffiti project and Neighbourhood Watch project are still to be completed but will be completed by 31 st March 2025
OPCC Locality Funding	Nov 2024	YS/ SM	2) Neighbourhood Watch Training - Balderton	Being facilitated with Balderton Parish Council within the local community following on from the work of Safer Streets 5 to embed the volunteers in the process and help to deter crime and ASB.
		YS/ SM	3) Graffiti Project - Edwinstowe	Engagement with young people in a locality of their choice to provide an engagement opportunity and encourage ownership of their local area.
		YS/ SM	4) Cooking Project – Newark/Sherwood	Continuing a successful project run on Yorke Drive in 2023-24, 4 sessions per rotations, with 15 young people per session. Providing young people with the opportunity to learn cookery skills alongside budgeting and cost saving methods. Improvement to community cohesion and relationships between groups of young people. Allowing young people to eat together, promoting healthy habits and conversations without the distraction of phones etc.
		YS/ SM	5) Boxing Project – Newark/Blidworth/Rainworth	Provide sessions to young people to take part in boxing sessions at a local club. Some of the young people will be referred/offered the opportunity via the ASB Panel, others will be via local Young People’s Centres. To positively engage young people in a sport that takes skill and the ability to take absorb and react to leadership/tuition by a coach. To encourage self-control and discipline and the understanding of consequences. To reduce incidents of youth related ASB.
YS/ SM		6) DJ Skills Workshops	To be delivered through Young People’s Centres provision. The Young People’s Centres have provided some sessions, and this will allow further sessions and	

				engagement through the Youth Service, encouraging young people to learn new skills and to engage within the Young People's Centres
	June 2025	YS/ SM	7) School Safety Challenge	Following the success of the 2023/24 safety event and the learning from this, to provide the same in spring 2025. Delivery sessions to include water and fire safety, ASB & wildlife crime, first aid, conservation awareness, drugs awareness and we would look to expand on last year's event to include safety on railways/railway lines and online safety. Last year's event was delivered to over 850 Year 6 students, and we would hope to achieve the same.
OPCC Safer for All Funding			1) Rural Crime project has been funded by the safer for all funding.	Drones and target hardening measures being introduced to farming communities. This project concludes March 25.
Other Funding				

Objective 8: Work with partners to solve local issues

	Jan 2024	JW/ YS	1) Attend Nottinghamshire Police MAPPS meeting to ensure agreement with priorities and share information as to issues in the locality.	Regular attendance at MAPPS enabling discussion on the priorities within the local community.
		YS/ SM	2) Ensure all ASB Officers know and are able to directly contact the housing, environmental health, and NPT officers for their area.	All ASB Officers work in partnership with other teams/organisations both internally and externally.
			3) The panel meetings, ASB, VPP, NSD, CCE, MACE to be attended.	Regular attendance at all panel meetings to allow for effective sharing of information.

Objective 9: Reflect the community's needs in our service delivery

	March 2025	YS	1) Produce and implement victim satisfaction surveys for the completion of cases	25/26 look to develop surveys and distribute.
		YS	2) Ensure all analytical products provide the appropriate information at regular intervals to coincide with any planning.	Police Analyst is the main source.

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Support

We want to ensure that victims, witnesses, and vulnerable people have the support they need

Method	By when	Lead	Action(s)	Update(s)	R A G
Objective 10: Provide a customer focused, responsive service that has a robust approach to assessing the individual risk and support needs of victims and vulnerable people, whilst addressing any safeguarding issues.					
	On-going	JW/ YS	1) Ensure referral pathways are clear and accessible to all staff and members of the public where appropriate for: <ul style="list-style-type: none"> a. Victim Care b. The Family Service c. CGL – drug and alcohol support d. Futures NEET e. Women’s Aid f. Equation g. Suicide Prevention h. Prevent (Counter-Terrorism) i. Modern Slavery & Human Trafficking j. Hate k. Fraud 	25/26 regular updates of website information.	

Objective 11: Develop a pro-active approach to all work that considers 'contextual safeguarding' and enables the identification of those who are vulnerable and/or at risk of exploitation in extra familial settings

	On-going		1) Provide training for staff on 'contextual safeguarding'	All safeguarding training is currently under review.	

Objective 12: Pro-actively promote support services

	On-going	YS/ SM	4) Women's Aid and Equation	Proactive support given at all opportunities to Women's Aid and Equation. The promotion of these services is both inward and outward facing.	
			5) CGL	CGL is often referred to in signposting or recommended pathway.	
			6) Victim Care	Referrals frequently made to victim care and the victim care fund is used to assist people to feel safer in their homes.	

Collaborative Working

We want to ensure that all relevant agencies collectively engage with and contribute to resolving local issues

Method	By when	Lead	Action(s)	Update(s)	R A G
Objective 13: Ensure we are legally compliant through GDPR and any other relevant legislation to enable affective contribution and engagement from all key partners.					
Legal Compliance	On-going	JW/ YS	1) Work with Information Governance to ensure there are sufficient information sharing agreements (ISAs) in place for all relevant partners.	25/26 ISAs to be reviewed.	
	On-going	JW/ YS	2) Provision of appropriate confidentiality agreements/documents that are available to be used for any partnership meeting in person or virtual.	25/26 to be reviewed.	
	On-going	YS	3) All Uniform/Ecins users to manage 'information' in accordance with GDPR	25/26 A discussion to be held on Ecins and its usage within NSDC.	
	ASAP	JW/ YS	4) All relevant staff to complete mandatory GDPR training	GDPR training is available on the LMS Ambition Academy	

Objective 14: Ensure that we have appropriate, regular, and consistent opportunities for officers to share information and contribute to the process of reducing the risk of harm.

Partnership Forums		BNS CSP	1) As a CSP, review the terms of reference for the strategic and operational groups, incorporating the new strategy and delivery plans to monitor and measure performance.	Review of CSP is currently in progress	
	On-going	JW/YS	2) Represent BDC as their lead officer at county led partnership groups/boards/meetings for: <ul style="list-style-type: none"> a. Prevent b. VAWG & SV – VRP c. Domestic Abuse d. ASB e. CCE/CSE 	All meetings are attended	
		JW/YS/N EC	3) Review the Community Trigger/ASB Case Review process across the CSP to ensure consistency and confidence for both staff and the public.	Will be completed through the CSP review.	
		JW/YS	4) Work with Probation and other agencies, to identify and manage those who are going to be released from custody, to help integrate them back into the community, away from circumstances that may have contributed to their offending.	Some discussion around prisoners being released from prison is discussed at MAPPS where relevant.	

RAG Classification	
RED STATUS	Actions underway but no significant change in target and performance measure.
AMBER STATUS	Actions underway with evidence of significant shift and direction of travel in target and performance indicator.
GREEN STATUS	Targets and measures met.

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Report to: Cabinet Meeting - 1 April 2025
 Portfolio Holder(s): Councillor Paul Taylor - Public Protection & Community Relations
 Director Lead: Matthew Finch, Director - Communities and Environment
 Lead Officer: Jenny Walker, Business Manager – Public Protection, Ext. 5210

Report Summary	
Type of Report	Open Report / Key Decision
Report Title	Domestic Abuse Policy
Purpose of Report	To seek approval for the draft Domestic Abuse Policy to be subject to a 4-week public consultation period prior to approval.
Recommendations	That Cabinet approve: a) a 4-week public consultation for the draft Domestic Abuse Policy; and b) delegated authority be given to the Portfolio Holder for Public Protection & Community Relations in consultation with the Director - Communities & Environment to approve any amendments resulting from the consultation.
Alternative Options Considered	A Domestic Abuse Policy is required to be in place in order to ensure compliance with the Domestic Abuse Housing Alliance Accreditation, there are no alternative options.
Reason for Recommendations	<ul style="list-style-type: none"> To ensure compliance with the requirements of the Domestic Abuse Housing Alliance Accreditation. To continue to seek improvements for those facing Domestic Abuse The recommendations link directly to the Community Plan Objectives of Reducing Crime and Anti-Social Behaviour.

1.0 Background

1.1 Every local authority in Nottinghamshire has committed with Nottinghamshire County Council to seek accreditation through the Domestic Abuse Housing Alliance. This is being supported and funded by Nottinghamshire County Council and provides a dedicated project officer to assist councils in reviewing their policies and procedures to ensure that, as an authority, they are supportive of persons impacted by Domestic Abuse and to ensure that the services they provide to both the public and employees put those impacted and the centre to support their needs.

- 1.2 We have a dedicated project officer working with the Council from Nottinghamshire Women's Aid, who has already assisted Mansfield District Council to become accredited and Bassetlaw District Council, who are nearing completion.
- 1.3 The work required to ensure compliance with the accreditation will reach every aspect of the council services. A full review of key policies and procedures will take place to ensure that, where required, consideration is given to supporting people who have or are impacted by domestic abuse.
- 1.4 All staff and elected members will undertake domestic abuse awareness training and for certain teams that may be more directly involved more detailed training will be provided to ensure that suitable support and signposting to appropriate agencies is undertaken.
- 1.5 In order to seek accreditation, the council will be required to submit evidence of their commitment and processes in supporting those impacted by domestic abuse and key employees will be interviewed as part of the process to ensure that the necessary processes and policies are fully embedded across the organisation.

2.0 Proposal/Details of Options Considered

- 2.1 There are a number of key policies and procedures that require updating and embedding, one of the main policies that relates to our customers is the Domestic Abuse Policy. This draft policy is provided in **Appendix 1** and sets out what people can expect when contacting the council and how we will support those impacted by domestic abuse.
- 2.2 It is proposed that this policy is approved to have a 4 week public consultation period. The policy will be directly shared with our Tenants Engagement Panel, our Engaged Tenants and key stakeholders. This will include Nottinghamshire Women's Aid the commissioned provider for women, children and young people and Equation the commissioned provider for male victims, perpetrator programmes and multi-agency training. The policy will also be available on our website for any public consultation comments and views.
- 2.3 It is recommended that where the consultation responses suggest that necessary amendments are made that these are reviewed and updated as required in consultation with the Portfolio Holder for Public Protection and Community Relations and the Director of Communities and Environment for final approval before publishing onto our website and embedding.

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 FIN24-25/3147

There are no financial implications arising from this report.

3.2 Legal Implications LEG2425/5305

To be accredited by the Domestic Abuse Housing Alliance, the Council must follow eight priority areas, one of which is to have policies which underpin responses that prioritise the safety of the victim, survivors and perpetrators being held accountable for their behaviour and actions. The consultees suggested, ensures that there is inclusive consultation regardless of gender.

3.3 Human Resources Implications HR2425/7802 FK

Initial planning regarding the staff awareness is underway and the Council intends to work with our Learning Management System provider to create the appropriate content and to ensure that it is available to staff. This will be rolled out with consideration to other training requirements to ensure that staff are able to complete it effectively.

Internal communications will be carried out in a sensitive manner with consideration to the impact that this subject may have on individuals and any additional support that may be required.

If HR policies are impacted as part of the review, any changes will be subject to relevant approvals including at the JCC.

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

Newark & Sherwood District Council

Domestic Abuse Policy

Keeping People Safe from Harm and Domestic Abuse

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1 Document Version Control

	Last Modified	Last Modified By	Document Changes
0.1	February 2025	Christie Conroy	Document first created
0.2	March 2025	Jenny Walker	Minor review amendments in advance of cabinet approval

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3 Domestic Abuse Policy for Residents

3.1 Purpose

The purpose of this policy is to set out our commitment to dealing with domestic abuse, supporting survivors and holding perpetrators of domestic abuse to account. It sets out our core aims, values and principles and outlines how we will ensure survivors are seen, heard and believed without judgement.

It explains how we can support you and how we will work in partnership with other agencies to ensure your needs are met. This policy covers all residents, tenants and service users.

We have a zero-tolerance approach to domestic abuse and we will listen to your views when deciding on the best course of action. We believe that no person should live in fear of violence or abuse.

We will raise awareness of domestic abuse in the local community to ensure it does not remain hidden.

3.2 Scope

This policy is for all residents of Newark and Sherwood District Council regardless whether it is a council, private or rented property. We have a separate policy for staff experiencing domestic abuse.

3.3 Definition of Domestic Abuse

Link to full government definition

<https://www.legislation.gov.uk/ukpga/2021/17/part/1/enacted>

Domestic abuse is defined as any of the following:

Physical abuse can include: hitting, punching, kicking, slapping, hitting with objects, pulling hair, pushing or shoving, cutting or stabbing, restraining, strangulation, choking.

Sexual abuse can include: rape and coerced sex, forcing a victim to take part in unwanted sexual acts, refusal to practice safe sex or use contraception, threatened or actual sexual abuse of children.

Violent, threatening behaviour, psychological, emotional or other abuse.

This can leave you with little confidence to change your situation, or that you are powerless to take any action to improve your life, or the lives of your children. This can include Isolating you and not allowing you to see friends or family, or go anywhere on your own, using threats – threats to kill family, children, friends, or pets, or to find you if you were ever to try and leave, putting you down – humiliating, embarrassing or undermining you in front of others.

Economic abuse can include controlling money and bank accounts, making you tell them everything you spend, running up debts in your name, allowing you no say on how you spend your money, refusing to allow you to work.

Discriminatory abuse is motivated by an oppressive and discriminatory attitude towards a person's: Disability, Physical appearance, Learning disability, Mental ill health, Sensory impairment, Race, Religion, Gender/gender identity, Age, Culture, Sexual orientation, Appearance.

Controlling or coercive behaviour underpins domestic abuse and is explained as a range of purposeful behaviours including intimidation, isolation, emotional abuse and manipulation. These behaviours are used in order to achieve power and control in an abusive relationship and reinforce the threat or reality of physical abuse

Modern day slavery, coercive control, so called honour-based violence, forced marriage and female genital mutilation.

It doesn't matter whether the behaviour consists of a single incident or part of an ongoing pattern of behaviour.

For the definition and policy to apply, both people must be aged 16 or over and personally connected. Personally connected is defined as people who:

- are married to each other
- are civil partners of each other
- have agreed to marry one another (whether or not the agreement is still in place)
- have entered into a civil partnership agreement (whether or not the agreement is still in place)
- are, or have been, in an intimate personal relationship with each other
- are, or have been, parents of the same child or children
- are relatives.

Children aged under 18 are also recognised as survivors in their own right if they see, hear or experience the effects of the abuse or are related to the survivor or the perpetrator and safeguarding procedures will be considered.

Domestic abuse is a gendered crime, which is deeply rooted, in the societal inequality between women and men.

Any woman can experience domestic abuse regardless of race, ethnic or religious group, sexuality, class, or disability, but some women who experience other forms of oppression and discrimination may face further barriers to disclosing abuse and finding help.

We recognise that men can also be victims of domestic abuse, however, these experiences disproportionately affect women and girls, who are targeted because of their gender.

3.4 Access to Support

We will provide an environment that is safe and encourages everyone to disclose incidents of domestic abuse and to be given the right advice first time, every time. We will ensure all support offered is based on individual need and ensure our services are inclusive and accessible.

Your information will be stored on a secure system which enables us to log support you have received and share information within Newark and Sherwood District Council teams and with partner agencies as appropriate. You will be informed what data will be stored, your right to access this data and reasons why this data might be shared in order to safeguard.

We will do all we can to ensure you and your family are safe and protected. We will listen to you, support you, and believe you without judgement and not make any assumptions about your experiences. We will listen to what you need and want, respect your choices, support and empower you to make decisions about your safety and housing security.

We will give you a voice as we recognise that survivors are the expert in their experiences and we will use this knowledge to inform the development, delivery and improvement of our services and embed good practice. We will be open, honest and transparent with you at all times.

We will ensure all staff receive training on domestic abuse and they are confident in dealing with disclosures of domestic abuse effectively. We have safeguarding champions who receive additional training. We will use language that is empowering and take the onus of the abuse away from you.

We will support you to complete a safety plan which is a way of helping you to protect yourself and/or your children, helps you plan in advance for the possibility of future abuse and helps you to think about how you can increase your safety either within the relationship or if you decide to leave or end the relationship.

We will give you your options so you can make an informed decision on what you want to happen. If we are concerned about your safety and/or the safety of your children, we will discuss with you our duty to take this further with or without your consent.

We will assess your safety and risk using the Domestic Abuse Stalking and Harassment (DASH) risk assessment. This is a form used UK wide to discuss safety and options.

We will respect and maintain confidentiality, privacy and security of your personal information unless there is a safeguarding concern which we will discuss with you first. We will discuss your housing and tenancy options with you and will make every effort to ensure that a safe environment is provided and we will work alongside specialist agencies to provide advice and assistance.

We recognise that no single agency can tackle domestic abuse and all agencies may hold information that could be crucial to survivor safety. We will work in partnership and share information as appropriate to maximise safety.

We have relationships with specialist domestic abuse agencies and we can signpost you and/or your children to their services if you choose this as an option. They can also support you to access civil and criminal laws, to offer protection and to prevent further abuse. We will promote and provide information on domestic abuse and raise awareness through campaigns and events. We will make available information about the services we offer and partner agencies who can support in a variety of ways including on our website and on internal notice boards.

We will challenge attitudes about domestic abuse and ensure it is spoken about and visible to end the silence and hidden nature of domestic abuse

3.5 How we hold perpetrators to account

We recognise survivors are never responsible for domestic abuse. We will take away any responsibility put on you by using empowering language and ensure we do not 'victim blame' in our terminology. For example: Not saying why doesn't she leave but instead using terms like why would he do that to you?

We will take action to minimise the safety concerns and risks posed by the perpetrator whilst working alongside the survivor and considering their views, opinion, what they want to happen and the best way to manage risk. We will explore options safely including:

- Looking at alternative housing arrangements for the perpetrator
- Exploring civil and criminal options (including injunctions, domestic abuse protection notices/orders) to give the survivor space to think and take action
- Ensuring perpetrators are solely accountable for any damages, arrears and anti-social behaviour that they have caused
- Signpost perpetrators to agencies who can offer them support if they acknowledge their behaviour, want to change and consent to a referral being made.

- Consider taking action against any customer who breaches their tenancy agreement as a result of committing domestic abuse. This may manifest itself as neighbours reporting antisocial behaviour of shouting, swearing, arguing, loud noise etc. This will be subject to our related tenancy and enforcement policies.
- When applying for housing with the Council all residents are asked if they have any unspent criminal convictions, this may affect their chances of being rehoused.

We understand not every survivor will want to end their relationship or will want us to take enforcement action against the perpetrator. We will, therefore, manage risk and ensure that as many safeguards are in place as possible.

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4 Policy Compliance

4.1 Policy Review

The policy will be reviewed by the Safeguarding lead every three years or if there are significant changes in legislation or local policy, to ensure that it is effective and identify any changes that need to be made.

We value the views of our residents and we will listen to feedback and use it to improve the way in which we work when dealing with domestic abuse and reviewing policies and procedures.

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Report to: Cabinet Meeting - 1 April 2025

Portfolio Holder: Councillor Paul Peacock, Strategy, Performance & Finance

Director Leads: John Robinson, Chief Executive
Deborah Johnson, Director - Customer Services & Organisational Development

Lead Officer: Carl Burns, Transformation & Service Improvement Manager, Ext. 5293
Rowan Bosworth-Brown, Transformation & Service Improvement Officer, Ext. 5824

Report Summary	
Type of Report	Open Report / Key Decision
Report Title	Community Plan Refresh
Purpose of Report	To present the refreshed Community Plan 2023-2027
Recommendations	<p>That:</p> <ul style="list-style-type: none"> a) the refreshed Community Plan 2023-2027 be referred to Full Council for approval and adoption; b) the £45,000 budget that was allocated towards activities for Motion for the Ocean as part of the 2025/26 revenue budget setting, be re-allocated into the Flooding Defence Reserve to fund a further Community Resilience Grant Scheme in 2025/26; and c) the transfer of £10,000 from the Cleaner, Safer, Greener reserve to Environmental Services to allow the organisation of day-to-day activities around the commitment to grow ocean literacy (Motion for the Ocean) be approved.
Alternative Options Considered	To not refresh the Community Plan for 2023-2027.
Reason for Recommendations	The Community Plan 2023-2027 is the key document which will set the vision and direction of the Council during a four-year term. As such it is necessary that this document is refreshed throughout the four year term, to ensure the plan reflects the projects and initiatives which are ongoing or yet to be delivered.

1.0 Background

1.1 The Community Plan is the key direction setting document used to outline the priorities and vision of the Council for a four-year term. The current Community Plan has been in place formally since December 2023, when it was approved by Full Council.

- 1.2 The Community Plan is one of a suite of documents, setting out and defining the Councils priorities. Another key document within this suite is the Performance Report, which was refreshed and the performance indicators updated based on the 2023-2027 Community Plan. The new performance indicators came into effect as of Quarter 1 2024/25.
- 1.3 Portfolio Holders, committee Chairs and Vice Chairs have been working to review progress against the Community Plan as it enters the start of the third year. The purpose for reviewing the Community Plan is to understand which actions have been completed and embedded within everyday operations, enabling those to be removed from the plan which allows the outstanding actions to be clearly visible. This visibility then allows the Administration to inwardly challenge whether what is outstanding is still a priority and account for any emerging priorities which have arisen since the development of the plan.

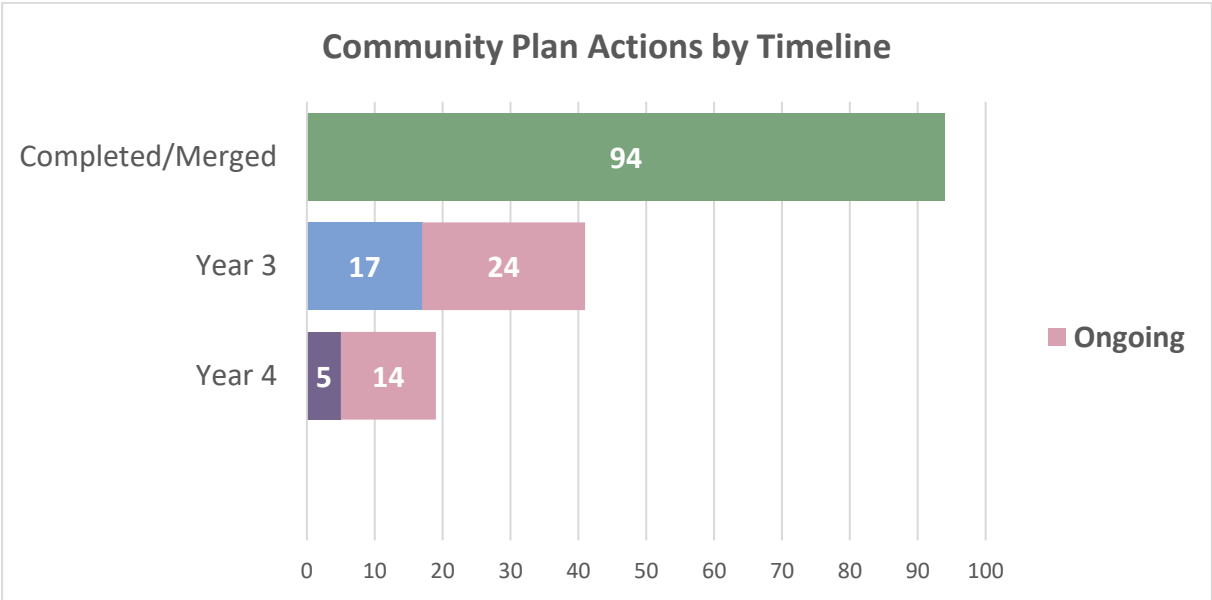
2.0 Proposal/Details of Options Considered

- 2.1. At the core of the Community Plan is its objectives, which consists of 8 objectives covering the breadth of Council business. These objectives were reviewed by members as part of this process, to understand the priority order of each objective and to sense check whether these objectives still reflect the priorities and ambitions of the Council.
- 2.2. As such work has been undertaken within the refreshed Community Plan (**Appendix 1**) to propose that our Objectives are rebranded, to be known as our Ambitions, as well as some changes to the phrasing of particular Ambitions. These Ambitions are reflected by 7 separate statements (*figure 1*).



Figure 1. Community Plan Ambitions

2.3. To complement this, the actions contained within each of the Ambitions have been reviewed to understand whether the actions have been completed and embedded into business as usual and can therefore be removed from the plan, or where crossovers exist and a synergy can be sought between actions and finally, what is currently ongoing or yet to begin and will do so in either year 3 or year 4. All changes to the Community Plan are set out in **Appendix 2**.



2.4. The proposal to remove actions which are complete and have been embedded into business-as-usual processes is necessary for the visibility and accountability of the refreshed Community Plan, however this did mean that our everyday services felt underrepresented within the plan. As described by the LGA, “Local government touches the lives of everybody, every day”¹

2.5. As such it has been proposed that a new page should be inserted within the refreshed plan entitled ‘Services we provide for Communities Every Day’ (page 12, Appendix 1). This forms part of a holistic overview that the Community Plan sets out, from our District, through the mechanics of the Council and how we finance our plans. The inclusion of our everyday services demonstrates why we exist and how we serve communities day in day out, which then leads into the Ambitions the Council has over and above those day-to-day services.

2.6. The process to refresh the Community Plan has also provided an opportunity to identify whereby actions require a change to either the language, resource or emphasis currently detailed. These changes mean that the Community Plan can be adapted to clearly illustrate what the Council aims to achieve for the remaining life of the plan. One such action awaiting this work to be carried out was the update on the Motion for the Ocean Action Plan report to Cabinet in January 2025. Cabinet decided to defer the decision on the allocation of funds to further Motion for the Ocean activities given that the Community Plan refresh was underway with Portfolio Holders, Committee Chairs and Vice Chairs.

2.7. This work has now been completed and the Community Plan refresh proposes to adapt and broaden out the action which describes the Motion for the Ocean, to instead to

¹ [What is local government? | Local Government Association](https://www.local.gov.uk/what-is-local-government/)

outline our ambition to work in conjunction with statutory authorities to promote good river and waterway health. Therefore, it is now recommended that Cabinet approve the re-allocation of the £45,000 that was allocated towards activities for Motion for the Ocean, as part of the 2025/26 revenue budget setting, into the Flooding Resilience Reserve. In addition to this, it's recommended that Cabinet approve the transfer of £10,000 from the Cleaner, Safer, Greener reserve to Environmental Services to allow the organisation of day-to-day activities around the commitment to grow ocean literacy.

- 2.8. The refreshed Community Plan was presented to the Policy and Performance Improvement Committee (PPIC) at the meeting held 10 March 2025, with the recommendation of endorsing the Community Plan and forwarding any comments to Cabinet for consideration. As a result, Members of PPIC voted to unanimously endorse the Community Plan to Cabinet.

3.0 Implications

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

Financial Implications (FIN24-25/6470)

- 3.1 Many of the actions within the Community Plan do not require additional financial resources due to the nature of the actions. For the actions that require additional budget, this budget has been included within the 2025/26 budget or within the Medium-Term Financial Plan.
- 3.2 £45,000 was approved at Council on 6 March 2025 to be spent on activities in relation to the action plan for Motion for the Ocean. This is a one-off budget during 2025/26. The proposal to reallocate this and transfer this into the flooding resilience reserve therefore could be accommodated rather than being spent on the action plan.
- 3.3 There is sufficient monies available within the Cleaner, Safer, Greener reserve to fund the one-off contribution of £10,000 reserve to allow the organisation of day-to-day activities around the commitment to grow ocean literacy. The transfer of £10,000 from the Cleaner, Safer, Greener reserve to Environmental Services would allow the organisation of day-to-day activities around the commitment to grow ocean literacy (Motion for the Ocean) and any surplus at year end can be returned to the reserve and rolled in to the next financial year if needed.

Legal Implications (LEG2425/4045)

- 3.4 Cabinet is the appropriate body to consider the content of the report. By virtue of the Council's Constitution, the Community Plan is part of the Council's Policy Framework, which is reserved to Full Council for approval and adoption.

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.

[Motion for the Ocean – Action Plan Update to Cabinet January 2025](#)

COMMUNITY PLAN 2023 - 2027

REVISED: APRIL 2025



SERVING PEOPLE, IMPROVING LIVES



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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'

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.



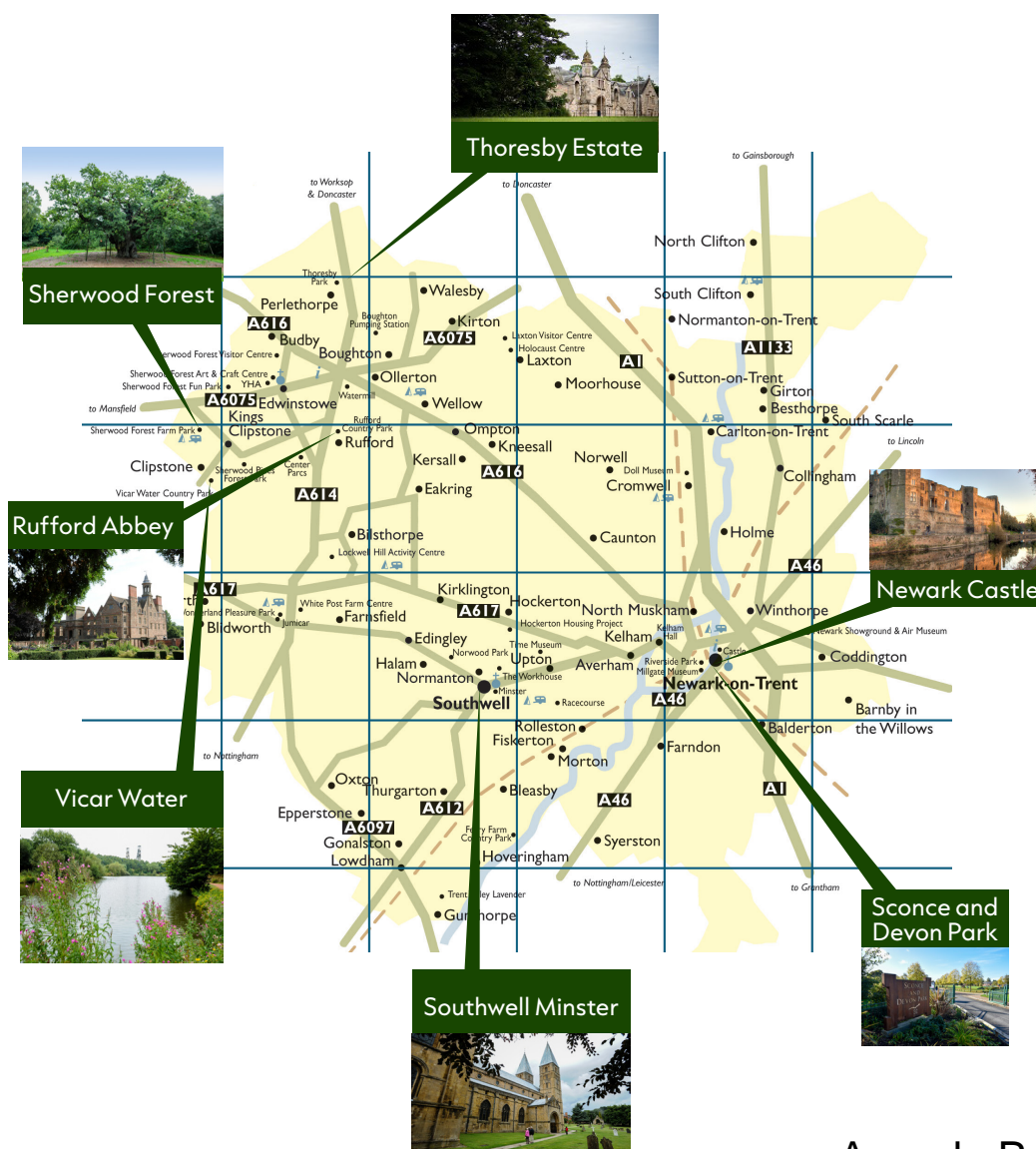
CHALLENGES

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.

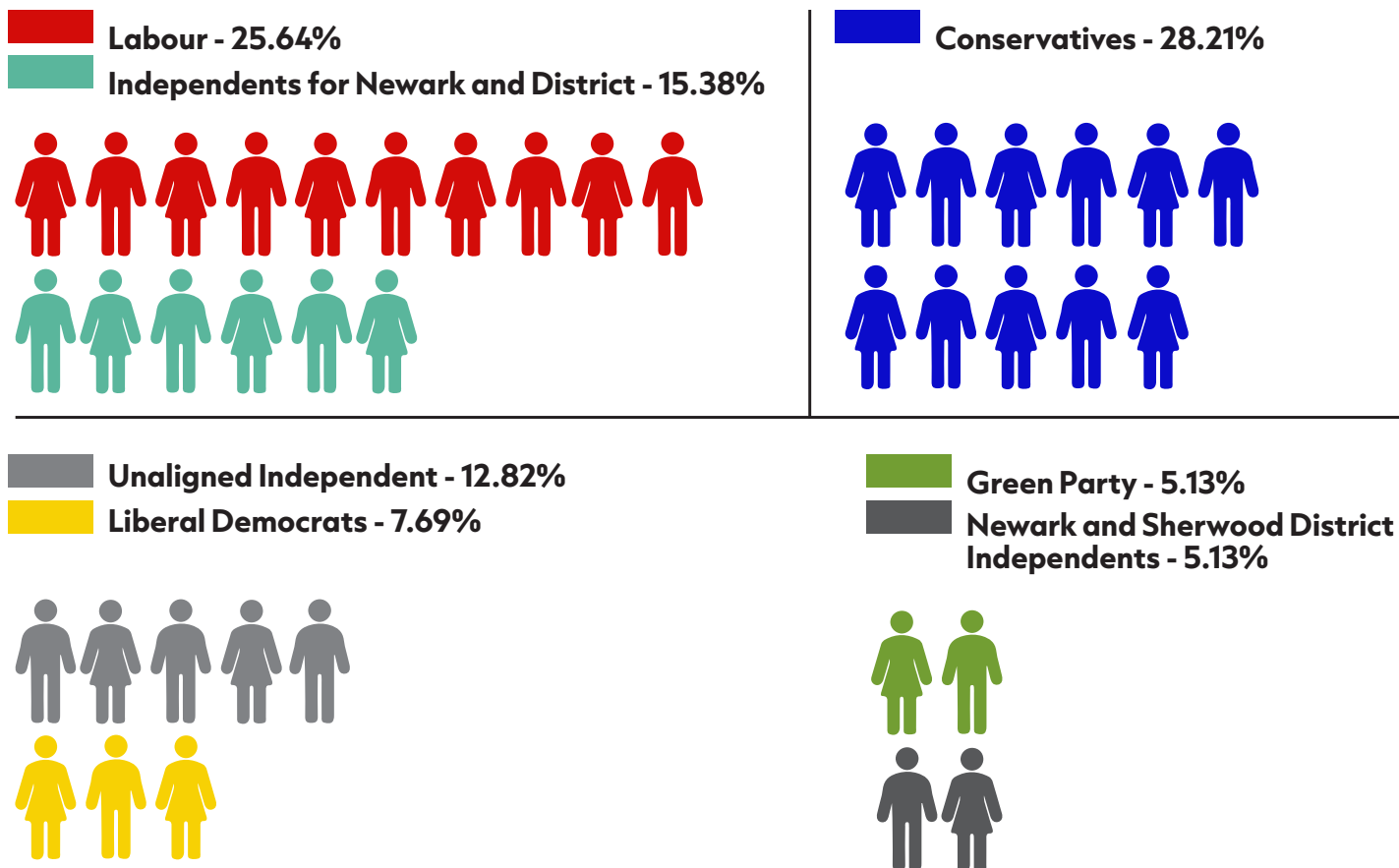
Employment rates are a challenge within the district. In 2021, 58.4% of the working age population of the district was in employment or actively seeking employment which is 2.5% lower than the national average. As such, we understand that the percentage of the working age population who were employed 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

Local Town and Parish Council - £0.04

Nottinghamshire Fire Service - £0.04

Newark and Sherwood District Council
- £0.08

Nottinghamshire Police and Crime
Commissioner - £0.12

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

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

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 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

Break down barriers to opportunity to enable residents and businesses to prosper and fulfil their potential



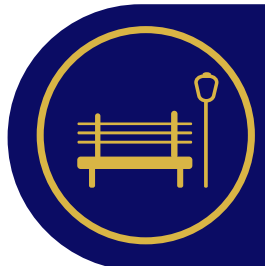
AMBITION 2

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



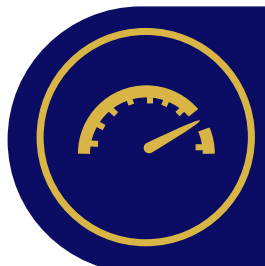
AMBITION 5

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

Break down 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





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

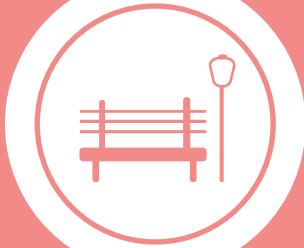




AMBITION 3

Improve health and wellbeing, with an emphasis on communities with lower 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 & 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.

Ambition 7	Lead Director/ Officer	Portfolio Holder
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
How often we do it:	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.
Why we do it:	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.
How it relates to the Community Plan:	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/



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 (Search resident panel or tenant scrutiny panel).

Email: 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.



CONTACT US...

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

 01636 650 000

 customerservices@newark-sherwooddc.gov.uk

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

 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
Objective 1: Improve health and wellbeing	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	
Objective 1: Improve health and wellbeing	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	
Objective 1: Improve health and wellbeing	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	
Objective 1: Improve health and wellbeing	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>Objective 1: Improve health and wellbeing</p>	<p>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</p>	<p>Deliver our 'Playpark Investment Plan' to improve play park areas across the district, exploring natural play opportunities.</p>	<p>Merged into <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>Objective 1: Improve health and wellbeing</p>	<p>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</p>	<p>Develop options for improving Southwell Leisure Centre, including the provision of a new centre.</p>	<p>Complete/BAU</p>
<p>Objective 1: Improve health and wellbeing</p>	<p>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</p>	<p>Explore options for 'green' entrances and exits to and from estates and villages.</p>	<p>Merged into ambition 6 <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>Objective 1: Improve health and wellbeing</p>	<p>Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.</p>	<p>Explore options for improving air quality in specific locations.</p>	<p>Merged into ambition 6 <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>

Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	Work with partners to reduce health inequalities in targeted areas and seek to increase local access to services and green spaces for all.	Merged into ambition 3 <i>'Complement the implementation of our 'Health and Wellbeing Strategy' with activities to reduce health inequalities in targeted areas.'</i>
Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	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.	Complete/BAU
Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	Develop plans and seek funding opportunities for the Council and its partners to improve cycling and walking infrastructure.	Merged into <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>
Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	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.	Complete/BAU

Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	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
Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	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.
Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	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.	Language change and moved to Ambition 1 <i>'Work with partners to identify options and sources of funding to improve public transport.'</i>	

Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	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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Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	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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Objective 1: Improve health and wellbeing	Ambition 3: Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.	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.
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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.		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
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	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.
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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	
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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	Review the 'Housing Allocations Scheme', including a full refresh of the housing register.	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	Continue to respond to additional and emerging demands for the resettlement of refugees.	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	Deliver a 'Housing Stock Condition Survey' for Council housing and private rented sector properties.	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'

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	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.
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	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.
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	Undertake an options appraisal for 'Housing with Care' in conjunction with partners.	No change	

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	Develop an 'Affordable Housing and Development Contributions Supplementary Planning Document'.	Complete/BAU
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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	Progress the amended 'Allocations and Development Management DPD' through the examination process to adoption.	Complete/BAU
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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	Develop and deliver a strategy to meet the housing needs of the Gypsy, Roma and Traveller community.	Complete/BAU
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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	Complete development of Alexander Lodge, a new temporary accommodation facility, incorporating pathways to independence for care leavers.	Complete/BAU
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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	Embed and evaluate our new 'Repairs Online' service.	Picked up in <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>
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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	Review planning guidance and policies to encourage and require where possible enhanced sustainability standards in new developments.	Picked up in Ambition 6 <i>'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.'</i>
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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	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.	Replaced	Implement and embed our new Housing Management System, as part of a wider programme of improvements to Housing Repairs and Empty Homes Services.
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 estate regeneration scheme at Yorke Drive.	Language change	Deliver phase 1 of the estate regeneration scheme at Yorke Drive.
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 further ways to seek out imaginative and effective ways to engage with and involve tenants.	Complete/BAU	

<p>Objective 2: Increase the supply, choice, and standard of housing</p>	<p>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</p>	<p>Maximise sustainable development opportunities to deliver public art and performance spaces within the residential built environment.</p>	<p>Picked up in Ambition 6 <i>'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.'</i></p>	
<p>Objective 8: To be a top performing, modern and accessible Council</p>	<p>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</p>		<p>Moved from Ambition 7 <i>'Plan and implement arrangements to respond to new regulatory inspections and requirements.'</i> & language change</p>	<p>Ensure ongoing compliance with regulatory standards, including the preparation for the inspection by the regulator of social housing</p>
<p>Objective 2: Increase the supply, choice, and standard of housing</p>	<p>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</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>

Objective 6: Reduce the impact of climate change	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	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.
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 and adopt a new Sustainable Economic Development and Visitor Economy Strategy 2023-2028.	Language change	Develop and deliver a new Sustainable Economic Development and Visitor Economy Strategy 2025-2030.
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	Work alongside educators and employers to identify, support and expand local opportunities in green and land management sectors.	Language change	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	Support the further development of the Air and Space Institute (Newark)© including linked sectors, future skills, and supply chain.	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: <i>Maximise local economic opportunities in green and land management sectors</i>

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.

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

~~Progress the development of 14 Market Place to provide commercial space to the ground floor and residential dwellings above.~~

Language change and moved to Ambition 5 'Develop 14 Market Place Newark, as part of the wider transformation of the Town'

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

~~Progress the relocation of Newark Lorry Park and redevelopment of Newark Gateway.~~

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	Undertake a feasibility study for the refurbishment of the Sutton on Trent industrial site with a view to creating employment opportunities.	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

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

Expand the number of apprenticeship and work experience opportunities across the Council and district, including major projects, working with partner organisations to deliver this.

Language Change

Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.

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

Promote the market for arts, culture and creative industries, including opportunities for high quality training and access to a variety of creative outlets.

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	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.	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 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.

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

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

~~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.'

Continue to progress the regeneration scheme in Ollerton Town Centre

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.

~~Develop a Community Safety Strategy and action plan addressing the priorities for 2024/25.~~

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.	Increase the level of resource in order to tackle anti-social behaviour in target locations.	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.	Undertake a comprehensive review of public realm CCTV with a view to making recommendations for its future coverage, geographical locations and partnership arrangements.	Replaced	Deliver the new enhanced in-house CCTV control room
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.	Maximise the use and effectiveness of CCTV to deter crime and bring offenders to justice.	Replaced with <i>'Deliver the new enhanced in-house CCTV control room'</i>	
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.	Intervene to reduce the number of empty premises across high streets to deter potential anti-social behaviour and encourage footfall.	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. '	

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.	Improve lighting and review infrastructure to reduce opportunities for crime and anti-social behaviour and improve feelings of safety.	Replaced	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.
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.	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	
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.	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	
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 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

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 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
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 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	
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.	Assist in the delivery of 'Rural Crime and ASB Prevention' with additional target hardening at Sherwood Forest Corner.	No change	
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.	Coordinate enforcement activity across Public Protection, Housing and Estate Management and Environmental Services to ensure joined up collaborative approaches.	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.	Reduce the number of environmental crimes committed by increasing visibility and enforcement in targeted areas.	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.	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 enviro- 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
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 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
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.	Consider options of expanding the 'Community Alcohol Partnership' (CAP) service into the district.	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.

~~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

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.

~~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.~~

Complete/BAU

Ambition 4: Increase the number and coordination of apprenticeship and work experience opportunities across the public sector.

New

Work with statutory authorities to improve flood mitigation and resilience across the district

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

Support Newark Town Council in the delivery of improvement plans at Sherwood Avenue Park.

Picked up in ambition 3: *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.*

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

Understand the biodiversity baseline within the district, allowing the development and implementation of a Biodiversity Strategy, 2024 – 2028.

Complete/BAU

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

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.

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	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'

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

Utilise new real time reporting analysis of street cleansing/grounds maintenance to improve our response times.

Complete/BAU

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

Carry out a district wide audit of litter and dog bins.

Complete/BAU

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	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.
Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	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.
Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	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	
Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	Implement the 'Local Area Energy Plan'.	No change	

Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	Work with key strategic partners to support completion and evaluation of the 'Home Upgrade Grant' scheme.	Complete/BAU
Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	Roll out programme of solar panels across Council buildings and explore other options to deliver our commitment to decarbonise Council owned assets.	Complete/BAU
Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	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
Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	Investigate securing greater renewable energy solutions within new developments across the district, including small scale community schemes where appropriate.	Complete/BAU

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

Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	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	
Objective 6: Reduce the impact of climate change	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces	Consider how to celebrate community contributions made through youth volunteering.	Complete/BAU	
New	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces		New	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

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	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.	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	Deliver the Newark Castle Gatehouse scheme.	No change	
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	Deliver the National Portfolio Organisation (NPO) activity plan.	Language change	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.

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.'*

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	Lead the delivery of the Newark Cultural Heart programme.	Language change	Lead the delivery of the Newark Cultural Heart Events programme
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	Respond to community requests to support any community-led days of action across the district, in conjunction with partners.	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	Implement a 'Shopfront Grant Scheme' as part of the Heritage Action Zone Programme.	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

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	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
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	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.	Picked up in <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>	
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	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	

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	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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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	Work with partners to look at opportunities for music and the arts.	No change
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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 opportunities to maximise the visitor offer linked to Sherwood Forest.	No change
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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	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.	Picked up in Ambition 1 <i>'Develop and deliver a new Sustainable Economic Development and Visitor Economy Strategy 2025-2030.'</i>
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	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
Objective 8: To be a top performing, modern and accessible Council	Ambition 5: Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit	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.

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	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.
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	Develop a Parish Council conference.	Moved to Ambition 5	
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	Maximise the benefits to Newark and Sherwood arising from the East Midlands Mayoral Combined Authority.	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	Explore opportunities with Nottinghamshire County Council and other Nottinghamshire District and Borough Councils for closer integration of services.	Complete/BAU
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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	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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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	Finalise and implement the Communications Strategy.	Language change	Finalise and implement the Communications and Marketing Strategies.
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<p>Objective 8: To be a top performing, modern and accessible Council</p>	<p>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</p>	<p>Ensure the new Customer Experience Strategy is fully embedded in the operations and culture of the Council.</p>	<p>Complete/BAU</p>
<p>Objective 8: To be a top performing, modern and accessible Council</p>	<p>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</p>	<p>Reinvigorate the Residents' Panel to ensure the panel is representative of the demographic profile to help drive service improvement across the Council.</p>	<p>Complete/BAU</p>
<p>Objective 8: To be a top performing, modern and accessible Council</p>	<p>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</p>	<p>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.</p>	<p>Complete/BAU</p>

**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>Objective 8: To be a top performing, modern and accessible Council</p>	<p>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</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>Objective 8: To be a top performing, modern and accessible Council</p>	<p>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</p>	<p>Plan and implement arrangements to respond to new regulatory inspections and requirements.</p>	<p>Language change and moved to Ambition 2 <i>'Ensure ongoing compliance with regulatory standards, including the preparation for the inspection by the regulator of social housing'</i></p>
<p>Objective 8: To be a top performing, modern and accessible Council</p>	<p>Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves</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.



Report to: Cabinet Meeting - 1 April 2025

Portfolio Holder(s): Cllr Paul Peacock, Strategy, Performance & Finance
Cllr Susan Crosby, Health, Wellbeing & Leisure

Director Lead(s): Sanjiv Kohli, Deputy Chief Executive and Director - Resources

Lead Officer(s): Sue Bearman, Assistant Director - Legal & Democratic Services, Ext. 5935

Report Summary	
Type of Report	<p>Open Report with exempt appendix / Key Decision</p> <p>The appendix contains exempt information as defined under Schedule 12A of the Local Government Act 1972, Paragraph 3 under which the Committee has the power to exclude the press and public if it so wishes.</p> <p>It is considered that the need to treat the information in the report appendices as exempt outweighs the public interest in disclosure because it contains information which is commercially sensitive financial details.</p>
Report Title	Mansfield Crematorium Redevelopment
Purpose of Report	To seek Cabinet’s endorsement of the resolution by Mansfield and District Joint Crematorium Committee (of which the Council is a constituent member) to redevelop Mansfield Crematorium; and to approve the financial arrangements for the Council’s contribution to the cost of redevelopment.
Recommendations	<p>That Cabinet:</p> <ul style="list-style-type: none"> a) approve the Option C high level refurbishment of Mansfield Crematorium as detailed in Exempt Appendix A and commencement of the refurbishment project; b) approve allocation of the Usable Reserves to partially cover the VAT liability on the development, limiting the financial impact on each authority area for the refurbishment programme, as set out in Annex A within Exempt Appendix A; c) approve the remaining total contribution by the Council, to pay the remaining VAT liability and year one deficit, as set out in point 2.45, 2.46 and Annex A within Exempt Appendix A; and

	d) approve an increase to the capital programme by £211,900, funded by the Change Management Reserve, to fund the Council's contribution towards the high-level refurbishment works as suggested in Option C.
Alternative Options Considered	The Mansfield and District Joint Crematorium Committee has considered alternatives including new build, sale, closure and a lower-level refurbishment. These are all explored in detail in the exempt appendix.
Reason for Recommendations	To ensure ongoing performance, viability and reputation of the Mansfield Crematorium.

1.0 Background

- 1.1 Since 1955 Newark & Sherwood District Council (NSDC), Mansfield District Council (MDC) and Ashfield District Council (ADC) have operated joint management arrangements for the Mansfield & District Crematorium (the Crematorium). Oversight is via the Mansfield and District Crematorium Joint Committee (the Joint Committee); each Authority appoints three executive members to the Committee.
- 1.2 MDC holds the Crematorium site on behalf of the constituent authorities. It employs the Crematorium staff and provides all finance services. NSDC provides the internal audit service and the clerking service for the Joint Committee.
- 1.3 If the Joint Committee wishes to incur capital expenditure for the acquisition of land or construction works then the express approval of each of the Authorities is needed. The Authorities are required to contribute on a pro-rata basis using a formula calculated according to the throughput of cremations for each Authority. All expenses of a revenue nature are calculated in accordance with the same formula.
- 1.4 The Crematorium facility requires either significant refurbishment or replacement, as set out in detail in **Exempt Appendix A**. The Joint Committee has carefully considered the options available, and on 24 February 2025 unanimously resolved to proceed with refurbishment, subject to approval by each constituent Authority, following consideration of the report included as **Exempt Appendix B** to this report.
- 1.5 MDC and ADC held meetings on 17 March 2025; both resolved to endorse refurbishment and approve the applicable capital expenditure arrangements.

2.0 Proposal/Details of Options Considered

- 2.1 It is proposed to proceed with Option C refurbishment as set out in Exempt Appendix A. Subject to each Authority's approval, procurement of a project management team will be progressed immediately to progress the project without delay.
- 2.2 Cabinet is asked to approve NSDC's financial contribution to refurbishment, which is significantly lower for NSDC than for ADC and MDC, at approximately 6.2% of the cost, due to the formula referenced in paragraph 1.3 above.

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 (FIN24-25/7112)

The table below shows the surplus distribution from the Crematorium for each of the constituent authorities over the last four years:

	2020/21	2021/22	2022/23	2023/24
Mansfield	£360,259	£410,942	£423,615	£399,165
Ashfield	£326,257	£349,903	£390,995	£420,224
Newark and Sherwood	£41,574	£51,937	£60,390	£55,998

As can be seen from the table, the Council receives circa £52,000 per annum from the crematorium.

The preferred option is for a refurbishment of the facility which will require the Crematorium to invest £7.37m, which will be covered in part by a specific loan and Joint Crematorium reserves. The Joint Committee requested contributions from the constituent Council's, of which Newark and Sherwood's share would be £237,018 based on our share of throughput. This was considered preferable to borrowing the full amount jointly. It gave each Council the option of whether to fund the contribution from reserves or borrowing.

The £237,018 is split into a capital contribution to the build and revenue cost to fund the forecasted deficit in the first year.

Revenue Contribution

The option C table at paragraph 2.38 of the appendix shows a forecasted deficit in the first year (whilst the refurbishment works are carried out) of £1,556,306. This includes a forecasted VAT liability that currently is not recoverable (fully by Mansfield District Council on their own) of £1,410,446 (appendix 10). The report suggests that the Joint Crematorium uses £1,151,476 of its own reserves to fund the VAT liability, hence leaving a revenue shortfall in year one of £404,830 (paragraph 2.44). Newark and Sherwood's share of this being **£25,140** based on throughput.

Capital Contribution

In addition to the contribution to the first-year shortfall, there is a requirement for Newark and Sherwood to contribute towards the capital build. The total contribution the Joint Crematorium has requested is £3,411,878, of which Newark and Sherwood's contribution is **£211,878** (paragraph 2.46). This will need to be added into the Council's capital programme in order to pass to the Crematorium for them to complete the refurbishment work.

The total of £237,018 can be funded from the Council's Change Management Reserve.

The Council is working with colleagues at Mansfield and Ashfield regarding reviewing the VAT position. Should Newark and Sherwood be able to charge its share of VAT to its accounts, there is a potential to recover £87,589 (appendix 10) from HMRC. This is yet to be confirmed with HMRC as yet, and hence should the three Council's be successful with this, the £87,589 would be transferred back to the Change Management Reserve meaning a net cost to Newark and Sherwood District Council of £149,429.

Once the refurbishment work has been completed it is anticipated, as contributions have been made to the capital works, and borrowing has been minimised, that surplus' should accrue back to previous levels quite quickly. Paragraph 2.38 shows that in the second year of operation (being the first year after the refurbishment) Newark and Sherwood's projected surplus would be £49,467. The payback would be during year 6 based on the £237,018, and during year 3 should the total cost be £149,429.

3.2 Legal Implications (LEG2425/4627)

Cabinet is the appropriate body to consider the content of this report. Under Paragraph 14 of the Agreement relating to Joint Management Arrangements for Mansfield & District Crematorium, if the Joint Committee requires to incur capital expenditure for the construction of works, the express approval of each of the Authorities is required.

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.

Mansfield District Council report of 17 March 2025 is [published](#)

Ashfield District Council report of 17 March 2025 is [published](#)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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